Confidential Position Specification

UAB MEDICINE
Knowledge that will change your world

Founding Chair, Department of Orthopaedic Surgery
The University of Alabama at Birmingham

January 2018
POSITION SPECIFICATION

<table>
<thead>
<tr>
<th>Position</th>
<th>Founding Chair, Department of Orthopaedic Surgery</th>
</tr>
</thead>
<tbody>
<tr>
<td>Institution</td>
<td>University of Alabama at Birmingham</td>
</tr>
<tr>
<td>Location</td>
<td>Birmingham, Alabama</td>
</tr>
<tr>
<td>Reporting Relationship</td>
<td>The Founding Chair, Department of Orthopaedic Surgery will report to the Senior Vice President and the Dean of the School of Medicine, Selwyn M. Vickers, M.D.</td>
</tr>
<tr>
<td>Websites</td>
<td>UAB School of Medicine <a href="http://www.uab.edu/medicine/home/">http://www.uab.edu/medicine/home/</a></td>
</tr>
</tbody>
</table>

THE OPPORTUNITY

The UAB School of Medicine is one of the premier research-intensive schools in the nation, ranked #23 in NIH funding in 2016, and currently in an era of major investment and growth. Key leadership positions, many recently recruited, are strategically focused on the goal of becoming the Preferred Academic Medical Center of the 21st Century, and moving into the top 20 schools over the next 3 years. Led by Dr. Selwyn Vickers, himself a funded investigator and nationally recognized surgical oncologist, the School’s energy and optimism is palpable. New Chairs in Medicine, Pediatrics, Surgery, and Pathology have been charged with growing their scholarly activity. Each is demonstrating collaboration, innovation, and singular ambition in their approach to each of School’s missions at a time when the School has never been more aligned and integrated with the health system and practice plan, as reflected in outstanding clinical growth and financial success.

UAB Medicine is a dynamic, large, and growing academic health system that is the primary source of tertiary care for 8 million people in Alabama, the Florida panhandle, and parts of Georgia, Mississippi, and Tennessee. The 1157-bed hospital admits 50,000 people/year and the clinics provide care for 1.5 million people/year. The clinical operating margin of $100-150 million/year supports growth and capital investments on the main campus and in the region. The School graduates 180 medical students annually and trains ~1000 residents and fellows.

A new strategic opportunity has arisen as a result of the decision, formalized October 1, 2017, to transform the Division of Orthopaedic Surgery into a freestanding Department. A visionary leader is sought to be first Chair of the Department of Orthopaedic Surgery in the 48 year history of UAB. The Founding Chair will be a visionary leader and skilled surgeon and/ or investigator, widely recognized in the field with a strong track record of clinical and education excellence. He/she must be a respected leader who is operationally savvy and highly knowledgeable of cutting edge orthopaedic science.

The Founding Chair will hold the John D. Sherrill Chair of Orthopaedic Surgery and inherit an exceptional foundation for the inevitable transformation of a promising division into a Department that is nationally ranked and recognized for leading edge research, education, and exceptional clinical orthopaedic care. This includes the tailwind from a fully accredited residency program and recent hires of 11 faculty, a testament to the Department’s strength.

The Founding Chair will have the opportunity to shape the Department’s vision with new recruits, new interdisciplinary and translational clinical research programs, leveraging the existing strengths
of an already strong University-wide Interdisciplinary Center structure at UAB http://www.uab.edu/research/administration/centerscores/pages/UWIRCHome.aspx with relevant thematic strengths in regenerative medicine, bioengineering, inflammatory disease, and exercise physiology. The new Chair will work closely with the UAB Health System leadership to enhance clinical services, both programmatically and operationally to ensure that the Department of Orthopaedics is the orthopaedic care provider of choice for Alabama and the region.

The Founding Chair must be a compelling leader whose passion for the educational, clinical, and research missions energize the faculty and staff, focusing their efforts on a strategic vision of excellence in all missions. He/she must also be a competent and prudent steward of the Department, guiding it through what will almost certainly be uncharted territories of change in the healthcare and social environment. Importantly, the Director must be viewed by all stakeholders as a strong advocate for balancing the academic, educational, and clinical missions of the Department. He/she will promote a culture of institutional stewardship and transparency, including commitment to improved business operations, efficient and effective use of resources, and a willingness to re-align resources with evolving strategies. UAB is deeply committed to ensuring that the Department is recognized among the best in the nation, and has set the table for its next Chair to successfully lead the Department in that direction.

DEPARTMENT OF ORTHOPAEDIC SURGERY

The Department of Orthopaedic Surgery, comprised of 28 faculty, representative of all specialties, is dedicated to maintaining excellence in clinical care, education and research. With fellowship trained subspecialists in all areas of orthopaedic surgery, the Department offers state of the art care for patients with the most simple or complex orthopaedic conditions. Training programs, including programs for students, residents and fellows, are nationally recognized and focus on developing the future leaders of the profession. Finally, faculty conduct innovative research which concentrates on developing new knowledge that directly improves the outcomes of patients.

RESEARCH

UAB Orthopaedics has a track record of successful research and innovation, and provides faculty, residents and students excellent opportunities to explore and innovate in a highly collaborative environment.

A wide breadth of orthopaedic research is performed including basic science, clinical, and educational research. Faculty have won numerous research awards at regional and national meetings and have successfully competed for funding grants from national organizations (OREF, OTA, POSNA) and federal funding sources (NIH, DOD).

In the basic sciences, orthopaedic research includes discovery of new drugs, laboratory testing in cells, biomechanical testing, cadaver studies, and use of animal models. Extensive resources are available on campus including CAMBAC, experimental biomechanics, and animal resources. Strong collaborations are in place with investigators in rheumatology, pathology, microbiology, biomedical engineering and CDIB.

Clinical research includes prospective randomized trials, registries, retrospective chart reviews, and systematic reviews. Orthopaedics benefits from a large patient base with diverse pathology, excellent clinical care facilities and a collaborative environment. In addition, the resources of the Center for Clinical and Translational Sciences (NIH supported), provide investigators with access to tools, training, services and support. Innovation through design of new techniques, devices and implants is also an important contribution.
UAB Orthopaedics also seeks to be a leader in orthopaedic education and has developed innovative methods for simulation and virtual presence. Results have been presented at national meetings and published in leading journals.

INTERDISCIPLINARY CENTERS AT UAB

Marcas M. Bamman, Ph.D., Professor and Center Director, Departments of Cell, Developmental, & Integrative Biology; Medicine; and Neurology – UAB Center for Exercise Medicine directs the following programs which are valuable resources for orthopaedic research:

REACT Center https://react.center/
The Rehabilitation Research Resource to Enhance Clinical Trials (REACT) Center is funded by NIH grant 1P2CHD086851 to serve as a national resource that provides the medical rehabilitation research community with knowledge, skills, and tools needed to catalyze high-impact, interdisciplinary clinical trials. REACT serves as the coordinating center for the Medical Rehabilitation Research Resource, or MR3 Network, a consortium of six centers nationwide providing expertise, technology, and resources to support clinical and translational research in medical rehabilitation.

NIH National Medical Rehabilitation Research Resource Network coordinating center https://ncmrr.org/
The National Institutes of Health, Eunice Kennedy Shriver National Institute of Child Health and Human Development (NICHD), which is home to the National Center for Medical Rehabilitation Research (NCMRR), in collaboration with the National Institute of Neurological Disorders and Stroke (NINDS) and the National Institute of Biomedical Imaging and Bioengineering (NIBIB), support six P2C resource center grants that provide infrastructure and access to expertise, technologies, and resources to foster clinical and translational research in medical rehabilitation across a wide range of disciplines and disease focus areas.

UAB Center for Exercise Medicine http://www.uab.edu/medicine/exercise/about
The UAB Center for Exercise Medicine was established by the Board of Trustees of The University of Alabama on February 4, 2011. The vision was to cultivate an environment that establishes UAB as the nation’s leader in exercise medicine research and education. UAB is among the first of major academic medical centers to establish such a center. The UCEM interdisciplinary team brings together approximately 116 investigators, 32 departments, and 10 schools for a multi-disciplinary approach.

National Exercise Clinical Trials Network (NExTNet)
https://www.uab.edu/medicine/nextnet/
The National Exercise Clinical Trials Network (NExTNet) was established to facilitate multi-site exercise clinical trials to address these knowledge gaps in a disease-specific or population-specific manner. Currently 74 institutions from coast to coast are members of the growing network. Among NExTNet’s primary functions is to foster standardization of procedures for rigorous multi-site trials. The University of Alabama at Birmingham (UAB) Center for Exercise Medicine serves as the NExTNet Coordinating Center.

UAB Comprehensive Cancer Center http://cancercenter.uab.edu/
The UAB Comprehensive Cancer Center is in its 45th year of continuous funding from the National Cancer Institute and it remains one of the premier NCI-designated cancer centers in the United States and the only NCI designated comprehensive cancer center located in a six-state area that includes Alabama, Mississippi, Louisiana, Arkansas, South Carolina
and Georgia

The UAB CCC is a matrix center that offers a full array of treatment options from multidisciplinary clinics filled with experts from across cancer fields to the latest state-of-the-art technology. The Cancer Center treats an estimated 5,000 new patients each year. The Center is home to an outstanding faculty of nearly 250 physicians and researchers, from 30 departments and nine UAB schools, the Southern Institute and the HudsonAlpha Institute of Biotechnology. The members are supported by over $93 million in annual direct extramural funding and an NCI funding level of approximately $28 million (direct costs).

The Comprehensive Arthritis, Musculoskeletal, Bone and Autoimmunity Center is focused on generating new understanding of the mechanisms of arthritis, musculoskeletal, bone and autoimmune diseases and apply this knowledge to improve the diagnosis, treatment, and prevention of these conditions. 
http://www.uab.edu/research/administration/CentersCores/Pages/Comprehensive-Arthritis-Musculoskeletal-Bone-and-Autoimmunity-Center.aspx

EDUCATION
The orthopaedic surgery residency program has 30 residents and offers a five-year experience delivering comprehensive clinical training with an academic focus. University Hospital is the major trauma center for the state providing a rich experience in the management of all types of injuries to the musculoskeletal system. There is also an active sports medicine clinic staffed by faculty surgeons and residents

Fellowships:
- Foot and Ankle
- Hand and Upper Extremity
- Research
- Spine
- Trauma

PATIENT CARE
Inpatient and outpatient services are delivered at several locations on and around the UAB campus, primarily at UAB Hospital-Highlands but also at UAB Hospital and the adjacent Russell Ambulatory Center, Children’s of Alabama and its Sports Medicine Center, the Veterans Affairs Hospital and the Cooper Green Mercy Health Services outpatient clinics.

In 2016, the adult practice saw 42,430 patients in clinic and performed 6540 cases. These cases are divided among 13 ORs per day at UAB Highlands and UAB Main. Clinic patients are seen at both locations. The pediatric practice saw 9814 patients and performed 2001 cases.

SCHOOL OF MEDICINE
The School of Medicine at University of Alabama—Birmingham (UAB) is centralized in a large university complex that spans more than 100 city blocks, with much of that space dedicated to clinical facilities, research laboratories, classrooms, and surgical suites. UAB programs have consistently been listed in U.S. News and World Report’s annual "America's Best Hospitals" issue and UAB physicians are consistently listed in the prestigious publication, Best Doctors in America. In 2016, the School of Medicine was ranked 23th in NIH funding.

The School of Medicine has over 750 students and 900 residents, faculty in 25 academic
departments and more than 1,300 full-time faculty. Medical students and residents train and learn in state-of-the-art facilities such as the North Pavilion - an 885,000-foot, 11-story hospital completed in 2004, or the new 430,000 square foot Women’s and Infants Center completed in 2010. Nationally acclaimed physicians and surgeons are providing UAB’s brand of compassionate care at other facilities as well - the UAB Callahan Eye Hospital, The Kirklin Clinic at UAB (a multi-disciplinary medical home), and in UAB Health Centers and facilities around Birmingham and throughout the state. Students have access to the knowledge and instruction of world-renowned researchers who consistently shed light on diseases and conditions like Alzheimer’s, diabetes, AIDS, sickle Cell Disease and more.

Research
Ranking 23th in funding from the NIH, UAB’s total research funding exceeds $500 million annually with more than $186 million attributed to the School of Medicine. The School of Medicine has added more than half a million square feet of space for clinical facilities, research laboratories, classrooms, surgical suites, and administrative space. Many of its faculty conduct research in university-wide interdisciplinary research centers (UWIRCs) that span more than one academic school at UAB and are instrumental in promoting collaborative research. Among the key centers are major collaborative efforts in the areas of Cardiovascular Disease, Diabetes, Cancer, AIDS, Autoimmunity, Neuroscience and Transplantation. Central to these interdisciplinary efforts is the NIH funded Center for Clinical and Translational Science—the only CTSA award between Atlanta and Dallas—facilitating cross-disciplinary research and advancing scientific innovation on campus and beyond.

The Informatics Institute provides a home for focusing biomedical informatics activities in the UAB School of Medicine. The Institute comprises core and affiliated faculty and staff with expertise across the biomedical informatics spectrum, including bioinformatics, computational and systems biomedicine, translational informatics, clinical research informatics, and clinical informatics.

The UAB-HudsonAlpha Center for Genomic Medicine was established in 2014 to promote basic, clinical and translational research in the application of genomic approaches to solving questions related to the prevention, diagnosis and treatment of disease. The center combines the breadth and depth of clinical knowledge and expertise at UAB with the access to genetic and genomic technologies and expertise at HudsonAlpha.

The Hugh Kaul Personalized Medicine Institute at UAB aligns and integrates researchers and clinicians to fuel discovery through research to identify the genetic basis of disease and drug response across the School of Medicine’s signature programs: cardiovascular disease, transplantation, cancer, diabetes, infectious diseases, immunology and the neurosciences. The Institute conducts and supports innovative clinical implementation initiatives integrating patient-specific genetic, lifestyle and environmental factors into personalized treatment plans. The aim of the integrated research and clinical initiatives is to optimize population health, one patient at a time.

The basic science faculty is organized in the Joint Health Sciences (JHS). There are eight departments including Biochemistry and Molecular Genetics, Microbiology, Cellular Developmental and Integrative Biology, Pharmacology, Neurobiology, Genetics, and Pathology (the latter two serving also as clinical departments). Enhancing these research programs and their contributions to teaching is an ongoing key priority for the dean of the SOM.

Education
In the pre-doctoral medical education program, the first two basic science years are taught on the main campus of the University of Alabama School of Medicine at Birmingham. For the clinical years, the majority of students stay on the Birmingham campus, but some are assigned to strong regional
programs in Huntsville and Tuscaloosa, with a third regional campus in Montgomery. The School’s strong commitment to primary care is evidenced by the Rural Medical Scholars Program in Tuscaloosa, the Rural Scholars Program in Huntsville, the new Primary Care Scholars Program, and a new statewide Area Health Education Center (AHEC) network. All three regional campuses have particular strength in primary care education.

Beginning with the entering 2007 medical school class, the School of Medicine adopted a new “integrated” curriculum that focuses on teaching the basic sciences through an organ system paradigm rather than the traditional sciences disciplines. The objective of this new curriculum is for students to learn basic sciences in a more clinically relevant context, teaching them to think comprehensively about organ function and diseases rather than simply memorizing mountains of facts. Organ-based modules are co-directed by basic scientists and clinicians. Students are required to conduct a faculty-mentored Scholarly Activity project. Clinical education is strength at all campuses and School of Medicine graduates are widely perceived by residency programs to be “intern ready.” Approximately 8-10 students are admitted each year to the Medical Scientist Training Program (MD/PhD program). Another key priority of the School of Medicine is expansion of simulation and inter-professional education. Faculty across the disciplines grapple with the academic and logistical issues that must be addressed to train the team-oriented professionals needed for 21st Century care.

At the graduate medical education level, UAB provides residency training in 18 departments and fellowship subspecialty training in scores of areas. Training is orchestrated across all UAB and affiliated facilities, such as Children’s Hospital of Alabama and the Veteran’s Administration Hospital, both located on the Birmingham campus. Other sites enrich the clinical material for those sought after residencies and fellowships. In addition, UAB is the sponsoring institution for Family Medicine residency programs in Huntsville and Selma, and Internal Medicine residency programs in Montgomery and Huntsville, thus enriching medical student education and helping with creating primary care doctors for the state and region. While post graduate training receives funding from the UAB Health System, the Dean ensures that Chairs and their faculty are fully supportive of the teaching and clinical missions on which post graduate education depends.

Leadership
In 2013, Selwyn M. Vickers, M.D., F.A.C.S., was appointed Senior Vice President for Medicine and Dean of the University of Alabama at Birmingham School of Medicine. A member of the prestigious National Academy of Medicine of the National Academy of Sciences, Vickers is a world-renowned surgeon, pancreatic cancer researcher, pioneer in health disparities research, and a native of Alabama. Previously, he served as the Jay Phillips Professor and Chair of the Department of Surgery at the University of Minnesota Medical School, although his formative years as a young faculty member were spent at UAB, beginning in 1994; he directed the section of gastrointestinal surgery from 2000-2006. Recent leadership recruitments include: Dr. James Cimino, Director, UAB Informatics Institute (https://www.uab.edu/news/faculty/item/5663-renowned-expert-named-inaugural-director-of-uab-informatics-institute); Dr. C. Seth Landefeld, Chair, Department of Medicine (https://www.uab.edu/medicine/dom/about/chairman); Dr. Herbert Chen, Chair, Department of Surgery (http://www3.ccc.uab.edu/index.php/about-us/herbert-chen-m-d/); Dr. Mitchell Cohen, Chair, Department of Pediatrics (https://www.uab.edu/news/faculty/item/4728-mitchell-cohen-named-new-chair-of-pediatrics-at-uab-physician-in-chief-of-childrens-s-of-alabama); Matthew Might, Director, Hugh Kaul Personalized Medicine Institute (https://www.uab.edu/medicine/news/latest/item/1411-white-house-strategist-to-lead-uab-s-personalized-medicine-institute), Michael J. Birrer, Director, UAB Comprehensive Cancer Center (http://www.uab.edu/news/research/item/8379-powerhouse-medical-oncologist-joins-uab-as-director-of-the-uab-comprehensive-cancer-center), and Dr. George Netto, Chair, Department of Pathology (https://www.uabmedicine.org/web/medicalprofessionals/-/top-scientist-named-chair-of-
Departments within the School include: Anesthesiology, Biochemistry & Molecular Genetics, Cell, Developmental & Integrative Biology, Dermatology, Emergency Medicine, ENT, Family & Community Medicine, Genetics, Medical Education, Medicine, Microbiology, Neurobiology, Neurology, Neurosurgery, Obstetrics & Gynecology, Ophthalmology, Orthopedics, Pathology, Pediatrics, Pharmacology & Toxicology, Physical Medicine & Rehabilitation, Psychiatry & Behavioral Neurobiology, Radiation Oncology, Radiology, Surgery, and Urology.

Strategic Plans & Priorities
An important part of the School's strategic plan, AMC 21, calls for recruiting more faculty, especially mid-career, NIH-funded physicians and scientists. Many departments have expanded significantly since 2011.

AMC21 is UAB Medicine’s strategic plan, integrating efforts of the School of Medicine and the UAB Health System to become the Preferred Academic Medical Center of the 21st Century. The distinguishing characteristics of a preferred medical center: an institution where students, residents, and fellows want to learn; faculty want to practice and conduct research; patients want to come for care; employees want to work; and donors want to give to a better future. AMC21 has three strategic goals, positioning UAB Medicine to be preferred for:

- providing a strong foundation of education and training for professionals;
- developing advancements in scientific discovery and biomedical research; and
- delivering outstanding patient care.

UAB Medicine’s ability to achieve these goals will require an uncompromising focus on the advancement of knowledge, quality, satisfaction, and financial performance which form the “pillars” of the strategic initiative.

The four pillars (knowledge, quality, satisfaction, and financial performance) are built on a foundation of innovation and advancement of knowledge to harvest new ideas, fresh approaches, and scientific breakthroughs; alignment and integration to encourage collaboration, communication, and organizational effectiveness; and Reaching for Excellence to align goals, measure outcomes, and create a system of accountability.

Approximately $30 million has been invested this past year to support research, faculty retention and recruitment, and education programs focused in these areas.

**UAB HOSPITAL**

UAB Hospital is the centerpiece of the UAB Health System. It was established in 1945 as the teaching hospital for the University of Alabama School of Medicine and, today, is one of the four largest academic medical centers in the United States. It is located in the medical district of Birmingham on the University of Alabama at Birmingham campus. Situated among major research centers and clinics, UAB Hospital, a 1,157 bed facility, provides patients with a complete range of primary and specialty care services, as well as the most up-to-date treatments and innovations in health care. UAB Hospital is a major center for clinical research and the home of some of the top medical programs in America. UAB Hospital's faculty and staff are committed to providing world-class care for patients throughout Alabama and the world. UAB Hospital is the only medical center in Alabama listed in the U.S. News & World Report “Best Hospitals” issue for 21 straight years (every year from the issue’s inception).
Mission
UAB Hospital is committed to providing a continuum of health services of the highest quality. The resources of the hospital and expertise of the staff are expected to set a national standard for health care delivery. These commitments recognize the primary responsibility to the citizens of Alabama and support the overall mission of The University of Alabama at Birmingham.

UAB’s Centers and Clinics
- UAB Heart and Vascular Center
- The Kirklin Clinic
- Trauma & Burn Center
- UAB Hospital Blood Donation Center
- Russell Ambulatory Clinic
- Women and Infants Center
- Maternal Fetal Medicine Clinic
- Prenatal Genetics Clinic
- Fetal Diagnosis and Care Center
- First Trimester Screening Clinic
- UAB Highlands
- Spain Rehabilitation Center
- Center for Psychiatric Medicine
- Emergency Department

UAB HEALTH SYSTEM
UAB is the premier medical facility in the state and region, with healthcare professionals who are second to none. As one of U.S. News and World Report's Best Hospitals, UAB is a national leader in patient care, research and training. They are the largest academic medical center in Alabama and among the largest academic medical centers in the United States. The Health System consists of over 16,300 employees, has over 99,000 discharges and $2.9 billion in revenue. The Health System was created in 1996 with a joint operating agreement between the UAHSF and the UA Trustees.

UAB Health System comprises UAB Hospital, a nationally ranked academic medical center; the specialty Callahan Eye Foundation Hospital; and the University of Alabama Health Services Foundation, which operates the I.M. Pei-designed Kirklin Clinic at UAB, a system of suburban clinics, and the physicians’ practice plan. Affiliate hospitals in Montgomery and western Jefferson County and the health insurer VIVA Health also are part of the UAB Health System. UAB Health System employees work in various capacities to support organizations within the UAB Health System.

The Kirklin Clinic
Opened in 1992, The Kirklin Clinic is a specially designed “superclinic” for outpatient care housing more than 600 physicians in 35 specialties and serving more than 2,000 patients a day. Twenty years later, The Kirklin Clinic is one of the busiest outpatient centers in America and is still world-renowned for its focus on compassion, dedication and excellence for patients and families.

With over 257 exam rooms and many nationally-ranked specialties, the Clinic’s staff combines clinical care with teaching and research to produce an environment that is in the best interest of the patient. The Kirklin Clinic transitioned to an outpatient department of UAB Hospital on March 1, 2014.

From neurological disorders to cardiac care, infusion treatments or internal medicine, The Kirklin
Clinic is able to provide patients with excellent care that is both compassionate and convenient.

Other Facilities
- Children's of Alabama, to include the Benjamin Russell Hospital for Children – a 332-bed regional acute care medical center for children
- Veteran's Administration Hospital – a 313 active bed medical facility for the treatment of veterans
- Callahan Eye Hospital – licensed for 106 beds for the treatment of patients with diseases of the eye

LEADERSHIP CHARACTERISTICS

Leadership
- Understands the organizational landscape and can anticipate and articulate the critical issues, opportunities, and threats confronting the institution in the foreseeable future.
- Exhibits an appreciation for the need for, collaboration, planning, communication, and benchmarking of results in his/her approach to problem solving and program building.
- Possesses strategic and tactical/operational focus.
- Is committed to the leadership development of colleagues, mentees, and self.
- Acts with honor and integrity in personal and professional actions.
- Develops strong partnerships with all relevant constituents and contributes to the success of all entities.

Management
- Skilled at organizing and managing human resources, including resolving conflict.
- Understands and passionately advocates for compliance with institutional and external regulations.
- Ability to delegate effectively while maintaining focus on academic matters and overall goals of the institution.
- Is politically astute, loyal and an advocate for the Department.
- Understands the nuances of administering educational and academic activities.

Mission Performance
- Demonstrates enthusiastic advocacy for UAB's multiple missions and its commitments to gender equity and diversity.
- Demonstrates commitment to the teaching mission through didactic activity, participation in curriculum oversight and planning, and developing innovative approaches to education and training.
- Understands the broad research mission – basic, translational, and clinical – and is committed to its success and sustainability.

Personal and Interpersonal
- A style that fosters and supports change and innovation, with an ability to collaborate and inspire action.
- Exhibits self-awareness, humility, and empathy in his/her interactions with others.
- Demonstrates cultural awareness and a commitment to diversity and inclusion.
- Demonstrates initiative and self-discipline, with confidence and charisma to lead, encourage and enable a management team and staff.
- Has the courage to act on convictions after adequate communication and gathering of facts and input.
- Exhibits optimism and a high-energy level with an orientation toward innovation and action.
- Exhibits the values and behavior of a good citizen in his/her actions within the organization.
and at large
- Encourages trust, transparency, and optimism and communicates naturally and effectively.
- Displays collaborative, flexible, and adaptable leadership.
- Models adaptability and skills for conflict resolution and management of adversity.
- Demonstrates strategic influence, lead organizational change, cultivate strategic relationships, engage and inspire stakeholders.

Relevant Experience
- Demonstrates a career progression that has prepared him/her for a position of this scope, complexity, and scale.
- Prior proven service as a visionary and strategic leader with knowledge and experience in academic institutions, health centers, and teaching hospitals.
- Understands clinical medicine from the perspective of personal clinical practice experience.
- Past participation in the management of an educational program and/or an academic division/department, demonstrating an understanding of the issues involved.
- Demonstrates experience in fiscal management and advancing a diverse faculty.
- Proven experience working with diverse physician groups, along with demonstrated ability to orchestrate day to day operations at the highest levels of professional accountability.
- Demonstrates skill to bring about cost sensitive, quality, patient centered care delivery to ensure continued service excellence and competitiveness in the service area and the region.
- Experience representing healthcare organizations to the community to enhance good will and positive community relations.

EDUCATION AND CREDENTIALS
- An M.D. or M.D./Ph.D. with national recognition as demonstrated by involvement in academic societies at a national level
- Progressive administrative experience, preferably in an academic medical center setting
- Board certification in Orthopaedics
- Possession of, or eligibility for, medical license in the State of Alabama

COMPENSATION AND EQUAL OPPORTUNITY
Compensation arrangements are competitive and commensurate with both experience and achievement. UAB is an Equal Opportunity/Affirmative Action Employer committed to fostering a diverse, equitable and family-friendly environment in which all faculty and staff can excel and achieve work/life balance irrespective of, race, national origin, age, genetic or family medical history, gender, faith, gender identity and expression as well as sexual orientation. UAB also encourages applications from individuals with disabilities and veterans.

BIRMINGHAM
UAB’s decades-long partnership with its community and state has led to the economic, cultural and social renaissance of Birmingham—the state’s largest metro area with a population of just over 1 million—as the city has grown from a primarily steel-based economy to a thriving nexus of R&D, medicine, banking and other service industries. The area is also steeped in the arts and culture, with UAB’s Alys Stephens Center serving as Birmingham’s home for the performing arts and an anchor of burgeoning Cultural Arts District—hosting performances by the Alabama Symphony Orchestra as well as diverse, top-billed acts from Itzhak Perlman and Yo-Yo Ma to Smokey Robinson and Emmylou Harris. The national restaurant guide Zagat.com has ranked Birmingham No. 1 on its new list of America’s Next Hot Food Cities. Outstanding Gulf beaches and mountain vacation areas are within a four hour drive. The metro area’s vibrancy and diversity continues
garnering national attention and in recent months has been hailed as a top travel destination by National Geographic Traveler, The L.A. Times, NBC Today Show, and Forbes. The Birmingham area is also home to some of the country’s best high schools. In 2005, the Jefferson County International Baccalaureate School in Irondale, an eastern suburb of Birmingham, was rated as the #1 high school in America by Newsweek. The school remains among the nation’s top five high schools. Mountain Brook High School placed 250th on the list. Other local schools that have been rated among America’s best in various publications include Homewood High School, Vestavia Hills High School, and the Alabama School of Fine Arts. The metro area is also home to three highly regarded preparatory schools: Saint Rose Academy, The Altamont School, and Indian Springs School. For more information on Birmingham, click http://www.birminghamal.gov/

KORN FERRY CONTACTS

<table>
<thead>
<tr>
<th>Bernard Godley, MD, PhD, MBA, FACS</th>
<th>Paul Hsun-Ling Chou</th>
</tr>
</thead>
<tbody>
<tr>
<td>Senior Client Partner</td>
<td>Co-Managing Director, Global Education Practice</td>
</tr>
<tr>
<td>713.374.1364 (direct)</td>
<td>215.656.5316 (direct)</td>
</tr>
<tr>
<td>409.392.6601 (mobile)</td>
<td>610.457.1006 (mobile)</td>
</tr>
<tr>
<td><a href="mailto:bernard.godley@kornferry.com">bernard.godley@kornferry.com</a></td>
<td><a href="mailto:paul.chou@kornferry.com">paul.chou@kornferry.com</a></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>M. Terri Toth</th>
</tr>
</thead>
<tbody>
<tr>
<td>Senior Associate</td>
</tr>
<tr>
<td>215.656.5310 (direct)</td>
</tr>
<tr>
<td>267.346.4465 (mobile)</td>
</tr>
<tr>
<td><a href="mailto:terri.toth@kornferry.com">terri.toth@kornferry.com</a></td>
</tr>
</tbody>
</table>