



University of Arkansas for Medical Sciences

**Search for the Chancellor
University of Arkansas for Medical Sciences
Little Rock, AR**

THE SEARCH

The University of Arkansas for Medical Sciences (UAMS) invites nominations and applications for the position of Chancellor. UAMS is the state's only academic medical center and one of six universities in the University of Arkansas (UA) System. The Chancellor is the chief executive of the University's campuses that include the UAMS Hospital and Integrated Clinical Enterprise, Colleges of Medicine, Nursing, Pharmacy, Health Professions, and Public Health, a Graduate School, as well as multiple institutes and centers in Little Rock; and across the state, eight Regional Campuses, including one in Northwest Arkansas, the fastest growing region of the state. UAMS benefits from a unified governance, leadership, budgeting, and management structure. UAMS is the state's largest public employer with more than 10,000 employees, operating programs in 73 of the state's 75 counties. UAMS has the state's largest teaching hospital, and the state's only adult Level One Trauma Center, high-risk pregnancy program, and liver transplant program. UAMS and its largest clinical affiliates, Arkansas Children's Hospital and the Central Arkansas Veterans Healthcare System, form an economic engine in the state with an annual impact of \$4.5 billion.

UAMS is thriving and essential to the health of the state, and the past decade has seen remarkable growth and reinvention at the University. Arkansas has accepted Federal Medicaid expansion and, as the uninsured rate has dropped by 57% since 2013, demand for UAMS services has increased. The organization has grown in proportion within its many domains, including the completion of an extensive capital expansion project, the addition of 27 new academic programs, and a 40% increase in patient volumes since FY2009. Additionally, unrestricted cash reserves have increased by \$30 million since FY2009, and research funding has grown by 9%.

UAMS is now poised for further expansion beyond its own campus. Statewide synergies have proven essential to the University's overall strategy and primary mission of advancing health science research and improving the health of all Arkansans. UAMS maintains affiliations with Arkansas Blue Cross & Blue Shield, Baptist Health, St. Bernards Healthcare, and Washington Regional Medical System among others. From the rapidly growing Northwest corner of the state to the sparsely populated, highly impoverished Delta region, UAMS plans to develop truly regional campuses, expand academic programs to address health workforce needs, nurture relationships with other UA campuses and regional health providers, and create integrated clinical networks focused on health care quality and population health improvement. Work is underway to open a college of dental medicine – the first one in the state. The Chancellor will also oversee the continued expansion of UAMS's already robust telemedicine and telehealth networks.

In 2015, UAMS launched an Integrated Clinical Enterprise that reorganized UAMS patient care into 15 interdisciplinary service lines that cross academic departments. Simultaneously, the University changed

its budget structure and streamlined its administrative structure to allow greater efficiency and larger scale strategic investments. Combined these substantial changes have greatly improved the financial footing of UAMS and position the next Chancellor to further elevate the University.

UAMS seeks a leader who will optimize the institution's position at the intersection of education, research, and clinical excellence. The ideal candidate will have an MD and/or PhD degree along with a deep understanding of the synergies among clinical delivery systems, research and scholarship, education, and engagement. The next Chancellor will possess the utmost integrity and will firmly embrace UAMS's mission and commitment to the state of Arkansas through transparent communication, as well as authentic engagement with patients, students, faculty, staff, health system partners, and other key stakeholders. S/he will be diplomatic, persuasive, and comfortable working with a variety of constituencies. The Chancellor will demonstrate a keen understanding of the changing health care environment including the complex pressures facing academic medical centers; the significance of clinical and community affiliations; the intricacies of operating a major educational, clinical, and research enterprise; and the centrality of interprofessional education, research, and patient care. The Chancellor will bring a successful track record of working in complex environments and a steadfast commitment to diversity and inclusion.

THE ROLE

The Chancellor is responsible for leading all missions of UAMS and ensuring that the University prospers as a vital part of the Arkansas academic and health care landscape, and economic community. The Chancellor will oversee a broad portfolio that includes academic, research, and clinical affairs; community engagement, strategic affiliations, government relations, fundraising, faculty, staff, and student affairs and development, financial stewardship, legal affairs, communications and public relations, and operations and facilities. The Chancellor will at all times work in close collaboration across the UA System to ensure UAMS provides educational services of the highest quality with the broadest possible access, fully representative of all segments of the population. S/he will be looked to by the governor and the state legislature to provide her/his expert opinion regarding health care policies and their impact on UAMS.

The Chancellor is responsible to the President of the UA System. The Chancellor also works closely with the UA System's Board of Trustees (BOT), which serves as the single governing body over all aspects of UAMS's mission and operations. Under the Chancellor's leadership, campus affairs are conducted in keeping with state laws and policies established by the President and the BOT.

The Chancellor's Cabinet includes 11 direct reports. An organizational chart for the Cabinet can be found at the end of this document.

RECENT ADVANCES

When Daniel Rahn, MD, assumed the Chancellor position in 2009, UAMS faced \$350 million in debt obligations due to new building construction and a loss of \$43 million. His successes in the role can be counted in many ways; however, the major changes he led in the following areas will stand as durable and significant factors in positioning UAMS for future success:

- **Academic and administrative structure:** UAMS had a highly decentralized structure with 25 units reporting directly and independently to the Chancellor. This structure was revised and the

number of direct reports to the Chancellor is now 11. UAMS Deans now report to the Provost and Chief Academic Officer, Dr. Stephanie Gardner, which more readily aligns academic programs with research priorities across the enterprise. Dr. Gardner works closely with the Chancellor to develop and implement strategic campus initiatives and partnerships with the Deans and other campus officials. The Chancellor has since been able to devote more time to higher level strategic work and external relations. A very talented team works with the Chancellor. The next Chancellor will have the opportunity to assess this reporting structure and make any necessary modifications to ensure that it best meets the needs of the institution.

- **Budget model:** UAMS moved to an activity-based budget model to align budgets and investments in support of the highest strategic priorities by mission area. Previously, every operating unit maintained its own budget which caused inefficiency, limited UAMS's ability to make strategic investments, and prevented aligning unit priorities and institutional strategic initiatives. The prior system also allowed the Chancellor to access funds only by taxing units. As a consequence, limited funds were available for core services. The new model enables the Chancellor and other senior leaders to make strategic investment decisions at the institutional level. Operating units are allocated budgets based on projected need. Units can access additional funds that align with institutional goals but must return their funds balance to the central University at the conclusion of the fiscal year. This new model is still being refined. The next Chancellor will need to address incorporation of incentives at the service line and faculty level, strategically deploy funds across UAMS, and encourage a well-planned spirit of innovation.
- **Clinical model:** Simultaneous to changes to the budget model, UAMS redesigned its clinical enterprise around patient-centered service lines. 13 of the 15 lines are led by a physician and a triad of nursing, administration, and medical management. This shift to service lines was implemented to support an integrated, patient- and family-centered health care environment. The structure effectively and efficiently produces better health outcomes, enhances the patient and family experience, supports clinical excellence, and is an outstanding way to promote interprofessional education and prepare UAMS students for team-based care. The next Chancellor will continue the integrated clinical enterprise maturation process. By committing to the service line model, UAMS anticipates continued, measurable improvements in quality of care, patient experiences, and fiscal efficiency.

OPPORTUNITIES AND CHALLENGES

With its mission of improving the health and well-being of all Arkansans and others throughout the region and beyond, UAMS seeks to educate health professionals and the public and provide innovative and family-centered health care and specialty expertise, while advancing knowledge gleaned from research to the delivery of care. To realize the full potential of its schools, institutes, and clinical entities, the Chancellor must address and capitalize on the following key challenges and opportunities:

Develop a statewide strategy to improve the health of all Arkansans

The Chancellor will shape and champion a robust statewide strategy to fulfill the University's mission and unique role in improving health and advancing health science for all Arkansans. To be successful, the Chancellor must embrace Arkansas's social, cultural, and political landscape. Arkansas is a state of disparities, from the rapidly growing Northwest corner to the sparsely populated, highly impoverished Delta region. A statewide strategy will include growing programs on its regional campuses, expanding academic programs to address health workforce needs, nurturing coordinated affiliations with other

campuses and regional health providers, and creating integrated clinical networks focused on health care quality and population health improvement. The Chancellor will also have the opportunity to pursue UAMS's efforts to open the state's first college of dental medicine, which would address one of the state's major medical workforce deficiencies. Additionally, the Chancellor will oversee the continued development of UAMS's extensive telemedicine and telehealth networks.

Advance the current strategic plan toward balancing entrepreneurialism with fiscal responsibility and excellence in all domains

The Chancellor will lead a dynamic institution that has recently undergone significant changes, including an administrative restructuring, a reorganized budget model, a new electronic health record, and the development and implementation of clinical service lines. These major changes are still rippling across the University. While the changes have yielded many benefits already, challenges and yet-unseen opportunities remain. The next Chancellor must stay the course while simultaneously refining structures to meet the needs of the University and individual units.

Manage the organization through effective business strategies and affiliations

A vibrant UAMS is essential to the future of Arkansas. The University is in a sound financial position and has implemented several initiatives to improve efficiency, reduce expenditures, and enhance revenue. There will be challenging decisions ahead, including addressing deferred maintenance issues. The Chancellor will be tasked with achieving financial steadiness and strategically allocating resources.

Developing a robust integrated clinical network with other providers will be a key aspect of UAMS's sustainability. The University has been energetically exploring affiliations and strategic alignments with providers across the state. As an example, the University collaborated with three not-for-profit health systems in Arkansas as well as Arkansas Blue Cross and Blue Shield to develop public health strategies and create shared services that reduce expenses. The Chancellor will pursue efforts to build affiliations while seeking other means of revenue generation and philanthropy. S/he will work to ultimately develop an operating model that balances achieving mission success with financial stability.

Support and grow a vibrant and diverse community

The Chancellor will foster and continually reinforce a climate of acceptance and inclusiveness in which all members of the UAMS community have the ability to reach their individual and collective potential. S/he will personally demonstrate a commitment to diversity and inclusion, while maintaining a university environment that is characterized by openness, civility, and respect. The next Chancellor will provide strong leadership as UAMS refines its diversity plan. S/he will work with others to recruit and retain a diverse faculty and staff, market the University to prospective students at all levels and from all backgrounds, and ensure UAMS is an accessible and comfortable place for people from a wide array of backgrounds.

Strategically build research and translation to the bedside and beyond

The Chancellor will invest in areas of research that have the greatest impact in Arkansas and that complement research investments at other institutions in the UA System, particularly the University of Arkansas at Little Rock and the University of Arkansas at Fayetteville. Based on publications and funding, UAMS is recognized nationally for research in the areas of otorhinolaryngology, pediatrics, hematology,

endocrinology, psychiatry, cardiovascular systems, infectious disease, and pharmacology. Current strategic research initiatives at UAMS include work in biomedical informatics, Alzheimer's disease, bone, and myeloma, as well as applying for National Cancer Institute designation for its cancer center, and renewal of its Clinical and Translational Science Awards funding.

The Chancellor will work collaboratively with Deans, Center Directors, and others to identify promising new areas of research in which to invest, placing emphasis on interdisciplinary research, population health, and translational research. S/he is expected to understand the challenges investigators face in seeking funding, promote a culture of innovation, foster collaboration across disciplines, and continue to develop the research infrastructure to ensure that the right structures and supports are in place to spur productivity.

PERSONAL AND PROFESSIONAL QUALIFICATIONS

The ideal candidates for Chancellor will bring a broad and proven understanding of the three pronged mission of academic medicine in a complex organization governed by an overlay of public support and regulation. The skills and experiences of an ideal candidate include the following:

- A distinguished record of leadership and success in academic health center education, research, and patient care missions. An MD and/or PhD is preferred
- A history of successful, collaborative, and transparent leadership
- A deep understanding of both academic medical centers and universities, and the broad challenges and opportunities facing both
- An uncompromising commitment to excellence in recruiting, retaining, and developing a diverse faculty, in assessing and developing outstanding educational programs, and in supporting exceptional teachers, researchers, and clinicians
- Demonstrated strong desire, ability, and commitment to engage the medical center community
- Effectiveness in a complex system of distributed leadership; experience developing clear systems and organizational structures, and then delegating appropriately
- A thorough understanding of the operational and infrastructural needs of a modern health science and research institution
- Demonstrable success in addressing inclusion and diversity
- A capacity and strong commitment to work effectively with local communities, health care affiliates, and government officials and agencies
- The capacity to represent UAMS compellingly to donors and lead advancement efforts
- Excellent interpersonal and communication skills, including the ability to effectively interact with scientists and non-scientists, and to operate at the highest levels of academic, business, and government leadership
- A record of success in building and leading clinical, research, and/or tuition revenues; strong finance and business skills
- Experience in a large academic health science institution
- An outstanding record of managing people and a strong team orientation
- A willingness to circulate widely and listen well

UAMS has engaged Isaacson, Miller, a national executive search firm, to assist in the search. Nominations, inquiries, and applications (including a CV and cover letter) should be sent to the following:

Patricia Hastie (phastie@IMSearch.com), Flip Jaeger (pjaeger@IMSearch.com),
Amy Segal (asegal@imsearch.com), or Anna Graulich (AGraulich@imsearch.com)

Or via Isaacson, Miller's website: www.imsearch.com/6141

Written nominations, inquiries, and applications (including emails) may be subject to disclosure under the Arkansas Freedom of Information Act. Inquiries can also be directed to Isaacson, Miller by phone at 202-682-1504.

UAMS is an inclusive Affirmative Action and Equal Opportunity Employer of individuals with disabilities and protected veterans and is committed to excellence.

APPENDIX

UNIVERSITY OF ARKANSAS SYSTEM

Led by President Donald R. Bobbitt since 2011 and its 10-member BOT, the UA System includes a wide array of institutions that offer communities in Arkansas access to academic and professional opportunities, develop intellectual growth and cultural awareness, offer knowledge and research skills, and provide essential services, including clinical care. The UA System is comprised of 20 campuses, divisions, and units, and produces \$280 million in annual research expenditures. Receiving approximately 15% of its funding from the state, the System is a \$2.9 billion enterprise that enrolls more than 60,000 students, employs over 17,000 employees, and has achieved a \$5 billion annual return on a \$500 million state investment through degrees and certificates awarded by the UA System.

The UA System includes the state's 1871 flagship; land-grant research university; Arkansas's premier institution for medical education, treatment, and research; a major metropolitan university; an 1890 land-grant university; two regional universities serving southern and western Arkansas; five community colleges; two schools of law; a presidential school; a residential math and science high school; and divisions of agriculture, archeology, and criminal justice. The most recent additions to the UA System are the Arkansas School for Mathematics, Sciences, and the Arts on January 1, 2004, the University of Arkansas Clinton School of Public Service on July 1, 2004, and the Winthrop Rockefeller Institute in 2006. The UA BOT approved a resolution in 2012 to develop a System-wide online initiative, and the UA System launched eVersity – the state's first 100% online university – in September 2015.

Transformation 2025 Strategic Plan

On October 17, 2014, the BOT of the University of Arkansas approved the Transformation 2025 Strategic Plan for the UA System. The plan looks forward 10 years with the goal of positioning the System, through its associated institutions and units, to be one of the most productive and resource efficient systems in Arkansas and the nation, while focusing on student achievement and success. Transformation 2025 is based on seven overarching system-wide goals with evaluation metrics to assess progress toward meeting goals. Annual assessment of progress will be reported to the BOT. A copy of the plan can be found here: <http://www.uasys.edu/wp-content/uploads/2015/09/Transformation-2025.pdf>

UNIVERSITY OF ARKANSAS FOR MEDICAL SCIENCES

History through Present

A few weeks before Thomas Edison invented the first light bulb in October 1879, eight physicians pooled their money and invested \$5,000 to start the first medical school in Arkansas. The eight founding physicians were led by Dr. P. O. Hooper of Little Rock, and the street where many patients and visitors now enter the UAMS campus is named in his honor. The initial investment of \$625 made by each of the founding physicians now represents \$4.5 billion in annual economic impact for the state of Arkansas from UAMS and its affiliates.

In 1911 the medical school merged to become the Medical Department of the University of Arkansas. As enrollment grew, the school was housed in several different locations, including the Old State House in downtown Little Rock. A new medical school was built in the 1930s with funding provided by President Franklin Roosevelt's Public Works Administration. In 1951, Governor Sid McMath used funds from a new

cigarette tax to secure \$7.4 million for a new University Hospital on a 26-acre site on West Markham Street, and The University of Arkansas Medical Center moved into the new hospital in 1956.

UAMS was transformed from a small medical school with a charity hospital into an academic health center and research leader under the direction of Dr. Harry P. Ward, who served as chancellor from 1979 to 2000. The Harry P. Ward Tower, which opened in 1997, is named in his honor. Dr. Ward was succeeded as chancellor by Dr. I. Dodd Wilson in 2000.

Building on the foundation laid by Dr. Ward, Dr. Wilson began the most ambitious building program in the institution's history. This round of expansion included nearly \$500 million in building projects begun in 2001 to provide additional space for education, patient care, research, and outreach programs. Among the projects was an education building opened in 2008 that the University of Arkansas BOT named the I. Dodd Wilson Education Building in honor of Wilson, who retired in late 2009. Wilson was succeeded by the current Chancellor, Dr. Daniel Rahn.

In early 2009, UAMS opened a new hospital, a 540,000-square-foot facility with 234 adult beds and 64 neonatal beds. Also in 2009, in response to a nationwide shortage of health care professionals, UAMS opened the Northwest Regional Campus in Fayetteville to help produce more physicians, nurses, pharmacists, and other health care professionals.

Today, the UAMS Little Rock campus sits on an 84-acre campus and is home to the Colleges of Medicine, Nursing, Pharmacy, Health Professions, and Public Health, and a Graduate School. The University's growing enrollment includes 2,870 students, 799 resident physicians, and five dental residents. UAMS is the state's largest public employer with more than 10,000 employees, including approximately 1,500 faculty, 1,000 physicians, and other professionals who provide care to patients at UAMS, its regional campuses, and its affiliates, Arkansas Children's Hospital and the VA Medical Center. The institution offers 73 baccalaureate, master's, doctoral, professional, and specialist degree programs, and certificates through its five colleges. UAMS's assets include a statewide network of area health education centers, a comprehensive rural hospital program, and its seven institutes: the Translational Research Institute, the Winthrop P. Rockefeller Cancer Institute, the Jackson T. Stephens Spine & Neurosciences Institute, the Donald W. Reynolds Institute on Aging, the Harvey & Bernice Jones Eye Institute, the Psychiatric Research Institute, and the Myeloma Institute.

Core Values

UAMS has thoughtfully crafted a statement of values that drives the institution and guides its leadership.

Integrity – We foster, encourage, and expect honesty, accountability, and transparency in pursuit of the highest ethical and professional standards in all that we do. We take responsibility for our performance, and will engage employees, patients and families, learners, and stakeholders in our critical decisions that are timely, complete, and accurate.

Respect – We embrace a culture of professionalism with respect for the dignity of all persons.

Diversity and Health Equity – We are committed to the importance of the diversity of UAMS leadership, faculty, staff, and learners to enhance the education of our learners, reduce health disparities in our state, and honor the unique contributions provided by a diversity of values,

beliefs, and cultures. The Center for Diversity Affairs envisions UAMS as an academic health center where diversity, inclusion, and cultural competency are realized in all aspects of its mission, contributing to a society in which all individuals enjoy equity in health, wellbeing, and opportunity.

Teamwork – We seek to create interdisciplinary, interprofessional, synergistic, and collegial relationships characterized by honesty, collaboration, inclusiveness, and flexibility.

Creativity – We encourage and support innovation, imagination, ingenuity, resourcefulness, and vision.

Excellence – We strive to achieve, through continuous improvement, adherence to institutional policies and best practices, and collaboration with colleagues, patients, and families, the highest quality and standards in all our endeavors.

Safety – We commit to protect the health and safety of all who are served through our mission: our patients, learners, colleagues, and neighbors in the community, state, nation, and world. By sustaining a culture of safety, our daily work and our strategic planning promote better health care outcomes, the creation of health equity for all, and a sense of joy in our work.

Clinical Care

UAMS is present in nearly every county in Arkansas and excels in providing care that is not routinely available in many communities. The University has a 470-bed hospital and outpatient clinics across the state, including those for pediatric, geriatric, stroke, high-risk pregnancy, and psychiatric patients. UAMS has built a substantial statewide network of centers for public education, clinical outreach, and practice. These connections have allowed UAMS's integrated clinical enterprise to handle nearly 19,000 surgical cases, over 475,000 Emergency Department visits, nearly 20,000 total inpatient discharges, and to treat more patients for multiple myeloma than any other facility in the country in 2016. UAMS extended its reach through the use of broadband technology to provide health care to rural Arkansans. UAMS received the President's Institutional Award for the Advancement of Telemedicine from the American Telemedicine Association in recognition of success in this area.

Research

UAMS research is critical to scientific and medical innovation in Arkansas. UAMS's basic and clinician scientists translate cutting-edge research findings into new identification, treatment, and prevention methods for cancer, infectious disease, imaging, addiction and substance abuse, and behavioral problems. Other key research areas for UAMS include biomedical informatics, human performance, musculoskeletal disease and frailty, obesity and nutrition, nano-medicine and nano-technology, Alzheimer's Disease, drug development, and implementation science.

UAMS research productivity continues to grow. The University ranks in the top 18% of all US colleges and universities in federal government research funding. UAMS received over \$100 million in research funding in FY2016 and more than \$60 million in the first five months of FY2017. UAMS-affiliated authors were published in 1,543 scientific journal articles in FY2016. Investigators work with the American Heart/Stroke Association, Centers for Disease Control, Department of Defense, Environmental

Protection Agency, Food and Drug Administration, National Institutes of Health, and National Science Foundation, along with other national and international agencies and foundations.

Budget and Finances

UAMS's total 2017 budgeted revenue is \$1.55 billion and the institution has an Aa2 bond rating that is underwritten by the UA System. UAMS bills and collects for patient care services while being structured as a public institution. The University receives a direct state appropriation (less than 1% of the budget in FY2016) and may carry funds over from year to year regardless of the source of the funds. This unified structure and flexibility, with regard to state appropriations and funds, enables integrated planning, budgeting, and operations across all units reporting to the Chancellor: the hospital and health system, all professional activities of physician faculty, and all the colleges, regional campuses, and support units.

UAMS operates on an activity-based budgeting system. Unrestricted revenue is projected from all sources and, through the budget process, all operating units (colleges, support units, clinical enterprise, academic programs, and regional campuses) are allocated expenditure budgets based on projected needs. UAMS's budgeting process allows for tight budget control, as all funds are held centrally, and investments are made in accordance with institutional priorities. The budgeting system also allows UAMS to cross-subsidize academics, research, and infrastructure from patient care revenue.

The integrated clinical enterprise budget and operations are organized around patient-centered service lines. Budgets for each service line include all projected expenses, and all revenue from both physician services and institutional charges is aggregated and a bottom line for each service line is projected with an overall margin. In addition to a financial margin target, each service line has a balanced scorecard involving education and research outcomes and clinical quality.

Advancement

Institutional Advancement supports fundraising efforts for all units of UAMS, including its colleges, institutes, centers of excellence, and departments. The Division is a part of the UA Foundation, serving the interests of the Medical Sciences campuses. The UA Foundation office handles all charitable gifts to University accounts. The Division of Institutional Advancement is also responsible for record keeping, processing gift transactions, and managing more than 1,300 Foundation accounts.

Each year, more than 1,600 volunteers donate their time, energies, and talents at UAMS, and the institution receives contributions from donors in all 50 states, the District of Columbia, Puerto Rico, and 15 other countries. In FY2011, UAMS achieved total fundraising of approximately \$18 million. Total fundraising was \$33 million in FY2016, and the total fundraising goal for FY2017 is \$35.5 million. In FY2016, the UA Foundation had an endowment of approximately \$1.4 billion and UAMS's endowment was approximately \$50 million. UAMS ranks in the 5th percentile among more than 50 of the nation's largest university endowments in terms of the trailing five-year investment performance.

Affiliations

UAMS has a strong reputation for successful affiliations throughout the state and beyond. Examples of recent affiliations include: Arkansas Health Care Payment Improvement Initiative (AHCPII), a collaboration between UAMS, Arkansas Children's Hospital, private insurers, and the Arkansas Department of Health; work on a preferred drug compendium with the U.S. Department of Health and

Human Services; School Telemedicine in Arkansas (STAR), which is a pilot program operated by UAMS and the Arkansas Department of Education that provides telemedicine to students, educators, and families in rural Arkansas; the Arkansas Faith-Academic Initiatives for Transforming Health (FAITH) Network, which will be a collaboration between UAMS and faith organizations in Arkansas to provide an infrastructure that supports ongoing engagement, training, and networking opportunities; and "MTM The Future Today", a training program created by Harps Food Stores Inc. and the UAMS College of Pharmacy to teach pharmacists to work more directly with patients to improve their health.

College of Medicine

The [College of Medicine](#) (COM) has grown from six departments to 26 and has graduated more than 9,243 physicians since its founding 130 years ago. Starting in 2009, the College of Medicine has admitted 174 students to each year's freshman class. Its 1469 faculty members are on staff at the UAMS Medical Center, Arkansas Children's Hospital, the Central Arkansas Veterans Healthcare System, UAMS regional campuses, and numerous other clinics and facilities. As the state's only allopathic medical school, the COM trains the majority of Arkansas' physicians and provides clinical services across the state.

College of Pharmacy

The [College of Pharmacy](#) (COP) is characterized by an environment of excellence in the pharmaceutical and biomedical sciences. The COP community includes 474 students and 72 faculty members. The College offers the Doctorate of Pharmacy (Pharm.D.) and uses a system of rotating clerkship sites to provide mentorship to its graduates.

College of Nursing

The [College of Nursing](#) (CON) advances the University's philosophy and mission through excellent theory-based educational programs, scholarship in teaching, research, and service. The CON enrolls over 700 students and has 64 faculty members. The CON provides baccalaureate, master's, doctor of nursing practice (DNP), and doctor of philosophy (PhD) programs.

College of Health Professionals

The [College of Health Professions](#) (CHP) has 641 students and 86 faculty. The CHP is organized into 12 academic departments along with the Center for Dental Education. CHP programs include audiology and speech pathology, dental-general practice residency, dental hygiene, dietetics and nutrition, emergency medical sciences, genetic counseling, health information management, imaging and radiation sciences (diagnostic medical sonography, nuclear medicine imaging sciences, and radiologic imaging sciences), laboratory sciences (cytotechnology and medical laboratory sciences), ophthalmic technologies, physical therapy, physician assistant studies, and respiratory and surgical technologies. Programs range from academic requirements of one semester to programs that require four or more years of study. Academic degrees awarded include the certificate and the associate, bachelor, master's, and doctoral degrees.

College of Public Health

There are 165 students and 52 faculty in the [Fay W. Boozman College of Public Health](#) (COPH). The COPH offers certificate, master's, doctoral, and combined degree programs. The COPH academic program is in

partnership with all colleges and universities in Arkansas, offering graduate level coursework appropriate for a public health education.

Graduate School

The [Graduate School](#) currently enrolls 268 students and offers master's and doctor of philosophy (PhD) degrees in affiliation with the Colleges of Medicine, Pharmacy, Nursing, Health Professions, and Public Health, and the clinical centers at UAMS. The faculty members of the Graduate School hold their academic appointments in UAMS's five colleges. The Graduate School is home to programs in biomedical informatics, clinical nutrition, communication sciences and disorders, clinical translational sciences, nursing science, regulatory science, pharmaceutical sciences, pharmaceutical evolution and policy, and the Graduate Program in Interdisciplinary Biomedical sciences (GPIBS). GPIBS includes tracks in biochemistry and molecular biology, cell biology and physiology, microbiology and immunology, neuroscience, pathobiology, and pharmacology, toxicology, and experimental therapeutics.

Advanced Institutes

The Winthrop P. Rockefeller Cancer Institute serves as the official cancer research and treatment institution in Arkansas. The Cancer Institute was founded as the Arkansas Cancer Research Center in 1984 and renamed to honor the late lieutenant governor of Arkansas in 2007. A 12-floor expansion opened in 2010. The Cancer Institute has more than 130,000 patient visits per year.

The Myeloma Institute has performed more blood stem cell transplants for myeloma than any other facility in the world. Each year, the Myeloma Institute evaluates about 500 new patients. 55% of these patients are from outside of Arkansas, coming to UAMS from all over the US, and more than 50 countries. On any given day, about 200 myeloma patients stay in Little Rock for diagnosis and treatment.

The Harvey & Bernice Jones Eye Institute was founded in 1994 and houses the Department of Ophthalmology and the Pat & Willard Walker Eye Research Center. Through a nationwide network, the Arkansas Lions Eye Bank & Laboratory at UAMS provides the gift of sight to more than 400 patients each year.

The UAMS Psychiatric Research Institute, adjacent to the main hospital, opened in 2009 and combines psychiatric research and education with inpatient and outpatient care as one of the most innovative psychiatric treatment and research facilities in the nation.

The Jackson T. Stephens Spine & Neurosciences Institute at UAMS is a center for research, education, and clinical care related to the spine and features an expansive physical therapy room with special equipment that can measure minute improvements in patients' progress and a wheelchair-accessible swimming pool designed for water therapy.

The Donald W. Reynolds Institute on Aging, home to the UAMS COM Department of Geriatrics, is one of the most recognized geriatric centers in the nation. The Department was established in 1997 and by 2003 was listed in the top 10 geriatrics programs in medical schools by *U.S. News and World Report*. In 2012, the Institute on Aging opened a four-floor, 55,000-square-foot expansion, bringing the Institute to eight floors. Two months earlier, the Institute dedicated a 396-foot pedestrian bridge connecting the Reynolds Institute with the nearby Jackson T. Stephens Spine & Neurosciences Institute.

In 2011, UAMS established the Translational Research Institute for stimulating cooperative research that accelerates translation and application of scientific discoveries into clinical and community settings.

Organizational Chart

