Opportunity and Challenge Profile

University of California, Davis
Search for the Vice Chancellor of Human Health Sciences
Sacramento, California

The University of California, Davis (UCD) seeks an exceptionally talented and effective health science executive to serve as its newly designated Vice Chancellor of Human Health Sciences (VCHHS or Vice Chancellor). The new Vice Chancellor will oversee the University's Sacramento health sciences campus at a pivotal moment of great potential and tremendous ambition of the members of its community. With the arrival of a new Chancellor, Dr. Gary May, the University's leadership is initiating a deliberate effort to grow, align, and integrate its academic and health science programs across all of its locations. A central mission for the Vice Chancellor will be to shape and further unify the Sacramento campus – comprised of the Schools of Medicine and Nursing and a complex, tertiary and quaternary care academic medical center – around fully coordinated and impactful approaches to improve medical education, research, and the quality and accessibility of health care for the citizens of Northern California and the Central Valley. They will then tie those efforts into the academic activities on the Davis campus and other health sciences campuses in the University of California System (UC System). The successful candidate for Vice Chancellor will be a creative, experienced leader who can build upon UC Davis' legacy of excellence. They will inspire the faculty, staff, and students to achieve a vision of being a truly preeminent health sciences innovator.

UC Davis Health (UCDH) is improving lives and transforming health care by providing excellent patient care, conducting groundbreaking research, fostering innovative, inter-professional education, and creating dynamic, productive partnerships with the community. UCDH is a major driver of economic prosperity in Sacramento and across Northern California. According to a 2010 study, it generates more than $3.4 billion in annual economic output and more than 20,000 jobs. For every employee or dollar of output directly supported by UC Davis Health's operations, the Northern California economy gains an additional 1.1 jobs or $1.10 of output, respectively. As the region's only academic health center, UC Davis Health is focused on discovering and sharing knowledge and providing the highest quality of care.

Reporting to the new Chancellor of UC Davis, Dr. Gary May, the Vice Chancellor for Human Health Sciences has primary responsibility for the UC Davis Medical Center, a 627-bed acute care hospital and a 1,000-member physician practice group, as well as responsibility for coordinating the entire UC Davis Health enterprise, which includes both the School of Medicine and the Betty Irene Moore School of Nursing. The Vice Chancellor oversees a $1.9 billion operating budget and oversees approximately 8,400 faculty, staff, and residents.

A description of the opportunities and challenges facing the new Vice Chancellor, and the desired qualifications and characteristics of the successful candidate can be found at the conclusion of this

document, which was prepared by the search committee with the assistance of Isaacson, Miller, a national executive search firm. All confidential applications, inquiries, and nominations should be directed to the parties listed on page 11 of this document.

About the University of California

In the nearly 150 years since its founding, the University of California has evolved into the world's preeminent public research university system, with an annual operating budget of more than $24 billion. The UC comprises 10 campuses – Berkeley, Davis, Irvine, Los Angeles, Merced, Riverside, San Diego, San Francisco, Santa Cruz, and Santa Barbara – which collectively enroll more than 234,000 students. The University also operates five medical centers – at UC Davis, UC Irvine, UCLA, UC San Diego, and UCSF – as well as three affiliated national laboratories: Lawrence Berkeley National Laboratory, Los Alamos National Laboratory, and Lawrence Livermore National Laboratory. Together, UC institutions employ more than 208,000 faculty and staff and are supported by more than 1.6 million living alumni working around the world. Another half million people annually benefit from UC continuing education courses, as well as from the services and discoveries of UC-affiliated research centers and educational programs operating throughout California. For more about UC, see http://universityofcalifornia.edu.

About UC Davis

The University of California, Davis was conceived in 1905, when the California state legislature passed the University Farm Bill, calling for the establishment of a site dedicated to science-based teaching and research to support the state's growing agricultural industry. Peter J. Shields, secretary of the State Agricultural Society, had lobbied on behalf of the idea of a "University Farm" after he recognized that California students were leaving the state in pursuit of agriculture degrees. University Farm began accepting non-degree students in October 1908 and enrolled its first 40 degree-seeking students from UC Berkeley in January 1909. In 1922, the campus was renamed the Northern Branch of the College of Agriculture and that same year, the first four-year undergraduate general academic program was established, graduating its first class in 1926. Following years of sustained growth, the Regents of the University of California declared UC Davis the seventh general campus in the University of California system in 1959.

UC Davis comprises four colleges – Agricultural and Environmental Sciences, Biological Sciences, Engineering, and Letters and Science – as well as a graduate studies program and nationally renowned professional schools, including the Betty Irene Moore School of Nursing, Graduate School of Management, School of Education, School of Medicine, School of Law, and the top ranked School of Veterinary Science. UC Davis has 104 undergraduate majors and 97 graduate programs in its diverse academic programs. For more about the colleges and schools at UC Davis, please see: https://www.ucdavis.edu/academics/colleges-schools.

UC Davis has an academic staff of roughly 2,450. The university's distinguished faculty includes members of the National Academy of Sciences, American Academy of Arts and Sciences, American Law Institute, National Academy of Engineering, and other renowned academies. Among many other honors, university faculty, alumni, and researchers have won the Presidential Medal of Freedom, Pulitzer Prize, MacArthur Fellowship, National Medal of Science, Blue Planet Prize, Wolf Prize, and Presidential Early Career Award for Scientists and Engineers. UC Davis is the only campus that is home to an Academic Federation, a group of academic employees who are not members of the Academic Senate, and who by percentage of appointment and duration of employment are eligible for membership. This organization is parallel in function to the role of the Academic Senate, and a key asset of the campus.

In the area of research, UC Davis continues to be a national leader in federally sponsored research and is distinguishing itself for its success in generating research support from state and private sources. The National Science Foundation ranks UC Davis 15th in the nation in research funding among public universities and 22nd among public and private universities overall. Annual external research funding reached all-time highs over the past two years, with the campus generating $786 million in 2014-2015 and $760 million in 2015-2016, made all the more remarkable given the national trend of declining research support. (See Appendix I for graphs illustrating trends in extramural funding.)

UC Davis is recognized for excellence across a wide array of disciplines and measures. In addition to being a member of the AAU and ranking 12th among public research universities nationwide, according to the latest *U.S. News & World Report* rankings, *Washington Monthly* has recognized UC Davis as a top-10 national university based on contributions to the "public good," defined as social mobility (recruiting and graduating low-income students), research (producing cutting-edge scholarship and Ph.Ds.), and service (encouraging students to give something back to their country). Last year, the *New York Times* described UC as "California's Upward-Mobility Machine" as part of its College Access Index, with seven of its 10 campuses ranking among the top 10 for providing social and economic mobility to its students. UC Davis shone in those rankings, standing second among U.S. colleges for doing the most for low-income students: 56 percent of undergraduate California residents have their system-wide tuition and fees completely covered by financial aid, and 44 percent of students awarded a bachelor's degree in 2014-15 graduated with no student debt. UC Davis provides an excellent return on investment, and ranks 31st among the top 50 U.S. universities and colleges for the amount of money its students earned over 20 years after earning a degree. UC Davis ranks 6th among universities nationwide for the most students hired by top companies in and around Silicon Valley, according to *Business Insider*.

UC Davis has also made excellent strides in supporting diversity and developing an inclusive campus community: the university has adopted a Strategic Plan for Diversity and Inclusion, and the campus ranked first on a *Diverse Issues in Higher Education* list based on the number of undergraduate degrees for minority students in biological/biomedical sciences. In 2016, *Forbes* named UC Davis the most important STEM University for women, and the university is expecting to earn the U.S. Department of Education Hispanic Serving Institution designation by 2018-2019, when 25 percent of undergraduates will be of Hispanic origin. Campus Pride, a national non-profit organization, listed UC Davis among the 30 best colleges and universities in the country for LGBTQ-inclusive policies, programs, and practices. For more about UC Davis, see: https://www.ucdavis.edu/

About UC Davis Health

The University of California, Davis encompasses the UC Davis Health system, which comprises the UC Davis School of Medicine (ranked among the country's top 50 medical schools for both research and clinical care by *U.S. News & World Report*); the Betty Irene Moore School of Nursing; UC Davis Medical Center – a nationally ranked 619-bed acute-care teaching hospital; and the UC Davis Medical Group – a 1,000-member physician's practice group. The health system has an annual budget of roughly $1.9 billion. The Medical Center logs more than 40,000 hospital admissions and handles nearly 1 million outpatient visits annually, with the medical center's emergency room seeing an average of 210 patients every day.

UC Davis also fulfills an important public mission to meet the needs of society in a variety of ways. UC Davis Health System serves 33 counties in California. The Association of American Medical Colleges has previously honored UC Davis Health System with the "Outstanding Community Service Award" for its commitment to the community and region. The School of Medicine has developed a remarkable Underserved Communities Leadership Program (UCLP), which operates specialized medical education tracts such as Rural-PRIME and SJV Prime, TEACH, and ACE-PC. Additionally, UC Davis coordinates

the Federal Communications Commission (FCC)-funded California Telehealth Network, which provides free broadband connections linking together nearly 900 primary-care sites, tribal clinics, rural hospitals, and teaching hospitals. This program is one of the country's largest telemedicine networks and demonstrates UC Davis's commitment to using telehealth to improve access to inpatient and outpatient specialty care, professional education, and for new models of chronic disease management.

UC Davis Health System maintains affiliations with external institutions, including the adjacent Shriners Hospital for Children of Northern California, the Veterans Administration Northern California Health Care System, and the David Grant Medical Center, located at Travis Air Force Base in Fairfield, California. The Health System also maintains close ties to the Sacramento community through its Volunteer Clinical Faculty (VCF) program. In addition to the UC Davis Comprehensive Cancer Center, it is also home to other notable Centers including the Alzheimer's Disease Center, the Clinical and Translational Science Center, the MIND Institute, and the Institute for Regenerative Cures.

UC Davis Health operates as part of UC Health, which is the nation's largest health science and medical training program, with more than 14,000 students annually enrolled in 17 health-sciences professional education programs. UC trains nearly half of the medical students in California. In addition to Davis, UC Health operates medical centers in Irvine, Los Angeles, San Diego, and San Francisco. UC Riverside is home to a new community-based medical school and UC Merced is expanding its health education opportunities to its students dedicated to serving the Central Valley. Together, the UC medical centers comprise the fourth-largest health care system in California, and deliver more than 147,000 inpatient discharges, 297,000 emergency room visits, and 3.9 million outpatient visits each year.

UC Davis Medical Center

Based in Sacramento, the UC Davis Medical Center is a nationally renowned academic medical center where clinical practice, teaching, and research converge to advance human health. UCDMC serves 33 counties covering a 65,000-square mile area from Sacramento north to the Oregon border and east to Nevada. It is the top-ranked hospital in Sacramento by *U.S. News and World Report* and is among the nation's best in 11 medical specialties. In addition, for 16 consecutive years UCDMC has earned the "Consumer Choice Award" from National Research Corporation as the Sacramento region's top hospital in overall quality and image. In 2015, the Leapfrog Group recognized UCDMC as a Top Urban Hospital, and in 2014 it became a Magnet recognized hospital for excellence in nursing. UCDMC has also been recognized as a "Leader in LGBT Healthcare Equality" in the Healthcare Equality Index, an annual survey conducted by the Human Rights Campaign Foundation, the educational arm of the country's largest lesbian, gay, bisexual and transgender (LGBT) organization.

The UC Davis Medical Center includes the UC Davis Children's Hospital, the Sacramento region's only comprehensive hospital for children, serving infants, children, adolescents and young adults with primary, subspecialty, and critical–care services. It is home to the Central Valley's only pediatric emergency department and Level I pediatric trauma center. This 110-bed hospital within a hospital includes a 49-bed, state-of-the-art neonatal intensive care unit. In 2011, UC Davis Children's Hospital opened a new, state-of-the-art pediatric and cardiac intensive care unit. UC Davis Children's Hospital has been ranked by *U.S. News and World Report* among the nation's top hospitals in four specialties: urology, orthopedics, nephrology, and endocrinology. The UC Davis Children's Hospital also has a separate pre-operative and operative area for children, the UC Davis Children's Surgery Center.

Other centers of excellence at the UC Davis Medical Center include state-of-the-art emergency departments that include the region's only Level I adult and pediatric trauma centers, serving approximately 150 patients per day; the UC Davis Comprehensive Cancer Center, one of only 49 National Cancer Institute-designated comprehensive centers nationwide; the internationally recognized

UC Davis MIND Institute, devoted to finding treatments and cures for neurodevelopmental disorders; and a pioneering telehealth program, which gives remote, underserved communities access to academic specialty and subspecialty care.

UCDMC has made a significant investment in electronic health records and is far ahead of peer institutions in the UC System for its technology infrastructure; in 2013, it was awarded the HIMMS Davies Award of Excellence, which recognizes excellence in the use of health information technology.

UC Davis Medical Group

The UC Davis Medical Group is a network of 1000 primary- and specialty-care faculty-physicians offering primary care and specialty expertise in more than 150 areas of health care. The Group has shared responsibility for the clinical operations of the Health System's professional practice activities and its primary goal is to maintain a clinical practice that distinguishes UC Davis Health System as a leading faculty and academic health center. The Medical Center operates the 16 outpatient offices where Davis faculty practice in 10 Sacramento-area communities, each with same-day appointments for acute care and access to interactive online health records.

UC Davis School of Medicine

The UC Davis School of Medicine has had a sustained impact in Northern California and around the world since its founding in 1968, through education, research, patient care, and community service. In its 2017 edition of medical school rankings, *U.S. News & World Report* ranked UC Davis School of Medicine 18th for primary-care training and 45th in research. The School of Medicine rose to a ranking of 29th in the most recent Blue Ridge list of NIH funded medical schools, placing UCD in the top quartile of NIH funding. In January of 2014, the Liaison Committee on Medical Education (LCME) conducted an on-site accreditation visit of the UC Davis School of Medicine and awarded eight years of full accreditation (through 2021-2022). UC Davis has one of the most diverse medical student populations in the country, with high academic achievement and a strong commitment to social responsibility. The school has many distinguishing characteristics and programs, including:

- A curriculum that emphasizes doctor-patient communication, ethics, clinical reasoning, end-of-life care, cultural competency, self-knowledge, and the human side of illness.
- Fully accredited master's degrees in clinical and translational research, in public health, and in health informatics, as well as a master's in business administration, and a doctoral program for physician-scientists to help meet scientific, social, ethical, political, and humanitarian challenges of health care.
- One of the nation's inaugural Clinical Translational Science Centers, NIH funded in the inaugural cohort of 12 centers in 2006.
- Stem cell training to help young physician-scientists become better skilled and knowledgeable in stem cell research and its related ethical, legal, and social implications.
- Professional development to most of the physicians in the region with more than 300 seminars, workshops, on-site hospital tutorials, distance learning, online classes, special lectures, and one-hour weekly and monthly medical grand rounds every year.

Betty Irene Moore School of Nursing

The Betty Irene Moore School of Nursing at UC Davis was established in March 2009 through a $100-million grant from the Gordon and Betty Moore Foundation, the largest grant for nursing education in history. The school welcomed its first students in fall 2010, and now houses five graduate programs:

Master of Science – Leadership, Doctor of Philosophy in Nursing Science and Health-Care Leadership, Master of Science – Nurse Practitioner, Master of Health Services — Physician Assistant Studies, and the Master's Entry Program in Nursing. All five programs are led by the Nursing Science and Health-Care Leadership Graduate Group, an interprofessional team of more than 55 faculty members from disciplines including nursing, medicine, health informatics, nutrition, biostatistics, pharmacy, sociology and public health. Expected eventually to serve 420 students, The Betty Irene Moore School of Nursing combines the potential of new ideas for change with a nationally recognized collection of research, academic and health-care resources.

The diverse interests and expertise of School of Nursing faculty, coupled with robust collaborations with faculty across UC Davis and beyond, catalyze cutting-edge research from nursing-home and palliative care to chronic-disease and care management to disease prevention and health promotion. From technology and quality and access, researchers work to improve health care systems and design policies to assure care is effective, efficient and responsive. Recently, the School of Nursing launched the Family Caregiving Institute, dedicating to increasing the capacity of family caregivers to enact their vital role and increasing the capacity of health care professionals to partner with family caregivers as they navigate complex health trajectories.

In October, 2017, the School opened the newest academic building at UC Davis Health, Betty Irene Moore Hall. As stated by the School, "the building is home to the graduate programs of the Betty Irene Moore School of Nursing and also supports inter-professional health sciences education. The $50 million, 70,000-square-foot building features collaborative learning spaces rather than traditional classrooms. The building illustrates UC Davis' mission to reimagine education and provide innovative spaces to best prepare future health professionals in nursing, medicine, health informatics, public health and more. The building advances UC Davis' innovative use of and national recognition for clinical simulation. It features simulation labs, where clinical scenarios play out on one side and debriefing rooms on the other side, in order to provide an environment to discuss bedside decisions. Simulation arenas include an inpatient eight-bed hospital ward, task and anatomy skills labs, a 15-room primary care clinic and a one-bedroom apartment for home health simulation."

Leadership at UC Davis

It is an exciting moment at UC Davis with its appointment of a new Chancellor. Dr. Gary May was appointed the seventh Chancellor of the University of California, Davis on August 1, 2017. An accomplished scholar and engineer, Chancellor May came to UC Davis from the Georgia Institute of Technology in Atlanta, where he had been for nearly three decades, most recently as dean of the institute's College of Engineering — the largest and most diverse school of its kind in the nation, with 450 faculty and 13,000 students. Prior to being dean, Dr. May was the Steve W. Chaddick Chair of Georgia Tech's School of Electrical and Computer Engineering, and previous to that, he was the executive assistant to Georgia Tech President G. Wayne Clough.

Dr. Ralph Hexter was appointed provost and executive vice chancellor of the University of California, Davis on January 1, 2011. Before joining UC Davis, Dr. Hexter served as president of Hampshire College in Amherst, Massachusetts, a selective liberal arts college, and held other senior administrative roles and/or faculty positions at UC Berkeley, University of Colorado, Boulder, and Yale University. From late April 2016 through July 2017 he served as Acting, then Interim Chancellor of UC Davis.

The Current Context

In the campus' most recent history, the Vice Chancellor for Human Health Sciences also functioned as the Dean of the School of Medicine. With the departure of the most recent VCHHS, it was an opportune

time for Chancellor May and the senior leadership team to do a comprehensive review of the organization and structure of the Sacramento health sciences campus. The review has now been completed, and Dr. May has determined that Sacramento campus would be well served to split the vice chancellor and dean roles apart, as is the case at a growing number of institutions in the UC System and across the country. This will allow for more attention to be paid to the larger strategic opportunities in human health sciences broadly and challenges in academic medicine specifically, as well as providing more focused leadership of a growing and thriving medical school enterprise and its tripartite public mission. To this end, this search for the Vice Chancellor for Human Health Sciences will precede the search for the Dean of the School of Medicine so that the new Vice Chancellor will have the opportunity to recruit and select the new Dean of the School of Medicine. This is an exciting moment of organizational transformation at the Sacramento campus, and it is expected that these changes will set the stage for the further growth, development, innovation, and impact in the human health science programs across the entire UC Davis campus.

Role of the Vice Chancellor for Human Health Sciences

The Vice Chancellor for Human Health Sciences reports directly to the Chancellor of the University of California, Davis. The position has primary responsibility for all of UC Davis Health (UCDH), which includes the UC Davis Medical Center, a 627-bed acute care hospital and a 1,000-member physician practice group, and both the School of Medicine and the Betty Irene Moore School of Nursing. The Vice Chancellor will participate in campus-wide policy development through membership on the Chancellor's Leadership Council. (See Appendix II for a full organizational chart.)

The Vice Chancellor oversees an annual operating budget of $1.9 billon and directly supervises the following positions:

- Associate Vice Chancellor for Biomedical Research and Dean of the School of Medicine
    - This position reports to the Vice Chancellor in regard to the AVC role and to the Provost in regard to the Dean role.
- Associate Vice Chancellor for Nursing and Dean of the Betty Irene Moore School of Nursing
    - This position reports to the Vice Chancellor in regard to the AVC role and to the Provost in regard to the Dean role.
- Medical Center CEO
- Associate Vice Chancellor for Academic Personnel
- Associate Vice Chancellor for Equity, Diversity, and Inclusion
- Associate Vice Chancellor for Health Sciences Development and Alumni Affairs
- Associate Vice Chancellor for Strategic Communications and Marketing
- Chief Financial Officer
- Government and Community Relations Director
- Practice Management Board Director and Vice Dean for Clinical Affairs
- Chief Information Officer
- Business Development Officer
- Chief Compliance Officer.

Key Opportunities and Challenges for the Vice Chancellor of Human Health Sciences

The University seeks a Vice Chancellor of Human Health Sciences who can build on existing strengths within the University and the health system while identifying new areas of growth and excellence as the nation enters a new, exciting but highly uncertain era in health science and healthcare delivery. To achieve this aspiration, the new Vice Chancellor must address the following opportunities and challenges:

Forge a cohesive vision and strategy that will unlock the full potential of the Sacramento campus

For UCDH to strengthen its position as a preeminent health-sciences enterprise, the Vice Chancellor must inspire a broad vision that unites university, health system members, and external partners alike to build upon their strengths and work together to achieve higher levels of excellence in research, health education, and patient care. The Vice Chancellor will work with the senior team, deans, faculty, staff, students, and community members to create and execute upon a coherent strategic plan for UCDH that integrates interdisciplinary and interschool approaches toward furthering excellence in all areas. This plan should leverage existing strengths and identify partnership opportunities between the Sacramento and Davis campuses, including with the world's top-ranked School of Veterinary Medicine, the College of Agricultural and Environmental Sciences, and the university's public health initiatives. The Vice Chancellor's overarching work will be to affirm the vision and aims of UCDH as a unified academic health center, committed to the highest quality clinical care, the education of tomorrow's best clinicians and scientists, and groundbreaking scientific discovery that will improve human health.

Join and embrace the UC Davis academic and clinical community

For 100 years, UC Davis has prepared and inspired students and discovered solutions to some of society's most pressing problems. The campus will expect the new Vice Chancellor to embody the many elements of its public mission in service to the citizens of California. The new VCHHS will be expected to join and embrace the campus community, respect its legacy, understand its aspiration, and make an authentic, deep commitment to helping the Sacramento campus and human health science programs achieve a new level of impact for the benefit of the citizens of California and beyond. The VCHHS will be expected to reach out to students, staff, faculty members, deans, administrators to listen and learn, ultimately demonstrating a willingness to engage and an openness to ideas and input from all directions.

Create and support an environment that attracts and retains world-class health sciences faculty

A key component of ensuring UC Davis continues its role in California and the nation as a world-class health sciences resource will be attracting and retaining outstanding faculty members who can inspire students, connect with the community, and forge new frontiers in human health sciences research. Both in recruitment and retention, the Vice Chancellor work closely with the Deans to seek and encourage collaborative and innovative behaviors that can serve the University's community-oriented health mission. To succeed, the Vice Chancellor must establish effective programs for marketing the campus and its program to attract faculty from across the nation and world; and for developing junior faculty into tenured positions and leaders in the field, encouraging mentoring and other activities to ensure a future pipeline for strong teaching and research.

Continue to strengthen and grow programs across the enterprise

The Vice Chancellor will also lead an institution-wide effort to improve the quality and efficiency of clinical care delivered across UCDH hospitals and clinics. UCDH operates within a highly competitive environment, and meeting this challenge will require the development of a seamless infrastructure that enables UCDH clinicians to carry out their work effectively and efficiently, equipping them with the tools and training necessary to deliver highly accessible, high-quality care while also providing valuable teaching opportunities.

In doing so, the Vice Chancellor's office will support excellent patient care by gathering and sharing best practices in patient care across divisions; developing and tracking measures of success for patient care and clinical work; systematically reducing errors in health care delivery; and enhancing the overall quality of the medical center facilities. They will be expected to leverage the outstanding potential of UC Davis

stakeholders' academic talent in innovation and cutting-edge patient care. If successful, UCDH will uniformly deliver exceptional care generating both optimal outcomes and patient satisfaction; improve access to care for all populations, including the underserved and indigent; and set a global standard for patient safety and patient-centered care, while also enhancing the teaching and research mission. All of this must also occur in the current healthcare environment, marked by the dynamic shifts in national policy. The Vice Chancellor will not position UCDH to simply react to these shifts, but instead effectively lead through them in a financially sustainable way.

Cultivate a highly collaborative, supportive, and diverse workplace

The Vice Chancellor has an opportunity to improve the culture and quality of interactions across the Sacramento campus by modeling excellence through fair, open, and respectful leadership and by providing staff and faculty throughout the institution with a high level of professional development, recognition, work/life balance, and other benefits. The Chancellor must have an institutional dedication to professional development and mutual support, and encourage the use of mentoring, cross-training, and other innovative approaches. Success will allow the campus to become a more dynamic, engaged workplace in which staff and faculty are consistently informed about and engaged in the schools' and medical center's individual and collective work and goals, and work together as a unified team toward advancing health across Northern California.

Secure the long-term prosperity of UCDH by growing and leveraging diverse revenue streams

UCDH has seen positive margins in recent years and is in a strong financial position. However, to maintain and expand that strength, the Vice Chancellor must develop and execute a comprehensive short- and long-term financial strategy. This will enable UCDH to continually grow its funding to fulfill its ambitions to hire and retain high-caliber faculty, develop new research and teaching facilities, and attract top-tier students, as well as to support ongoing expansion and improvement in the years to come, including projected renovations to the Medical Center's Davis Tower. UCDH is funded through federal agencies, private donors, the state of California, business partners, and foundations, as well as through clinical services, technology transfer, tuition, and other sources. The Vice Chancellor will need to stay abreast of the inevitable changes in clinical care reimbursement patterns and proactively adapt the organization to meet the challenge and ultimately thrive in a time of unprecedented scrutiny on healthcare costs.

The Vice Chancellor will play a major role in development work and will commit to improving the culture of philanthropy, on campus and off, so that every member of the community understands the importance of giving back. The Vice Chancellor will bring strong experience with fundraising and will lead efforts to secure funding from individual donors and private partners from a wide range of industries. In doing so, the Vice Chancellor will lead the planning and execution of future capital campaigns for UCDH, working closely with development and marketing staff.

Enhance operational efficiency and collaboration

UCDH is a vast and immensely complex organization composed of thousands of individuals working in disparate divisions across the city of Sacramento and beyond. To work effectively as a single institution aligned toward a common mission, UCDH's members must be given clear, decisive direction from the highest levels of the administration. The challenge for the Vice Chancellor will be to increasingly weave together UCDH's component parts through a combination of efficient administrative systems and progressive human resources practices, working in alignment with leadership in the Chancellor's office in Davis. The reliable and accessible system of processes and practices shared across UCDH will be key to successfully integrating the campus' entities. In addition, the Vice Chancellor will work with peers across

the University of California and specifically with leadership of its associated medical centers to initiate and advance UC Health-wide efforts to identify best practices and efficiencies and bend the cost curve of providing the very highest quality and cost-effective patient care.

Build strong external relationships and support

UC Davis enjoys strong support of the citizens of California, the legislature, and the business community. As the spokesperson for the campus to the external community the Vice Chancellor often plays a key role in addressing issues of health and biomedical research in California. The Vice Chancellor plays a crucial role as the top external representative and advocate for UCDH with its various communities, whether campus, local, regional, national, or global. Through external engagements, the Vice Chancellor will help strengthen UCDH's local and national recognition. Locally, the work and mission of UCDH are closely woven into the Sacramento community; indeed, the health system would not exist without the great city that surrounds it, and its members are continually enriched by their countless encounters with Northern California's uniquely diverse population. The task of improving community health is larger than any one entity can individually take on. There is a rich network of providers, networks, community organizations, and policymakers in the area that have yet to be fully engaged to support community health in the region. Honoring the land grant mission of UC Davis, the Vice Chancellor will engage these various groups in finding ways to collaborate and improve the health of all those in the Sacramento community and beyond. The Vice Chancellor will work together with civic leaders from the city of Sacramento and the state of California, as well as business and investment leaders in the community. The Vice Chancellor will also engage state policymakers and make a strong case for continued investment in UC Davis and its human health science programs. Additionally, the Vice Chancellor can expand community-based partnerships with public health departments, foundations, community-based organizations, and other agencies that serve Sacramento's and California's diverse, often underserved populations.

By extending its work outward, UCDH can also serve as a resource and model for the translation of findings into policy and practice, and can exert its leadership to promote improved and expanded health-science research and health care delivery at academic and other institutions around the world. If successful, the Vice Chancellor will raise even higher the profile and reputation of UCDH among academic and health science institutions and position the health system as a leader in the search for new solutions to advance health worldwide.

Qualifications and Characteristics

The successful candidate will possess all or most of the following:

- A visionary and strategic thinker and leader with knowledge and experience in integrated academic health centers or comparable complex systems.
- A deep appreciation and understanding of the challenges and opportunities in the current transitional period in health care delivery, including health policy, appropriate service models and funding in the context of academic health care.
- A deep appreciation and understanding of the challenges and opportunities in the current transitional period in health care delivery, including health policy, appropriate service models and funding in the context of academic health care.
- The ability to work collaboratively with faculty in an environment of shared governance, demonstrating transparent and respectful bidirectional communication.
- Experience with health-related research and education; the capability to integrate effectively the academic and research missions with the clinical enterprise.
- Demonstrated ability to utilize political processes effectively to promote institutional missions and goals.

- Ability to grow the research enterprise, and preferably, a personal history of NIH research support and significant understanding of the research process.
- An ability to support and advance all missions of an academic health center – education, research, and clinical care, working with colleagues and other organizations to foster accountability and achieve the vision.
- Ability to build consensus, including an understanding of issues and options facing medical schools and their affiliated hospitals, nursing schools and higher education, with the interpersonal and communications skills required to form productive partnerships.
- National, and preferably, international stature in academic health sciences.
- Demonstrated effectiveness in promoting diversity and inclusion among faculty, students, and staff as well as health equity for clinical populations served.
- Keen interest in fundraising and proven ability to succeed in development and fundraising activities.
- Inclusive management style, with demonstrated ability to build strong teams and partnerships
- An MD degree is strongly preferred, appropriate board certification or comparable professional recognition, and the credentials to qualify as a tenured full professor.

Location

This position is based in Sacramento, California, the state capital, which sits in the northern part of California's Central Valley, in one of the world's most productive farming regions and at the foot of the Sierra Nevada Mountains. Sacramento is a family-friendly city with major cultural resources. Some School of Medicine faculty members live in Davis, the site of the general campus (www.ucdavis.edu), approximately 20 minutes away by car. The UC Davis campus footprint is the largest of the UC system, spanning more than 5,500 acres in two counties. Sacramento is one of the most diverse and integrated city in the United States as determined by the Civil Rights Project at Harvard University. To learn more about Sacramento, see www.discovergold.org.

Applications, Inquiries, and Nominations

Screening of complete applications will begin immediately and continue until the completion of the search process. For best consideration, please apply by November 15, 2017. Inquiries, nominations, referrals, and CVs with cover letters should be sent via the Isaacson, Miller website for the search: www.imsearch.com/6348. Electronic submission of materials is strongly encouraged.

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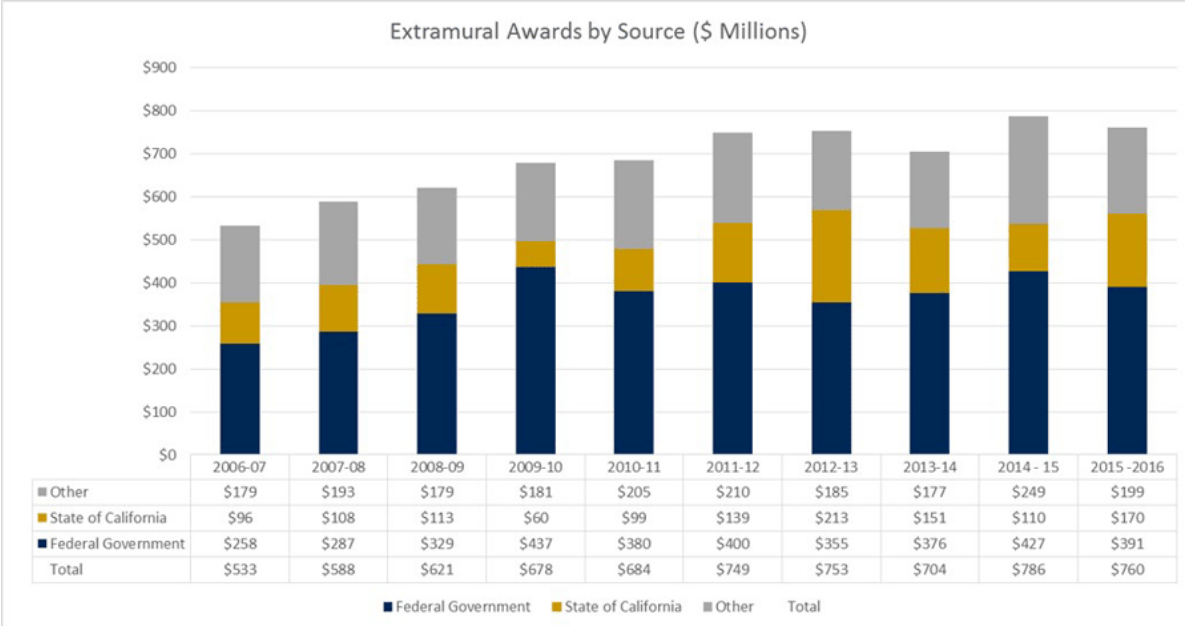
Appendix I: Extramural Funding Trends

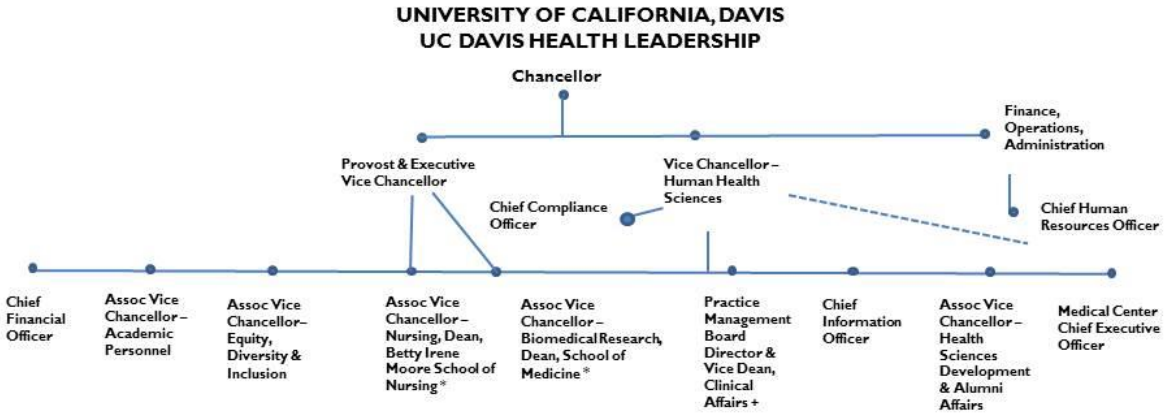


	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014 - 15	2015 -2016
Other	$179	$193	$179	$181	$205	$210	$185	$177	$249	$199
State of California	$96	$108	$113	$60	$99	$139	$213	$151	$110	$170
Federal Government	$258	$287	$329	$437	$380	$400	$355	$376	$427	$391
Total	$533	$588	$621	$678	$684	$749	$753	$704	$786	$760

UC Davis Extramural Funding Trends: 2006 - 2016

UC Davis School of Medicine Extramural Funding Trends: 2001 – 2016

Appendix II: Organizational Chart



* As dean, reports to Provost; as AVC to VC- Human Health Sciences
+ As PMB Director reports to VC; as Assoc Dean to Dean-SOM

June 2017