



*In alliance with Fletcher Allen Health Care*

**Chair  
Department of Surgery  
Burlington, VT**

The University of Vermont College of Medicine, founded in 1822 as the nation's seventh medical school, in alliance with Fletcher Allen Health Care, invites applications and nominations for the position of the Stanley S. Fieber endowed Professorship and Chair of the Department of Surgery. The Chair will also serve as the Health Care Service Leader of Surgery at Fletcher Allen Health Care. The Chair will be responsible for overseeing and further developing the outstanding clinical, educational, and research programs of the Department.

The vital, growing Department of Surgery includes more than 80 full-time faculty members within 15 divisions across multiple surgical specialties, and performs more than 10,000 operative cases a year. The Department has residency programs in general surgery, dentistry, otolaryngology, neurosurgery, and urology. It also has active and established, extramurally funded, basic, and clinical research programs in various disciplines.

Fletcher Allen Health Care is a health care system that includes a 500-bed acute care hospital with 685 physician attending staff and 40 other sites throughout the region with 500 affiliated specialty and primary care physicians. The Health Care Service Leader will play a vital role in the development of clinical and physician integration of Fletcher Allen Partners, presently a four hospital system comprised of Fletcher Allen Health Care, Central Vermont Medical Center in Berlin, Vermont, Champlain Valley Physicians' Hospital in Plattsburgh, New York, and Elizabethtown Hospital serving Essex County, New York.

Together, the University of Vermont College of Medicine and Fletcher Allen Health Care comprise the only tertiary/quaternary academic medical center in Vermont and offer state of the art clinical, research, and educational facilities. The Level 1 Trauma Center is verified by the American College of Surgeons in both adult and pediatric trauma care.

The successful candidate will bring proven leadership skills, be a physician board certified in general surgery or a surgical specialty, and have substantial experience in the administrative, teaching, clinical, and research activities of an academic department of surgery. It is expected that candidates would have credentials appropriate for a tenured position or for the rank of Professor at the University of Vermont.

The University of Vermont (UVM), a research intensive, doctoral university includes ten colleges and schools, including the College of Medicine. The University and Fletcher Allen Health Care are located in Burlington, Vermont, a vibrant community located on the shores of Lake Champlain, between the Adirondack and Green Mountains. The area offers four-season recreational opportunities, safe communities, and excellent schools. This progressive community is frequently cited as one of the most livable cities in the U.S.

## THE UNIVERSITY OF VERMONT

The University of Vermont (UVM) is the only comprehensive university in the state and is the state land grant university. One of the oldest universities in the nation, UVM was founded in 1791, the same year Vermont became the 14th state in the union, and has always been an essential civic institution. It has an unusual appeal to talented people, both students and faculty.

UVM is mid-sized and student-centered. It teaches 13,000 students, including over 10,000 undergraduates, 1,400 graduate, and 434 medical students. The University combines faculty-student relationships most commonly found in a liberal arts college with the resources of a major research institution. It is home to seven undergraduate schools and colleges, plus an honors college, a graduate college, the medical school, and a division of continuing education.

The University has attracted a distinguished faculty, and has built its research enterprise, growing sponsored research from \$65M in 1999 to \$130M in 2012. UVM leads all public universities with fewer than 15,000 students in both total research expenditures and total expenditures of federal research dollars. The University currently has a full-time faculty of 1,200 and a part-time faculty of 284. Approximately 92 percent of full-time faculty hold the Ph.D. or the highest degree in their field. Faculty are actively engaged in scholarship, research, and creative activity.

In the full range of its endeavors, UVM provides support to the state's leadership in all its public and private initiatives. The University is essential to economic growth, to educational quality, and to cultural, historic, and environmental preservation across the state. UVM was founded as a private university with a public mission and became a public university with a private character. As an "instrumentality of the state," UVM is a separate corporate entity from the State of Vermont, owning its own land and buildings, setting its own tuition and fees, and employing its own faculty and staff, who are not state employees and have their own compensation and benefit plans. It manages its own capital and operating budget. In its governance, it is an explicit blend of public and private, with a 25-member Board of Trustees that includes nine members elected by the self-perpetuating and private Board, nine selected by the state legislature, three appointed by the Governor, and two who are members of the student body. The University President and the Governor serve as *ex officio* members of the Board.

In large part because of its public and private character, the University enjoys a strong strategic and financial position compared to most publics and many privates. It has a private endowment of \$345M, and unrestricted annual state support of \$42M. Neither alone would be sufficient, and both are modest, but the combined effort is the equivalent, at a 5 percent expenditure rate for endowments, of \$1.185B in its effective total endowment, a strong position for a 13,000 student university.

UVM employs approximately 2,200 full-time and 200 part-time staff, which combined with its faculty makes UVM the third largest employer in Vermont.

The University campus sits in the heart of Burlington, Vermont's largest city, with 39,000 people in town and 107,000 more in outlying areas. The city boasts a bustling shopping and restaurant scene, a thriving arts community, and a picturesque Lake Champlain waterfront. The community offers a wide selection of very high quality public schools and excellent health care, anchored by the academic medical center. Burlington is consistently extolled as one of the nation's most livable and safest cities. The spectacular natural setting and dynamic small-city culture make

Burlington a fixture on “10 Best” lists. It is also just a 90-minute drive from Burlington to Montreal, Canada, with its distinctively cosmopolitan European flavor.

## **THE COLLEGE OF MEDICINE**

The University of Vermont College of Medicine was established in 1822 as the nation's seventh medical school and very much reflects the attributes of the University. It combines the ethos of a major research university with the innovative, personalized education of a smaller institution. The College has traditionally taken great pride in educating the next generation of physicians and biomedical scientists, and has trained a large percentage of the physician providers in the state. It takes equal pride in its scientific stature and has competed vigorously throughout most of its modern history for national, peer reviewed research funding. The clinical faculty of the College delivers patient care to the state and region through the University of Vermont Medical Group at Fletcher Allen Health Care, the University's partner in Vermont's academic medical center.

The College has 630 full-time faculty and 412 staff, with an additional 979 part-time faculty in Vermont, New York, Maine, Connecticut, and Florida. It enrolls 434 medical students, 101 graduate students, and 40 post doctoral fellows; 254 residents participate in its teaching programs. The College has a \$126M expense budget and a total physical plant of 566,500 square feet. The College of Medicine endowments total \$85M with private gift revenues of \$14.2M in cash receipts and new commitments in FY 2012. Approximately \$69M in external research funding supports basic science and clinical research, representing 53 percent of the University's total research funding in FY 2012.

Over 35 percent of the physicians practicing in Vermont received their education or training at UVM and Fletcher Allen. Each year more than 5,500 applicants compete for 114 places in the entering class, and more than 100 physicians and 20 biomedical Ph.D.s graduate from the College. Graduates go on to residencies at top institutions nationwide. The award-winning Vermont Integrated Curriculum offers students early access to broad clinical experience, a firm grounding in the basic sciences, the opportunity to work with internationally known researchers, and an emphasis on community service.

The College's commitment to education was validated in April of this year when it completed a successful three-day LCME Accreditation Site Visit. It is expected that the College will receive the full eight years of accreditation this fall. In a post-survey meeting with the Dean, and UVM's President and Provost, the reviewers specifically noted “the remarkable level of collegiality, cooperation and transparency among administrators, faculty, staff and students,” as well as responsiveness to student feedback in improving clerkship experiences and the technology services team.

The College has taken an innovative, cross-disciplinary approach to medical research, building on its strengths in several key areas: cardiovascular disease; cancer; neuroscience; pulmonary disease; environmental pathology; immunobiology/infectious disease; and outreach, outcomes and education. The College is home to three national Centers of Biomedical Research Excellence (COBRE) totaling nearly \$45M in federal funding since each was awarded: the Center for Neuroscience Excellence, the Translational Research in Lung Biology and Diseases Program (the Vermont Lung Center), and the Vermont Center for Immunology and Infectious Diseases. In addition, the Vermont Child Health Improvement Program has been adopted as a model for programs across the nation.

The College is involved in community outreach and health improvement programs throughout Vermont, including the statewide Area Health Education Centers program, a telemedicine project that links hospital physicians with those in remote locations, and a diabetes information management project. In addition, faculty and students visit classrooms around the state with science programs such as Smile Docs and Project MICRO, encouraging careers in science and medicine.

## **FLETCHER ALLEN HEALTH CARE**

A critical feature of the University's academic profile and future potential is its partnership with Fletcher Allen Health Care (FAHC), a full service, sophisticated tertiary care, vertically integrated health care system that serves as a regional referral center—providing advanced care to approximately one million people in Vermont and northern New York—and as a community hospital for approximately 160,000 residents in Chittenden and Grand Isle counties. In 2012 *U.S. News and World Report* named Fletcher Allen a Best Regional Hospital and 21 of its physicians to its Top Doctors list; and Vermont Children's Hospital at Fletcher Allen qualified for *U.S. News'* 2012-2013 list of Best Children's Hospitals. For the fiscal year ending September 30, 2012, Fletcher Allen reported total unrestricted revenue and other support of \$937M and total non-operating gains of \$39M.

Fletcher Allen is a teaching hospital whose physicians also have faculty appointments at UVM. The University of Vermont Medical Group, a wholly owned subsidiary of FAHC, employs 450 physicians and is a self-governed, multispecialty physician practice.

In addition to being the main teaching hospital for the College of Medicine, Fletcher Allen is the clinical collaborator with the UVM College of Nursing and Health Sciences for programs in the Departments of Communication Sciences and Disorders, Medical Laboratory and Radiation Sciences, Nursing, and Rehabilitation and Movement Science. Much of UVM's clinical research is conducted in collaboration with Fletcher Allen, and facilities there for biomedical research and patient care have dramatically expanded and improved over the last 15 years.

Fletcher Allen is recognized for high-quality, cost-effective care, and routinely benchmarks its performance with the University HealthSystems Consortium (UHC), the Association of American Medical Colleges (AAMC), the Council on Teaching Hospitals (COTH), and several other national organizations. On cost and many of the quality metrics, Fletcher Allen's performance ranks well above the median and frequently among the top performers. In 2012, and for the second year in a row, the UHC ranked Fletcher Allen among the top 20 academic medical centers in the nation for quality of care and patient safety. State reports show Fletcher Allen having among the lowest utilization of services in northern New England, including the lowest Emergency Department use and lowest per-capita costs for residents in its catchment area.

In 2011, the Vermont state government enacted a law establishing the first state-level single-payer health care system in the United States. While full implementation is likely to be delayed until 2017 as the state adjusts its plans to federally mandated changes in health care, Fletcher Allen is leading efforts throughout the state and region to transform the health care system.

Currently, Fletcher Allen's facilities and services include an integrated delivery system across Vermont and northern New York that includes affiliations through its parent organization, Fletcher Allen Health Partners, with Central Vermont Medical Center (CVMC) (Berlin, VT), Champlain Valley Physicians Hospital Medical Center (Plattsburgh, NY), and Elizabethtown

Community Hospital (Elizabethtown, NY), as well as affiliations with three other hospitals: Alice Hyde Medical Center (Hyde, NY), Canton-Potsdam Hospital (Potsdam, NY), and Moses Ludington Hospital (Ticonderoga, NY).

Fletcher Allen has also formed an accountable care organization (ACO) with Dartmouth Hitchcock Health called OneCare Vermont, it is part of the Medicare Shared Savings Program. The two academic medical centers are partnering with nearly every hospital in Vermont, as well as primary care providers, specialists, community health centers, and other health care professionals statewide to improve the overall health of a significant number of Vermont's Medicare beneficiaries. In addition, Fletcher Allen and CVMC have partnered with Cigna and its accountable care program to coordinate care for the approximately 10,500 individuals they serve who are covered by a Cigna health plan.

## **THE DEPARTMENT OF SURGERY AT UVM COLLEGE OF MEDICINE AND FAHC**

The UVM College of Medicine's Department of Surgery offers an unusual depth and breadth of surgical services through its 15 divisions, including some that in other institutions function as independent departments. Together the divisions, with nearly 100 board certified faculty, including more than 80 full-time faculty, perform over 10,000 operative cases and 122,500 patient visits annually at Fletcher Allen and its expanding integrated delivery system. The number of faculty in the department has more than doubled in the last 17 years, and recently, eight surgeons were named "Top Docs" by *US News and World Report*. Currently, the department holds eight endowed professorships and six named lectureships.

The Department of Surgery has a \$70.7M budget, \$7.2M of which derives from research and other University-based funds. The physician practice group contributes \$53M of the total with the hospital providing another \$10M, and \$500K comes from other funding sources, including miscellaneous income and payer incentives.

### **Education**

The Department of Surgery provides an excellent education for its traditional constituencies of graduate and post-graduate students, with all full-time faculty members teaching in the College of Medicine. The quality of the Department's educational activities is reflected in the outstanding teaching reputation it enjoys and its garnering of several departmental and individual teaching awards. In 2012, the graduating medical school class voted the Department of Surgery as the best department for clinical training (the "Silver Shovel Award"), and three surgical residents received the Humanitarian Award. Last year also saw 26 fourth year students participate in the Surgery Senior Major program as an expression of their interest in a career in surgery.

Currently, ACGME accredited surgical residencies are offered by the Department in Dentistry, General Surgery, Neurosurgery, Otolaryngology – Head and Neck Surgery, and Urology. The Division of Vascular Surgery is actively pursuing approval for the Department's first fellowship, reflecting the Department's ongoing commitment to expanding advanced training program opportunities.

The UVM College of Medicine's General Surgery Residency, continuously accredited since 1955, has a long history of producing leaders in academic and community surgery. This six year program requires residents to participate in a year of research after their second clinical year. Currently there are three General Surgery residents, and there is strong support for adding a fourth when funding is available.

The Department sponsors a number of continuing medical education programs, including: Advances in Critical Care; Current Concepts and Controversies in Surgery, Trauma, and Emergency Medicine Update conferences; workshops on both Facial Trauma and Skull Base Surgery; and a Robotic Surgery Symposium.

The Initiative for Rural Emergency Medical Services (IREMS) is also a program of the Department of Surgery. Through education and related outreach efforts, IREMS supports Emergency Medical Services (EMS) agencies, related health care institutions and the communities served by EMS.

## **Research and Innovation**

The Department of Surgery's research encompasses a broad spectrum of activities directed toward improving the quality of patient care and toward the development of novel, innovative therapies. Current research includes federally funded research, investigator-initiated trials, and national cooperative group- and industry-funded trials, which allow department faculty to offer patients access to cutting-edge treatments. In 2012, the department ranked in the top 50 percent of surgery departments nationally in NIH funding.

Examples of current and recent research activities include:

- In 2011, the Department completed five years' participation in a clinical trial to test the efficacy of a new drug to treat age-related macular degeneration. The drug, Eylea, which proved as effective as others in its class but with less expense and fewer treatments, was FDA-approved in the fall of 2012.
- The use of robotics is becoming increasingly common in the performance of procedures across the surgical divisions. Recently, the Department established a program in robotic colorectal surgery for specific procedures and Fletcher Allen is now a national leader in transendoscopic microsurgery (TEM) for excision of rectal cancers and polyps.
- The department is one of a select group of 45 clinical sites participating in a new trial to evaluate a revolutionary treatment for severe aortic stenosis, Transcatheter Aortic Valve Implantation (TAVI).
- A number of translational research programs are being led or co-led by Department of Surgery faculty to address a range of clinical issues, including over- and under-active bladder, traumatic brain injury, liver transplant tolerance, and work in epidemiologic studies and the development of individualized therapies for treating a variety of cancers. These programs are run in collaboration with clinicians and researchers in other departments or centers within the College of Medicine and at the University, and some involve collaborations with other institutions, such as the Koch Institute for Integrative Cancer Research at MIT.
- An important new focus of research in the Department of Surgery is health economics, which will play an increasingly important role in helping the Department manage resources under health system reform. In collaboration with the Center for Clinical and Translational Science, faculty with expertise in this area are working with others in the

Department to develop predictive cost-effectiveness models and incentive programs for providers and patients.

The UVM College of Medicine and Fletcher Allen Health Care environment includes impressive resources and affiliations to support teaching, research, and clinical service, including:

### **Clinical Skills Lab**

Opened in the spring of 2011, the Department of Surgery has been at the center of this important institutional asset from the outset. With designated facilities for virtual reality and laparoscopic training, task training, and team training using high fidelity simulators in a variety of clinical scenarios, the Lab plays an invaluable role in the training of medical students and residents.

### **Simulation Center**

The Sim Center is a new, 9,000 square foot facility located on the UVM campus. This collaborative, interdisciplinary, state-of-the-art clinical simulation lab serves students and clinicians from the College of Medicine, the College of Nursing and Health Sciences, and Fletcher Allen Health Care.

### **Vermont Cancer Center (VCC)**

The VCC is a not-for-profit comprehensive clinical and research cancer center, the only such organization in the state of Vermont. Founded in 1974, it is a University center located within the College of Medicine that enjoys a clinical partnership with Fletcher Allen Health Care. The organization is comprised of more than 120 scientists and physicians engaged in a full range of basic, translational, clinical, and outcomes research that seeks to uncover new knowledge and understanding about cancer and the issues that affect cancer patients. The VCC is committed to innovative research, life-saving prevention and treatment programs, public education and scientific collaboration, and serves to influence standards of cancer prevention, screening, diagnosis, and care. Active engagement of the new Chair and other faculty in the Department of Surgery with the VCC will contribute critically to the VCCs goal of successful pursuit of NCI designation in the near future.

### **The Divisions**

The following is a list of the Department of Surgery's 15 divisions with links to their web pages:

#### **Cardiothoracic**

**Surgery** <http://www.uvm.edu/medicine/surgery/?Page=cardiothoracic.html&SM=divisionsubmenu.html>

#### **Dentistry, Oral & Maxillofacial Surgery**

<http://www.uvm.edu/medicine/surgery/?Page=dentistry.html&SM=divisionsubmenu.html>

#### **Emergency Medicine**

<http://www.uvm.edu/medicine/surgery/?Page=emergency.html&SM=divisionsubmenu.html>

#### **General Surgery**

<http://www.uvm.edu/medicine/surgery/?Page=general.html&SM=divisionsubmenu.html>

#### **Neurosurgery**

<http://www.uvm.edu/medicine/surgery/?Page=neurosurgery.html&SM=divisionsubmenu.html>

**Ophthalmology**

<http://www.uvm.edu/medicine/surgery/?Page=ophthalmology.html&SM=divisionsubmenu.html>

**Otolaryngology/Head & Neck**

<http://www.uvm.edu/medicine/surgery/?Page=otolaryngology.html&SM=divisionsubmenu.html>

**Pediatric Surgery**

<http://www.uvm.edu/medicine/surgery/?Page=pediatric.html&SM=divisionsubmenu.html>

**Plastic & Reconstructive Surgery**

<http://www.uvm.edu/medicine/surgery/?Page=plastic.html&SM=divisionsubmenu.html>

**Surgical Oncology**

<http://www.uvm.edu/medicine/surgery/?Page=oncology.html&SM=divisionsubmenu.html>

**Surgical Research**

[http://www.uvm.edu/medicine/surgery/?Page=surgical\\_research.html&SM=divisionsubmenu.html](http://www.uvm.edu/medicine/surgery/?Page=surgical_research.html&SM=divisionsubmenu.html)

**Surgical Transplant & Immunology**

<http://www.uvm.edu/medicine/surgery/?Page=transplantation.html&SM=divisionsubmenu.html>

**Trauma & Critical Care**

<http://www.uvm.edu/medicine/surgery/?Page=transplantation.html&SM=divisionsubmenu.html>

**Urology**

<http://www.uvm.edu/medicine/surgery/?Page=urology.html&SM=divisionsubmenu.html>

**Vascular Surgery**

<http://www.uvm.edu/medicine/surgery/?Page=vascular.html&SM=divisionsubmenu.html>

**THE POSITION**

The Chair of Surgery formally reports to the Dean of the Medical School and to the Chief Executive Officer of Fletcher Allen Health Care. Operationally, she or he will work closely with the President of the University of Vermont Medical Group. The Chair is responsible for overseeing and further developing all academic and research components of the Department, and working closely with appropriate leadership at Fletcher Allen to effectively lead and manage all surgical, clinical, and hospital-based services. The Chair will provide leadership to the Department's 15 divisions, working in close collaboration with a deputy chair, an executive vice chair for Academic Affairs, the vice chairs for Quality, Network, Research, and Education, and the division chiefs, all of whom are the Chair's direct reports, and with the Director of Faculty Practice who is a dual report to the Chair and to FAHC's Vice President of Medical Group Operations.

The new chair will lead a diverse department in a unique environment, where there is limited competition with other hospitals and where the College of Medicine and Fletcher Allen play a central role in the delivery of healthcare within the state and across the region. The geographical range and size of the population served creates an unusual opportunity to have significant impact on the quality of care and variety of services provided.

The overarching challenge for the new chair will be to lead the UVM College of Medicine and Fletcher Allen's Department of Surgery through a time of significant change in the landscape and delivery of healthcare. Reform is well underway in Vermont, and the state will be highly visible and likely to play an important role informing and leading the region and nation as they

progress to a new healthcare environment. To sustain and build on the Department's significant strengths and accomplishments in this context, the new Chair will address the following key opportunities and challenges:

- **Lead, consult, create a vision, and plan for the future**

The Chair of Surgery will engage in sustained conversations with surgery colleagues, other chairs, College and FAHC leadership to develop a long-term departmental plan and course of implementation. The Chair will lead the Department to a shared vision for surgery in Vermont's academic medical center and for the region it serves. Vision will require the creation of common themes across the surgical divisions and the assessment of productivity, efficiency, and complementarity of divisional work.

Changing times bring unique challenges. In this time of uncertainty, with healthcare reform moving at a rapid pace in Vermont, and the ongoing NIH funding crisis, the new Chair must foster a culture of innovation and experimentation. Developing novel approaches to address growing challenges affords a range of opportunities to raise the Department's profile nationally and internationally.

- **Develop a strategy to manage surgical activities across the delivery system**

One important opportunity is the expansion of the department's clinical and academic reach. Changes in health care delivery will require a regional care plan for surgical services, with service nodes located in communities outside Burlington. Care will need to be rationalized throughout the system, with both clinical and physician integration. Clinical satellites in their varying forms will need to be brought into the teaching and research mission of the medical center. At the same time, resources must be preserved or developed so that the quality of care is not compromised and physicians and others are not overtaxed.

- **Build relationships of trust and credibility**

In a complex environment of inevitable change, the Chair will seek to understand needs and strains within the department and beyond. Working daily to establish relationships and trust will be essential to managing change. As much as fair decision-making by the Chair is expected and assumed, so too the basis for good decisions often requires explanation. Communication, both personal and institutional, will call for deliberation and planning. Decisions and plans must be communicated fully and frequently, with the opportunity for follow-up discussion and revision.

- **Effectively and imaginatively administer a complex clinical services program**

A critical component of FAHC's integrated delivery system, the Department of Surgery is also vital to the economic health of the organization as a major source of revenue. As the Health Care Leader of Surgery responsible for hospital-based services of 13 surgical divisions, a research division, and Emergency Medicine, the Chair will play a key role in ensuring that the clinical and financial goals of FAHC are being realized. This can only be accomplished by the Chair working in close collaboration with division chiefs and hospital administrators across the system to promote innovation and a shared commitment to identifying opportunities to improve operational efficiency and

consistency while sustaining high quality patient care and outcomes. At the same time, it will be important for the new Chair to balance the needs of the health system with those of the department - its faculty and staff - and to know when to advocate on their behalf.

- **Draw together, focus, sustain, and build research**

The department supports and encourages innovative research. For the Chair, a major challenge will be to build on department strengths through planning for the research future of the department. It is likely that one emphasis will be on research related to patient outcomes. An important effort is underway in the creation of a health economics focus for the department. This initiative, and others, will be critical to understanding how care will be delivered most effectively in the new environment of health care reform. Other new or growing areas of research, such as targeted clinical programs, will be aligned with institutional goals and capabilities. There is also significant opportunity to expand interdisciplinary activity within the College and across UVM.

- **Focus attention and resources on education**

Much of the current success of the department lies in its clinical excellence. The reach and influence of that work needs to be expanded beyond the department's well recognized teaching accomplishments with new and more advanced training opportunities, including residencies and fellowships.

- **Recruit and retain faculty**

Building on the department's recent success recruiting new faculty will be another important role for the Chair. This will require continuing to find resources for the physicians, both incoming and current, to encourage and support their teaching, clinical, and academic interests and goals.

## **THE IDEAL CANDIDATE**

The successful candidate will be a physician board certified in general surgery or a surgical specialty who brings substantial experience in the administrative, teaching, clinical, and research activities of an academic department of surgery, and credentials appropriate for a tenured position or for the rank of Professor at the University of Vermont.

While no one person will embody them all, the ideal candidate will also bring many of the following skills, qualities, and experience:

- A capacity for broad thinking with the ability to function effectively in an environment of uncertainty, to anticipate change, and implement initiatives to meet the challenges of academic medicine and patient care, and to work cooperatively and collegially within a diverse, rapidly changing environment, with numerous and diverse stakeholders;
- Excellent interpersonal skills to build and maintain relationships with faculty, administration, trainees, and medical, nursing, and technical staff;
- Exceptional leadership skills, with proven ability to foster a spirit of unity and collaboration across a major clinical department;

- A strong appreciation and understanding of both clinical practice and research;
- Proven commitment to medical and graduate teaching and education;
- Demonstrated commitment to mentoring junior faculty and associates;
- An accessible style that encourages interaction with faculty and administrative colleagues;
- A commitment to transparency and an inclusive style of management;
- Demonstrated experience recruiting top faculty and students;
- Strong financial and resource management skills and a keen interest in the business side of health care in the evolving environment of health care reform;
- Demonstrated commitment to valuing and actively promoting diversity;
- Excellent written, and oral communication skills;
- Demonstrated passion for service to the community;
- Exceptional planning and organizational skills, superb follow-through, and timely task completion;
- Proven capacity to earn loyalty of staff and credibility for the department;
- Unquestionable integrity with proven capacity to be persuasive, flexible, adaptable, tenacious, and courageous, combined with a good sense of humor.

## TO APPLY

Isaacson, Miller, a national executive search firm, has been retained to assist in this search. Applications will be accepted until the position is filled. The University of Vermont is especially interested in candidates who can contribute to the diversity and excellence of the academic community through their research, teaching, and/or service. Applicants are requested to include in their cover letter information about how they might further this goal. The University of Vermont is an Equal Opportunity/Affirmative Action Employer. Women and those from diverse racial, ethnic and cultural backgrounds are encouraged to apply. Inquiries, nominations, referrals, and resumes with cover letters should be sent in confidence to:

Nancy Maull, Vice President  
Sarah Herman, Managing Associate  
Isaacson, Miller  
263 Summer Street  
Boston, MA 02210  
[4771@imsearch.com](mailto:4771@imsearch.com)

*Electronic submission of materials is strongly encouraged.*