

UC San Diego Health

Chief Financial Officer

Leadership Profile

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Prepared by: Werner Boel, LL.M. and Keshia Harris



WittKieffer

The Opportunity

UC San Diego Health seeks a collaborative, strategic, and dynamic finance executive to serve as the academic medical center's next Chief Financial Officer (CFO). This role is open due to the retirement of Lori Donaldson, who has successfully served in this role for the last thirteen years. This is an exciting opportunity to join a leading academic medical center with national recognition experiencing significant growth and expansion.

UC San Diego Health has been caring for the community for more than 50 years. The system is one of five academic medical centers within the 10-campus University of California System, collectively known as UC Health. These medical centers comprise the fourth largest health care delivery system in California and train nearly 50% of the state's medical students and medical residents. UC San Diego Health has a three part mission of clinical, research and teaching excellence. The system comprises of three hospitals operating under one license which include UC San Diego Medical Center in Hillcrest with 390 beds, Jacobs Medical Center with 364 beds, and Sulpizio Cardiovascular Center with 54 beds. There are also ambulatory clinics located throughout the county to deliver care to the entire region.

Reporting directly to the Chief Executive Officer of UC San Diego Health, the CFO will be directly responsible for providing financial leadership across the organization and guidance to system leadership on broader health system initiatives. The CFO is responsible for advising and supporting the senior leadership team on strategic and operational opportunities. The CFO will further strengthen the finance department while also balancing opportunities for strategic growth and acquisition. This executive will enhance the role that strategic finance will play in developing new capabilities, while also ensuring standardization and accurate reporting capabilities are embedded within the organization. The CFO will play a key role in operational excellence and performance improvement activities and look for ways to enhance overall efficiencies through benchmarking and standardization. This executive will ensure there is financial rigor and seamless coordination around the development of business plans, pro forma development and all growth-related activities. This position is strongly oriented toward establishing a collaborative, strategic partner role with the UC San Diego Health senior leadership team as well as leaders within UC San Diego and the University of California System.

The CFO will be highly engaged in several major priorities and projects across the health system. The CFO must have an extensive background with government payors and will lead efforts to formulate and implement new revenue streams and maximize reimbursement. The CFO will lead business planning and funding strategy for all major capital projects. Due to the significant future capital plans, the CFO will need to build relationships with the University's investment bankers as well as the UC capital market leaders. The CFO will play an instrumental role in funds flow across the enterprise.

The next CFO will be a strong leader with a proven track record of success leading large, highly complex organizations, preferably academic medical centers. The CFO will have experience leading a dual transformation in the areas of cost containment and growth. Stylistically, the CFO will be both collaborative and decisive, contributing broadly across UC San Diego Health. Providing balance between strategic and operational finance will be critical to the future success of this executive. The CFO will need to be an innovative systems thinker, comfortable building consensus and engaging across a complex health system. They will need to be a skilled negotiator and possess political savvy, with the ability to solve complex problems and engage a diverse workforce to implement positive and meaningful change. It will be critical for the CFO to be comfortable working with ambiguity and change in a fast-paced environment.

The CFO should possess strong presentation skills and the appropriate interpersonal skills needed to develop strong working relationships with a diverse group of stakeholders, including senior health system leaders, faculty, and university leadership. They will need to enhance productivity, efficiency and financial metrics to support patient care, education and research. Candidates should have significant experience in financial leadership in a multi-site healthcare setting. This experience should include a successful track record leading strategic and operational finance combined with notable achievements in integration and strategic growth initiatives. The next CFO should be able to articulate successes in enhancing the balance sheet, optimizing the revenue cycle, and improving key performance indicators.

Organization Overview

UC San Diego Health

UC San Diego Health Sciences maintains a two-campus strategy, fulfilling its three-part mission of clinical service, teaching, and research excellence at locations in the urban area of Hillcrest and the more suburban La Jolla. Each medical complex supports acute inpatient care, emergency services and a spectrum of advanced specialty outpatient programs. The two locations operate under one license with a capacity of 808 beds.

[UC San Diego Medical Center in Hillcrest](#) (390 beds), established in 1966 at the site of the former County Hospital, serves as a principal clinical teaching site for the UC San Diego School of Medicine and is a focal point for community service missions.

It is home to the area's only Regional Burn Center to be verified by the American College of Surgeons and the American Burn Association as a pediatric and adult burn center, one of only two adult Level I Trauma Centers in San Diego County and the state's only chronic kidney disease program certified by The Joint Commission. Its Stroke Center is widely recognized for its excellence in patient care and was one of the first five certified Comprehensive Stroke Centers in the nation. The campus includes the Owen Clinic, founded in 1982 and among the nation's top HIV care programs for men, women and children. Psychiatric services are also offered in Hillcrest, including adult inpatient psychiatric care, intensive outpatient psychiatric care for older adults and an early psychosis program for young adults. To meet the region's growing demand for cancer services, a multidisciplinary cancer clinic, staffed with physicians who specialize in some of the most commonly diagnosed malignancies, recently opened. There are long-range plans to develop the 62-acre Hillcrest campus into a modern, walkable and environmentally sustainable health care district.

The La Jolla campus (418 beds), located on the eastern portion of the main university campus, has been the center of substantial growth in the last decade. Its newer facilities include:

- [Koman Family Outpatient Pavilion](#), opened in 2018, a four-story building that features eight operating rooms for surgeries that once required hospital stays, as well as specialty services in orthopedics and sports medicine, breast oncology and imaging, and urology, among others
- [Jacobs Medical Center](#) (364 beds), opened in 2016, a 10-story building with advanced surgery, oncology, comprehensive stroke care and high-risk obstetrics and gynecology. It is home to the region's highest-volume BMT unit, a level III Neonatal Intensive Care Unit and an intraoperative imaging suite for complex brain surgeries. In 2019, it opened California's first accredited geriatric emergency department
- [Altman Clinical and Translational Research Institute](#), opened in 2016, supports nearly every clinical trial at UC San Diego Health. The 18,000-sq-ft, state-of-the-art facility supports hundreds of studies from more than 125 different investigators from a broad range of specialties

The La Jolla campus also includes [Moores Cancer Center](#), the region's only National Cancer Institute-designated Comprehensive Cancer Center; Shiley Eye Institute, a multi-specialty vision center with the region's only facility dedicated to children; and Sulpizio Cardiovascular Center (54 beds), the inpatient facility for the newly created Cardiovascular Institute.

Excellence in Clinical Care and Community Health

Hospitals and doctors are not all alike. Across the nation and within California, there are significant variations in the training and expertise of health care providers. UC San Diego Health is proud to deliver high quality, safe care for every patient, while also working to eliminate health disparities among underserved and at-risk communities.

- *San Diego's Best Hospital* – UC San Diego Health was ranked the #1 hospital system in San Diego for 2023-24 by *U.S. News & World Report*
- *National Honor Roll* - For the first time in the academic medical center's history, UC San Diego Health was recognized on *U.S. News & World Report's* Best Hospitals National Honor Roll. In 2023-2024, this distinction was awarded to only 22 hospitals nationwide for outstanding patient care. UC San Diego Health is the first health care system in San Diego County to earn this recognition
- *Best Hospital in San Diego* — UC San Diego Health is ranked the No. 1 hospital in San Diego and No. 5 in California for 2021-22 by *U.S. News & World Report*
- *More Top Ranked Specialties* — Ranked among the nation's best in 10 adult medical and surgical specialties for 2021-22 by *U.S. News and World Report* – more than any hospital system in San Diego: Cancer (No. 17); Cardiology & Heart Surgery (No. 23); Ear, Nose & Throat (No. 26); Gastroenterology and GI Surgery (No. 18); Geriatrics (No. 13); Gynecology (No. 29); Neurology & Neurosurgery (No. 26); Orthopedics (No. 45); Pulmonology & Lung Surgery (No. 9); Urology (No. 39)
- *Among the Nation's Top 3 Academic Medical Centers for Patient Care* – For superior performance in the quality of its patient care, UC San Diego Health earned a 2021 Bernard A. Birnbaum, MD, Quality Leadership Award from Vizient, Inc
- *"A's" for Hospital Safety and Top Teaching Hospital* — UC San Diego Health's hospitals in both La Jolla and Hillcrest earned top marks from The Leapfrog Group in 2021 for keeping patients safe from preventable harm and medical errors
- *Nursing Excellence* — It maintains Magnet status from the American Nurses Credentialing Center, considered among the highest recognitions for nursing excellence and innovation in nursing practice
- *Information Technology to Enhance Patient Care and Comfort* – Named a level 9 "most wired" hospital in both the acute and ambulatory categories by the College of Healthcare Information Management Executives (CHIME) in 2021. These distinctions recognize their efforts to focus on technology strategies that support meaningful outcomes for our patients
- *Excellence in Maternity Care* – In 2021, one of only two health care systems in the county to meet all the maternity care standards identified by The Leapfrog Group as indicative of quality maternity and neonate care. UC San Diego Health is also a recipient of 2021 Maternity Care Honor Roll, awarded by Cal Hospital Compare, in partnership with the California Health & Human Services Agency
- *LGBTQ Leader* — Scored a perfect 100 on the Human Rights Campaign Foundation's LGBTQ Healthcare Equality rating in 2020. It has earned this distinction every year since 2012
- *Age-Friendly Health Care* — In 2019, UC San Diego Health became the first health care system in San Diego to be recognized by the Institute for Healthcare Improvement as an Age-Friendly Health System — Committed to Care Excellence
- *Anti-Racism Task Force* — In 2020, it launched a Health Sciences Task Force focused on Anti-Racism, Equity, Diversity and Inclusion, reflecting its commitment to advancing anti-racism and health equity initiatives

Responding to the COVID-19 Pandemic

The COVID-19 pandemic changed everything in the second half of 2020, and the UC San Diego Health Sciences community rose to the challenge, becoming the first health care system in San Diego to care for COVID-19 patients and the only health care system in the region to deploy a mobile ECMO life support system to help the critically ill. Its scientists developed the region's first in-house COVID-19 testing at the Center for Advanced Laboratory Medicine and its physicians are leading or participating in nine clinical trials, including three national Phase 3 COVID-19 vaccine trials. Its testing capacity, which continues to grow, has been a key component of the University of California, San Diego's Return to Learn program and has been offered to at-risk groups such as the homeless and seniors at skilled nursing facilities. Through its affiliation with El Centro Regional Medical Center in Imperial County, UC San Diego Health care teams are delivering much needed on-site and telemedicine-based critical care to the Imperial Valley.

▪ Mission

To deliver outstanding patient care through commitment to the community, groundbreaking research and inspired teaching.

▪ Vision

To create a healthier world – one life at a time – through new science, new medicine and new cures.

Transforming Health Care

Top 20 in the Nation	The UC San Diego School of Medicine ranked in the Top 10 among research-intensive programs in US. News & World Report's 2019-20 Best Graduate Schools Guidebook. The school was also ranked 12th in the primary care category, up nine spots compared to last year
"Top Docs"	More than 100 UC San Diego Health physicians in 48 specialties named "Top Docs" in the 2021 San Diego Magazine "Physicians of Exceptional Excellence" survey, an annual opportunity for doctors across the region to vote for much-admired colleagues
Top 100	In 2020, the UC San Diego Medical Center was named among "100 Great Hospitals in America" by Becker's Hospital Review
Outstanding Stroke Care	In 2020, earned the American Heart Association's / American Stroke Association's Get With The Guidelines – Stroke Gold Plus Quality Achievement Award and is listed on their Stroke Elite Plus and Type 2 Diabetes honor rolls

For more information, please visit: health.ucsd.edu

University of California San Diego

Established in 1960, UC San Diego has been shaped by exceptional scholars who aren't afraid to take risks and redefine conventional wisdom. Today, as one of the top 15 research universities in the world, UC San Diego is driving innovation and change to advance society, propel economic growth and make our world a better place.

UC San Diego's main campus is located near the Pacific Ocean on 1,200 acres of coastal woodland in La Jolla, California. The campus sits on the ancestral homelands of the Kumeyaay Nation. Kumeyaay people continue to have an important and thriving presence in the region. UC San Diego's rich academic portfolio includes six undergraduate colleges, five academic divisions and five graduate and professional schools.

By the Numbers

#1	UC San Diego enrolls the largest number of students among colleges and universities in San Diego County
1,200 acres	UC San Diego's main campus sits on approximately 1,200 acres of coastland. The entire campus encompasses 2,163 acres, including medical and research facilities located across the county
42,875	Total campus enrollment (as of Fall 2021)
118,360	Freshman applicants for Fall 2021
4.13	Admitted freshman average high school GPA
\$6.1 billion	Fiscal year 2020-21 revenues; 19% of this total is revenue from contracts and grants, most of which is from the federal government for research
7%	Total educational appropriations from the State of California; yet a small investment in UC San Diego results in significant impact to the region's economy, workforce and businesses
70%	Percentage of undergraduate students who received financial aid in the 2019-20 academic year
\$1.54 billion	Research funding secured during fiscal year 2021 to support research in all fields. One of the nation's 10 largest centers for science, engineering and medicine, UC San Diego's research funding has surpassed \$1 billion for 12 consecutive years
11,478	Number of undergraduate and graduate degrees conferred in 2021
207,345	Number of UC San Diego alumni worldwide; 25 percent live in San Diego County, contributing income, payroll, property and sales taxes to the region. 70% live in California
16	Number of Nobel laureates who have taught on campus
165	Memberships held by current and emeriti faculty, including Chancellor Pradeep K. Khosla, in one or more of the three prestigious National Academies; the National Academy of Sciences (76), National Academy of Engineering (84) and National Academy of Medicine (44)
5	Scripps Institution of Oceanography operates three research vessels and an innovative Floating Instrument Platform (FLIP), enabling faculty, students and researchers to address our planet's most pressing environmental challenges within a cutting-edge mobile laboratory. In 2019, the oceanographic research vessel Bob and Betty Beyster became the newest addition to the Scripps Fleet
32	Sustainability is part of UC San Diego's institutional DNA. Over three dozen buildings at UC San Diego are LEED-certified, including three platinum, 17 gold, six silver and six certified. Wireless sensors are situated across campus to determine the best time to gain and expend energy; and more than half of the campus community utilizes alternative transportation

For more information, please visit: ucsd.edu

Position Summary

The CFO reports directly to the Chief Executive Officer of UC San Diego Health, Patty Maysent, and has a dotted line to the Vice Chancellor and Chief Financial Officer of UC San Diego, Pierre Ouillet. The CFO will serve as the chief strategist and leader over finance, accounting, revenue cycle and supply chain across UC San Diego Health. The CFO will provide strategic and operational leadership to UC San Diego Health's senior leadership team to help guide the future direction of the health system.

The CFO is also responsible for the recommendation and management of UC San Diego Health's consolidated operating budgets, short-term and long-term rolling forecasts/projections, capital budgets and financial plans. Furthermore, the CFO provides insight and recommendations to both short-term and long-term strategic initiatives and organizational culture ensuring alignment with UC San Diego Health's mission and vision. Additional responsibilities include developing and establishing financial policies consistent with overall strategic objectives of the health system and campus operations and ensuring adequate execution, as well as managing health system financial affairs according to business unit goals, sound business practices, and health system policies and procedures while ensuring efficient utilization of resources and maintaining compliance with all federal, state, local, and government agencies and accrediting bodies as required. The CFO works closely with senior leadership across the University of California System and advocates on behalf of UC San Diego Health and its interests.

The CFO is the chief financial spokesperson for UC San Diego Health and will take a highly collaborative approach to achieving organizational goals and do so in a way that facilitates positive working relationships and achieves desired outcome. The executive brings a strong balance of strategic and operational finance, improving cost containment structures, performance improvement and operational excellence and shared accountability for financial operations of the health system with the respective senior executive leadership team.

Reporting Relationships

The CFO will report directly to Chief Executive Officer of UC San Diego Health. The CFO will lead a team of more than 900 FTEs. Direct reports to the CFO include the following:

- Director, Reimbursement
- Director, Decision Support
- Associate CFO, UC San Diego Health Physician Group
- Director, Supply Chain Management Services
- Medical Center Controller
- Associate CFO, Hospital Operations
- Chief Revenue Cycle Officer
- Chief Financial Officer, Population Health Services (*dotted line*)

Responsibilities

The successful Chief Financial Officer candidate will:

- Serve as senior finance executive for UC San Diego Health. The CFO provides counsel, professional advice and support to the senior leadership team on matters pertaining to financial management across UC San Diego Health.
- Lead, manage and direct all financial activities for UC San Diego Health. In alignment with the system and university operations, the CFO will plan, organize, coordinate and control financial policies for the institution to control receipt of revenue, expenditure of funds, and conservation of organization's assets.
- Ensure the long-and-short term financial and operational stability of UC San Diego Health by developing and achieving operational, budgetary and balance sheet goals consistent with the strategic plan. Provide adequate cash liquidity and forecasting to meet operating and capital expenditures.
- Oversee the strategic and annual planning and budgeting processes and develop and implement action plans to ensure the organization achieves its annual objectives.
- Participate in strategic planning in concert with the organization's goals that contribute toward market growth, revenue enhancement, cost containment and maximizing productivity.
- Lead a proactive finance team focused on reducing costs and tracking efficiencies across the health system. Support effective funds flow for the organization and work collaboratively with UC San Diego on funds flow.
- Participate in discussions and planning with senior leadership and key stakeholders on capital planning, acquisition, and financing. Optimize the health system's financial position within the limits of reasonable application of third party reimbursement principles.
- Work collaboratively with operational team to ensure superior support for operational performance, decision making and improvement.
- Represent and advocate for UC San Diego Health across the University of California System. The CFO will represent UC San Diego Health within the organization's financial community and build collaborative partnerships across the enterprise.
- Responsible for key aspects of mergers and acquisitions and business integration. Provide leadership in evaluating new business opportunities such as joint ventures with affiliated partners and new developments to enhance revenue opportunities where appropriate.
- Establish and maintain relationships with the clinical/education/research communities, government, regulatory bodies and the public and effectively represents the finance function in that capacity.
- Remain abreast of developing trends, ensure compliance with regulatory and operating standards, promote quality service, and support change.
- Develop, implement and maintain performance standards, measurements and instruments that effectively review and appraise the soundness, adequacy, and application of operating and finance controls, and ensure that approved plans are accomplished.
- Contribute relevant healthcare environment trends, threats, risks & opportunities to developing and existing projects/ventures.

- Promote a culture within the organization that is characterized by open, honest and direct communication, as well as a commitment to performance excellence.
- Openly support policies and practices that recognize the importance of development, diversity and talent management.

Goals and Objectives

The following goals and objectives have been identified as priorities for this position:

- Establish personal and professional credibility, gain respect and build trust with senior leadership, peers and their teams. Will be recognized as a collaborative and visible member of the UC San Diego Health leadership team. The CFO must be able to adapt to and champion the mission, ambition and values of UC San Diego Health.
- Set a tone of leadership in areas of responsibility that is collaborative in nature, which focuses on analytical decision making and emphasizes individual and collective accountability for the financial integrity and strength of the organization. The CFO will provide focus and guide timely decision making.
- Develop effective working relationships with senior leaders at UC San Diego, including the Vice Chancellor and CFO. It is critical that the CFO be viewed by senior leaders at UC San Diego Health and UC San Diego as someone who shares financial information in a transparent, succinct, and accurate manner. They must build a strong and trusted working relationship with all key stakeholders.
- Enhance a long-range financial plan that will focus on building the balance sheet, growth, cost flexibility and performance improvement and help create a continual process that will build efficiency each year. In partnership with the executive team, the CFO leads a financial plan that will improve the system capacity for significant capital and strategic investments.
- The CFO will also support ongoing performance improvement and efficiency efforts on clinical variance, utilization management, revenue cycle, supply chain and service rationalization.
- Define, develop and implement a standardized methodology for business planning, scaling and clinical service line assessment. The CFO will partner with senior leadership and faculty to evaluate growth opportunities, pro forma development, acquisition strategies and service line development. The CFO will ensure that leaders have the necessary financial information to make more informed, real-time business decisions.
- Evaluate opportunities to enhance revenue cycle operations for UC San Diego Health and provide leadership in optimizing the revenue cycle function in partnership with system colleagues.
- Develop and mentor the UC San Diego Health finance team and build a talent pipeline to ensure stable, continuous, and effective leadership within the team. Within these efforts, a focus on diversity amongst the team should be at the forefront.

Candidate Qualifications

Education/Certification

- A Bachelor's degree in accounting, finance or business administration is required. Master's degree is strongly preferred.
- CPA and other relevant certifications are optional.

Knowledge and Work Experience

- A minimum of ten years of successful financial management experience, preferably as a Chief Financial Officer or Vice President, in a successful, multi-unit, complex integrated delivery health system. The CFO must be able to function effectively in a fast-paced, progressive and growing organization. Academic experience is preferred, but not required.
- Experience with partnerships, joint ventures, mergers and acquisitions, and any pre- or post-deal activities including assessment, integration and alignment. Demonstrated experience in developing new revenue and supporting new ventures. They must be adept at all aspects of business development activities.
- Experience leading optimization, benchmarking and standardization activities where dashboards, metrics and where workforce, operational and health best practices drive financial decisions.
- Credibility to forge strong partnerships with senior leaders across an enterprise. The executive must be comfortable working at all levels of a system, from visibility with front line staff to presenting to executive leadership. Ability to interact and build strong relationships at all levels of the organization is required.
- A solid track record in hiring, developing, coaching and promoting staff. A strategic leader with demonstrated ability to develop and lead high-performing teams in a visible and collaborative manner is preferred.
- Demonstrated experience in a competitive healthcare market. The CFO must understand how to leverage all aspects of an academic health system to improve the overall system financial performance.
- Experience with cost and revenue optimization projects on a grand scale and delivery on margin targets. Superb project management skills and demonstrated experience in leading complex projects and implementations are required.
- Experience in the areas of finance, managed care contracting, business operations, strategic planning and presentations.
- A successful track record of enhancing overall finances, including but not limited to: building balance sheets, improving bond ratings, enhancing financial metrics and improving overall financial operations.
- Experience with leading the deployment of technologies in support of business and clinical analytics is highly desirable.
- Experience in clinically integrated organizations, with an appreciation for partnerships and funds flow between affiliate members. A track record of working with large group practices and an exposure to population health and clinical integration is strongly preferred.

Leadership Skills and Competencies

- **Accountability:** Sets goals and objectives for finance, holding their management team accountable and delegating the authority and responsibility for achieving objectives; personally accepts responsibility and accountability for actions and outcomes.
- **Strong strategic decision-making capability:** A proven ability to understand and quantify the inherent risks and the implications of decisions on all constituents.
- **Results Orientation:** Consistently achieves desired results, even under challenging circumstances.
- **Decisiveness:** Makes timely decisions based on values, goals, facts and good judgement; uses decision tools effectively and at appropriate times; shows a good sense of timing related to decision making.
- **Proactive:** Is a confident, highly proactive professional who can anticipate and address issues with a sense of urgency.
- **Skill as a change agent:** Creatively re-engineers and constructs new ways of doing things; future-oriented and, while understanding tradition, is capable of making changes sensitively but unwaveringly. A confident, agile leader who can easily adapt to ambiguity and establishes an environment that encourages innovation, transformation and calculated risk-taking.
- **Collaboration:** Builds partnerships and works collaboratively with others, including clinical and operational leaders, to meet shared goals; has an uncompromising commitment to the value of staff involvement in decision-making and finding solutions to future challenges.
- **Strong talent management:** A successful track record in hiring, developing, coaching and promoting staff. A mentor/coach with a collaborative style who can develop and encourage staff to embrace change and improve the organization.
- **Empathetic:** Understands, appreciates and considers the implications of the feelings, interests and needs of others.
- **Trustworthy:** Gains the confidence and trust of others through honesty, integrity, authenticity and consistency of actions; acts in ways that other experience as forthright, genuine, and authentic.
- **Strong communication skills:** Is a secure individual with excellent presentation skills and the ability to work with strong executives and be a highly effective spokesperson. Possesses outstanding oral and written communication skills and has a direct, honest and open style. Enjoys translating and teaching complex financial data to nonfinancial people.

The Community



San Diego, CA

California's second largest city and the United States' eighth largest, San Diego boasts a citywide population of nearly 1.4 million residents and more than 3 million residents countywide. Within its borders of 4,200 sq. miles, San Diego County encompasses 18 incorporated cities and numerous other charming neighborhoods and communities, including downtown's historic Gaslamp Quarter, Little Italy, Coronado, La Jolla, Del Mar, Carlsbad, Escondido, La Mesa, Hillcrest, Barrio Logan and Chula Vista just to name a few.

San Diego is renowned for its idyllic climate, 70 miles of pristine beaches and a dazzling array of world-class family attractions. Popular attractions include the world-famous San Diego Zoo and San Diego Zoo Safari Park, SeaWorld San Diego and LEGOLAND California.

In San Diego's East County, the terrain varies from gentle foothills to mile-high mountains and the historic mining town, Julian, down to the 600,000-acre Anza-Borrego Desert State Park, offering nature-conscious visitors endless opportunities to hike, camp, fish, observe wildlife and much more. In San Diego's North County, the agricultural community produces quantities of flowers and magnificent produce. Wine growers are also making a mark by growing and harvesting quality grapes that become excellent wines, which are served at some of the most elegant restaurants and resorts in the region. Along the west, 70 miles of Pacific Ocean coastline not only supports year-round outdoor recreation, such as surfing, boating, sailing and swimming, but also important scientific research at the Scripps Institution of Oceanography. To the south, it's a whole different country, Mexico, featuring its own cultural offerings in various towns along the border and coastline, including Tijuana, Rosarito and Ensenada.

San Diego's arts and culture and culinary arts are booming. The hottest, new culinary arts talents prepare award-winning meals throughout the region's 6,400 eating establishments. Balboa Park, the largest urban cultural park in the U.S., is home to 15 museums, numerous art galleries, beautiful gardens, the Tony Award-winning The Globe Theatres and the famous San Diego Zoo.

San Diego County also features 92 golf courses and a variety of exciting participatory and spectator sports, beachfront resorts and luxury spas, gaming, a dynamic downtown district, annual special events and unique holiday offerings, multicultural festivals and celebrations, colorful neighborhoods and communities, a rich military history and much more.

For more information on San Diego, please visit: www.sandiego.org
www.sandiego.gov
www.sdchamber.org

Procedure for Candidacy

All applications, nominations and inquiries are invited. Please direct all applications, nominations and inquiries to Werner Boel and Keshia Harris through the WittKieffer Candidate Portal by [clicking here](#). For additional information and questions, please contact Keshia Harris, preferably via email at kharris@wittkieffer.com.

Werner Boel
Senior Partner
wernerb@wittkieffer.com

Keshia Harris
Consultant
kharris@wittkieffer.com

The base salary will be in the \$580,000 - \$680,000 range, commensurate with experience, with opportunity for short term incentives. Benefits include full medical, dental, and other health benefits as well as paid-time off, and other retirement benefits.

UC San Diego Health values diversity and is committed to equal opportunity for all persons regardless of age, color, disability, ethnicity, marital status, national origin, race, religion, sex, sexual orientation, veteran status or any other status protected by law.

The material presented in this leadership profile should be relied on for informational purposes only. This material has been copied, compiled, or quoted in part from UC San Diego Health documents and personal interviews and is 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.

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