



## Dean College of Medicine

### Leadership Profile

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**WittKieffer**

## The Opportunity

The University of Kentucky (UK) College of Medicine, a leading academic medical institution that empowers a diverse and inclusive environment to provide excellence in education, equitable health care, and transformative scientific research to improve the health and wellness of Kentuckians and beyond, invites nominations, inquiries, and applications for the position of Dean. The Dean is expected to provide visionary leadership in the advancement of the college's educational, research, service, and clinical missions; manage its financial and human resources; promote excellence among faculty, learners, and staff; and play an important role in fundraising and alumni relations.

Founded in 1960, the college produces highly qualified, caring physicians and the next generation of biomedical scientists to serve the people of Kentucky, the nation, and world. In fiscal year 2022, total research funding exceeded \$199.5 million including more than \$99.5 million in National Institutes of Health (NIH) funding, representing more than a 50 percent increase in funding over the last five years. The College of Medicine seeks a dynamic academic leader with a national reputation to guide its continued growth and development as a regional and national leader in research, medical and biomedical education, patient care and service.

The college consists of four campuses, including three 4-year campuses in Lexington, Bowling Green, and Northern Kentucky, along with a campus in Morehead for the third- and fourth-year students in the Rural Physician Leadership Program.

Beginning in the 2022-2023 academic year, the college was comprised of 816 medical students – 509 in Lexington, 123 in Bowling Green, 137 in Northern Kentucky, and 47 in Morehead; 142 PhD students; 107 graduate students; 70 postdoctoral fellows; 815 medical residents and fellows in ACGME-accredited programs; 2,435 full-time, part-time, and voluntary faculty; and 2,469 staff members spread across 18 clinical and seven basic science departments. These activities are supported by a budget of approximately \$660 million.

The Dean reports to the University's Provost, Robert S. DiPaola, MD, and has responsibility for all faculty, learners, and staff in the college. The Dean is a chief administrative officer for the University who will meet with the Provost individually and as part of regular meetings with the other deans. The College's 18 clinical chairs and 7 basic science chairs, as well as multiple center directors, report directly to the Dean. The Dean is also a member of the University's Executive Vice President for Health Affairs' (EVPHA) executive leadership team to serve as the voice of the faculty and the academic mission in all UK HealthCare decisions and will be included in all key decision-making leadership meetings of UK HealthCare.

Candidates should possess an MD, MD/PhD, DO, or equivalent degree. The successful candidate must also demonstrate broad progressive administrative leadership experience in an integrated academic medical center environment and national recognition for achievement in academic pursuits, especially extensive prior and/or current research productivity, that would warrant appointment as a tenured, full professor.

UK is a leading land-grant and public research university located in the beautiful Bluegrass region of Central Kentucky. Counted among the highest level of Carnegie Research institutions, the university is in the midst of aggressive efforts to continue its rise to one of the nation's premier

public research universities with expectations that the College of Medicine will continue to grow significantly in research stature and NIH ranking.

The city of Lexington, KY, has a diverse population estimated at more than 323,000 with a larger metro area of more than 517,000, and is often ranked as one of the best places to live in the country. It has a busy airport, and is approximately 70 miles from Cincinnati and Louisville, thus creating a "Golden Triangle."

## The UK College of Medicine

The UK College of Medicine, founded in 1960, provides innovative, high-quality medical education through its nationally recognized curriculum that emphasizes early clinical experiences, continuity as a guiding principle, integration of the basic and clinical sciences, and innovative teaching and learning methods.

Its mission is to promote a diverse and inclusive environment that provides excellence in education, equitable health care, and transformative research to improve the health and wellness of Kentuckians and beyond.

UK is one of a few universities to have all six health science colleges (Dentistry, Health Sciences, Medicine, Nursing, Pharmacy, and Public Health) on the same campus as the rest of the University, making it well-positioned to pursue interprofessional health care education and collaborative, integrated research. Lexington is one of six "university cities" across the U.S.

### Vision

The vision of UK College of Medicine is to be a national leader in solving the challenges in health care through transdisciplinary and transformational research, education, and advanced clinical care.

### UK College of Medicine Learners and Faculty by the Numbers

Learners in fiscal year 2023:

- Medical Students – 816
- PhD Students – 186
- Graduate Students – 107
- Postdoctoral – 70
- Interns/Residents/Fellows – 815
- Alumni – 10,500+

Faculty in fiscal year 2023:

- Basic Science – 238
- Clinical Science – 961
- Part-time – 121
- Voluntary – 863

## Educational Programs

The physician shortage in the United States is especially dire in Kentucky. As the commonwealth's flagship, land-grant university, it is UK's responsibility to provide leadership in remedying this situation for the improvement of the health and well-being of the people of the Commonwealth. As such, the UK College of Medicine has embarked on an aggressive strategy to train more physicians in Kentucky, for Kentucky.

Since 2018, the college has opened two new 4-year regional campuses – its Bowling Green Campus through a partnership with Med Center Health and Western Kentucky University, and its Northern Kentucky Campus, a partnership with St. Elizabeth Healthcare and Northern Kentucky University. The Rural Physician Leadership Program accepted its first students in 2008, officially starting the Morehead location campus. In this program, students spend the first two years at the Lexington campus, and the second two years at Morehead.

This strategy has resulted in dramatic growth in medical student enrollment, from 544 students in 2017-18, to more than 800 currently. This growth is expected to continue and will be a top priority for the dean and the college. To facilitate that growth, a new Health Education Building is currently in the design phase and will result in the potential to increase the total enrollment to over 1,000 medical students total over time. This project is expected to be completed within five years, and the new dean will be engaged in the process of the final design while working with the team to ensure a building operating model is developed and implemented. Additionally, there will be a continued increase in class sizes at the regional campuses while other potential regional campus sites are explored.

The Health Education Building was catalyzed by a transformative \$22 million gift from an alumnus, and this in turn spurred \$250 million in support from the Kentucky Legislature in 2022. The Health Education Building is anticipated to open in early 2027. More information about the Health Education Building can be found at <https://provost.uky.edu/health-education-building>.

A unified medical curriculum, which emphasizes early clinical experiences and the collaboration between clinical and basic science departments, is used across all campuses. The curriculum is comprised of three parts. The core principles phase entails instruction in the foundational sciences as essential for clinical practice. It is delivered through systems courses (i.e., cardiovascular, respiratory) and involves early clinical experiences, robust assessment of foundational clinical skills such as medical interviewing and physical examination, and the fostering of life-long learning skills. The application phase comprises the core clinical clerkships, augmented by a longitudinal Entrustment in Clinical Medicine course, where students work with individual coaches to foster their professional development and skills. The advanced development phase entails courses in one's area of focus to prepare for residency.

The medical curriculum is organized around core competencies necessary for physician practice. Undergirding the competencies is a focus on demonstrating satisfactory attainment of Entrustable Professional Activities throughout the four years of training. The curriculum is augmented by coached practice and assessment in standardized patient settings, in simulation, and in-patient care settings. In addition, three curricular "threads" are woven throughout the four years of training – Health Equity, Radiology and Health Systems.

The move to the new Health Education building will afford increased flexibility in pedagogy, teaching modalities and the incorporation of learning communities.

UK is accredited by the Southern Association of Colleges and Schools (SACS), and the college is accredited by the Liaison Committee on Medical Education (LCME) of the Association of American Medical Colleges (AAMC) and the Council on Medical Education of the American Medical Association (AMA). The LCME voted to continue UK College of Medicine's MD program accreditation in 2019. Accreditation is granted for an eight-year period and the program will undergo review for accreditation again in the 2026-27 academic year.

Along with medical student education, the UK College of Medicine is the sponsoring institution for 72 Accreditation Council for Graduate Medical Education (ACGME)-accredited residency and fellowship programs with more than 800 trainees. The strategy to train more physicians for Kentucky, in Kentucky, extends into graduate medical training, and the college has established residency programs in Bowling Green, Morehead and Hazard.

Graduate training in the biomedical sciences encompasses the Integrated Biomedical Sciences (IBS), PhD degree programs, masters and certificate programs, and training resources and opportunities for postdoctoral scholars and fellows.

The IBS program is an undifferentiated, first-year, core curriculum that serves as the entry point for six doctoral programs housed in the UK College of Medicine. The program provides exposure to cellular and molecular concepts in the biomedical sciences, development of interdisciplinary approaches necessary for innovative research, and flexibility in choosing a research emphasis across six departments.

As part of IBS, students will complete coursework, engage in biomedical research through laboratory rotations that facilitate selection of a dissertation mentor, and participate in research seminars. Following successful completion of the first year and selection of a research mentor, students enter the PhD programs in neuroscience, molecular and cellular biochemistry, physiology, pharmacology, nutritional sciences, toxicology and cancer biology, or microbiology, immunology and molecular genetics.

Additional graduate programs include a PhD program in Clinical and Translational Science, a Master's of Nutritional Sciences, and the state's only Master's of Forensic Toxicology and Analytical Genetics, among others. The college is also very active in instruction of undergraduate students on the main campus, teaching critical courses utilized in multiple majors and sponsoring undergraduate minors in pharmacology and microbiology and a major in neuroscience.

The Master's of Science in Medical Sciences (MSMS) is a broad, interdisciplinary degree program that draws on the academic and research expertise of the College of Medicine basic science departments. This program may also provide supplemental or joint training for practitioners in the health professions (physicians, dentists, pharmacists) or students in professional health science programs based on individual career goals and research training needs.

Along with the robust graduate program offerings, those pursuing a medical degree find a spectrum of options including the MD/PhD Program. The MD/PhD Program leverages the strong



institutional environment to prepare exceptional students to assume leadership positions at the forefront of scientific and medical discovery. The MD/PhD Program has benefited from broad institutional investment to promote basic, translational, and clinical science by attracting top-caliber students and producing well-prepared physician scientists. As one of only a handful of universities to have six health care colleges on the same campus, the college offers a wide range of graduate training opportunities. The range of multidisciplinary research is what makes UK unique.

## Research

The UK College of Medicine embraces its responsibility to drive the change and the discovery required to improve health and wellness across the state. With the objective to advance transformative research through collaboration and innovation leading to scientific impact and improved health for the people of Kentucky and beyond, and faculty among the best in the nation, the college is well-positioned to accomplish this goal.

The seven basic science departments, 18 clinical departments, and several multi-disciplinary research centers are addressing critical questions in biomedicine, including signature areas such as substance use disorders, diabetes and obesity, cancer, cardiovascular, and neuroscience, and in emerging areas such as infectious disease and lung disease.

The College of Medicine's Office of Research provides a wide variety of resources to facilitate this important work, including the highly impactful Alliance Research Initiative program, which is fueling innovative transdisciplinary research across the college and beyond.

The productivity of the college's faculty has led to impressive gains in acquisition of extramural research funding. Grants and contracts reached more than \$199.5 million last year, including more than \$99.5 million in NIH funding.

In 2020, three departments in the College of Medicine ranked in the top 15 of the Blue Ridge Rankings based on research funding – No. 1 Pharmacology, No. 11 Biochemistry, and No. 14 Physiology. In fiscal year 2022, the College of Medicine accounted for 78% of the University's NIH funding.

## College of Medicine Departments and Centers

### Basic Science:

- Behavioral Science
- Microbiology, Immunology, and Molecular Genetics
- Molecular and Cellular Biochemistry
- Neuroscience
- Pharmacology and Nutritional Sciences
- Physiology
- Toxicology and Cancer Biology

### Clinical Science:

- Anesthesiology
- Emergency Medicine

- Family and Community Medicine
- Internal Medicine
- Neurology
- Neurosurgery
- Obstetrics and Gynecology
- Ophthalmology and Visual Sciences
- Orthopaedic Surgery and Sports Medicine
- Otolaryngology – Head and Neck Surgery
- Pathology and Laboratory Medicine
- Pediatrics
- Physical Medicine and Rehabilitation
- Psychiatry
- Radiation Medicine
- Radiology
- Surgery
- Urology

**Centers:**

- Barnstable Brown Kentucky Diabetes and Obesity Center
- Center for Health Equity Transformation
- Center of Excellence in Rural Health
- Center on Drug and Alcohol Research
- Center on Trauma and Children
- Markey Cancer Center
- Saha Cardiovascular Research and Aortic Center
- Sanders-Brown Center on Aging
- Spinal Cord and Brain Injury Research Center

A complete list of centers associated with the College of Medicine is located at <https://medicine.uky.edu/centers>.

**The UK Center for Clinical and Translational Science**

The UK Center for Clinical and Translational Science (CCTS) was established in 2006 with the goal of uniting clinicians, researchers and communities to accelerate the translation of basic science discoveries to tangible improvements in public health.

With support of a Clinical and Translational Science Award from the NIH, the CCTS fosters innovative team science across multiple campuses and states. It also provides infrastructure, funding and research support services to advance discoveries, and trains the upcoming generation of clinical and translational researchers.

Within UK's role as Kentucky's flagship, land-grant university, the CCTS focuses on addressing chronic health disparities in rural and underserved populations throughout the Commonwealth and the Central Appalachian region. The center works closely with institutional and community partners to identify local challenges and opportunities to improve well-being. As the founding member of the Appalachian Translational Research Network, it also leads a regional research platform that leverages the expertise, resources, and experiences of multiple academic and medical centers.

In 2021, the NIH awarded UK's CCTS \$23.5 million through the NIH's institutional Clinical and Translational Science Awards. This designation makes UK's CCTS a part of a select national biomedical research consortium.

### **The UK Markey Cancer Center**

The UK Markey Cancer Center (Markey) was founded in 1983 and is a dedicated matrix cancer center established as an integral part of the University of Kentucky and the UK HealthCare enterprise.

In July 2013, Markey was designated by the National Cancer Institute (NCI) to receive research funding and many other opportunities available only to the nation's best cancer centers. In 2020, Markey was designated as one of the Top 50 Cancer Centers in the nation by *U.S. News & World Report*. Markey was first designated as a Top 50 Cancer Center in 2017.

Markey's basic, translational, and clinical research efforts support the center's mission of reducing cancer mortality in Kentucky through a comprehensive program of cancer research, treatment, education, and community engagement, with a particular focus on the underserved population of Appalachian Kentucky.

Markey is organized into three thematic research programs: Molecular and Cellular Oncology (MCO); Cancer Prevention and Control (CP); and Translational Oncology (TO). In addition, Markey has five established shared resource facilities (SRF): Biospecimen Procurement and Translational Pathology (BPTP SRF); Biostatistics and Bioinformatics (BB SRF); Cancer Research Informatics (CRI SRF); Flow Cytometry and Immune Monitoring (FCIM SRF); and Redox Metabolism (RM SRF). Clinical Protocol and Data Management services support and oversee the development and facilitation of clinical trials.

Markey faculty currently draw from 38 departments and nine different colleges at UK, and in particular, Markey has close collaborative relationships with faculty in the department of toxicology and cancer biology and the Colleges of Arts and Sciences, Engineering, Pharmacy, and Public Health. Markey faculty members oversee 280 extramurally funded projects totaling \$106 million, including over \$34 million from the NIH alone. NCI funding is approximately \$9.7 million annually.

### **Sanders-Brown Center on Aging (National Institute on Aging – Alzheimer's Disease Center)**

The UK Sanders-Brown Center on Aging (SBCoA) basic and clinical scientists work together to improve the health of the older adults in Kentucky and beyond through research dedicated to understanding the aging process and age-related brain diseases, and education, outreach, and clinical programs that promote healthy brain aging.

Over the past three decades, SBCoA has flourished and has emerged as one of the nation's leading centers on aging. Major areas of focus of SBCoA are basic and applied research in Alzheimer's disease and related neurodegenerative disorders.

An integral part of SBCoA is the National Institute on Aging-funded University of Kentucky Alzheimer's Disease Research Center (UK-ADRC). Over the past 30 years, the UK-ADRC has



developed a vigorous program in the clinical, neuropathological, educational, and research aspects of Alzheimer's disease that serves as a critical resource for the University, community, commonwealth and nation.

In August 2021, the UK-ADRC was awarded a \$14.5 million, five-year grant from the NIH to continue and further research and clinical initiatives geared toward treating Alzheimer's disease. Currently, only 33 designated ADRCs exist in the U.S. In 1985, SBCoA was among the first 10 ADRCs funded by the NIH and has been continuously funded since the designation was launched.

Details for other multidisciplinary centers and other information on UK College of Medicine can be found at <https://medicine.uky.edu/>

Additional information on the University of Kentucky, UK HealthCare, and the community can be found in Appendix A at the end of this document.

## Position Summary

### Reporting Relationships

The Dean reports to the Provost and Acting Co-Executive Vice President for Health Affairs at UK HealthCare, Robert S. DiPaola, M.D.

### Responsibilities

- Oversee the educational, research, and service work of the college, and its efficient conduct and management in all matters not specifically charged in the university regulations.
- Be responsible for the curriculum of the college and the quality of the instruction given therein.
- Ensure that the University Governing Regulations, Administrative Regulations, Rules of the University Senate, and the Rules of the Faculty and Administration of College of Medicine are enforced and utilized.
- Serve as a member of the Executive Vice President for Health Affairs' (EVPHA) executive leadership team representing the faculty and the academic mission in health care decisions.
- Foster an environment of shared governance by building community relations with all campus communities while shepherding a college culture of collaboration.
- Emphasize wellness and well-being for all faculty, staff, and learners.
- Ensure diversity, equity, and inclusion are prioritized to support working and learning environments that enable the college to accomplish its missions.
- Serve as an *ex-officio* member of all college committees defined in the Rules of the Faculty and Administration of the College of Medicine.
- Supervise direct reports including the basic science and clinical department chairs; vice, senior associate, associate, and assistant deans; center directors; and key administrative staff of the college.

- Recruit appropriate chairs, directors, and vice, associate, and assistant deans as necessary to carry out specific administrative responsibilities and to advance the college's academic goals.
- Be responsible for the assignment of duties to all personnel, and for the service provided by the faculty of the college, individually and as a whole.
- Provide administrative leadership for the educational and research programs of the college as well as clinical operations in collaboration with the EVPHA.
- Lead the development and implementation of a strategy that will position the college as one of the top public institutions for extramurally funded research, in conjunction with the Vice President for Research.
- Make recommendations on appointments, reappointments, terminal appointments, decisions not to reappoint, post-retirement appointments, promotions, granting of tenure, salaries, and salary changes for members of the college or for ultimate action thereon when such authority has been delegated by the President or Provost.
- Prepare and submit budget requests for the college and administer the approved budgets within the delegations made by the provost.
- Oversee a comprehensive philanthropic and development strategy for the college and ensure that it is coordinated fully with the university's Philanthropy Office.
- Oversee the annual performance evaluation of all faculty. This comprises conducting the evaluations of all direct reports, and reviewing and approving the performance evaluations of faculty submitted by the department chairs.
- Conduct periodic reviews of academic units relative to their missions, administration, and finances and make recommendations for improving their performance as outlined in the administrative regulations.
- Represent the college's interests and programs to appropriate university and UK HealthCare administrators and constituents.
- Serve as a chief administrative officer for the university who reports to the provost as noted in Governing Regulation VII. The dean will be expected to meet with the provost regularly for both individual meetings and as part of regular meetings with the other deans.
- Assure the integrity and compliance of all College of Medicine policies that relate to student selection and admission, their subsequent education program, promotion, and the effectiveness of student support services and programs.
- Assume responsibility for the appropriate allocation of research and administrative space assigned to the College of Medicine, for periodic review of space utilization, and for establishing and implementing guidelines for retention or reallocation of space based on faculty productivity.
- Serve as liaison to college alumni and assist in coordinating alumni activities.
- Partner and participate in planning and development of public relations activities.
- Assume such other duties and responsibilities as may be requested by the provost.

## Goals and Objectives

The UK College of Medicine presents an exceptional leadership opportunity to its next dean. Among the responsibilities assigned to this position, the dean is expected to give particular attention to the following leadership opportunities:

### **Articulate and Implement a Strategic Plan to Support the Aspirational Goals**

The UK College of Medicine plays a vital, often lifesaving, role for people of the Commonwealth of Kentucky. With a foundation of strong and growing research, it is dedicated to providing superior care and training in order to produce highly qualified scientists and physicians to serve the people of Kentucky and the nation. The college has enjoyed many recent indicators of progress and success including: launching two 4-year regional campuses, growing both graduate and post graduate medical education programs, exponential growth in research funding, near completion of the college's six-year strategic plan, and compliance in all LCME standards during the reaccreditation process. In alignment with the university's and UK HealthCare's new strategic plans, the dean will be expected to engage faculty, staff, learners, and partners to evaluate the current plan and develop clear strategic priorities to continue propelling the college forward while supporting the aspirational goals.

### **Provide Leadership and Vision to Execute the College's Educational Growth Strategy**

A primary focus of the College of Medicine within the university is to expand the ability to train more physicians for Kentucky, in Kentucky. The dean will be a crucial leader in the design and development of the new Health Education Building, which will increase the total enrollment of medical students to more than 1,000 total students. The dean will also oversee the maturing of the four-year regional campuses and their expansion, as well as the expansion of graduate medical education programs across the Commonwealth.

### **Prioritize Building a Diverse and Inclusive College that Values Wellness and Well-being**

Significant progress has been made across the college in faculty, staff, and learner recruitment and retention with the strong recognition and advocacy for diversity, equity, and inclusion and wellness and well-being. In recent years, the college created executive administrative positions for oversight of diversity, equity, and inclusion, and for wellness and well-being. The dean will further the development of intentional initiatives to establish an environment where all feel welcome and experience a sense of belonging. The dean will build on and support the outlined initiatives and pathway program endeavors in order to continue to expand the diversity of the team and learners in addition to the diversity of thought, and to continue improving recruitment and retention by prioritizing wellness and well-being.

### **Provide Leadership Oversight in Support of Aspirational Research Growth**

The UK College of Medicine is part of a world-class teaching and research university. This provides the college and its faculty enormous opportunities for powerful interdisciplinary programs and collaborations with colleagues in other colleges across the university. The Center for Clinical and Translational Science, NCI-designated Markey Cancer Center, Sanders-Brown Center on Aging, and many other institutes and centers, offer a dynamic platform to promote interdisciplinary

cooperation in health sciences and beyond. The dean will promote and provide clear pathways to leverage these collective strengths in order to maintain the growth in external research funding that the college has realized over the last five years.

### **Be Visible and Involved in Advancement Opportunities**

As a key leader within the university and with the construction of a new Health Education Building, the next dean will play a key role in fundraising and advancement opportunities. The need to raise money will remain constant and require dedicated time by the dean. Fundraising efforts will include working with the university Office of Philanthropy in formulating and implementing a philanthropic and development strategy that supports the college's research, education, scholarship, capital, and long-term needs.

### **Demonstrate the Impact of the UK College of Medicine on State and National Levels**

The UK College of Medicine is shaping the future of medicine for the people of Kentucky and beyond, even at a time when a challenging health care environment and significant medical concerns threaten the population. The college embraces its responsibilities and takes the lead in innovation, education, research, and collaboration to drive change that is required to improve health and wellness across the commonwealth. The UK College of Medicine produces physicians and scientists who are on the leading edge of medicine and medical research and provide safe, effective, and compassionate care. The UK College of Medicine's activities generate economic benefits, employment, government revenue and vital community impact throughout the commonwealth. The dean will be expected to develop plans to support the continued economic growth and impact as well as seek opportunities to share and demonstrate that success on local, state, and national levels.

## **Candidate Qualifications**

### **Education and Required Experience**

- MD, MD/PhD, DO, or equivalent degree
- Board Certification in the candidate's specialty/discipline
- Nationally-recognized achievement in academic pursuits that would warrant appointment as a tenured, full professor
- Progressive and broad administrative leadership experience within an academic or similarly complex institution
- Distinguished record of achievement in education and/or research that could include health services or diversity and inclusion research

### **Preferred Professional Experience and Characteristics**

- An astute understanding of academic clinical practice and a deep commitment to clinical excellence based on a patient-centered model of care.

- Track record as a creative and strategic thinker, an able negotiator, an adroit organizational manager, and a successful change agent.
- Evidence of a commitment to the missions of education, discovery, patient care, and community engagement that drive academic clinicians and the important symbiotic relationship of one with the other.
- The ability to work collaboratively and effectively within a highly matrixed, interdisciplinary environment for education, research, and clinical care.
- Track record of successful recruitment and mentorship of academic physicians and scientists.
- Broad understanding of current national health policy and future challenges to academic health services.
- Ability to represent effectively a public academic entity on state and national levels.
- Broad understanding of opportunities and challenges within a complex regional health care environment.
- Expertise in management techniques, financial management, clinical operations, and oversight of a large, distributed infrastructure.
- Balanced commitment to educational, clinical, and research missions.
- Commitment to patient and employee safety and quality initiatives.
- Philanthropy and alumni relations experience.
- Demonstrated achievements in advancing diversity, equity, and inclusion goals.

### **Personal Characteristics and Competencies**

- Diversity, Equity, and Inclusion – demonstrate commitment and skills in this area.
- Communication skills – strong presentation and communication skills. Must possess people skills to inspire learners, faculty, staff, and other stakeholders and constituents.
- Integrity – personal standard of behavior that will inspire others to work toward shared goals.
- Leadership – an innovative and decisive leader who is able to promote ideas, build support, and implement change.
- Vision – forward thinking while being respectful of the strong history of UK College of Medicine, UK HealthCare, and the University of Kentucky.
- Political acumen – able to orchestrate, optimize, and constructively balance the interests of a number of different constituencies.
- Confident – demonstrate self-confidence and lead primarily through relationship building rather than a command and control style.
- Team player – function as an effective collaborator, leader, and team player within complex matrix structures like those within universities and academic medical centers.



## Critical Leadership Capabilities

### Visionary Leadership

- The dean, in collaboration with others, will further advance the College of Medicine's vision, visibility, and reputation by building upon existing successes while identifying new opportunities for accomplishment. Therefore, the dean:
- Identifies and enlists key influencers to act as change agents, involving them in designing and delivering change;
- Communicates and creates action around new norms as they evolve within the college;
- Adapts change plans/influence strategies to the organization's political realities and constraints.

### Leading People

- The dean will create, inspire, and sustain a cohesive and high-performance team culture, demonstrating an open, accessible, and transparent leadership and communication style, building upon previous successes, and positioning the college for continued achievement. Therefore, the dean:
- Delegates authority and accountability to the team to deliver on a strategic objective; holds faculty, staff, and learners with equal accountability to college standards;
- Passes leadership responsibilities down through the organization, ensuring alignment with the overall strategy and direction;
- Sets up forums or practices to reinforce independent and open communication among faculty, staff, and learners; actively seeks and accepts feedback, both positive and negative, and seeks to understand its basis;
- Gives the team broader visibility inside the organization, including publicly recognizing its accomplishments, leading recognition and celebration programs, and promoting individuals for institutional and external national awards.

### Collaborating and Influencing

- The Dean will establish credibility as a well-respected, high-impact leader able to break down barriers and build relationships across programs, centers, and constituencies within a complex environment of higher education, research, and service. Therefore, the dean:
- Builds partnerships across the University of Kentucky to address organization-wide challenges or opportunities;
- Creates an environment of shared values where collaboration is expected at all levels;
- Systematically builds support at multiple levels and across groups to achieve alignment, acknowledging differences in interests.

## The Community

### Lexington, Kentucky



The City of Lexington is a great place in which to live, work, and study. Lexington recently appeared on *USA Today's* list of the top cities in which to live, *Vogue's* list of destinations to visit, and *Forbes' Top 20 Cleanest Cities*. In 2019, Lexington was ranked in the top 30 by *U.S. News & World Report* of its 'Best Places to Live' list. With a population of roughly 323,000, anchoring a metropolitan area of 517,056 people, Lexington offers both

the warmth and hospitality of a small city, alongside the amenities typically found in a large city. Lexington describes itself as having "a fortified economy, strong in manufacturing, technology, and entrepreneurial support, benefiting from a diverse, balanced business base." Leading employers in the metro region include Amazon, IBM, Lexmark, Lockheed-Martin, Toyota and UPS. Lexington also has a convenient regional airport.

Lexington is also home to great sporting traditions, including horse racing and Kentucky Wildcat basketball and football. In the spring and fall, one can spend a beautiful afternoon watching thoroughbred racing at the Keeneland Race Course, which hosted the 2022 Breeders' Cup. The Kentucky Derby, run in nearby Louisville, is known as the one of the premiere racing events in the world. The region also boasts excellent parks and natural wonders, including Red River Gorge and Mammoth Cave, the longest underground cave system in the world.

The food scene is filled with Kentucky originals, southern classics, and creative fusion. City residents benefit from a great local farm-to-table food environment with re-imagined southern staples coupled with inventive bourbon-infused creations. In the heart of Bourbon Country, one of Lexington's most exciting hotspots, the Distillery District, offers creative cuisine, craft beers, local bourbons, and premium ice cream on a revitalized 25-acre historic property.

Lexington has a vibrant arts scene with offerings in music, dance, theater, and visual and literary arts. The Lexington Philharmonic Orchestra provides annually more than 100 concerts, educational events, and community programs. The Lexington Opera House is a premier cultural destination in downtown Lexington that serves an average of 85,000 patrons every year, offering ballet, opera, children's productions, family shows, comedy, music, and professional national Broadway tours.

The city also boasts a rich cultural diversity. The international population grew by 300 percent in the last decade and more than 150 languages are spoken in Lexington. International investment, students, and academics and visitors from around the world bring a wealth of economic and cultural diversity to Lexington. The city has increasing diversity, with 14.5% of the population identifying as black or African American and 7.4% as Hispanic. The city is recognized for LGBTQ inclusivity, and UK HealthCare has received the designation of a LGBTQ+ Healthcare Equality Leader from the Human Rights Campaign Foundation.

The true charm of Lexington lies in the fact that it has all the amenities of a big city, while maintaining that special small-town feel. In mere minutes, motorists can drive past spectacular horse farms, through downtown and back to rolling countryside. While many cities insist on saying it, Lexington truly offers something for everyone.



For more information about Lexington, see [VisitLEX](#).

## Timeline

Potential interview dates for this position have been outlined as follows:

Paper presentation of qualified candidates to Search Committee: March 22, 2023

Round One virtual interview dates: April 10 - 14

Round Two confidential interview dates in Lexington: Late April into May

Finalist campus visits: May/June

Selected candidates should plan to hold the above dates in the event they are invited by the committee to participate in the interview process.

## Procedure for Candidacy

Confidential inquiries, nominations, expressions of interest and candidate materials (including a letter of interest and CV) should be submitted via email to the University of Kentucky's search consultants Clarence Braddock, MD, Jeff Schroetlin, and Kerry Quealy, at [UKCOM\\_Dean@wittkiewer.com](mailto:UKCOM_Dean@wittkiewer.com) or at 630.575.6159.

Additionally, all candidates must submit their application through the University of Kentucky Dean College of Medicine job posting: <https://ukjobs.uky.edu/postings/446685>

Review of applications will continue until the position is filled.

All applications will be handled in a secure, sensitive, and confidential manner.

### **EEO Statement**

*The University of Kentucky is committed to a diverse and inclusive workforce by ensuring all our students, faculty, and staff work in an environment of openness and acceptance. We strive to foster a community where people of all backgrounds, identities, and perspectives can feel secure and welcome. We also value the well-being of each of our employees and are dedicated to creating a healthy place to work, learn, and live.*

*In the interest of maintaining a safe and healthy environment for our students, employees, patients, and visitors, the University of Kentucky is a Tobacco & Drug Free campus.*

*Upon offer of employment, successful applicants must undergo a national background check and pre-employment drug screen as required by University of Kentucky Human Resources. The University of Kentucky is an Equal Opportunity University that values diversity and inclusion. Individuals with disabilities, minorities, veterans, women, and members of other underrepresented groups are encouraged to apply.*

*The University of Kentucky considers the health, safety and well-being of our entire community to be a top priority. In alignment with this priority, all new hires must provide proof of COVID-19 vaccination or obtain an approved medical or religious exemption as a condition of employment. For areas that fall under the federal CMS mandate, start of employment cannot occur until two weeks after receiving the full COVID-19 vaccination series or upon obtaining an approved exemption. Only vaccines approved by the **World Health Organization** can be accepted.*



## Appendix

### The University of Kentucky



The University of Kentucky is focused intently on its mission – advancing Kentucky. We believe the University of Kentucky – what our university President proudly calls the university of, for and with Kentucky – is essential to creating a state that is healthier, wealthier, and wiser.

The University plays a critical leadership role in promoting health, diversity, inclusion, economic development, and human well-being. Located in the vibrant city of Lexington, UK is a public, land-grant, Carnegie Foundation Community Engaged, flagship

institution. The campus is home to more than 31,000 students, 2,600 full-time faculty, and nearly 17,000 full-time staff. The University reached historical rates for enrollment and graduation in 2021. The University is one of only eight institutions in the country with a major academic medical center and a full spectrum of academic colleges and professional schools on one contiguous campus. As such, UK is an incubator for transdisciplinary research. These collaborations allow researchers to address the rapidly changing needs of Lexington, the Commonwealth, and an ever-expanding global society.

We are committed to preparing learners for lives of meaning and purpose and educating the skilled workforce the state needs to compete in a global economy through career-ready curricula that provide learners with critical thinking and analytical skills – and the creative capacity – that they will use not simply to attain jobs but to create more of them.

UK's student body represents more than 100 countries, every state in the nation, and all 120 Kentucky counties. The University of Kentucky consists of 19 academic and professional colleges where learners can choose from more than 200 majors and degree programs at undergraduate and graduate levels. UK undergraduate students compete successfully for prestigious scholarships and awards, such as the Astronaut, Fulbright, Gates, Goldwater, Marshall, Rhodes, Truman and Udall programs. Graduate students earn various competitive grants and awards to support their research, including NIH National Research Service Predoctoral awards, National Science Foundation Doctoral Dissertation Research Improvement Awards, and grants and fellowships from foundations and professional disciplinary societies.

The University is focused on research that tackles Kentucky's most vexing challenges – from deaths from opioids and cancer and innovative solutions to the country's energy needs to investing in path-breaking approaches to questions of equity and access that break down historic systemic and systematic barriers around race, ethnicity, or class, gender, or identity.

An R1 institution, UK received \$468 million in external research grants and contracts in fiscal year 2021, a \$38.8 million increase from fiscal year 2020, and a two-year increase of \$50.9 million from fiscal year 2019. The University's dynamic research enterprise encompasses traditional scholarship,



the humanities, emerging fields in technology, and a robust health care enterprise with the No. 1 ranked hospital in Kentucky by *U.S. News & World Report* for 2022-23.

UK is one of 22 U.S. universities with the trifecta of research excellence designations in cancer, aging, and translational science: an NCI-designated Cancer Center, an Alzheimer's Disease Research Center from the National Institute on Aging, and a Clinical and Translational Science Award from the NIH.

The UK Research Priorities Initiative, created in 2018 and funded by the Office of the Vice President for Research, encompasses seven research priority areas: cancer, cardiovascular diseases, diabetes and obesity, diversity and inclusion, energy, neuroscience, and substance use disorders. Transdisciplinary teams of scientists and clinicians have formed in these areas to tackle the most complex challenges facing Kentuckians. In 2019, UK received the most significant grant award in the institution's history, \$87 million, for the HEALing (Helping to End Addiction Long-term) Communities Study, funded by the NIH. This study aims to reduce opioid overdose deaths by 40 percent in 16 Kentucky counties.

UK HealthCare, the University's health care enterprise, is growing a nationally regarded health care system – through strategic partnerships across Kentucky – that is bringing primary and advanced specialty care to more people in need.

And at its heart, UK is guided by a founding mission that is as relevant today as it was more than 155 years ago. It is a land-grant institution devoted to service in every corner and community of the Commonwealth.

## UK HealthCare



UK HealthCare is comprised of all UK hospitals, more than 80 specialized clinics and 140 outreach programs and a team of more than 11,000 people – physicians, nurses, pharmacists, and other health care professionals – all dedicated to providing the most advanced, effective care available in Kentucky and beyond.

UK HealthCare includes a Level 1 trauma center on site; a Level IV Neonatal Intensive Care Unit; the NCI-designated UK Markey Cancer Center; magnet-designated nursing professionals; and a network of partnerships and outreach locations throughout the state, so that world-class care is always close to home.

As an academic research institution, the physicians, as well as pharmacists, nurses and other health care professionals, are continuously pursuing the next generation of cures, treatments, protocols, and policies. Their discoveries have the potential to change what's medically possible within our lifetimes. At the same time, educators and thought leaders in health policy and delivery are transforming the health care landscape in Kentucky to provide the right care in the right place for everyone in the state.

Growing dramatically in recent years, UK HealthCare saw hospital discharges between 2004 and 2015 increase 88 percent while the complexity of the cases treated moved from the 25<sup>th</sup> percentile of academic medical centers to the 75<sup>th</sup>.

At the same time, overall improvements in the quality of care and patient safety led to UK HealthCare receiving the University Healthsystem Consortium Rising Star Award in 2013 and becoming a national leader in patient safety in 2015.

UK HealthCare's University of Kentucky Albert B. Chandler Hospital remains the No. 1 hospital in Kentucky and the Bluegrass Region, according to *U.S. News & World Report's* Best Hospitals Rankings for 2022-23.

## **Diversity and Inclusion**

Diversity, equity, and inclusion (DEI) are core values of the University of Kentucky. As the institution's current strategic plan states, "UK has embraced its calling as Kentucky's university by strengthening its commitment, not only to diversity, but to sustaining communities that care deeply about equity and a sense of belonging for everyone."

UK has been recognized by *INSIGHT Into Diversity* magazine for the past five years as a Diversity Champion and was awarded the Higher Education Excellence in Diversity (HEED) Award. These efforts have also extended to the college level. In 2021, the College of Medicine received the Health Professions HEED award for its DEI efforts. In 2019, 2020, and 2021, UK was named to *Forbes'* annual list of Best Employers for Diversity.

UK recently announced a comprehensive, enterprise-wide Diversity, Equity and Inclusion Implementation Plan. UK identified six broad workstreams that oversee the work of 17 project teams, each collaborating to bring this plan to fruition. These distinct efforts include expanding professional development opportunities, creating a diversity and inclusivity master plan, breaking down long-standing and institutionalized barriers, and more.

Under this plan, the budget of the UK Office for Institutional Diversity will also undergo a significant expansion — from \$3.1 million to \$19.3 million — with a revised scope of responsibilities that includes oversight of scholarships, resources for recruiting faculty and staff of color, and strengthening of community relationships.

In 2020, the University announced the sponsorship of a 5-year, \$10 million research initiative focused on racial disparities and inequities across broad areas, ranging from health to the historical foundations of systemic racism. The United In True Racial Equity (UNITE) Research Initiative was designated as one of seven research priority areas at UK. This program brings together the University's brightest scholars and scientists and provides investments to support collaborative research that enables change.

*The material presented in this leadership profile should be relied on for informational purposes only. This material has been copied, compiled, or quoted in part from University of Kentucky College of Medicine documents and personal interviews and is believed to be reliable. While every effort has been made to ensure the accuracy of this information, the original source documents and factual situations govern.*

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