

## Position and Candidate Specification



University of Utah Spencer Fox Eccles School of Medicine

### **Chair, Department of Ophthalmology and Visual Sciences and CEO, John A. Moran Eye Center**

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## University of Utah

Founded in 1850 and located in the bustling urban landscape of Salt Lake City, the University of Utah stands as the state's flagship institution and the region's hub of higher education. Also known as "the U," the University of Utah is a Tier 1 research university and a member of the exclusive Association of American Universities. Home to the state's only academic medical center, the University of Utah offers world-class patient care, education, and biomedical research to the communities it serves. Driven by the goal to become a top 10 public university with unsurpassed societal impact, the University of Utah is committed to making social, economic, and cultural contributions that improve the quality of life throughout the state, the nation, and the world. The University of Utah is one of the state's largest employers with over 4,100 faculty members and over 30,000 full-time and part-time employees. The university educates more than 35,000 graduate, undergraduate, and professional students and generated \$758M in research funding in fiscal year 2023.

The University of Utah faces an unprecedented era of opportunity. Located in the middle of the nation's most vibrant economic region—Mountain West—in the fastest-growing state in the U.S., with the nation's fastest-growing economy, in a community increasing in cultural diversity, the University of Utah is at the very center of innovation discovery. Since 2000, the U has launched 330+ companies and more than 750 products, generating 37,000+ life science jobs. The co-location of a comprehensive research university and an academic medical center makes the U one of just 12 equivalent institutions in the country.

## University of Utah Health

University of Utah Health (U of U Health) is the only academic medical center in the state of Utah and provides patient care for the people of Utah, Idaho, Wyoming, Montana, western Colorado, and much of Nevada. It also serves as the training ground for scientists and the majority of the state's physicians, nurses, pharmacists, dentists, therapists, and other health care professionals.

With an annual budget of \$5.7 billion (FY23), U of U Health comprises five hospitals and twelve community health care centers, five schools and colleges and a library, a highly ranked \$521.5M (FY23) research enterprise, the University of Utah Medical Group, a health plan, and one of the nation's largest reference laboratories. U of U Health is also home to numerous institutes and 19 academic centers reflecting the health system's strengths in oncology, cardiology, metabolic health, genetics, ophthalmology, orthopedics, neuroscience, psychiatry, precision medicine, population health, and global health. Staffed by more than 26,000 employees, U of U Health is recognized nationally as a transformative health care system and regionally as a provider of world-class care.

## University of Utah Health Hospitals and Clinics

University of Utah Health Hospitals and Clinics is staffed by more than 16,000 clinical and support services team members, 5,000 practicing clinicians, including more than 2,000 physicians who support five hospitals (University of Utah Hospital, Huntsman Cancer Institute, Huntsman Mental Health Institute, University Orthopaedic Center, and the Craig H. Neilsen Rehabilitation Hospital); the Moran Eye Center, 12 community health centers; 9 urgent care locations; and numerous specialty centers for cardiology, gastroenterology, men's

and women's health, fertility services, surgery, neurologic conditions, and more. U of U Health physicians also provide all pediatric care through a formal affiliation agreement with Intermountain Health-operated Primary Children's Hospital on campus.

Covering approximately 10 percent of the continental United States, U of U Health's clinical footprint includes a Level 1 trauma center and the region's only comprehensive burn center. Eight AirMed bases offer air transportation to care facilities within a 1,700-mile radius. A growing network of 22 affiliate hospitals and 55 telehealth partner sites further extends that reach through urban, rural, and frontier populations of the six-state Mountain West.

U of U Health Hospitals and Clinics is a comprehensive health system with 2.4 million annual patient visits. It is one of the state's largest providers of ambulatory care services, with more than 50 general and specialty clinics for outpatients across the region. Providers and staff deliver care in nearly 200 specialties and are market leaders in bone marrow transplants, burn care, dermatology, HIV, transplants, oncology, neurology, neurosurgery, ophthalmology, orthopedics, otolaryngology, plastics, psychiatry, and physical rehabilitation.

The hospitals and clinics serve as the training grounds for health care providers from physical therapy to dentistry, pharmacy, occupational health, and all specialties in medicine and nursing.

#### **Spencer Fox Eccles School of Medicine (SFESOM)**

The Spencer Fox Eccles School of Medicine (SFESOM) houses 24 clinical and basic science departments and nearly 1,900 physicians and research faculty. With an entering class of 125, the school has nearly 530 MD students spread across four years and several joint degree programs.

SFESOM trains two-thirds of Utah physicians, offering an MD program, several PhD programs, the No. 13 ranked research enterprise among public institutions, and the No. 4-ranked physician assistant program among public institutions in the nation. It also offers degrees in public health, medical laboratory science, cardiovascular perfusion, occupational and environmental health, and several research disciplines. Convenient co-location with University of Utah Hospital and relative proximity to the rest of the health system and its affiliates provides learners with deep exposure to pioneering efforts in health care value and quality.

A robust Graduate Medical Education office oversees more than 900 trainees in 36 residency and 106 fellowship specialties. As a research institution, SFESOM is known for its work in genetics, cancer, biomedical informatics, neuroscience, cardiology, hematology, ophthalmology, orthopedics, and obstetrics/gynecology, among other disciplines.

#### **Department of Ophthalmology and Visual Sciences and John A. Moran Eye Center**

The Department of Ophthalmology and Visual Sciences at the University of Utah began in 1979 as a one-person division within the Department of Surgery. Since that time, they have become a celebrated vision institute with an international reputation for excellence in ophthalmology care, research, education, and charitable outreach.

The John A. Moran Eye Center is now the largest vision research and treatment center in the Mountain West, with more than 60 faculty members, 10 satellite clinics, and 17 research laboratories and centers. Physicians

provide comprehensive care in all ophthalmic subspecialties, making the Moran Eye Center a major referral center for complex cases with over 153,000 patient visits and about 8,000 surgeries annually.

The Moran Eye Center operates as part of the University of Utah Hospitals and Clinics and provides ophthalmic care for the Salt Lake Veterans Administration Medical Center. The Moran Eye Center, Veterans Hospital, and the Primary Children's Hospital serve as the principal training locations for residents and fellows.

### **Research:**

The John A. Moran Eye Center supports 20 research labs and centers, where internationally-awarded faculty, including one of the world's top retinal and glaucoma teams, are developing the treatments of tomorrow. Moran invests in the full spectrum of research, supporting basic research that adds to the foundation of knowledge and then providing the tools to translate discoveries into new therapies and treatments.

Supported by an NIH T32 grant, the Vision Research Training Program (VRTP) at the University of Utah represents the central vehicle for comprehensive vision-related biomedical training in the Intermountain West. This multidisciplinary program transcends traditional departmental boundaries by bringing together vision research faculty and students from different PhD-granting umbrella programs at the two leading state research universities: the University of Utah and Brigham Young University. VRTP provides financial support, structured education, research training, and mentorship for outstanding graduate students and postdoctoral fellows who seek careers in vision science. Fellows are required to take vision-centric courses, present at informal and formal seminars, and develop individual research programs under the mentorship of NIH-funded preceptors.

Moran is home to four renowned research centers:

- Physicians and companies worldwide use the **Intermountain Ocular Research Center** to vet artificial lenses used for cataract surgery.
- The **Sharon Eccles Steele Center for Translational Medicine** is fast-tracking new therapies for age-related macular degeneration (AMD), using the world's largest repository of donor eye tissue of its kind and data from an ongoing clinical study.
- The **Utah Retinal Reading Center** seeks to contribute to the characterization of manifestation and progression of ophthalmic diseases, focusing on evaluating treatment response to innovative therapeutic strategies.
- The **Alan S. Crandall Center for Glaucoma Innovation** is leading the way to better diagnostics, safer and more effective therapies and surgical devices, a deeper understanding of glaucoma and its genetics, and expanded access to care worldwide.

### **Education:**

The Moran Eye Center offers one of the nation's top 10 ophthalmology educational programs, providing excellent didactic training and extensive surgical experience. The residency is a three-year program (not including transitional/preliminary year) and is approved by the Accreditation Council of Graduate Medical Education (ACGME). Four residents are appointed each year through the San Francisco Match program to begin residency July 1 after the required transitional year with University of Utah Health's Internal Medicine Program. In three years, one Moran resident, on average, performs about 740 surgeries and procedures. More than 300 are cataract surgeries—86 is the national requirement; 205 is the national average. Board-certified attending faculty supervise all surgeries and procedures. A wet lab gives residents additional opportunities for hands-on

experience. Moran provides residents with protected research time one-half day each week; at least one new resident is awarded \$15,000 for research, which Moran matches each successive year. Moran Eye Center hosts the MORANCORE (<http://morancore.utah.edu>) providing education to learners across the nation and world. There is also a robust global ophthalmology outreach program that offers residents, fellows, and other trainees experience in underserved areas of ophthalmology.

Non ACGME-accredited fellowships are offered in cornea, glaucoma, neuro-ophthalmology, pediatric ophthalmology, retina, and uveitis. These fellowships are sanctioned through the Association of University Professors of Ophthalmology.

## **KEY FACTS ABOUT THE DEPARTMENT AND JOHN A. MORAN EYE CENTER**

- 182,682 patient visits in FY24
- 9,288 surgeries performed
- \$11.1 million in research grants
- 75+ clinical trials/studies
- 200+ publications per year
- Ranked #10 for Ophthalmology by *US News & World Report*
- Ranked #18 for NIH funding
- Ranked #1 in the West and #6 Nationwide for Residency Education by Doximity

## **CULTURE**

### **Moran Eye Center Vision and Mission Statement**

#### **Vision**

- The John A. Moran Eye Center is committed to the goal that no person with a blinding condition, eye disease, or visual impairment should be without hope, understanding, and treatment.

#### **Mission**

- The John A. Moran Eye Center at the University of Utah believes that every person regardless of race, ethnicity, age, sexual orientation, gender, gender identity and expression, ability, socioeconomic status, veteran status, size, national origin, primary language, and religion deserves and has the right to compassionate, quality care.
- We dedicate ourselves to serving patients and the greater public health community in an anti-discriminatory environment by creating a broad-based organization focused on clinical care, caregiver education, and basic and translational research.
- Through a multidisciplinary approach, we encourage learning from our patients, and with that knowledge, we strive to create effective educational and research programs to develop new, widely available treatments for diseases shared by patients and the global health community.

For more information, please visit: <https://healthcare.utah.edu/moran/about>.

The Chair of the Department of Ophthalmology and Visual Sciences and CEO of the John A. Moran Eye Center will bring an expansive vision for the future of ophthalmology and visual sciences. The Chair and CEO has overall responsibility for operations and strategy of ophthalmology's clinical, research, and educational programs. This vital position requires a dynamic, passionate, and experienced physician scientist with a proven track record across the spectrum of individual scholarship, collaborative academic leadership, clinical and research program development, educational excellence, successful faculty recruitment, retention, and advancement, and community engagement.

The Chair and CEO leads through innovation, effective management of department resources, and leverage of institutional assets. This leader also works collaboratively with fellow chairs, administrators, faculty, and staff. The Chair and CEO demonstrates a personal communication style and integrity that fosters an environment of trust, teamwork, respect, accountability, and personal behavior that fosters innovation and excellence from all constituents.

## KEY RELATIONSHIPS

<b>Reports to</b>	Sam Finlayson, M.D., Interim Dean, Spencer Fox Eccles School of Medicine
<b>Direct reports</b>	Vice Chairs Division Chiefs Department Administrator with dual reporting to University of Utah Hospitals and Clinics COO Office
<b>Other key relationships</b>	University, Health Sciences, Medical Group and Hospitals & Clinics Leadership School of Medicine department chairs, chiefs and faculty members Institute and Center Directors Faculty, students and staff Donors, community leaders, patients, families

## KEY RESPONSIBILITIES

- Provide visionary and innovative leadership to lead the department into the next phase of growth and development.
- Focus on nurturing current and future donor relationships to develop and implement a comprehensive donor engagement strategy that fosters strong relationships, demonstrates appreciation, and effectively communicates the Department and Center's mission and impact.
- Define and lead the department's research strategy. Support principal investigators and other faculty within the department in efforts to secure NIH and other grant funding to support research priorities. Ensure a deliberate investment into research activities and priorities within the department.
- Provide the vision and leadership to achieve superior clinical programs within ophthalmology and visual sciences. Work closely and collaboratively with the leadership at the University of Utah Health, and its network affiliates, to build, grow, and integrate areas of acknowledged clinical excellence with outstanding outcomes and patient satisfaction, while at the same time striving to deliver value.

- Assure delivery of excellent clinical education and advanced training to the medical students, residents, and fellows. Provide leadership and oversight to the residency and fellowship programs within the department.
- Supervise, prepare, implement, and monitor the department budget that encompasses all funding sources and ensures compliance with grant, legislative, and institutional guidelines.
- Assist faculty in the development of intellectual property in conjunction with the University's Technology & Venture Commercialization Office and identify opportunities to promote translational efforts.
- Recruit, hire, and retain outstanding faculty within the subspecialties of ophthalmology. Ensure an atmosphere of support and development.
- Encourage ethical medical and financial practice across the department. Support compliance activities as necessary.

As further highlighted below, this important position requires a dynamic, passionate, entrepreneurial and experienced physician leader with a proven track record across the spectrum of individual scholarship, collaborative clinical leadership, program development, educational excellence, successful faculty recruitment and career development, and community engagement.

## IDEAL EXPERIENCE

### **Academic accomplishments and credentials within ophthalmology**

The experience and reputation necessary to ensure the continuation and enhancement of the clinical, educational, research and community engagement missions of the Department.

### **Significant, successful administrative experience as a clinical leader at an academic institution**

Experience developing academic leaders and a reputation for mentorship and development of junior faculty. Demonstrated ability to identify and recruit a diverse faculty at all levels.

### **External representation**

Demonstrated ability to build and sustain collegial relationships with peers, faculty, departmental staff, hospitals and clinics, administration, students and other learners, and representatives of outside organizations and community stakeholders, including donors.

### **Commitment to Community Success and Belonging**

A record of accomplishment in retention, recruitment, and development of outstanding faculty, staff, and students from all backgrounds. Aspiration to be an agent of progress in advancing different viewpoints and creating a welcoming and respectful academic culture and community.

### **Managerial and business acumen**

Experience in and demonstrated knowledge of the complex financial pressures facing academic medical centers and health care delivery organizations today. Capable of developing innovative and novel care delivery models.

### **An M.D. degree and relevant board certification**

Licensed or eligible for medical licensure in the state of Utah.

## CRITICAL LEADERSHIP CAPABILITIES

### **Collaborating and Influencing**

The successful candidate should build strong relationships in the multi-stakeholder environment of the University of Utah and should position the department as a leader within the overall institution and larger biomedical community, by:

- Facilitating discussions to enable people to collaborate with each other independently; promotes collaboration across multiple divisions, centers, institutes, departments, and institutions.
- Identifying and meeting with key players and stakeholders to help them advance the mission of the University and the Department.



- Developing explicit understanding of which relationships are most important and building a network to prioritize these relationships.

### Strategic Vision

The incoming chair and CEO must possess vision and the requisite leadership skills to continue the advancement of an important academic department and clinical enterprise for the University of Utah. They will demonstrate this through:

- A strong and impassioned vision for building excellence in all aspects of the academic mission and an ability to translate broad strategies into clear, specific objectives and plans.
- Develops strategies to build sustainable research programs and scholarly activity within the department and institution
- Translates strategies into clear, specific objectives and plans for divisions and individuals.
- Creates a strong and impassioned vision for building excellence in all aspects of the academic mission.

### Business Mindset

With ever-changing financial pressures on healthcare reimbursement, payment models, and research support, the successful candidate must be mindful of these variables. Therefore, the successful candidate:

- Stays current on local, regional, and national healthcare delivery policies in order to run an operationally strong and financially solid delivery.
- Stays on top of research funding and development as they evolve.
- Participates in institutional and departmental philanthropy efforts.

### OTHER PERSONAL CHARACTERISTICS

- The highest integrity and personal ethics.
- A commitment to service within the community.
- Outstanding communication, process management and team leadership skills.
- High energy coupled with a strong work ethic and a desire to have impact.
- An entrepreneurial spirit and strong business orientation.
- Leadership with emotional intelligence.

### EQUAL OPPORTUNITY

*The University of Utah is an Affirmative Action/Equal Opportunity employer and does not discriminate based upon race, ethnicity, color, religion, national origin, age, disability, sex, sexual orientation, gender, gender identity, gender expression, pregnancy, pregnancy-related conditions, genetic information, or protected veteran's status. The University does not discriminate on the basis of sex in the education program or activity that it operates, as required by Title IX and 34 CFR part 106. The requirement not to discriminate in education programs or activities extends to admission and employment. Inquiries about the application of Title IX and its regulations may be referred to the Title IX Coordinator, to the Department of Education, Office for Civil Rights, or both.*

*To request a reasonable accommodation for a disability or if you or someone you know has experienced discrimination or sexual misconduct including sexual harassment, you may contact the Director/Title IX Coordinator in the Office of Equal Opportunity and Affirmative Action (OEO/AA). More information, including the Director/Title IX Coordinator's office address, electronic mail address, and telephone number can be located at: <https://www.utah.edu/nondiscrimination/> Online reports may be submitted at [oeo.utah.edu](https://oeo.utah.edu)*

*The University of Utah Health (U of U Health) is a patient focused center distinguished by collaboration, excellence, leadership, and respect. The U of U Health values candidates who are committed to fostering and furthering the culture of compassion, collaboration, innovation, accountability, community, integrity, quality, and trust that is integral to our mission.*

## SALT LAKE CITY

At a city elevation of 4,330 feet above sea level, the University is set on the east bench of the Salt Lake Valley. To the west stretches the valley, to the east the towering mountains of the Wasatch Range. The University is located in incorporated Salt Lake City, which has a population of 193,744 people; the city sits at the north end of Salt Lake Valley, which has a population of 1,153,340. Beyond that, the entire Wasatch Front - from Provo to the south and north to Ogden, with Salt Lake in the middle, encompasses well over 2.3 million people.

Salt Lake City is frequently listed by national magazines and websites among the “best places to live.” A variety of factors are responsible for this well-deserved distinction, including recreational options, the business environment, climate and a low crime rate. Salt Lake City is the 23rd largest metropolitan area in the United States. Forbes recently ranked Salt Lake City as the 14th best place for business and careers. [University of Utah Health Plans](#) is pleased to be the exclusive health partner to [Silicon Slopes](#). In this role, U of U Health supports Silicon Slopes by offering health expertise, affordable health care solutions and educational opportunities to Utah’s tech community. The two-way partnership will serve mutual needs in health, business, technology development, and workforce acquisition. This is a crucial partnership as Utah is in a time unlike any before it. A booming tech industry combined with the nation’s fastest-growing population presents considerable opportunities and challenges. A U of U Health and Silicon Slopes partnership is uniquely poised to meet these needs by promoting health, wellness, academic and business opportunities to the bright minds that will transform our future.

In 2017, Salt Lake City was ranked as the nation’s second-friendliest city according to *Travel+Leisure* magazine. The international airport is just nine minutes from downtown and getting around is easy on TRAX, the city’s ever-expanding light rail transit system. TRAX lines now connect campus with the airport and much of the Salt Lake Valley.

Utahns spend much of their time outdoors. In 2018, Utah became the first state to earn three stars in the iconic MICHELIN Guide for being an exceptional destination. From campus, seven world-renowned ski resorts are just 30 minutes away. Five National Parks are within a five-hour drive. Forty golf courses are strategically located throughout the valley and nearby mountains. Hundreds of miles of hiking and biking trails can be accessed just to the east of campus. For a quick getaway, the historic mining town of Park City, home to the Sundance Film Festival, is just a 30-minute drive from Salt Lake City.

More information about the Salt Lake City area is available at [www.visitsaltlake.com](http://www.visitsaltlake.com) and [www.ci.slc.ut.us](http://www.ci.slc.ut.us). More information about the state of Utah is available at [www.utah.com](http://www.utah.com).

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