



## **President Position Profile**

The University of North Texas Health Science Center at Fort Worth (HSC) invites inquiries, nominations, and applications for the position of President.

### **Introduction**

Earlier this year, after ten years of distinguished service, Dr. Michael Williams was promoted from his role as President of HSC to Chancellor of the University of North Texas (UNT) System. As the system's fourth Chancellor, Dr. Williams oversees all operational aspects of the multi-location system. This includes general oversight of a \$1.3 billion budget, 14,000 employees, 49,000 students, and the UNT System's member institutions – the University of North Texas in Denton, the University of North Texas Health Science Center at Fort Worth and the University of North Texas at Dallas.

His promotion to a larger leadership role sets the stage for the next President of HSC to build upon the University's successes, its rich history, and its commitment to students and the state of Texas. The Chancellor and Board of Regents seek a visionary, inspiring, and highly energetic academic leader who will enhance HSC's student-centered learning environment and promote effective teaching, research, and community engagement.

### **The University of North Texas Health Science Center at Fort Worth**

HSC is one of twelve public, health-related institutions in Texas. HSC is located in north central Texas and serves the entire state of Texas. The school was chartered as Texas College of Osteopathic Medicine (TCOM) in 1966 and accepted its first students in 1970. In 1975, Texas College of Osteopathic Medicine was established as a state medical school under the University of North Texas (UNT) Board of Regents (formerly North Texas State University). The School of Biomedical Sciences (SBS) was established in 1993 with the transfer of the MS in Biomedical Sciences from University of North Texas to TCOM. In the same year, a Doctor of Philosophy in Biomedical Sciences degree was added to the institution's inventory. With the addition of the new programs, the institution's name was changed to the University of North Texas Health Science Center. Since 1993, the institution has broadened its reach in education, research, and service and today comprises the [Texas College of Osteopathic Medicine](#), the [School of Biomedical Sciences](#), the [School of Public Health](#), the [School of Health Professions](#), and the [College of Pharmacy](#). HSC is also home to a Physician Assistant program, a Physical Therapy program, and five interdisciplinary Health Institutes and Centers. Each academic program has a selective admissions policy, these policies are created by the faculty of the program and is reviewed annually by the program and the UNT System Board of Regents.

As a values-based organization focused on the mission to "create solutions for a healthier community," HSC offers extraordinary experiences in education, discovery, and clinical care. HSC students train in a team-based care delivery model known as inter-professionalism, which promises more coordinated, effective, and cost-efficient patient care. In this approach, students would train alongside future physicians, physician assistants, physical therapists, behavioral health professionals, and medical researchers.

The institution primarily serves the geographic area of the entire state of Texas, with express focus on North Texas. The 2,472 students attending HSC in 2021 come from diverse backgrounds, nationalities, and ethnic origins. Students are 65% female/35% male and indicate the following race/ethnicity: 27% Asian, 10% Black/African American, 16% Hispanic/Latino, 3% International, 5% Other (American Indian, Alaskan Native, Hawaiian/Other Pacific Islander, non-African American/non-Hispanic Multi-racial, and Unknown), and 39% White. HSC's student body is supported by 285 faculty, 1,152 staff, an operational budget of more than \$282.7 million and an endowment of over \$115.5 million.

HSC's research enterprise is well-known for its multi-faceted nature and secured \$67.4 million in sponsored research awards in 2021. Recent successes include a \$45 million grant to study health disparities in Alzheimer's disease within the Institute for Translational Research, the [Health and Aging Brain Study](#), and a \$50 million award from the National Institutes of Health to lead the coordinating center for the [Artificial Intelligence/Machine Learning Consortium to Advance Health Equity and Researcher Diversity](#) program (AIM-AHEAD). Other distinctive features of HSC include the institution's focus in the areas of Vision (North Texas Eye Institute), Health Disparities (Texas Center for Health Disparities), and Human Forensic (Center for Human Identification). The institution, with HSC Health, offers multiple clinical care services that are incorporating innovations to more fully leverage the strategy of Whole Health – placing the individual and family at the center of their well-being while also seeking to ensure all individuals and families across North Texas are able to achieve their best health by improving access to care and increasing health literacy.

For more information about HSC, please visit <https://www.unthsc.edu/>.

### **HSC Values Based Culture**

A distinctive feature of HSC is its clear focus on a set of values that define how members of the University community act and work together to achieve goals. These values are summarized in a document titled "Our Values" and are based on the concept of True North. This term refers to the internal moral compass each individual possesses. The north arrow of the compass points to the values and principles that guide and inspire individuals to do the right thing – even if no one is looking.

HSC leadership believe all Health Science Center team members developed their individual True North during their formative years. They wanted to build on the values team members have in common and took an extraordinary approach: They surveyed HSC team members, held focus group sessions and formed a cross-functional, diverse values blueprint team to identify the values team members already share.

They then defined these values and developed associated behaviors – actions – that indicate when team members are at their best. Together the values, definitions and behaviors form "Our Values," the document that guides each team member's values journey. Not only do these common values promote a work environment in which all are comfortable, but also an atmosphere in which everyone can best achieve:

- Our mission: Create solutions for a healthier community.
- Our Vision: One university, built on values, defining and producing the providers of the future.
- Our purpose: Transform lives in order to improve the lives of others.

The foundation of “Our Values” is trust, something everyone must work to earn and all must be willing to give. The goal is to align “Our Values” with everyone with whom HSC team members interact: students, other team members, patients, vendors and community members.

### ***Our Values***

**Serve Others First** – Encourage growth, well-being and success of each other and people we serve

- Empower one another to make values-based decisions
- Consider the impact of your decisions
- Be good stewards of people and resources
- Demonstrate compassion, care and humility
- Promote individual potential

**Integrity** – Uphold the highest ethical standards

- Do what is right, not just what is easy – even if no one is looking
- Conduct ourselves with honesty, trustworthiness and dependability
- Be transparent in actions
- Own, correct and learn from successes and failures
- Demonstrate loyalty to our mission and vision

**Respect** – Treat everyone with dignity and compassion

- Gratefully acknowledge contributions and efforts of others
- Invite other perspectives and encourage dialogue
- Communicate openly in a timely, courteous and relevant manner
- Promote diversity of thought, ideas and people
- Build trust by honoring our word through actions

**Collaboration** – Work together to achieve shared goals

- Combine our strengths to discover new ideas and share best practices
- Seek opportunities to engage others and break through barriers
- Inspire one another to be more, collectively, than the sum of our individual parts
- Give, ask for and value feedback
- Recognize the contributions of others and celebrate successes

**Be Visionary** – Create innovative solutions in the pursuit of excellence

- Respectfully challenge the way things have always been done
- Create unique ways to provide remarkable service
- Navigate change to move us forward
- Proactively implement new ideas
- Take thoughtful risks

### **UNT System Governance**

The Board of Regents, the governing body for the University of North Texas System, is composed of nine distinguished and dedicated Texans who are appointed by the Governor and confirmed by the Senate. Regent terms last for six years and are staggered so that three members are appointed every two years during the legislative session. The Governor also appoints a non-voting Student Regent for a one-year term, beginning on June 1 of each year.

Throughout its history, the Board of Regents has been composed of ardent advocates for excellence in quality of education, research, service and leadership, supporting institutional and regional growth and success.

### **Position Summary**

The President reports to the UNT System Chancellor and is the Chief and Executive Officer of HSC. The President is responsible for the overall leadership and management of all campus programs, services, and activities in all areas of the University including academic affairs, administration, strategic planning, student services, financial management, external relations, and fundraising. The President works closely with faculty, staff, students, alumni, and the healthcare community to achieve the goals of the University and to provide the leadership and vision required to fulfill its mission. The President is responsible for setting the academic vision, ensuring the effective leadership and management of the campus, and representing HSC to the UNT System Chancellor, the Board of Regents, the community, regional organizations, state legislature, governmental agencies, and other entities within and outside higher education. Fundraising is an ongoing priority for the President and involves the establishment of forward-looking development initiatives while promoting the achievements of the University's faculty and students.

The President leads, champions, and leverages the critical and unique role of the campus in advancing the health science center's academic, research, and outreach mission and in supporting HSC's reputation as a distinguished academic health science center. In addition, the President acts as a catalyst for creativity, innovation, and progress to build upon HSC's niche within the UNT System and the Dallas/Fort Worth community.

Specific duties of HSC's President will include, but are not limited to:

1. Lead the development of and implementation of policies for the program, organization, and operation of HSC and recommend to the Chancellor and the Board the appropriate goals, purposes, and role and scope for HSC;
2. Establish and oversee annual budgets for operations and capital improvements and submit such budgets to the Chancellor for recommendation and action by the Board;
3. Build and nurture highly effective teams with a focus on professional development and retention of exceptional staff;
4. Administer the business and financial management of HSC, including budget preparation and implementation, financial and property accounting, the review of all expenditures and bills presented for payment, proper recording and reporting of all student-derived revenues, oversight of all state and federal funds received, and the preparation of such financial reports as may be required;
5. Communicate the policies and actions of the Board and Chancellor to the students, faculty, and staff; act as a liaison and champion for the needs of students, faculty, and staff to the Board and the Chancellor;
6. Develop and administer policies, programs, and services relating to students. Such supervision includes, but is not limited to, recruitment of students, admissions, registration and records, academic advising, counseling, housing, scholarships and financial aid, student activities and services, placement, international students, and evaluation and certification of academic credit from other Institutions;
7. Develop and administer policies and programs relating to the proper management of services to patients, where applicable;
8. Maintain a strategic plan with clear indications of the intended improvements of administrative, academic, and student programs, including quantifiable expectations

- where possible and recommendations for new areas of service and a corresponding allocation of resources and capital expenditures;
9. Assume active leadership to develop private fund support for HSC for adequate endowments and capital contributions to achieve the goals expressed in strategic plans, in accordance with established policies and procedures;
  10. Ensure that HSC remains in compliance with accreditation requirements appropriate to HSC or its programs, including for the health Institutions and those academic institutions with student health services, the accreditation of clinics and patient-care facilities;
  11. Develop and recommend to the Chancellor and Board legislative budget requests;
  12. Encourage joint academic programs and other forms of collaboration among the Institutions to enhance quality and maximize use of academic and other resources;
  13. Establish and foster effective relationships with key external stakeholders and support the Chancellor in governmental relations activities with the legislature and other federal, state, and local entities;
  14. Represent HSC before the Texas Higher Education Coordinating Board as necessary;
  15. Help promote diversity within HSC and support equity and diversity programs; and
  16. Actively foster a university environment that promotes, advances, and upholds HSC's Values Based Culture.

### **Opportunities and Challenges**

HSC's next President will provide leadership in a number of critical areas including, but not limited to:

- **Inspiring Excitement for the University's Future** – The next President must bring a high level of enthusiasm and passion for the University's work in serving north Texas specifically, and the state of Texas in general, and an ability to inspire excitement for the institution's future and upward trajectory. In supporting HSC's commitment to educating and empowering students for success, the President will guide the University's efforts in developing a new strategic plan focused on the future. The President will also serve as a catalyst, inspiring university and external stakeholders to focus their collective energy on a shared vision for excellence and maximizing their contributions to realize the University's full potential.
- **Increasing Scholarly and Research Productivity** – In this role, the new President will lead and empower a team of talented administrators to develop and pursue ambitious initiatives that will promote scholarly and research productivity across the University. The President must foster an environment that drives interdisciplinary dialogue and partnerships amongst academic units and beyond to ensure the continued success in scholarly and research endeavors.
- **Enhancing the Student Experience** – The University possesses a strong history and tradition of creating effective and welcoming teaching and learning environments for students. The next President must be dedicated to upholding this commitment to all students and, in collaboration with the faculty, guide the University's efforts in: improving academic services, recruitment, and retention; prioritizing future program development; and exploring new methods to promote teaching excellence and distinction that will further elevate the student experience in meaningful ways.

- **Transitioning to a Post-COVID-19 Educational Landscape** – The new President will work in collaboration with faculty, staff, students, and the University’s administrative team in developing a thoughtful and comprehensive plan for ensuring a successful transition to a post-COVID-19 learning environment. Specifically, the next President will guide the University’s efforts in determining the appropriate balance between in-person and virtual staff support, use of technology, development of new instructional delivery strategies, response to the new and different expectations of students, and the processes for supporting faculty, staff, and students in achieving their respective goals.
- **Building New Partnerships and Enhancing Community Engagement** –The President must serve as a visible and effective advocate and spokesperson for the University in further defining its role as a vibrant academic and healthcare partner in North Texas. The President must enhance existing partnerships and develop new relationships with key leaders of hospitals, healthcare systems, clinics, governmental agencies, and non-profit organizations in the North Texas region and beyond in order to create learning, research, and service opportunities for students and faculty. By leveraging the University’s existing relationships and history of service to the community and serving as a guiding light in inspiring enthusiasm and confidence in the role of HSC, the new President could expand the University’s efforts and contributions in addressing healthcare issues and improving the lives of the citizens of the region and state.
- **Serving as an Advocate for Diversity, Equity, and Inclusion** –The President must be a skilled and articulate communicator with the ability to translate the University’s commitment to and efforts toward supporting underrepresented populations into a compelling narrative that inspires internal and external stakeholders to action. The new President must serve as an influential voice in discussions surrounding these issues and work toward effecting positive change on- and off-campus.
- **Recruiting and Retaining Talent-** As the national and state-wide employment landscape becomes more competitive and employees seek more flexibility from their employers, greater focus and attention will need to be placed on the recruitment, retention, and development of high quality faculty and staff. The next President must promote a campus culture that views talent acquisition as a priority and the retention of current faculty and staff as vital to the success of the University. It will be imperative for the President to invest in the professional development of faculty and staff and find ways to appropriately acknowledge and reward their contributions. It is also important that the leadership of the University continue to hire for “mission” and recruit individuals who embrace the “values based culture” that has become a distinctive feature of HSC.

### **Qualities and Characteristics**

To advance HSC and prepare the next generation of healthcare professionals, the President must possess the following qualities and characteristics:

- A visionary, compassionate, and humble leadership style with a commitment to the development of faculty, staff, and students;
- A high level of energy, enthusiasm, and a passion for the University’s mission, vision, and values as demonstrated through an authentic leadership style;
- A servant-leader who values input and transparency;
- A high level of integrity and fact-based, ethical decision making;

- A deep personal resonance with HSC's values based culture and the ability to foster a University environment that exemplifies serving others first, respect, integrity, collaboration, and innovation.
- A demonstrated passion for working with diverse student groups and enhancing HSC's student-centric learning environment;
- The ability to motivate and inspire University leaders using a collaborative and inclusive leadership style;
- The ability to foster a culture of innovation and collegiality;
- A commitment to student, staff, and faculty safety and well-being and a strong sensitivity to issues related to campus culture;
- Knowledge and experience managing budgets and leading an organization in an environment of limited financial resources;
- An understanding of the importance of creating and fostering a culture that promotes, rewards, and enhances academic excellence and promotes a broad array of research and scholarly activity;
- A commitment to promoting interdisciplinary programs as well as identifying and eliminating impediments to effective interdisciplinary efforts;
- A deep commitment to and expectation of accountability for clear strategic and tactical goals and meaningful metrics of progress;
- The ability to lead a complex and multi-faceted institution;
- Superior interpersonal skills, including an ability and commitment to listening and problem solving;
- An ability to earn respect and trust among internal and external stakeholders and leverage those relationships in a manner that leads to the development of mutually beneficial strategic partnerships;
- The ability to play a pivotal and high-profile role in the region's healthcare landscape while guiding the University's efforts in addressing local, regional, and statewide health related issues;
- Ability to serve as an effective advocate on behalf of HSC;
- An energetic and proven fundraiser with the ability to foster a culture of high-impact philanthropy across the University and North Texas;
- Ability to promote and strengthen HSC's identity and brand by fostering a shared sense of mission and culture among all internal and external constituents;
- Multi-year experience working in a senior executive leadership position for a large healthcare organization;
- Multi-year experience within higher education or an academic health science center;
- The insight to successfully navigate the current and future trends impacting academic health science centers through collaborative engagement and innovative and entrepreneurial problem solving;
- A strong business acumen and a management style that values shared governance and empowers faculty, students, and staff as they strive for increased effectiveness through a process of continual assessment and accountability;
- Demonstrated success in developing creative strategies to raise the profile and academic standing of a University.

### **City of Fort Worth, TX**

Home to the historic Stockyards, the Dallas-Fort Worth Airport and the award-winning Dickies Arena, Fort Worth is the fifth-largest city in Texas and 13th biggest in the United States.

According to a 2022 U.S. census estimate, Fort Worth's population has increased to 958,692,

making it the third fastest-growing city in the country. North Texas is expected to overtake the Chicago area to become the third-most populous metropolitan area within 10 years.

Fort Worth boasts numerous notable attractions, including the Fort Worth Zoo – ranked top 10 in the nation – the Botanic Gardens, Will Rogers Memorial Center and three world-class art museums: Amon Carter Museum of American Art, Kimbell Art Museum and the Modern Art Museum of Fort Worth.

Established in 1849, Fort Worth has been the center of the Texas Longhorn Cattle Trade and home to the notorious Hell’s Half Acre, back in the city’s gun-slinging past. Embracing its Western heritage, the Cowgirl Hall of Fame and Sid Richardson Museum embody Fort Worth’s “cowboys and culture” ethos, both architecturally and historically. The Paramount series “1883” was partially filmed in the Stockyards because of its historically authentic look.

This well-rounded city is also the location of several university communities: Texas Christian University, Texas Wesleyan, University of North Texas Health Science Center and Texas A&M University School of Law.

Fortune 500 companies and world-renowned business leaders call “Cowtown” home, including Lockheed Martin, Alcon, Facebook, Bell Helicopter, American Airlines and more. The city is brimming with lively entertainment districts, top-rated restaurants and other big-city amenities grounded in a relaxed, small-town atmosphere.

### **Application / Nomination Process**

Applicants must submit a current curriculum vitae and a letter of interest describing relevant experience. Submission of materials via e-mail is strongly encouraged. For fullest consideration, applicants are advised to submit their materials by July 21, 2022. Nomination letters should include the name and contact information of the nominee(s). All nominations and applications will be handled in confidence. Applications and letters of nomination should be submitted by email to:



**Alberto Pimentel, Managing Partner**

**Will Gates, Partner**

Email: [apsearch@spaexec.com](mailto:apsearch@spaexec.com)

Refer to code “HSC-President” in the subject line

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