

POSITION AND CANDIDATE SPECIFICATION



ASSOCIATION OF AMERICAN MEDICAL COLLEGES

CHIEF SCIENTIFIC OFFICER

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Assignment: 16866-002

Date: February 2008

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POSITION SPECIFICATION

About the Association of American Medical Colleges

The Association of American Medical Colleges (AAMC) is the most highly-regarded nonprofit organization representing all medical schools in the United States and Canada, major teaching hospitals and health systems, and medical academic and professional societies. Through these institutions and organizations, the AAMC represents the leadership of the nation's medical schools and teaching hospitals, as well as faculty members, medical students, and resident physicians. The AAMC office is located in downtown Washington, D.C. Its annual operating budget is \$107 million and there are approximately 400 staff members. The AAMC enjoys an excellent reputation based on a long history of service to its members and the public.

Today the AAMC represents:

- All 129 accredited U.S. and 17 accredited Canadian medical schools
- Nearly 400 major teaching hospitals and health systems, including 68 Department of Veterans Affairs Hospitals
- 109,000 faculty members in 89 academic and scientific societies
- 67,000 medical students and 104,000 resident physicians

The AAMC is currently governed by a 30-member Executive Council, comprising representatives elected from the AAMC's five core constituent groups:

- Council of Deans
- Council of Teaching Hospitals and Health Systems
- Council of Academic Societies
- Organization of Resident Representatives
- Organization of Student Representatives

At its annual meeting in November, the AAMC anticipates approval of a new governance structure that will replace the Executive Council with a 17-member Board of Directors.

The day-to-day operations of the AAMC are managed by Darrell G. Kirch, M.D., a distinguished physician, educator, and medical researcher who joined the organization in July 2006 after 13 years of involvement with the AAMC as a medical school dean at two member medical schools and leader of a university health system.

AAMC history: In 1876 representatives of 22 medical schools met in Philadelphia and formed the Provisional Association of American Medical Colleges. The call for the meeting stated that "the object of the convention is to consider all matters relating to reform in medical college work." Over the course of several days the group adopted a constitution, bylaws, and articles of confederation, and the organization was born. Over 130 years later, the AAMC continues to work to improve medical education, but its agenda

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now also includes biomedical research that underpins that education, the health care system that reaps its benefits, and the management of the medical schools and teaching hospitals where that education occurs.

Mission, Vision and Strategic Priorities: As part of a year-long strategic thinking and positioning process, the AAMC's Executive Council adopted the following statements of mission and vision on September 6, 2007: The **mission** of the AAMC is "to serve and lead the academic medicine community to improve the health of all."

The **vision** of the AAMC and its members is "a healthy nation and world in which:

- America's system of medical education, through continual renewal and innovation, prepares physicians and scientists to meet the nation's evolving health needs
- The nation's medical students, biomedical graduate students, residents, fellows, faculty, and the healthcare workforce are diverse and culturally competent
- Advances in medical knowledge, therapies, and technologies prevent disease, alleviate suffering, and improve quality of life
- The nation's health system meets the needs of all
- Concern for compassion, quality, safety, efficacy, accountability, affordability, professionalism, and the public good guide the health care community
- Medical schools and teaching hospitals continually earn the trust and support of the public for their special missions
- The AAMC and its members are a dynamic force in realizing this vision."

The AAMC has embraced nine **strategic priorities** to meet its mission and fulfill its vision (quoted from Learn, Serve, Lead published by the AAMC in 2007):

- Serve as the voice and advocate for academic medicine on medical education, research and health care
- Lead innovation among the continuum of medical education to meet the health needs of the public
- Facilitate development of a health system that meets the needs of all for access, safety, and quality of care
- Strengthen the national commitment to discovery that promotes health and enhances the treatment of disease and disability
- Lead efforts to increase diversity in medicine
- Be a valued and reliable resource for data, information and services
- Help members identify, implement, and sustain organizational performance improvement
- Provide outstanding leadership and professional development to meet the most critical needs of members
- Nurture a culture at the AAMC that promotes excellence in service to members and the public good

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Three themes emerged from the strategic thinking and positioning process that are critical to the AAMC's future effectiveness:

- **Alignment.** The need for better alignment is apparent within and among the educational, research, and patient care missions of medical schools and teaching hospitals, as well as at the AAMC.
- **Leadership.** The academic medicine community looks to the AAMC for leadership in different ways on many different fronts: as an advocacy champion, as a provider of services and information, as an innovator, and as a strategic partner.
- **Collaboration.** The AAMC will serve the academic medicine community most effectively by being collaborative in approach, expansive in outreach, and inclusive in process.

Organizational culture: Under the leadership of Dr. Kirch, a new culture has emerged at the AAMC that aligns with the organization's mission, vision, and strategic priorities. It is a culture of collaboration, teamwork, information-sharing, openness and honesty. "Servant leadership" describes the management philosophy of the AAMC, where people work on behalf of the organization to further its mission. Core values are an important part of the culture of the AAMC. Its **Values for Excellence**, known as STRIVE, are the following:

- **Strive** for Greatness
- Work **Together**
- Take **Responsibility**
- Pursue **Innovation**
- **Value** Everyone
- Act **Ethically**

The AAMC is committed to translating association priorities into successful outcomes that deliver value to its members and improved health for all. For more information about the AAMC, see its website at www.aamc.org.

Position Summary

The Association of American Medical Colleges (AAMC) is seeking a **Chief Scientific Officer (CSO)**. The CSO will serve as a senior member of the AAMC's executive staff, based in Washington, DC and lead the staff in Biomedical and Health Sciences Research. The CSO has multiple responsibilities for enhancing the research agenda for academic medicine, and provides leadership, vision and strategy for addressing the research policy issues facing academic medicine, medical schools, and teaching hospitals; working with AAMC constituent relations, directing the AAMC's programmatic activities in Biomedical and Health Sciences

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Research, and serving as a liaison to multiple AAMC organizational partners such as NIH, the VA, FDA, FASEB, AAU, AMA, etc.

CANDIDATE SPECIFICATION: KEY SELECTION CRITERIA

Position Requirements:

- M.D. or Ph.D. or M.D./Ph.D.
- At least ten years of experience in basic, clinical and/or translational research and in public policy related to research issues
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- An appreciation of the relationship among the basic, translational, and clinical research, education, and patient care missions of medical schools and teaching hospitals.
- Deep familiarity with the issues confronting academic medicine, especially as they pertain to basic, clinical, translational, and health sciences research and training.
- Strong leadership skills.
- Excellence in writing and editing.
- Excellent public communication skills and the ability to work well with scientists, faculty, research administrators, and patients and patient advocacy organizations.

Major Responsibilities:

The CSO has principal responsibility for and directs the AAMC's broad menu of programs in support of all aspects of research and training. The CSO serves as the primary AAMC contact for other organizations focused on research including Federation of American Societies for Experimental Biology, American Society for Clinical Investigation, American Association for the Advancement of Science, American Federation for Medical Research, National Association for Biomedical Research and addresses policy issues affecting research by engaging officials at NIH, FDA, OHRP, ORI, DVA, AHRQ, and CDC as well as AAMC councils and Groups; works with organizations focused on human research protection such as AAHRPP, PRIM&R, and ARENA; reaches out to and responds to the needs of AAMC constituents and other AAMC divisions and services; represents the AAMC at national forums dealing with research policy and administration.

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In addition, the incumbent maintains extensive liaison with and provides principal staff for several constituencies of the Association, including the Council of Academic Societies (CAS), the Advisory Panel on Research, the Group on Research and Development (GRAND), and the Group on Graduate, Research, Education, and Training (GREAT) and its sections for MD-PhD Directors and post-doctoral leaders, and the Forum on Conflicts of Interest in Academe. Liaison is provided with the Council of Deans, the Council of Teaching Hospitals, the Organization of Resident Representatives, and the Organization of Student Representatives.. The incumbent will be expected to make presentations to member institutions as invited. Internally, the incumbent will be expected to brief AAMC leadership on relevant policy developments and to work collaboratively with other staff especially with the staff in Government Relations on matters of proposed legislation affecting the conduct of research.

The CSO is expected to be thoroughly familiar with and able to speak as the AAMC's principal spokesperson to the public, to the media, and to other organizations on issues related to funding, policy, and administration of all sectors of the research enterprise including basic biomedical, clinical, behavioral, and health sciences research. Such issues include, but are not limited to: research training, the financing and management of research and research infrastructure, human subject regulations, the use of animals, recovery of research costs, the promotion of clinical research and training, technology transfer, scientific integrity, relationships between academic medical centers and industry, and priorities for research funding.

The CSO will monitor the activities of federal agencies, independent policy organization, the news media, scientific societies, and other associations related to all aspects of research and gather the related information from all available sources and communicate the information to AAMC staff and constituents. S/he will prepare and disseminate meeting summaries, testimony, statements, letters, position papers, issue briefs, and scholarly research publications on clinical research policy topics and related data.

The CSO will direct and undertake studies on research and research training, using the databases of the AAMC and other sources and conduct studies to develop new information resources as necessary. Biomedical and Health Sciences Research is the locus for continuing AAMC work on all aspects of academic medicine's research enterprise. The CSO is expected to develop new programmatic initiatives for the AAMC designed to strengthen support for members' activities in health sciences research and to promote and strengthen research integrity and the academic biomedical research enterprise.

The CSO prepares and oversees divisional budgets; supervises, recruits, and mentors staff as necessary; and manages several externally funded research and research training support programs.

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- Additionally, the CSO will perform other duties as called upon in support of the President and the AAMC's Biomedical and Health Sciences Research enterprise And will conduct projects, tasks and assignments as necessary to help further the Association's overall mission.

Key Relationships:

Reports to: Darrell G. Kirch, M.D., President and CEO

Other key relationships: Carol Aschenbrener, M.D., Executive Vice President and Chief Strategy Officer
Chief Advocacy Officer (search underway)
Joanne M. Conroy, M.D. Chief Health Care
John Prescott, M.D, Chief Academic Officer
Robert Jones, Ph.D., Chief Mission Support Officer
Elisa Siegel, Chief Communications Officer

Direct Reports: Tony Mazzaschi, Senior Director, Scientific Affairs
Susan Ehringhaus, Senior Director and Regulatory Counsel
Senior Director, Research (vacant)
Stephen Heinig, Lead Science Policy Analyst
Jodi Lubetsky, Manager, Science Policy
Rika Maeshiro, M.D., Director, Public Health and Prevention Programs

Critical Competencies for Success

Team Leadership Abilities:

Evidence of an ability to create and inspire high-performance teams is sought in the ideal candidate, as seen in a history of removing barriers, providing resources and using a variety of techniques to facilitate the subordination of individual needs in order to achieve a common goal. Exemplary leadership will have been demonstrated by having overcome significant complexity in forging a team-based culture or having created a cadre of new team leaders, who in turn have gone on to create successful teams.

Collaborative Skills:

The ideal candidate will work as well through influence as through direct authority. The CSO will initiate the forging of collaborations and be comfortable sharing responsibility and engaging others in successfully arriving at joint decisions. Ability to

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bridge basic, translational, and clinical science is an imperative. To be successful, the candidate will show an awareness of the sources of conflict and an ability to constructively manage the issues and stakeholders in order to arrive at mutually beneficial outcomes. Experience in successfully overcoming cultural, historical or political barriers in forging new relationships or teams, or a leadership role in crafting truly innovative partnerships, is particularly valued.

Strategic Orientation:

The successful candidate will have a track record of translating overarching organizational strategy into an effective, long-term action plan for his or her specific area of responsibility. Ideally, the candidate will not only have created the vision within a department or division, but also raised broader issues, influencing and contributing to overall organizational strategy, thereby contributing to the larger planning process and helping to shape the future of the entire organization.

Other Personal Characteristics:

- Organized, results- and action-oriented; able to prioritize and willing to hold others and self accountable regarding commitments and goals.
- An inspiring and commanding presence; confident, yet low ego.
- A sense of humor, with an engaging, personable style of interaction.
- Flexible and resilient.
- A high degree of personal and professional integrity and credibility.
- Sound judgment in assessing people and opportunities.
- Comfortable speaking to internal and external groups on both scientific and organizational matters, with well-honed communication skills.
- Strong negotiating skills.

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FOR YOUR CONVENIENCE: CONTACT INFORMATION "TEAR OFF" SHEET

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