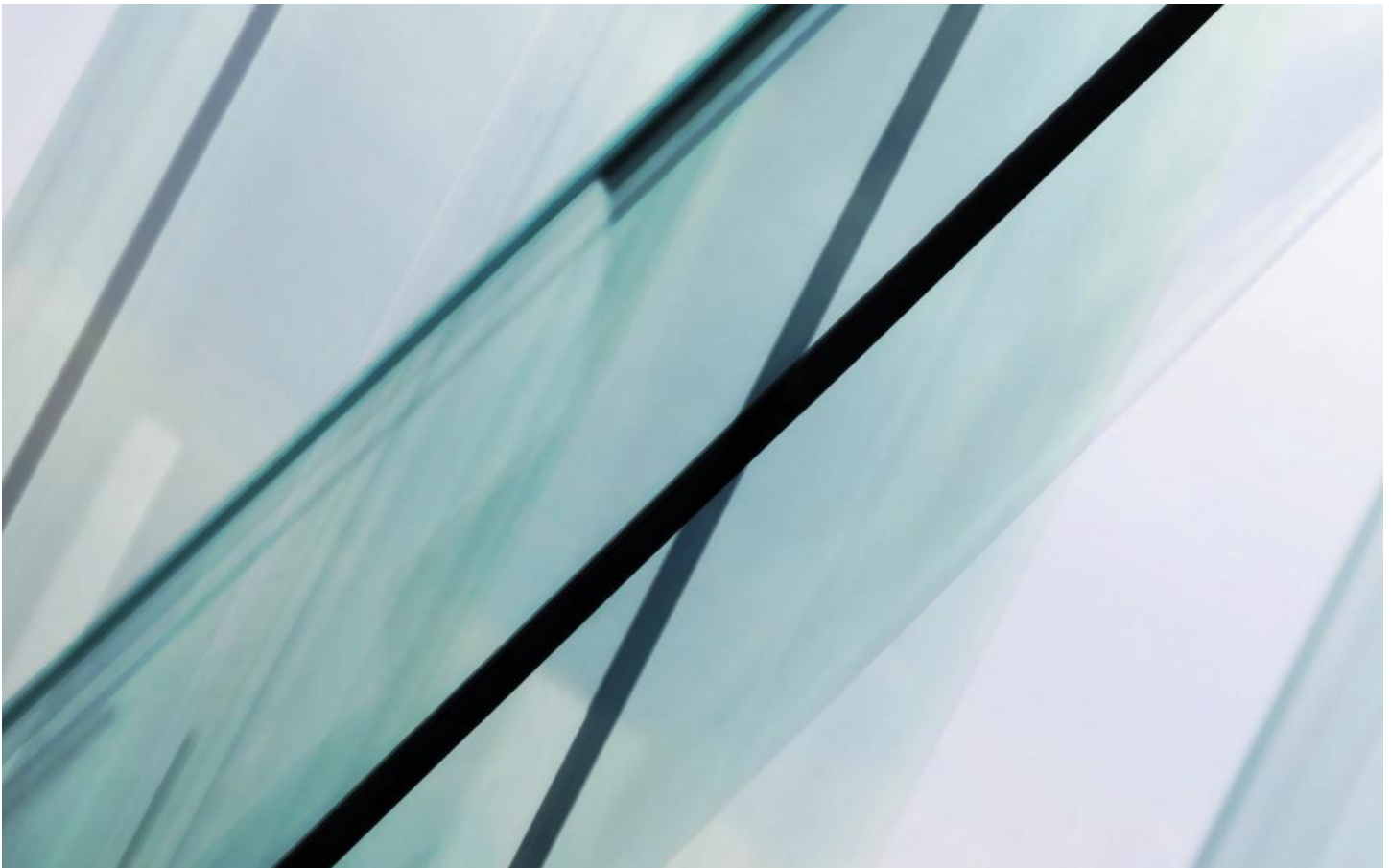


Chair, Department of Health Policy and Management

Leadership Profile

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The Opportunity

Fay W. Boozman College of Public Health (COPH) of the University of Arkansas for Medical Sciences (UAMS) seeks a dynamic, distinguished academic leader to serve as its next Chair of the Department of Health Policy and Management (HPM). This is a unique opportunity to lead an academic department distinct for its scholarly activity, collegiality, and impact on the health of the citizens of Arkansas and beyond.

The college from its founding through present day enjoys exceptionally effective relationships with organizations that have impact on the health and well-being of Arkansans. Its location in Little Rock, the state's largest city and its nexus of business and government, places the college in an ideal location to collaboratively create and assess efforts to improve health outcomes for all Arkansans.

The department is at the forefront of education and research to improve the health and well-being of Arkansans by generating, disseminating, and applying the evidence needed for sound policy and managerial decision-making within the health system. This work includes research on improving the management of health service enterprises and implementing health policies, educating students on effective health policy and managerial decision-making, and serving the health system in Arkansas and beyond by providing public officials and other decision-makers with objective, reliable information and assistance.

Reporting to the dean of the college, the chair works closely with other college leaders, department faculty and staff, and external partners to advance the interests of the college. Responsibilities include inclusive and visionary leadership, oversight of department operations, fostering faculty and student development, promoting diversity and health equity, leading educational innovation, ensuring operational excellence, and representing the department to internal and external constituents. The chair is expected to have expertise in health policy and management, extensive research experience, and the ability to collaborate and communicate effectively.

The chair will also lead by example in teaching and research. As with other HPM faculty members, there is an expectation that the chair lead research projects funded by external grants and contracts. The college has a generous incentive plan for faculty who secure external funding.

The ideal candidate will have demonstrated leadership in public health, a strong research background, and visibility in the public health and/or health policy community. A terminal degree, Ph.D., Sc.D., or M.D. in a relevant field is required as well as a very high level of research experience, grant writing skills, and success in obtaining external funding. The department is extremely interested in a chair who is dedicated to educational innovation, visionary leadership, fostering faculty and student development, promoting diversity and health equity, building effective collaborations, and advocating for the department and its people.

Organization Overview

University of Arkansas for Medical Sciences

The [University of Arkansas for Medical Sciences](#) is the state's only academic health center and its largest basic and applied research institution with over \$158 million in total annual research funding and internationally renowned programs in multiple myeloma, otolaryngology, aging, and cancer.

UAMS combines the patient care resources of a state-of-the-art hospital and outpatient center with seven centers of excellence. Comprised of five colleges (Public Health, Pharmacy, Nursing, Medicine, and Health Professions) and a graduate school, UAMS has an enrollment of more than 3,200 students. UAMS offers 73 baccalaureate, master's, doctoral, professional and specialist degree programs at the UAMS main campus in Little Rock and its regional campus in Fayetteville.

As one of the largest public employers in the state, UAMS has over 11,000 employees, including nearly 1,200 physicians who provide medical care to patients at UAMS and its affiliates, the Arkansas Children's Hospital and the Veteran Affairs Medical Center, as well as UAMS regional centers throughout the state. UAMS and its affiliated institutions have \$4.5 billion per year economic impact on Arkansas.

Over the last 20 years, UAMS has experienced an unprecedented period of growth with more than \$500 million in construction of new facilities or expansion projects, transforming its Little Rock campus and facilitating the advancement of each of mission areas of patient care, research, and education. These projects, now completed, include University Hospital, Psychiatric Research Institute, The Orthopaedic and Spine Hospital, an education building, a residence hall, and expansion of the eye, cancer and aging institutes. UAMS has also greatly expanded its [Regional Campuses system](#) to provide patient care and medical education throughout Arkansas.

In 2020, UAMS completed a 10-year strategic planning process, *Vision 2029*. By 2029, UAMS will lead Arkansas to be the healthiest state in the region through its synergies of education, clinical care, research, and purposeful leadership ([Vision 2029 FY2023 Balanced Scorecard](#)). Included in this plan was the organization of all UAMS clinical assets into [UAMS Health](#).

Fay W. Boozman College of Public Health

Established in 2001 by public referendum under voter-initiated Act 1 of 2000 Arkansas Tobacco Settlement Proceeds Act, the [Fay W. Boozman College of Public Health](#) is the state's only accredited school of public health.

The college was renamed in 2005 to honor Fay W. Boozman, MD, MPH, a UAMS alumnus, who led the Arkansas Department of Health from 1998 until his death in 2005. Boozman championed public health efforts that seek to change attitudes and promote healthier lifestyles statewide.

COPH's mission is to improve the health and promote the well-being of individuals, families, and communities in Arkansas through education, research, and service. COPH emphasizes community-based public health by collaborating with communities and organizations in all phases of health promotion and disease prevention in partnerships with health care scientists in other disciplines, public health practitioners, government agencies, and community-based organizations. Pilot sites for teaching and learning also serve as innovative laboratories for new and creative approaches to old problems. Students learn, with the expert aid of local citizens, schools, hospitals, and faith

groups about community-based health improvement. This diverse spectrum of collaboration allows the college to have an impact on the quality of life for families and communities in Arkansas.

The college has a broad complement of programs providing opportunities to become leaders in public health education, research, and service. There are five departments (Biostatistics, Environmental Health Sciences, Epidemiology, Health Behavior and Health Education, Health Policy and Management) and seven centers (Arkansas Center for Excellence in Birth Defects Research and Prevention; Arkansas Center for Health Disparities; Center for Dietary Supplement Research, Center for Research, Health, and Social Justice Center for the Study of Obesity; Center for the Study of Tobacco; and Southern Public Health and Criminal Justice Research Center). The curriculum for the college is designed to maximize efficiency and avoid duplication while providing students with flexibility in course selection. The COPH academic program is in partnership with all colleges and universities in Arkansas offering graduate level coursework appropriate for a public health education.

The college offers one doctor of public health (DrPH) in public health practice and three Ph.D. programs in epidemiology, health promotion and disease prevention, and health systems and services research. Continuing public health education through post-baccalaureate, graduate, and executive educational certificates is also offered. Master's degrees are offered in public health, health administration and healthcare data analytics.

COPH is currently comprised of 59 faculty and 84 staff housed in five departments. Full time faculty are assisted by secondary and adjunct faculty. Faculty provide leadership and support for several key national, state, and community health initiatives. They also undertake an array of important research initiatives relevant to the prevention and control of diabetes, cancer, cardiovascular disease, and other chronic illnesses. Issues being addressed include obesity, tobacco use, cancer screening, oral health, bioterrorism, health care organization, health services research, and health behavior. Faculty have a research portfolio of over \$50 million.

The college is accredited by CEPH and CAHME and is a member of ASPPH. As of August 2023, 426 students were enrolled in the college, including 119 students in the college's dual degree programs (BA/MPH, MD/MPH, JD/MPH, MPS/MPH, AuD/MPH), 134 in other master's programs, 73 in certificate programs, 52 pursuing doctoral degrees, and the remainder currently in non-degree status).

Department of Health Policy and Management

The [Department of Health Policy and Management](#) consists of 18 primary and several secondary/adjunct academic, research, practice, and policy-maker appointments. Current areas of research include minority health, rural health, aging, access to care and insurance, mental health, injury control and prevention, quality assessment, child health, Medicare and Medicaid policy, community-based public health, obesity prevention and control, and outcomes evaluation.

The Department's mission is to improve the health and well-being of Arkansans by generating, disseminating, and applying the evidence needed for sound policy and managerial decision-making within the health system. In pursuit of this mission, the department:

- Conducts research to identify better ways of organizing, financing, and delivering health services and implementing health policies;
- Helps students acquire the knowledge and skills needed for effective policy and managerial decision-making on health issues; and
- Serves the health system in Arkansas and beyond by providing public officials and other decision-makers with objective, reliable information and assistance.

Key Areas of Departmental Expertise

The department is comprised of faculty who have methodological and substantive expertise in many of the areas that drive health system performance, including:

- Organization and financing of medical care and public health services
- Access to care and safety-net health care systems
- Quality measurement, quality improvement, and health outcomes assessment
- Health disparities and cultural competence in health care
- Health insurance coverage, including Medicaid, Medicare, and private insurance markets
- Public health policy, regulation, and law
- Economic evaluation of medical and public health interventions
- Long-term care delivery and financing
- Rural health care delivery and financing
- Maternal, child and women's health
- Nutrition policy and programming
- Tobacco policy and programming
- Substance abuse and mental health policy and programming
- Advanced methods in a quasi-experimental design and analyses
- Big data research and advanced analytics

As of August 2023, student enrollment in the department included 21 students in the Healthcare Analytics certificate program, 10 students in the M.S. in Healthcare Data Analytics, 49 in the Master in Health Administration program and 18 in the Ph.D. program in Health Systems and Services Research.

More information about the department and its faculty is available on the [HPM home page](#).

Role of the Chair

The chair of Health Policy and Management reports to the dean of the Fay W. Boozman College of Public Health, Dr. Mark Williams, and will work closely and collaboratively with other college leaders, fellow department chairs, internal and external university partners and stakeholders, and departmental faculty, staff and students to advance the interests of the College of Public Health. Responsibilities include the following:

- Inclusive and visionary leadership of the Department of Health Policy and Management and accountability for its education, research, practice and service activities
- Development of new research and scholarship pursuits in collaboration with departmental faculty as a facilitator, mentor or primary investigator
- Mentorship, sponsorship, development, recruitment and retention of faculty with a commitment to their professional success
- Development, delivery and assessment of exceptional academic programs and offerings, and corresponding support to ensure student well-being and success
- Teaching courses in the master's and doctoral programs, as well as mentoring and advising students
- Conducting externally funded research, successfully pursuing grant funding and mentoring junior faculty on their proposal submissions
- Engagement in initiatives aimed at student recruitment, retention and success
- Development and maintenance of college and university-wide collaborative relationships, including as a member of the dean's executive committee, through service on college and university committees, and through cultivation of relationships and collaborations with others across the university as well as with external partners
- Maintaining standards for academic, scholarly and administrative excellence commensurate with that of the Fay W. Boozman College of Public Health and the University of Arkansas for Medical Sciences.
- Oversight and management of the department, including its financial and human resources

Opportunities and Expectations for Leadership

As the academic and administrative leader of the Department of Health Policy and Management, the chair reports directly to Dean Mark Williams. The chair is a member of the college's academic leadership team and works in close collaboration with fellow chairs and senior college administrators. The chair is expected to provide strong leadership to advance the department's educational, research and service missions and promote excellence among faculty, staff and students. The chair partners with the dean in overseeing department operations and financial and human resources and supports applications for external research funding, advocacy and engagement with the many participants in Arkansas's public health and healthcare infrastructure.

Specifically, the next chair of the Department of Health Policy and Management will be expected to:

- Serve as an integral member of the college's leadership team. The chair will function as an active member of the college's academic leadership team working proactively and collaboratively with college leadership, university partners in other colleges and units, and external stakeholders to advance the mission and goals of the university, college and department.
- Provide vision and strategic leadership. Working in partnership with college leadership and departmental faculty, staff, students, and alumni, the chair will develop and advance a shared, inclusive, and ambitious vision and strategy for the department that prioritizes innovation, strengthens collaboration, and enhances excellence in teaching, research, and service.
- Foster and support the development and success of faculty, staff, and students. The chair must value, inspire, and incentivize scholarship and service. The chair will facilitate opportunities for professional growth and advancement among a community of faculty, staff, and students with diverse interests and expertise. In particular, the chair will mentor early- and mid-career faculty to enhance their teaching and scholarly accomplishment and to assist them with securing external funding.
- Model and advance an authentic commitment to diversity and health equity. The chair will foster a diverse, inclusive, and collegial environment for all members of the HPM community, demonstrating and promoting the critical role these values play at the college, in the community, and in public health.
- Lead educational innovation. Consistent with the academic mission of the department and college, the chair will be expected to catalyze and drive curricular and programmatic innovation to ensure transformative learning experiences for students and exceptional pedagogical opportunities for faculty.
- Ensure operational and administrative excellence and efficiency. The chair will direct, oversee, and be ultimately accountable for the department's administration and operations, resource management and finances, and policies, procedures, and compliance efforts.

Candidate Qualifications and Qualities

The Department of Health Policy and Management seeks a chair with demonstrated intellectual leadership in public health, a substantial record of related research activity, and strong visibility in the public health and/or health policy community. Candidates must have qualifications commensurate with tenure at the rank of full professor in the Fay W. Boozman College of Public Health.

A terminal degree and advanced health services research training are required. A terminal degree, Ph.D., Sc.D. or M.D. in a relevant field (e.g., Health Services, Health Policy, Health Economics, or Health Management/Administration) is required. In addition, the ideal candidate will possess the following qualities and qualifications:

- **Expertise:** Demonstrated experience in or a sophisticated understanding of disciplines relevant to health policy and management, healthcare administration, health economics and related fields. A strong, demonstrable commitment to excellence in research, teaching, and service. Familiarity with graduate education in health policy and management is required, preferably at both master's and doctoral levels. Familiarity with CEPH and/or CAHME accreditation also desirable.
- **Research:** Extensive research experience in the field of health policy and management. Strong grant writing skills, success obtaining external funding and leadership as a principal investigator. Ability to mentor graduate students in research projects, as well as ability to mentor faculty to effectively attain research funding, lead research teams, and supervise graduate assistants and students.
- **Educational innovation:** Dedication to the educational mission of the department and college. Experience with a broad range of graduate degree programs in the fields, creating new programs, and new delivery models (including online) in existing programs. Supportive of, and experienced in, innovative approaches to educating students in professional and research-oriented graduate programs.
- **Leadership and vision:** Ability to conceive, implement and foster a shared vision for the department, and contribute to strategy and growth of the Department of Health Policy and Management and the Fay W. Boozman College of Public Health. The ability to imagine new possibilities for the department, to develop strategic directions for the future and to foster a department-wide collaboration to execute and deliver on this vision.
- **Collaboration and communication:** Commitment to partnership with faculty, staff and students through shared governance. Experience involving faculty, staff and students in decision-making and the ability to generate consensus. Ability to effectively work with counterparts across the university as well as leaders in related organizations, including state and federal agencies, insurers, and healthcare systems. Exceptional written and oral communication skills as well as interpersonal insight, social and emotional intelligence, and the capacity to listen to and learn from others.
- **Understanding of the Arkansas public health environment:** Proficiency with effective public health initiatives in regions with significant rural and/or low-income communities or historic public health challenges. Familiarity with public health structures comprised of multiple, coordinated academic, public, for-profit and non-profit organizations.

- Commitment to diversity and health equity. A record of leadership in acting on these core values and the experience and willingness to address issues of equity such as implicit bias and health disparities. Exemplary, demonstrable skill in communicating and collaborating with diverse groups.
- Advocacy: Ability to represent the department and articulate its mission and vision compellingly to internal and external audiences. Promote the work of the faculty, students and staff of the department and college. The drive and capability to connect with current and potential partners. Political proficiency in public health policy and legislative environments.
- Operational and administrative experience: Prior success managing a complex organization or demonstrable potential to do so. Capacity to develop, implement and administer policies and procedures that support department mission and goals. Demonstrated financial acumen and ability to manage budgets and human resources effectively.
- Innovation: Ability to identify opportunities for the development and implementation of innovative solutions to challenges in research, teaching, and practice.
- Integrity: Impeccable personal and professional integrity, and honesty and transparency in decision-making, negotiations, and relationships.

The Community

Little Rock, Arkansas



Little Rock is the state capital and largest city in Arkansas. Little Rock is surrounded by natural beauty at every turn and residents enjoy big city attractions and amenities with a hometown feel. The city offers beautiful scenery, museums, cultural events, and a wide variety of gourmet dining. A 20-minute drive will take you to any location in Little Rock and most Arkansas attractions are within a two-to-three-hour drive from Little Rock.

The metropolitan area has 900,000 residents. They enjoy a low cost of living, a diverse community and four-season weather with warm summers and mild

winters.

It is no accident that Arkansas is called "The Natural State." Little Rock is surrounded by state and national parks that are all within easy driving distance. The state has something for everyone from waterfalls and caverns to mountain trails and scenic drives. The beautiful lakes, clear streams, and fall foliage in Arkansas will take your breath away.

The name Arkansas is from the Sioux Indian (Quapaw) word "acansa" meaning "downstream place" or south wind. The city received its name from the French explorer, Benard de LaHarpe, who in 1772 sailed up the Arkansas River and upon sighting the first rock bluff since leaving the Mississippi River, called it "La Petite Roche," the Little Rock. The city's namesake, "La Petite Roche," is located at the north end of Rock Street overlooking the river and is part of the 16-acre Breckling Riverfront Park.

Little Rock is served by the Bill and Hillary Clinton National Airport, which provides nonstop service to 16 destinations, including New York, Los Angeles, and Washington as well as international hubs of Atlanta, Dallas, Chicago, Denver, and Houston. Interstates 30 and 40 provide direct access to major cities in the region such as Memphis, Oklahoma City and Dallas. Amtrak's Texas Eagle route connects Little Rock to various cities, including Chicago to the north and San Antonio to the south.

UAMS invites you to visit the following link for more information on Little Rock, Arkansas.

- [Little Rock Information](#)

Procedure for Candidacy

WittKieffer is assisting the University of Arkansas for Medical Sciences and the Fay W. Boozman College of Public Health in this search. Review of materials will continue until an appointment has been made. For fullest consideration, candidate materials should be submitted by September 29, 2023.

Applications should be submitted using WittKieffer's [candidate portal](#).

Confidential inquiries, nominations, expressions of interest and candidate materials (including a letter of interest and CV) should be submitted via email to:

Robert Springall; Christy Pratt; Joyce DeLeo, PhD; and Jessica Cummings
UAMS-HPM-Chair@wittkieffer.com

The University of Arkansas for Medical Sciences 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 University of Arkansas for Medical Sciences 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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Appendix

Leadership Biographies

Dean, Fay W. Boozman College of Public Health

Mark Williams, Ph.D., is dean of the Fay W. Boozman College of Public Health. He was appointed to the position in 2019. He came to UAMS from the Robert Stempel College of Public Health and Social Work at Florida International University, where he held multiple roles. From 2011 to 2013, he served as professor and chair of the Department of Health Policy and Management. He was appointed associate dean of Academic Affairs in 2012 and interim dean from 2013-2016.



Prior to that, Williams served in academic roles at the University of Texas School of Public Health, the University of St. Thomas, and the University of Rhode Island. He worked in the private sector as vice president for behavioral research at NOVA Research Company and vice president of research and development at Affiliated Systems Corporation.

Dean Williams' public health career spans over 30 years, having published over 200 peer-reviewed articles and chapters. His research focuses on behavioral epidemiology, disease prevention, and health promotion in underserved and minority populations.

He was one of the first to study the epidemiology and prevention of HIV in drug users and was an original contributor to the development of community-based prevention interventions with this population. His scholarly work includes studies of HIV transmission in injection drug users, disease transmission in social networks of drug users and men who have sex with men, and HIV prevention.

His research group was the first to establish injection drug use as a mechanism of HIV transmission in sub-Saharan Africa. Also, his work was the first to establish the effectiveness of brief internet interventions to prevent HIV transmission among gay and bisexual men in rural areas.

Williams received his undergraduate degree from the University of Iowa in 1976 and his Master of Arts degree from the University of Nebraska in 1979. He received his Doctor of Philosophy degree in 1983 from the University of Iowa.

Chancellor, University of Arkansas for Medical Sciences

Cam Patterson, M.D., MBA, serves as chancellor of the University of Arkansas for Medical Sciences (UAMS), leading Arkansas' only health sciences university with a mission to educate tomorrow's health care professionals, perform research that translates to new treatments and deliver exceptional patient care at locations across the state.

Patterson, a renowned cardiologist and health care administrator became chancellor June 1, 2018. He was previously senior vice president and chief operating officer of New York-Presbyterian/Weill Cornell Medical Center and Komansky Children's Hospital in New York.



Patterson previously held numerous academic and clinical appointments at the University of North Carolina, including as physician-in-chief at the UNC Center for Heart and Vascular Care and executive director of the UNC McAllister Heart Institute.

Over the course of his career, Patterson as principal investigator or co-investigator has received more than \$60 million in grants from the National Institutes of Health, the American Heart Association and the Centers for Disease Control and Prevention. His work has been published in 323 peer-reviewed scientific publications.

He earned his Bachelor of Arts in psychology from Vanderbilt University, his medical degree from Emory University School of Medicine and his Master of Business Administration from the University of North Carolina Kenan-Flagler School of Business.

His residency, including a year as chief resident, was conducted at Emory University Affiliated Hospitals. He was a research fellow at the Cardiovascular Biology Laboratory in the Harvard School of Public Health in Boston and a clinical fellow in cardiology at The University of Texas Medical Branch at Galveston, Texas, where he joined the institution's faculty in 1998.

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