

POSITION AND CANDIDATE SPECIFICATION



ASSOCIATION OF AMERICAN MEDICAL COLLEGES CHIEF ADVOCACY OFFICER

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POSITION SPECIFICATION

About the Association of American Medical Colleges

The Association of American Medical Colleges (AAMC) is the most highly-regarded nonprofit organization representing all medical schools in the United States and Canada, major teaching hospitals and health systems, and medical academic and professional societies. Through these institutions and organizations, the AAMC represents the leadership of the nation's medical schools and teaching hospitals, as well as faculty leaders, medical students, and resident physicians. The AAMC office is located in downtown Washington, D.C. Its annual operating budget is \$107 million and there are approximately 400 staff members. The AAMC enjoys an excellent reputation based on a long history of service to its members and the public.

Today, the AAMC represents:

- All 126 accredited U.S. and 17 accredited Canadian medical schools
- Nearly 400 major teaching hospitals and health systems, including 68 Department of Veterans Affairs Medical Centers
- 109,000 faculty members in 94 academic and scientific societies
- 67,000 medical students and 104,000 resident physicians

The AAMC is governed by a 30-member Executive Council, comprising representatives elected from the AAMC's five core constituent groups:

- Council of Deans
- Council of Teaching Hospitals and Health Systems
- Council of Academic Societies
- Organization of Resident Representatives
- Organization of Student Representatives

The day-to-day operations of the AAMC are led by Darrell G. Kirch, M.D., a distinguished physician, educator, and medical researcher who joined the organization in July, 2006 after 13 years of involvement with the AAMC as a medical school dean at two member medical schools and leader of a university health system.

AAMC History: In 1876, representatives of 22 medical schools met in Philadelphia and formed the Provisional Association of American Medical Colleges. The call for the meeting stated that "the object of the convention is to consider all matters relating to reform in medical college work." Over the course of several days, the group adopted a constitution, bylaws, and articles of confederation, and the organization was born. Over 130 years later, the AAMC continues to work to improve medical education, but its agenda now also includes biomedical research that underpins that education, the health care

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system that reaps its benefits, and the management of the medical schools and teaching hospitals where that education occurs.

Mission, Vision and Strategic Priorities: As part of a year-long strategic thinking and positioning process, the AAMC's Executive Council adopted the following statements of mission and vision on September 6, 2007: The **mission** of the AAMC is "to serve and lead the academic medicine community to improve the health of all."

The **vision** of the AAMC and its members is "a healthy nation and world in which:

- America's system of medical education, through continual renewal and innovation, prepares physicians and scientists to meet the nation's evolving health needs
- The nation's medical students, biomedical graduate students, residents, fellows, faculty, and the healthcare workforce are diverse and culturally competent
- Advances in medical knowledge, therapies, and technologies prevent disease, alleviate suffering, and improve quality of life
- The nation's health system meets the needs of all
- Concern for compassion, quality, safety, efficacy, accountability, affordability, professionalism, and the public good guide the health care community
- Medical schools and teaching hospitals continually earn the trust and support of the public for their special missions
- The AAMC and its members are a dynamic force in realizing this vision."

The AAMC has embraced nine **strategic priorities** to meet its mission and fulfill its vision (quoted from Learn, Serve, Lead published by the AAMC in 2007):

- Serve as the voice and advocate for academic medicine on medical education, research, and health care
- Lead innovation among the continuum of medical education to meet the health needs of the public
- Facilitate development of a health system that meets the needs of all for access, safety, and quality of care
- Strengthen the national commitment to discovery that promotes health and enhances the treatment of disease and disability
- Lead efforts to increase diversity in medicine
- Be a valued and reliable resource for data, information, and services
- Help members identify, implement, and sustain organizational performance improvement
- Provide outstanding leadership and professional development to meet the most critical needs of members
- Nurture a culture at the AAMC that promotes excellence in service to members and the public good

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Three themes emerged from the strategic thinking and positioning process that are critical to the AAMC's future effectiveness:

- **Alignment.** The need for better alignment is apparent within and among the educational, research, and patient care missions of medical schools and teaching hospitals, as well as at the AAMC.
- **Leadership.** The academic medicine community looks to the AAMC for leadership in different ways on many different fronts: as an advocacy champion, as a provider of services and information, as an innovator, and as a strategic partner.
- **Collaboration.** The AAMC will serve the academic medicine community most effectively by being collaborative in approach, expansive in outreach, and inclusive in process.

Organizational Culture: Under the leadership of Dr. Kirch, a new culture is emerging at the AAMC that aligns with the organization's mission, vision, and strategic priorities. It is a culture of collaboration, teamwork, information-sharing, openness and honesty. "Servant leadership" describes the management philosophy of the AAMC, where people work on behalf of the membership to further its mission. Core values are an important part of the culture of the AAMC. Its **Values for Excellence**, known as STRIVE, are the following:

- **Strive** for Greatness
- Work **Together**
- Take **Responsibility**
- Pursue **Innovation**
- **Value** Everyone
- Act **Ethically**

The AAMC is committed to translating association priorities into successful outcomes that deliver value to its members and improved health for all. For more information about the AAMC, see its website at www.aamc.org.

Advocacy & Legislative Issues

The AAMC enjoys a highly credible reputation as an effective and powerful advocate for the academic medical community. This reputation has been established through the utilization of a data-driven and fact-based approach to mission-driven advocacy, rather than a political action committee (PAC). The Association is actively involved on the regulatory and legislative fronts, representing the AAMC and its members to both the executive and legislative branches of government. Internally, the legislative and regulatory government affairs teams are housed in different clusters, reporting to the Chief Advocacy Officer and chief mission officers (Chief Health Care Officer, Chief Scientific Officer and Chief Academic Officer). The teams work collaboratively to advance AAMC's advocacy goals and mission.

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In a broad sense, everything the AAMC does affects its ability to advocate persuasively on behalf of medical schools and teaching hospitals. Historically, the AAMC has been a voice and advocate for academic medicine through:

- Direct contacts with federal policymakers
- Testimony and regulatory comments
- Leadership of and participation in formal and informal coalitions
- Media outreach (including opinion editorials and editorial board meetings).

The underlying philosophy for legislative advocacy is to rely primarily on members and their governmental relations staff to make direct contacts with Members of Congress and their staff. AAMC staff in the Office of Governmental Relations, various AAMC divisions, and the Office of Communications work together to provide members with the tools, analyses, and sample materials they need to deliver the message.

Over the past 10 years, the AAMC has worked to augment the tools in its “advocacy arsenal” by using political consultants on occasion, creating “special action committees” for AAMC members on Medicare/Medicaid and NIH funding, conducting regular public and congressional staff opinion polls, using the Web more effectively, conducting briefings for Members of Congress and their staff through efforts such as Fulfilling the Promise and Project Medical Education, and placing a small amount of advocacy advertising in “inside-the-Beltway” media. Although efforts in this area continue to evolve and expand in some cases, ultimately AAMC’s tax status as a 501 (c) (3) organization limits the amount that can be spent on direct lobbying, grassroots lobbying, and advocacy advertising.

For a list of AAMC’s top issues, please refer to the AAMC website:
<http://www.aamc.org/advocacy>.

Position Summary

The Chief Advocacy Officer will serve as a key advisor to the President, AAMC governance and staff regarding the AAMC’s legislative agenda. He/she will be the chief strategist and architect of the Association’s advocacy campaign, effectively mobilizing the government relations and communications resources and teams to accomplish legislative goals.

As the Association’s “voice” for advocacy, he/she will represent AAMC to a broad range of internal and external constituents. Internally, the Chief Advocacy Officer will work with members of the executive team and staff in a “team-based” and collaborative manner to further advance AAMC’s overall mission. Externally, the Chief Advocacy Officer will be responsible for cultivating and maintaining relationships with Members of Congress and their staff; select officials in federal agencies; AAMC members, representing both hospitals and physicians and their government relations staff and consultants; faculty;

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residents; students; academic and professional societies; the media; and the general public.

Relationships

Reports to: Darrell G. Kirch, M.D., President & Chief Executive Officer

Close working relationship: Carol Aschenbrener, M.D., Executive Vice President

Key relationships: Chief Academic Officer (*search underway*)
Chief Health Care Officer (*search underway*)
David Korn, M.D., Chief Scientific Officer
Robert F. Jones, Ph.D., Chief Mission Support Officer

Direct report: David Moore, Senior Associate Vice President, Governmental Relations
Atul Grover, M.D., Assistant Vice President, Governmental Relations
Elisa Siegel, Chief Communications Officer

Major Responsibilities

- Works with chief mission officers and the governmental relations and communications staff to develop and guide the AAMC's overall advocacy strategy and public messages, as well as strategy and tactics on specific legislative issues and public messages for presentation and review by AAMC governance.
- Serves as chief counselor on advocacy and "voice" issues to the AAMC President, leadership team, and governance.
- Serves as spokesperson on advocacy issues as appropriate.
- Provides direction to governmental relations staff in preparing legislative/political strategy and responses to legislative initiatives and changes as well as new developments.
- Provides direction to communications staff in developing public messages that promote AAMC, its members, and academic medicine
- Supervises staff members in working with the wide range of hospital, physician, university, and science organizations with whom the AAMC has advocacy relationships as well as those coalitions in which the AAMC works.
- Works with governmental relations staff to maintain relationships with congressional staff members as well as selected individuals in Federal agencies.
- Works with lobbyists within coalition in order to develop collective strategies. Works with communications staff to assure a single organizational message and voice on policies and issues of importance to academic medicine
- Responsible for projects, tasks, assignments as necessary which help further the Association's overall mission.

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CANDIDATE SPECIFICATION: KEY SELECTION CRITERIA

Ideal Experience

- A track record of success as a political advocate; a deep understanding of the political process and players, particularly at the federal level;
- Substantively credible in issues of academic medicine, health care/health care policy, and/or biomedical, behavioral, and health services research;
- Knowledge of and respect for the mission of academic medicine and an understanding of the role of the AAMC in carrying out this mission;
- Experience working with multiple constituencies in a large and complex organization;
- Experience working with volunteer leaders;
- Experience in integrating advocacy work and public communications to assure a single message and voice and to position an organization in the public's eye
- An advanced degree is preferred, with a minimum of 10 years of executive experience in building and leading integrated advocacy functions within a complex organization.

Critical Competencies For Success

Strategic Leader: The AAMC and its members face a multitude of significant and complex federal legislative issues including NIH funding, healthcare reform, physician payment, hospital funding, and conflicts of interest. As the chief strategist and architect of the Association's advocacy program, he/she will:

- Listen, balance and reconcile competing member interests, demonstrate a "strong strategic center," and push back, when appropriate, to define the strategy and execute the plan that is in the best interest of the Association and its members as a whole.
- Manage expectations – use a data-driven approach to shape messaging and reason; "using the facts for persuasion."
- Developing and promoting strategic communications for the organization to assure a single voice for AAMC's important messages

Chief Advocate: The Chief Advocacy Officer will serve as AAMC's "voice" on Capitol Hill and throughout the federal system, representing AAMC's large and diverse member base in a bi-partisan fashion. He/she will work seamlessly across the various domains, cultivating and maintaining strategic relationships and advancing AAMC's agenda across the federal public policy-making landscape. He/she will:

- Proactively position AAMC and its members on all relevant legislative initiatives;
- Build and maintain relationships with Members of Congress and staff, coalition partners and relevant individuals in key federal agencies;
- Identify and build strategic opportunities, partnerships and coalitions to develop collective strategies with organizations promoting mutual interests;

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- Position AAMC as a “best partner” in the community – promoting AAMC as an organization whose reputation, voice and messaging is viewed as “We will meet you at least half way to get things done.”

Team Leadership Abilities: In an environment where the organization has gone through a recent realignment, it is imperative that the Chief Advocacy Officer work collaboratively with all levels of the organization. He/she will do this by:

- Engaging in frequent and open communication with colleagues and counterparts to maximize AAMC’s advocacy efforts on the legislative and regulatory fronts;
- Overseeing the communications team to develop strategic messaging as part of the “integrated strategy” of the advocacy campaign – strategically utilizing the communications function to strengthen the Association’s advocacy efforts;
- Inviting appropriate colleagues and staff experts to Capitol Hill, to provide advocacy support and credibility from a medical perspective.
- Evidence of an ability to create and inspire high-performance teams is sought in the ideal candidate, as seen in a history of removing barriers, providing resources and using a variety of techniques to facilitate the subordination of individual needs in order to achieve a common goal.
- Managing all aspects of team performance, delegating effectively while maintaining individual and team outcomes. As a member of the AAMC’s leadership team, the Chief Advocacy Officer will be a mentor and role model for others.

Other Personal Characteristics

He/she will:

- Be a servant leader and a mission-oriented professional
- Have impeccable integrity and political judgment
- Promote mentorship, teamwork and sharing of information
- Be outcome-driven while pursuing results within the bounds of core AAMC values
- Have excellent interpersonal skills
- Have outstanding oral and written skills

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