

**Chancellor**  
**The University of Massachusetts Medical School**  
**Worcester, Massachusetts**

The President and the Board of Trustees of the University of Massachusetts announce a national search for the position of Chancellor of the University of Massachusetts Medical School (UMMS).

The Chancellor is the Chief Executive Officer of the Health Sciences campus, which in addition to the School of Medicine, includes the Graduate School of Nursing, the Graduate School of Biomedical Sciences, the Massachusetts Biological Laboratories, and Commonwealth Medicine, a public, non-profit consulting organization. Together with the Provost, Deans and UMMS leadership, the Chancellor is responsible for administration, business and fiscal affairs for the Health Sciences campus. The Chancellor is responsible for external affairs -- including, community, public and alumni relations -- and works closely with the University President in relating to governmental officials. The Chancellor oversees institutional development activities and plays important roles in facilitating the close and collaborative relationships between UMMS and its clinical partners, principally UMass Memorial Health Care (UMMHC), and between the health science center campus and the other four campuses of the University of Massachusetts system.

The Search Committee seeks candidates with a significant record of accomplishment in academic medicine and administration; a superior understanding of the environment required for the highest levels of attainment in clinical care, health professions education and biomedical research; a strong record of recruiting, retaining and developing outstanding faculty, staff and students; **superb communication and**

interpersonal skills with a respectful and accessible leadership style and a proven ability to work effectively with diverse groups; demonstrated capacity to represent the campus compellingly to prospective donors and alumni; proven experience in leading a substantial fundraising campaign; and related professional achievements or academic qualifications commensurate with a medical campus chancellor appointment. To be successful, the Chancellor will work collaboratively and look for synergies with the other Chancellors within the University system as well as with the UMMS's many clinical, research and business partners.

The Chancellor is appointed by the President with the concurrence of the Board of Trustees, reports to the University's President, and serves as a member of the President's Cabinet. The Chancellor also serves as a member of the Board of UMass Memorial Health Care.

### **UMMS: Leadership for the Life Sciences**

This is an extremely exciting time for UMMS. The UMMS has moved into national and global prominence and is finalizing an overall strategic plan designed to strengthen its trajectory even further. By harnessing and building on its unique strengths in health professions education, research, patient care and public service, UMMS looks to play a leading role in realizing the potential for health care in this century. Strategic planning is especially focused on the opportunity for UMMS to bring together an unparalleled critical mass of leading investigators in stem cell biology, RNAi, gene therapy, and related fields to develop novel diagnostic and therapeutic approaches that will change many fields of medical practice. Massachusetts Governor, Deval Patrick, and the Commonwealth of Massachusetts are playing a critical role by launching an extraordinary "Life Sciences" initiative, which will invest \$1 billion over the next ten years in the life sciences, with a minimum of \$100 million slated to UMMS programs and as much as \$200 million overall to the University of Massachusetts system.

## **UMass Medical School**

Established in 1962, University of Massachusetts Medical School accepted its first class in 1970. Since then, its primary responsibility has been to provide excellent education to medical students who come determined to master the basic sciences of medicine, and to become caring physicians concerned with the total patient. For the over 100 students enrolled in each class, the School of Medicine is committed to training in the full range of medical disciplines, with emphasis on practice in the primary care specialties, in the public sector, and in underserved areas of Massachusetts. The School of Medicine was one of 14 centers in the nation to be awarded the prestigious Robert Wood Johnson Generalist Physician Initiative grant and continues to focus on this critical area through the newly established office for primary care. In addition, the School established one of the first federally funded Area Health Education Center programs (AHEC) in the 1980's which continues to thrive today with several centers strategically placed across the Commonwealth. This provides UMMS with \$2.5 million in funding to support training in the primary care disciplines. As the sponsor of educational and service programs in health care throughout the Commonwealth, UMMS is a local, statewide, and regional health resource.

The school's founding educational objective was to provide high-quality and accessible medical education to residents of Massachusetts. This objective has been expanded to include graduate education in biomedical sciences and nursing, graduate medical education, training in various allied health professions, and continuing education for health care practitioners.

Since the 1990s, UMMS has built upon this foundation an equally impressive research focus, creating state-of-the-art facilities and attracting world-class scientists to its dynamic and collaborative environment. Annual federally-funded research has grown to

more than \$189 million today. In 2006, the Nobel Prize in Physiology or Medicine was awarded to UMMS faculty member, Craig Mello, for the discovery of RNA interference (RNAi). Over the last four decades, UMMS researchers have made pivotal advances in HIV, cancer, diabetes, infectious disease, and in understanding the molecular bases of disease.

The Medical School, is one of the fastest growing academic health sciences centers in the country. Through the 70s and 80s, UMMS built a reputation as one of the premier schools for primary care education and training, which is reflected in the School of Medicine's perennial ranking as one of America's Best Graduate Schools for primary care by *U.S. News & World Report*. The school has 323 basic science full- and part-time faculty and 2,165 clinical full- and part-time faculty. There are 404 MD Students, 19 MD/PhD Students, 526 Residents and Fellows in 36 residency programs. A commitment was recently made to increase the School of Medicine class size; the class entering for the 2008-09 academic year will consist of 110 in-state students and 4 out-of-state MD/PhD students.

### **Building on a Foundation of Excellence: Pioneering Clinical and Translational Research to Transform the Practice of Medicine**

A prominent focus for UMMS in reaching its goals is to significantly enhance its capacities for clinical and translational research and to employ breakthrough discoveries to transform the practice of medicine. Among the major initiatives underway is the Advanced Center for Clinical Education and Science (ACCES), which is nearing completion. The seven-story 258,000-square-foot building will integrate clinical and basic scientists and will be organized around centers of emphasis in cardiovascular disease, cancer, musculoskeletal diseases and diabetes. ACCES will also house the recently established Department of Quantitative Health Sciences, which fosters collaboration among existing clinical and basic science entities with the goal of shortening the time between laboratory breakthroughs and clinical applications. This

new center is integral to the UMMS's research vision and will greatly enhance the access of our community and the Central New England region to receive benefit from cutting edge science through clinical care, clinical research, and the training of Massachusetts physicians.

Under development also is the UMass Advanced Therapeutics Cluster (UMATC), a new 500,000 square foot campus facility that is the centerpiece of a substantial expansion of the faculty of the school. The UMATC will bring together a critical mass of world-class clinical and translational investigators, physician scientists and technology resources within the areas of Stem Cell Biology, RNAi, and Gene Therapy. The cutting-edge programs developed within the UMATC will catalyze breakthroughs that transform the practice of medicine.

The school is also in the process of planning and implementing a comprehensive reform of the curriculum that will incorporate new knowledge development and training made possible by such new capabilities in translational science.

### **The Graduate School of Nursing**

Established in 1984, the mission of the Graduate School of Nursing (GSN) at the University of Massachusetts Worcester (UMW) is to prepare nurse scientists and advanced practice nurses who together will improve the health care of the Commonwealth of Massachusetts and beyond. Consistent with its public mission, the GSN focuses on care to the underserved through partnerships with its clinical partner UMass Memorial Health Care and Commonwealth Medicine. The GSN's distinct focus and location generate unparalleled opportunities for collaborative graduate nursing education, research and practice.

The GSN's educational approach promotes life-long learning through partnerships and interprofessional collaboration in an academic health center environment. The GSN's

adult primary care, family primary care, adult acute/critical care and gerontological nurse practitioner (NP) specialties lead the way in hospital and community-based practice. The nurse educator program prepares graduates with the knowledge to develop contemporary educational programs in the hospital or academic setting. The Graduate Entry Pathway provides the opportunity for individuals with non-nursing baccalaureate degrees to pursue a career as advanced practice nurses, nurse educators and/or nurse scientists. The GSN offers master's and doctoral degrees as well as post-master's certificates. The newly established Doctor of Nursing Practice (DNP) program prepares advanced practice nursing specialists for careers in clinical settings with diverse populations, leadership in health care systems and for education roles in professional nursing programs. The GSN will take in its first DNP class this fall. The GSN currently has 47 MS students, 94 GEP students, 2 Post master's students, and 25 PhD students.

GSN graduates are sought-after for positions as clinical providers in the acute and primary care settings, and as faculty for all levels of basic and professional nursing education. PhD graduates hold faculty, research, and high-level nursing executive positions locally and nationally. As of June 2008, the GSN has over 650 Alumni.

The Graduate School of Nursing, along with all of the UMass programs in nursing (as well as nationally) is challenged by a need to expand the nursing workforce within the Commonwealth of Massachusetts while maintaining standards of excellence in nursing education. The continued recruitment of highly qualified academic and clinical nurse faculty will be an important goal over the next five years.

### **The Graduate School of Biomedical Sciences**

The Graduate School of Biomedical Sciences (GSBS) comprises approximately 400 students and 250 research faculty who share a passion for biomedical research. GSBS

is committed to providing the very best and most exciting research training experience to students and to serving the citizens of the Commonwealth of Massachusetts and beyond through outstanding biomedical research and education. The Graduate School of Biomedical Sciences at the University of Massachusetts Medical School is comprised of three divisions:

- Basic & Biomedical Sciences
- Biomedical Engineering
- Clinical & Population Health Research

The PhD programs within the GSBS train students in their selected specialty area and emphasize a broad background in the basic medical sciences, in preparation for research with direct relevance to human disease.

The GSBS has 304 alumni. Graduates are equipped to collaborate with scientists and physicians involved in basic research and clinical investigations and are prepared to initiate careers as researchers in schools of the health professions, government or in the biotechnology industry.

The School currently has 320 PhD students, 18 MD/PhD students, 7 Biomedical Engineering students in a combined program with Worcester Polytechnic Institute, and 9 Clinical & Population Health Research students

### **Massachusetts Biologic Laboratories**

Established more than 100 years ago to serve the public health interests of the Commonwealth, the Massachusetts Biologic Laboratories (MBL) develop and manufacture vaccines and other biologic products. From 1959 to 1996, the MBL was administered by the Massachusetts Health Research Institute, a private, non-profit that

was under contract to the Department of Public Health to run vaccine development programs there. In 1997, control of the MBL was transferred to the University of Massachusetts. Today, the MBL is self-funded through grants and contracts, with facilities in Jamaica Plain and Mattapan. The MBL is the only non-profit, FDA-licensed vaccine manufacturing facilities in the country, and is the only one of its kind still operated by a state government. Throughout its history, the MBL has introduced into general statewide-use vaccines to prevent diphtheria, pertussis, tetanus and other diseases.

The MBL also works to translate basic research ideas into new vaccines and plasma products for commercialization and distribution nationwide. MBL scientists have pioneered products such as a Respiratory Syncytial Virus immune globulin, the effective biologic to protect infants and toddlers from serious complications of Respiratory Syncytial Virus. More recently, the MBL has developed monoclonal antibodies targeting clostridium difficile, the Severe Acute Respiratory Syndrome-associated (SARS) virus, and rabies.

### **Partnerships with Other UMass Campuses**

UMMS is committed to collaborative interaction across the entire University. This is especially prominent within the University's aspirant plan for the Life Sciences. Key collaborations exist between the UMMS campus and each of the other 4 campuses. The centerpiece of the UMMS Clinical and Translational Science Award (CTSA) application to NIH is the Center for Clinical and Translational Sciences, which is a 5-campus matrix of core educational and research resources designed to facilitate clinical and translational research throughout the system. Furthermore, specific collaborations exist between UMass Medical School and UMass Amherst in the arenas of stem cell biology, RNAi and gene delivery, and structural biology. A medical device initiative (known as M2D2) and an environmental health initiative are key partnerships with UMass Lowell. Partnerships with UMass Boston in the behavioral health arena and with

UMass Dartmouth in the biotechnology field are also emerging. The role of the Chancellor in facilitating these intercampus activities is of primary importance to enabling the success of these essential partnerships and programs.

### **Commonwealth Medicine**

UMMS also has a unique health services partnership with the Commonwealth of Massachusetts, ranking first among American medical schools in state contract and related revenues for health services provided in communities and centers throughout the Commonwealth.

The University of Massachusetts Medical School's Commonwealth Medicine division offers a unique combination of academic excellence and public health service expertise. This combination allows it to provide health care solutions ideal for the public sector and not-for profit organizations. Its programs have helped Massachusetts and many other state and local health care agencies increase the value and quality of health care expenditures, while improving access and delivery of care to at-risk and uninsured populations.

Unlike most health care consulting firms, Commonwealth Medicine is itself a public entity driven by a mission to serve. As a public organization, it is uniquely prepared to meet the challenges of state and local agencies, and fulfill the vision of providing underserved populations access to quality health care services. Commonwealth Medicine has pioneered several groundbreaking programs in public sector financing, clinical training and policy research with remarkable success and now operates dozens of individual programs and centers, with approximately 2000 employees serving public sector agencies in 20 states. While its programs are diverse in scope and function, all are united under Commonwealth Medicine's mission to serve vulnerable populations.

## **A Pre-Eminent Patient Care Partnership**

UMass Memorial Health Care (UMMHC) is the primary clinical partner of UMMS and is the largest health care provider in Central Massachusetts. This partnership not only provides some of the most innovative and pioneering health care available anywhere, but also the most patient-focused and compassionate. The UMass Memorial Medical Center was named by the University HealthSystem Consortium (UHC) as one of the "Top 10" U.S. academic health centers for quality and accountability performance in 2007.

The UMass Memorial Health Care system includes UMass Memorial Medical Center (Worcester, MA) and four community hospitals: Clinton Hospital (Clinton, MA), HealthAlliance Hospital (Leominster and Fitchburg, MA), Marlborough Hospital (Marlborough, MA) and Wing Memorial Hospital (Palmer, MA). Each hospital is fully accredited by the Joint Commission.

The system also includes as well as home health and hospice programs, behavioral health programs, and community-based physician practices. In total, the hospitals have 1,093 beds. There are approximately 13,000 employees, including 3,000 registered nurses. Approximately 1,500 physicians are members of the active medical staffs. In 2006, UMMHC treated 58,762 inpatients, and counted more than one million outpatient visits. Its professionals delivered 5,346 babies and the emergency departments handled 233,500 visits.

With its highly sophisticated technology and support services, UMass Memorial provides the region with specialists nationally acclaimed for their work in areas such as cardiology, orthopedics, cancer, newborn intensive care, children's services, women's services, emergency medicine and trauma.

UMass Memorial Medical Center is accredited by the American College of Surgeons as the only designated Level One Trauma Center for adults and children in Central Massachusetts. The University Campus is home to the new Duddie Massad Emergency and Trauma Center and Life Flight, New England's first hospital-based air ambulance. The region's only Level III Newborn Intensive Care Unit resides on the Memorial Campus.

### **UMass Memorial Medical Group**

UMass Memorial Medical Group (UMMMG) is a multi-specialty group practice with approximately 750 physicians and 400 non-physician staff members. It is one of the largest and most diverse medical groups on the East Coast.

Group members - both primary care and specialist physicians - deliver care on the three campuses of UMass Memorial Medical Center. In addition, through its Community Medical Group Division, it operates practice sites in 22 communities in and around Worcester.

Physician members of the UMass Memorial Medical Group have faculty appointments at the University of Massachusetts Medical School. Comprised of distinguished medical experts with international reputations, members of the Medical Group are educating tomorrow's physicians and working on the treatments and cures that are advancing medicine.

Affiliations agreements also exist with the Veterans Affairs Medical Centers at Boston and Bedford. The Worcester VA community-based outpatient clinic (CBOC) represents a nearby UMMS resident teaching site administered by Boston VAMC. The Bedford VA affiliation is primarily centered around a research collaboration with shared faculty in the Department of Psychiatry, and has the potential for future expansion in GME. Other VA interactions for research and education are currently under discussion.

### **Summary of UMMS '07 Funding and Revenue**

- State appropriation -- \$48.9 million
- State contracts to provide mental health and pediatric services for those who cannot afford private care -- \$32.9 million
- Public Service-- \$381.2 million
- Research -- \$168.6 million
- Sales and Services, including continuing education and student fees, biologic labs and newborn screening programs and other non-state revenue sources. -- \$133.8 million
- Other Revenue, including licensing fees -- \$70.3 million
- Total UMMS Revenue: \$838.7 million

### **The University of Massachusetts System**

The University of Massachusetts has provided high quality educational opportunities for Massachusetts residents and for students and faculty from all over the world for more than 140 years. Each year the University of Massachusetts educates more than 60,000 students and confers more than 11,000 degrees at its five campuses located in Amherst, Boston, Dartmouth, Lowell and Worcester.

- The UMass campuses are noted for their diverse students and faculty and for their affordability in comparison with other institutions of higher education.
- Award-winning faculty members provide undergraduate and graduate students with research opportunities in a multitude of disciplines, with University scholars participating in more than \$403 million in funded research in fiscal year 2006.
- With five campuses located across the Commonwealth, the University is an economic engine and a catalyst for social development throughout the entire state.

## **Mission**

The University's mission is to provide an affordable and accessible education of high quality and to conduct programs of research and public service that advance knowledge and improve the lives of the people of the Commonwealth, the nation, and the world.

## **History**

The University was established in 1863 as the Massachusetts Agricultural College, located in Amherst. It became known as the Massachusetts State College in 1932 and in 1947 became the University of Massachusetts. The Worcester and Boston campuses were established in 1962 and 1964, respectively. The Lowell and Dartmouth campuses were consolidated into the University under Chapter 142 of the acts of 1991.

## **Governance**

The University of Massachusetts is governed by a single Board of Trustees composed of 19 voting members and three non-voting members. The President of the University (located in Boston) oversees the five-campus system (See enclosed organizational chart). Chancellors lead each of the University of Massachusetts campuses (UMass Amherst, UMass Boston, UMass Dartmouth, UMass Lowell, and UMass Medical School/Worcester).

## **Funding**

University of Massachusetts funding sources are diverse and consist of the annual state appropriation from the Commonwealth of Massachusetts, student tuition and fee

revenues and research grant funding from federal, state and private sources. The University generates revenue through:

- \* Commercial Ventures and Intellectual Property division
- \* UMassOnline and
- \* Continuing and Corporate Education programs.

The University of Massachusetts Foundation manages endowment funds received from private donors and matching funds provided by the state government.

### **The Chancellor and his/her Challenges**

This is a crucial moment for UMMS. Having reached already ambitious goals for national and global impact in education, research, patient care and public service, UMMS is finalizing an overall strategic plan designed to make it a leading academic health sciences center for realizing the promise of transforming health care in this century with a new generation of diagnostic and therapeutic capabilities. The next Chancellor of the UMMS must be an individual with rare capabilities and vision. S/he must be capable of playing a leading role in enabling and achieving the following UMMS/UMMHC strategic plan goals:

- Supporting the Growth of Basic and Applied Research
- Translating Discovery into Practice
- Designing the Future Model of Health Care Delivery
- Building the Workforce of the Future
- Designing an Ideal Learning Environment
- Maintaining a High Performance/High Reliability Organization
- Having a Significant Global Impact

### **Specific Challenges:**

1. **Achieve Critical Mass in Clinical and Translational Research.** A critical success factor for UMMS going forward is the successful completion and population of its two new campus facilities, the Advanced Center for Clinical Education and Science (ACCES) building and the UMass Advanced Therapeutics Cluster (UMATC). While the former building is near completion, the latter building is still in the planning stage. A priority role for the new Chancellor is to work with the provost, the deans and UMMS leadership to see this facility through to full funding, completion and population with a critical mass of exceptional investigators and research resources, and with special focus on creating an environment that supports clinical faculty in their research and teaching roles. When fully operational, these centers will have a significant impact on the development and clinical application of novel regenerative medicine, gene delivery, and RNAi technologies.

2. **Further Leverage the Extraordinary Resources and Capabilities of both Commonwealth Medicine (CWM) and the Massachusetts Biological Laboratories (MBL).** Both CWM and the MBL are significant elements of the strength and uniqueness of the UMMS. CWM has the potential to play an even more prominent and pioneering role improving the delivery of health services to underserved and other populations. The MBL has made and will continue to make major breakthroughs in vaccine development and related therapeutics. The Chancellor can and must play a critical role in ensuring that CWM and MBL receive the necessary leadership support to maximize their potentials.

**3. Strengthen Diversity and Especially the Representation of Female and Underrepresented Minorities in Leadership Positions at all Levels of the Institution and its Programs.** UMMS is growing and gaining in reputation and impact at an unprecedented pace. Critical to success is to find and promote the very best people at all levels, with special attention to the diversity of perspectives and experience that is absolutely vital to the highest levels of group, community and institutional achievement. The Chancellor will play a critical role in facilitating and ensuring increased strength through diversity throughout the institution.

**4. Further Promote and Enable New Interdisciplinary Programs, including Stronger Educational and Research Collaboration between the Schools of Medicine and Nursing and the Graduate School, while also Creating a Stronger Culture of Inter-professional Collaboration throughout the Academic Health Sciences Center.** Health care in this era and going forward is a complex, multi-disciplinary environment that requires the very best efforts from a broad array of health care professionals and staff most often working in teams. The Chancellor should be prepared to help facilitate in particular the full recognition and integration of nursing and other vital health professional and staff leadership as team members and leaders throughout the clinical enterprise.

**5. Community and Civic Engagement:** The strength of UMMS and its potential for making major contributions to the transformation of health care are ultimately dependent upon the strength of its ties to the community. The next Chancellor must devote significant effort to strengthening the network of ties and relationships between UMMS and the local and statewide communities of which it is a vital part. UMMS and UMMHC, along with their faculty and staff, are critically important citizens and neighbors of the City of Worcester, the Central Region and other areas of the Commonwealth. As such, engagement in the life of the

communities beyond the campus is both a privilege and a responsibility. In every area where the institution and its people provide care and services and contribute to institutional goals, so must there be relationships that extend beyond the institution into the lifeblood and leadership of communities. Developing such relationships and partnerships throughout the local and larger commonwealth communities must be an important focus for the new Chancellor. Another critical constituency is alumni, who embody and bear the stamp of the service culture and devotion to excellence that are hallmarks of UMMS and its partners. The new Chancellor must lead a renewed effort to reach out to alumni and tap the enormous potential for their contributions and commitments both through and on behalf of the institution and its various components.

6. **Fundraising**: Critical to achieving UMMS goals going forward is the need to strengthen the capacity of the institution to attract an increasingly broader and deeper base of philanthropic support from all relevant sources, including alumni and the broader donor community. Institutional philanthropic outreach has recently been reorganized and is poised for unprecedented new initiatives and success. The new Chancellor should have a successful track record in understanding and growing philanthropic support.

7. **Support the Clinical System in being a Leader in Healthcare Delivery**: The new Chancellor must have the experience and desire to work closely with medical school, nursing and clinical faculty and leadership to ensure that the Academic Health Sciences Center is characterized by the best practices in evidence-based and patient-centered care, and that the system is designed and run as a top-notch, efficient and effective health care business operation.

8. **Provide Leadership for Seizing the Life Sciences Moment Throughout the UMass System**. Based on the strength of the UMMS and its ambitious

translational and clinical goals; and based on the quality and scope of other life sciences initiative and programs throughout the UMass system; and further based on Governor Deval Patrick's state-wide Life Sciences Initiative, the new UMMS Chancellor must be prepared to provide commitment for a university-wide effort to create new synergies, collaboration and to catalyze new advances across all UMass campuses and programs with Life Sciences components.

**9. Embrace Global Opportunities.** The academic health sciences and health care are now not just regional or national, but global enterprises. There are many important opportunities worldwide for collaboration and for opening new "markets" for research, education, the provision of health care and in the development of new devices and therapeutics. UMMS has both the capabilities and the ambition to explore these opportunities on a global basis. The new Chancellor must be a leader for the UMMS in exploring and enabling such opportunities, and in strategically/selectively engaging appropriate global partners across the spectrum of programs and goals being defined throughout the institution.

These several specific challenges are highlights of key challenges that face the next Chancellor of the UMMS and are not meant to be either complete in themselves or exhaustive. The next Chancellor must be prepared to meet these and many other significant challenges that are presented in the complex environment of an academic health sciences center.

**Qualifications and Attributes of the next Chancellor:**

The Search Committee therefore seeks candidates with the following qualifications:

- A strong track record of leadership in academic and/or community health systems. Demonstrated success in leading significant components of such organizations and in managing both academic and clinical programs is preferred;
- A superior understanding of the environment required for the highest levels of attainment in clinical care, health professions education and biomedical research, including a strong record of recruiting, retaining and developing outstanding faculty, staff and students;
- The experience, knowledge and leadership ability to realize one of the Medical School's central goals: to play a leading role in the development of regenerative medicine, gene delivery and RNAi technologies.
- Experience and knowledge in the issues and challenges of providing care and services for underserved people and populations such that s/he can play a significant role in supporting the work of Commonwealth Medicine.
- Experience and knowledge in the drug discovery and development process such that s/he can play a significant role in supporting the vital work of the Massachusetts Biological Laboratories.
- Superb Communications and interpersonal skill, a respectful and accessible leadership style with the inclination to circulate, listen and learn, unquestioned personal integrity, and the ability to lead and inspire and unify the campus around strategic objectives even when consensus is elusive.
- A proven ability to recruit, retain and work effectively with diverse groups.
- The capability to significantly strengthen the network of ties and relationships to the local and statewide, and in some cases federal communities of which UMMS is a vital part.
- Broad and deep knowledge of health sciences care and hospital finance and operations and the ability to work collaboratively with academic, clinical and hospital leadership to chart and achieve academic health center-wide clinical goals and missions

- Demonstrated capacity to represent the campus compellingly with prospective donors and alumni as well as to lead a substantial fundraising campaign and marshal the support of the alumni and broader donor community;
- Experience with exploring and building international partnerships in basic and translational research, education and/or health care.
- Related professional achievements or academic qualifications commensurate with an academic health sciences center chancellor appointment.

To be successful, the Chancellor will also work collaboratively and look for synergies with the other Chancellors within the University system as well as with the UMMS's many clinical and research partners.

For more information about UMMS, see: <http://www.umassmed.edu>

All inquiries, nominations/referrals, and resumes with cover letters, should be sent electronically and in confidence to:

Philip Jaeger, Managing Associate  
Isaacson, Miller  
334 Boylston Street, Suite 500, Boston, MA 02116  
E-mail: [3672@imsearch.com](mailto:3672@imsearch.com)

***As an equal opportunity and affirmative action employer, UMMS recognizes the power of a diverse community and encourages applications from individuals with varied experiences, perspectives and backgrounds.***

## Appendix

### **UMass Memorial Health Care Statistics as of September 30, 2007**

#### **Licensed Beds**

System Total	1,093 (plus 84 bassinets)
Medical Center	771 (plus 63 bassinets)
Clinton Hospital	41
HealthAlliance Hospital	150 (plus 21 bassinets)
Marlborough Hospital	79
Wing Memorial Hospital	52

#### **Active Medical Staff**

System Total	1,521
Medical Center	1,088
Clinton Hospital	26
HealthAlliance Hospital	197
Marlborough Hospital	144
Wing Memorial Hospital	66

#### **Registered Nurses**

System Total	3,135
Medical Center	2,293
Clinton Hospital	96
HealthAlliance Hospital	427

Marlborough Hospital	179
Wing Memorial Hospital	140

### **Employees**

System Total	12,958
Medical Center	9,610
Clinton Hospital	292
HealthAlliance Hospital	1,687
Marlborough Hospital	651
Wing Memorial Hospital	718

### **Hospital Admissions**

System Total	55,606
Medical Center	40,013
Clinton Hospital	1,433
HealthAlliance Hospital	7,621
Marlborough Hospital	3,762
Wing Memorial Hospital	2,777

### **Births**

System Total	5,251
Medical Center	4,132
Clinton Hospital	n/a
HealthAlliance Hospital	1,119

Marlborough Hospital      n/a

Wing Memorial Hospital      n/a