



The Spelman & Johnson Group

Position Specification

**University of Connecticut
Storrs, Connecticut**

Director of Medical Services

Background

Founded in 1881, the University of Connecticut (UConn) is the state's flagship institution of higher learning. Since its inception as an agricultural school, the University has grown to include 14 Schools and Colleges at its main campus in Storrs, separate Schools of Law and Social Work in Hartford, five regional campuses throughout the state, and Schools of Medicine and Dentistry at the UConn Health Center in Farmington. UConn is a Land Grant and Sea Grant College and a Space Grant Consortium institution. The University spans 4,108 acres at its main campus and five regional campuses, and an additional 205 acres at the UConn Health Center in Farmington.

The University of Connecticut stands as a school of choice for academically talented students. For eleven consecutive years, UConn has been ranked as the top public university in New England and among the top 30 public universities designated as a Carnegie Foundation Research University-Extensive institution, a distinction shared by fewer than four percent of America's higher education institutions. UConn has more than 70 focused research centers where faculty, graduate students and undergraduates explore everything from improving human health to enhancing public education and protecting the country's natural resources.

The state's flagship institution of higher education, the University of Connecticut is governed by a board of trustees who are among the premier entrepreneurs, strategists, and educators in their respective fields. President Michael J. Hogan oversees a University system that includes 10 Schools and Colleges at its Storrs campus, separate Schools of Law and Social Work in Hartford, five regional campuses throughout the state, and the Schools of Medicine and Dental Medicine at the UConn Health Center in Farmington. Hogan became the 14th president of the University of Connecticut on September 14, 2007. A specialist in the history of American diplomacy, President Hogan is the author or editor of nine books and a host of scholarly articles and essays. Under President Hogan's leadership, the University continues to undergo an amazing transformation. UConn is renewing, rebuilding and enhancing its campuses through an unprecedented \$1.4 billion, 20-year state investment in the University's infrastructure. Peter J. Nicholls is the Provost and Executive Vice President. Nicholls oversees the continued progress in teaching, research, and service of the University and serves as the senior officer to whom the Division of Student Affairs reports.

The University's Mission Statement

The University of Connecticut is dedicated to excellence demonstrated through national and international recognition. As Connecticut's public research university, through freedom of academic inquiry and expression, we create and disseminate knowledge by means of scholarly and creative achievements, graduate and professional education, and outreach. Through our focus on teaching and learning, the University helps every student grow intellectually and become a contributing member of the state, national, and world communities. Through research, teaching, service, and outreach, we embrace diversity and cultivate leadership, integrity, and engaged citizenship in our students, faculty, staff, and alumni. As our state's flagship public university, and as a land and sea grant institution, we promote the health and well-being of Connecticut's citizens through enhancing the social, economic, cultural and natural environments of the state and beyond.

The Faculty

At the heart of the UConn learning environment are over 1,000 full-time faculty members, a remarkably accomplished diverse group of scholars, 93 percent of whom hold a doctorate or other terminal degrees. Diversity among full-time faculty, at 20 percent, is as high as any peer institution nationally. Faculty at UConn are recognized both as worldwide scholars and as highly accessible teachers who take an active interest in and concern for their students. The student/faculty ratio is 17:1.

The Academic Program

UConn's academic breadth includes more than 100 majors, programs of study and academic concentrations. The main campus in Storrs is comprised of 10 schools and colleges: College of Agriculture and Natural Resources, Ratcliffe Hicks School of Agriculture, School of Business, Neag School of Education, School of Engineering, School of Fine Arts, College of Liberal Arts and Sciences, School of Nursing, School of Pharmacy and the Graduate School. UConn offers seven undergraduate degrees, 17 graduate degrees; 86 research and professional practice fields of study; five professional degree programs (JD, LLM, MD, PharmD, and DMD).

The Student Body

The total fall 2009 student enrollment was 29,517 (approximately 21,400 undergraduates, 6,600 graduates and 1,200 law, medical, dental and pharmacy students). Of these students, 17,008 were undergraduates at the Storrs campus and 4,488 were undergraduates at regional campuses.

The student body as a whole is exceedingly bright and capable. As the institution has risen in prominence to a top research institution in the nation, many students are making UConn their first choice. Forty-four percent of entering freshman in fall 2009 graduated in the top 10 percent of their high school class. With an overall acceptance rate of 54 percent, *US News & World Report* ranks UConn as a "more selective" institution. UConn's fall 2009 entering class at all campuses included 87 valedictorians and salutatorians. The first year retention rate is 92 percent which ranks UConn among the top 25 public universities in the nation.

Undergraduate Student Characteristics (Fall 2009)

Female: 50 percent

Minority: 21 percent

International: 2 percent
Connecticut Residents: 80 percent
Full-time Degree: 91 percent
Part-time Degree: 6 percent

The average SAT score for entering freshmen in 2009 was 1212 and the 4-year graduation rate is 86 percent. UConn's Storrs campus ranks 21 out of 58 public research universities in graduation rate for all freshmen and 22 out of 58 public research universities for minority freshmen.

Tuition, fees, room and board for in-state students is \$19,788 and \$35,388 for out-of-state students. Financial aid support exceeds \$317 million.

In addition to their academic studies, students are active in many co-curricular activities. Athletics within this championship NCAA Division-I institution has created the phenomenon known among UConn students as "Huskymania" and many participate in and/or follow varsity, club, and intramural sports. There are over 330 student organizations ranging from honor societies, arts, media, and cultural interest groups in which students are engaged. Involvement in Greek life is also available with approximately eight percent of the male and nine percent of the female student body participating in fraternities or sororities.

An Overview of the Division of Student Affairs

Guiding Principles and Characteristics

- **Collaboration:** Our strength and impact on this campus as a coordinated team can and will be extraordinary.
- **Credibility and Confidence through Competence:** Students, staff and faculty gravitate to organizations and individuals who are knowledgeable and thoughtful in their affairs.
- **Initiative:** We create opportunities that encourage and reward new ideas.
- **Integrity:**
 - *Play by the rules:* Individually and collectively, we meet the expectations and guidelines of our colleagues and the University.
 - *Transparency:* Our staff and constituents must know and understand the "what" and "why" of what we do. We are inclusive of those we serve in our planning and our operations.
 - *Stewardship:* Appropriately maintain and manage our resources.
- **Reliability:** There is no greater compliment than being that person or team others can count on in both good and challenging times.
- **Service:** Offer what we do in the best way possible, while thoughtfully balancing education needs and customer service.

Overview

The Division of Student Affairs at UConn is led by John R. Saddlemire, EdD. He has over twenty years of experience in a variety of college and university settings. Prior to his present position, he served Heidelberg College in Tiffin Ohio as Vice President for Student Affairs for six years. Previous professional experience has been in the functional areas of Student Activities, Residence Life and Service Learning at Indiana University, the University of Hartford, Penn State University, and Elizabethtown College.

Dr. Saddlemire has also long been committed to providing effective, efficient services that support and enhance the educational mission of the university. The goal is to encourage each student to become dynamically engaged and personally responsible for their own UConn experience. As Co-Director of the

Higher Education and Student Affairs Master's Program in the Neag School of Education, he also is committed to the preparation of aspiring student affairs professionals. He has advised and/or supervised numerous graduate assistants throughout his career. He has also taught at the undergraduate and graduate level, including Leadership Development, Capstone Seminar, Foundations and Functions in Higher Education, and The Small College Experience. Saddlemire earned his EdD degree in Higher Education Administration from The Pennsylvania State University and holds a MS degree from Indiana University-Bloomington in Higher Education and Student Affairs. He earned his BS degree in Elementary Education at Bowling Green State University.

Saddlemire's senior management team of the Division of Student Affairs is comprised of:

- Cynthia F. Jones, EdD, Assistant Vice President for Student Affairs & Director of Career Services - coordinates the Division's human resources activities and provides direct support for the Department of Career Services, Center for Students with Disabilities and Student Health Services. Additional duties include teaching in the Higher Education program and providing central office leadership for coordination of the Division of Student Affairs Annual Report.
- David Clokey, Assistant Vice President for Student Affairs - coordinates the central budgetary process for the Division, directs the University Student Fee process for General University and Activity Funds, provides central leadership for the implementation and on-going management of the Division's technology resource plan as well as supervises the Division's IT Department, the Student Union and the One Card ID Office. He also co-facilitates the Higher Education & Student Affairs Master's Program Practicum Course.
- Steve Kremer, Assistant Vice President for Student Affairs - oversees the auxiliary services areas of Students Affairs, specifically Residential Life, Dining Services and the Student Union. In this capacity he works to ensure that these areas are serving students and working collaboratively whenever possible to enhance the out of class living/community experience. Since arriving on campus in 2008, he has worked to strengthen the partnership between Student Affairs and First Year Programs and Learning Communities to offer students an opportunity bridge their classroom and residential experience. In the short time since his arrival, the residential living/learning communities have grown to 13, with plans for future development already underway.
- Denielle Burl, Director of Risk Management – posses significant experience in all areas of higher education law including student services in general, constitutional law as it is applied in higher education, intellectual property, contract law, study abroad programs, student organizations, student health services, technology law, and privacy issues, including FERPA.
- Daniel Doerr, Assistant to the Vice President for Student Affairs & Director of Senior Transition and Engagement Programs - provides oversight for the coordination of the Division's efforts to promote seamless transitions for students through their junior and senior years into their lives as connected and engaged young alumni. As director of Senior Transition and Engagement Programs, he provides direct educational support for senior transitions through the Senior Year Experience class, provides educational outreach to both seniors and rising seniors, and works to link broad-based institutional efforts as they relate to senior engagement and success. He also works closely with the Higher Education and Student Affairs Master's Program to deliver the first-year HESA/SYE practicum.
- Christine M. Wilson, Assistant Vice President for Student Affairs & Director of Student Activities - oversees operations that support many of the extracurricular activities of students. The Department of Student Activities plans and implements major events, recognizes and supports student organizations and advisors, executes leadership development training, plans community outreach

programs, and also oversees Club Sports and Husky Pride programs, as well as the newly developed Student Affairs support services for veterans. She also supervises the Office of Fraternity and Sorority Life and teaches in the Higher Education and Student Affairs master's program.

- Stefanie T. Landsman, Alumni Relations Coordinator – coordinates alumni efforts within the Division. She strives to reconnect and engage alumni based on affinity group involvement, including clubs and organizations such as SUBOG, USG, and club sports, as well as the broader category of student leader alumni. Through collaboration with the UConn Alumni Association and the UConn Foundation, Landsman coordinates outreach and events for this subset of alumni, which in part fosters a stronger connection to current students, campus traditions, the Division and greater UConn community. She also manages alumni efforts for the Higher Education and Student Affairs (HESA) Master's Program.

Student Health Services Overview

The University of Connecticut Health Service offers a wide range of services to students, including primary health care, acute care (non-life-threatening), counseling and mental health, in-patient care, laboratory, radiology, and pharmacy. Specialized services and programs include a women's clinic, allergy clinic, sports medicine, nutritional counseling, health and wellness education, a cold self-care center, HIV antibody testing, special health clinics, and substance abuse prevention education.

Basic first aid, consultations with the triage nurse, telephone advice nurse, health education services, nutrition and physical activity counseling are provided at no charge. For other care, Student Health Services utilizes “fee for service” billing. SHS charges office visit fees (comparable to those at a private healthcare provider's office) each time a student receives care from a physician or nurse practitioner.

The use of Student Health Services is limited to those students who have paid the Storrs Campus General University Fee. Regional campus students and those enrolled in programs that do not require payment of the Storrs GUF should seek community-based health services.

When classes are in session, Student Health Services is open 24 hours Monday-Friday with a physician or nurse practitioner on premises 8:30 a.m. to 6:00 p.m. On weekends SHS is open 8:00 a.m. to 4 p.m. with a physician or nurse practitioner on premises noon to 2:00 p.m. An advice nurse is available via phone 24 hours, seven days a week.

Mission Statement for Student Health Services

The mission of the University of Connecticut Student Health Services (SHS) is to promote the lifelong physical and emotional well-being of students. The multi-disciplinary team of physicians and nurses provides high quality, cost-effective Primary Care, Health Promotion, and Educational Outreach.

Accreditation

The University of Connecticut Health Service is fully accredited by the Accreditation Association of Ambulatory Health Care Facilities.

Organizational Structure

The organizational chart for Student Health Services may be viewed at:
http://www.studentaffairs.uconn.edu/org_charts.html

History and Leadership of Student Health Services

Leadership of Medical Services at the University of Connecticut (UConn) has been remarkably steady over the years with Dr. Thomas McGrath holding the director's position since 1989. He is well-respected by his peers as a gifted clinician. As Director of Medical Services, McGrath supervises five primary care physicians and two sports medicine physicians and reports to the Director of Health Services, Michael Kurland. Kurland, a former hospital administrator who came to UConn in 1988 oversees all aspects of Student Health Services administration with a solid team including Michele LaBonte, Director of Nursing, and Dr. McGrath who oversee the clinical side of the Health Service.

Also reporting to Kurland:

- Michele LaBonte, Director of Nursing Services. LaBonte has worked in SHS for over 18 years. LaBonte supervises the entire nursing staff which includes three women's clinic nurse practitioners, six primary care nurse practitioners, three nurse coordinators, ten staff nurses as well as per diem nursing staff.
- Deborah Hubbell, Assistant Director of Business and Ancillary Services. Hubbell supervises a staff of ten that includes a clinical laboratory supervisor, two laboratory technologists, a medical laboratory assistant, a pharmacy supervisor, staff pharmacist, radiology supervisor, radiology technician, patient registrar, an applications specialist, and also serves as the liaison to Student Affairs Information Technology.
- Barry Schreier, Director of Counseling and Mental Health Services. Schreier has been at UConn since July, 2007. He supervises the assistant director/clinical coordinator, three administrative support staff, two psychiatrists, two nurse practitioners, four psychologists, four psychiatric social workers and several graduate assistants.
- Beth DeRicco, Director of Wellness and Prevention Services. DeRicco supervises a staff which includes a health educator, nutrition specialist, an alcohol and other drug prevention specialist and an interventionist, as well as a community outreach specialist.

Kurland reports to Cynthia Jones, Assistant Vice President for Student Affairs and Director of Career Services.

Responsibilities of the Position

Reporting to the Director of Student Health Services, the Director of Medical Services is responsible for the direction and oversight of medical services provided by the Student Health Services at UConn's main campus in Storrs. The Director of Medical Services provides administrative oversight and professional leadership to ensure compliance, quality, and integrity to the health and safety of students and manages the clinical diagnosis and treatment of medical problems consistent with Medical Board certification. The Director is an integral part of the development and implementation of policies and procedures related to the delivery of health services and provides expertise and support for the development, implementation, and continuous improvement in all areas including the electronic health record and clinical management/billing system. The Director provides outreach to the campus and external community and serves on University committees as a medical authority representing Health Services. The Director of Medical Services instructs and oversees five primary care physicians, two sports medicine physicians, and one administrative assistant. Additionally, the Director of Medical Services provides primary health care as a practicing physician and is an active participant in physician emergency and on-call services.

Additional responsibilities include:

- Participation in administrative planning and evaluation of health services and in establishing Health Services policies and procedures; overseeing the peer review process of quality improvement activities and provider credentialing; responsible for assuring the appropriate maintenance of credentialing for all medical providers.
- Determining staffing needs within established guidelines; selecting, evaluating, training, and providing administrative and technical supervision of medical and ancillary staff; determining work assignments and establishing work schedules; developing performance standards and performing annual performance evaluations for specified clinical staff members; creating and monitoring clinical staffing schedules to assure adequate cost effective coverage.
- In the absence of the Director of Health Services, represent the Health Services internally and outside the department as appropriate. Responsible, with the approval of the Director of Student Health Services, to designate another licensed physician to act in his/her place during his/her absence.
- Supervise the clinical review activities and studies of the quality improvement program and quality assurance committee; receive reviews and respond to concerns/complaints related to clinical services.
- Serves as a leader for and maintains an active role in all aspects of obtaining AAAHC accreditation and maintaining accreditation status.
- Maintain a role as occupational health medical advisor to various departments on campus.
- Maintain a role as medical director for various programs/entities on campus, including the Public Safety emergency dispatch center; serve the role of primary medical advisor/consultant in situations involving public health/emergency issues
- Oversee, monitor, and evaluate patient care delivery systems; assures established standards are maintained.
- Develop standards and evaluate clinical performance and activities of the physicians involved in the sports medicine program.
- Develop and submit budget for Medical Services; recommend budget priorities; authorize expenditures within approved budget.
- Plans for, coordinate, and participate in training and professional development of assigned personnel; provide medical instruction and medical supervision to assigned staff.
- Interpret Health Services policies and procedures to medical staff; conducts regular staff meetings.
- Investigate trends and developments in medical practices and techniques and evaluate their adaptability to the needs of the medical services.
- Identify and study problems regarding services and /or personnel; recommend solutions.
- Provide expertise and support for the development, implementation and continuous improvement of the electronic health record and clinical management/billing system.
- Serve on university committees as a medical authority representing Health Services.
- Serve as a resource and consultant to medical staff in solving medical or administrative problems.
- Provide primary health care as a practicing physician [as stated in Physician II (UCP 12) job description].
- Prepare and review annual and other periodic reports.
- Participate in physician emergency and on-call services as outlined in SHS policies and procedures.
- Participate in and/or conducts in-service presentations.
- Participate in various Health Service and University committees and advisory groups.
- May participate in studies related to medical care.
- Maintain professional skills and knowledge through appropriate continuing education.
- Serve as medical liaison to the UCONN Health Center as well as other medical facilities.

- Monitor clinical compliance and develops appropriate policies, procedures and systems to maintain a Risk Management program.
- Provide outreach to the campus and external community.
- Perform related duties as required.

Qualifications

The successful candidate will be licensed (or eligible for licensure) as an MD or DO in the state of Connecticut, hold a valid Drug Enforcement Agency certificate number for prescribing controlled substances, and possess current CPR/AED certification. The position requires extensive clinical and administrative management experience (higher education health background preferred), excellent communication skills, and the ability to manage a multi-disciplinary health care team. Board certification in appropriate specialty, a collegial and collaborative management style, dedication to superior customer service, experience serving diverse populations, and strong planning and organizational skills will also be important considerations in the selection of the next Director of Medical Services.

Likely Priorities and Challenges of the Position

The new Director of Medical Services will need to hold true to the mission of health services and be nimble, creative, and skilled enough to lead a highly talented and dedicated team of doctors, nurses, and staff.

Additional priorities and challenges include:

- Continually assess and evaluate services, policies, and procedures to constantly maintain “best practices;”
- Maintain a clear focus on advancing the services provided to students;
- Through a collaborative process with all nurses and physicians generate and consistently articulate clear goals—recognizing that mid-course adjustments may be required and that ongoing transparency and open communication will be essential to success;
- Diversity and complexity of patients and diseases continues to rise necessitating a skilled clinician and team physician;
- Address ongoing computer hardware and software needs of the department, contributing to the development of a plan and budgeting model for upgrading equipment that will enable maximum productivity and optimal care;
- Advocate for resources and support for health services;
- Recognize the complexity of the organization and the fact that two separate unions are represented within the Center;
- Continue to develop positive working relationships across the Division of Student Affairs and beyond;
- Build on the solid foundation of excellence in care provided and track record of highly personalized care while continuing to develop staff, support sustained professional growth and contributions, assure transparency and open communication, and maintain a strong *esprit de corps* throughout the entire office;
- Continue efforts to automate manual processes to enhance efficiency without loss of personal touch;
- Apply creative and entrepreneurial solutions to drive improvements, innovation, and goal achievement.

Benefits Overview

UConn offers a generous state benefits package. Detailed information regarding these benefits, please visit UConn Human Resources website at: <http://www.hr.uconn.edu/index.html>

Application and Nomination

Review of applications will begin immediately and will continue until the position is filled. A resume with an accompanying cover letter may be submitted via the SJG website at www.spelmanandjohnson.com under the link Open Positions. Nominations for this position may be emailed to Martha Smiles at mhs@sjgsearch.com. If you are unable to submit materials electronically, please call SJG at 413-529-2895.

SJG — The Spelman & Johnson Group
UConn – Director of Medical Services
Martha H. Smiles, Senior Associate

Visit UConn's website at www.uconn.edu

The University of Connecticut encourages minorities, women, and people with disabilities to apply for this position.

SJG has prepared this document based on personal interviews and information copied, compiled or quoted in part from source documents obtained from our client institution, and as such, the contents of this document are 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, and the material presented here should be relied upon for informational purposes only.