Leadership Profile

Chief Counsel, UConn Health

The University of Connecticut
The University of Connecticut seeks a distinguished attorney with significant experience representing academic medical centers to serve as its first Chief Counsel for UConn Health. Academic Search, a national executive search firm devoted to higher education, has been engaged to assist with this search.

**The Position and Responsibilities**

The Chief Counsel for UConn Health will be an integral part of the senior executive team for UConn Health, serving all of its academic and clinical components, and will be a leading member of the University-wide Office of General Counsel. The Chief Counsel will supervise or coordinate all legal services for UConn Health, through other in-house attorneys, attorneys assigned by the Connecticut Attorney General, and outside counsel.

The Chief Counsel will be a key legal, policy, and business advisor on matters of importance to the Board of Directors for UConn Health, the CEO, the Deans, Vice Presidents and other senior executives and, in support of the University Vice President and General Counsel, will interact with the University Board of Trustees, President, Provost, Vice President for Research, and other university leaders on UConn Health matters.

**The University of Connecticut**

The University of Connecticut (“UConn”) is one of the nation’s top 20 public universities. Founded in 1881, UConn is a Carnegie Foundation Research University-Extensive institution, a Land Grant and Sea Grant college, and member of the Space Grant Consortium. It is the state’s flagship institution of higher education. It includes a main campus in Storrs, five regional campuses throughout the state, and Schools of Law and Social Work in Hartford. A major portion of UConn’s activities also occur at the UConn Health Center in Farmington, CT, which includes the Schools of Medicine and Dental Medicine, a hospital, graduate programs, faculty clinical practice, and related activities. The Chief Counsel position will be located at the UConn Health campus in Farmington.

The University has approximately 10,000 faculty and staff and 31,000 students, including almost 23,000 undergraduates and over 8,000 graduate/professional students. Currently, UConn’s faculty generate $250 million in annual research expenditures, and UConn’s total economic impact is $3.4 billion annually.

The University is well poised to continue in its position as a leader in higher education. In 2013, the University and the State of Connecticut launched a groundbreaking effort that is already propelling UConn to the forefront of high-tech research and academics and that will significantly enhance the state’s economic development efforts for decades to come. “Next Generation Connecticut” is a ten-year program to greatly expand educational opportunities, research, and innovation in the science, technology, engineering, and math (STEM) disciplines at UConn. The Next Generation Connecticut investments represent one of the most ambitious programs launched at a public research university in recent years.

The program will combine $1.67 billion from the state in operating and capital investment with over $380 million from UConn. The benefits will be felt throughout the state and region in the form of new jobs, research innovations, startup companies, and corporate partnerships. The program includes creation of the nation’s premier STEM honors program, relocating the Greater Hartford campus close to the state’s capital in downtown Hartford, and the hiring of new faculty members, many of whom are dedicated specifically to STEM programs.
As described more fully below, the state’s investment in UConn includes $864 million devoted to Bioscience Connecticut, and a historic partnership with the Jackson Laboratory for Genomic Medicine, which opened a new facility on the UConn Health campus.

University Leadership

Dr. Susan Herbst began her service as the 15th President of the University of Connecticut in May 2011. Dr. Andrew Agwunobi became UConn’s interim Executive Vice President for Health Affairs in early 2015 and became CEO of UConn Health in December of 2015. Richard Orr joined UConn in 2011 and became Vice President and General Counsel in 2012. The full listing of distinguished senior leaders of UConn can be viewed here.

UConn Health

UConn Health is a vibrant organization centered on a 206-acre campus situated around a wooded hilltop in the beautiful, historic community of Farmington. From this vantage point, the skyline of Hartford, the capital of Connecticut, can be seen about eight miles to the east.

The UConn Health campus is home to the School of Medicine, School of Dental Medicine, the UConn Medical Group, University Dentists, UConn John Dempsey Hospital, and a division of the UConn Graduate School. It is the primary practice site for medical, surgical, and dental faculty and students. Additionally, the UConn Health Campus includes its own thriving university research enterprise, and now also hosts Jackson Laboratories, a nationally renowned research leader and UConn Health collaborator. UConn Health is dedicated to helping people achieve and maintain healthy lives and restoring wellness/health to maximum attainable levels, and its full mission, vision, and values support this goal.

With over 5,000 employees, UConn Health is a major economic driver in the region, generating over $1 billion annually in impact on the state. While a part of “one UConn,” UConn Health has its own distinct culture, location, and mission.

UConn Health is on the move, opening its new University Tower – part of UConn John Dempsey Hospital – in spring of 2016. That project along with the 2015 addition of the Outpatient Pavilion and massive renovations to the existing hospital tower and lab buildings are highlights of Bioscience Connecticut, which has three main pillars:

- **Bioscience Innovation** – Renovating existing facilities to increase research capacity and productivity, increasing the number of basic and clinical/translational scientists, and expanding incubator facilities to foster new business start-ups.

- **Meeting the Needs of Connecticut’s Future** – By increasing UConn’s medical and dental school enrollment by 30 percent and establishing a loan forgiveness program to attract more graduates to practice primary care medicine and dentistry in Connecticut.

- **Improving Access to State-of-the-Art Health Care in Connecticut** – By constructing a new hospital tower and ambulatory care facility, renovating the John Dempsey Hospital and implementing several new community-based programs aimed at addressing pressing health care needs.

Bioscience Connecticut’s long range goal is to not only impact UConn Health, but also the economy of the entire state.
About the Area

UConn Health’s main campus is located in the heart of a group of communities west of Hartford known as the Farmington Valley. Farmington (pop. 25,000) is a bedroom community for Hartford decision makers with a strong commercial base. The town has retained its distinct character through progressive land use planning, maintenance of its historic districts, and by serving its business community.

Farmington lies 10 minutes outside of Hartford with superb highway access: I-84 serving as an east/west axis and Route 9 connecting to other destination to the south and north. Farmington is thirty minutes to Bradley International Airport and two hours by car to Boston and New York City. Farmington prides itself on its strong and vibrant business community. With over 2,000 registered businesses from corporate headquarters to sole proprietors, the town enjoys a diverse collection of commercial enterprises including retail, insurance, and restaurants, as well as medical, high tech, manufacturing, and professional services.

The University of Connecticut Health Center is the town’s largest employer and a leading academic research institution in Connecticut. Other major employers include Trumpf, the largest manufacturer of fabricating machinery in the U.S., headquartered in Farmington, and Otis Elevator, the world’s leading manufacturer, installer, and maintainer of elevators, escalators, and moving walkways.

Farmington offers a great quality of life. Farmington decision-makers work hard to maintain the town’s unique blend of the historic and the progressive. It boasts perennially low crime-rates, numerous parks and trails, the lovely Farmington River, museums, great restaurants, shopping at Westfarms Mall, and much, much more.

Farmington boasts a wide range of housing options for residents. Farmington’s Public Schools are rooted in excellence, recognized as Blue Ribbon Schools by the U.S. Department of Education. Newsweek Magazine has cited Farmington High School as one of the top 100 high schools in the country. Over 90% of Farmington graduates go on to two- or four-year colleges. Farmington is also home to Miss Porter’s, a private girls’ school.

The Chief Counsel Position

Description and Responsibilities

This new position provides a unique opportunity to shape how legal services are integrated and delivered to UConn Health. The Chief Counsel for UConn Health will serve as the chief legal officer for all components of UConn Health, including its Board of Directors and senior officers, the Schools of Medicine and Dental Medicine, UConn Medical Group, University Dentists, John Dempsey Hospital, the UConn Health Center Finance Corporation, and the graduate school and other units and activities of UConn Health.

The Chief Counsel will oversee two other UConn attorneys in the UConn Health legal office, will coordinate the legal services of two attorneys and a paralegal from the Connecticut Attorney General who are co-located at UConn Health, will oversee all outside legal counsel retained to represent UConn Health, and will collaborate with the attorneys and professional staff in the Office of General Counsel at the main campus in Storrs to provide the full range of legal services needed for UConn Health to continue to thrive.

The Chief Counsel will report both with a hard line to the UConn Vice President and General Counsel, who is based at UConn’s campus in Storrs, and with a dotted line to the CEO and
Executive Vice President for UConn Health, whose office is across the hallway from where this position will be located, at the UConn Health campus in Farmington, CT.

The UConn Office of General Counsel is led by Richard Orr, Vice President and General Counsel. The OGC organization in Storrs currently consists of six other full-time attorneys, four paralegals, one Assistant AG, and four attorneys in business units with a dotted line to the General Counsel. Historically the Storrs-based attorneys and the UConn Health-based attorneys have operated separately. Creation of the Chief Counsel position at UConn Health, reporting to the General Counsel is an important step in achieving integration of the two legal offices. Although there are many matters that are unique to the clinical enterprise, there are many legal issues that arise on both campus. To avoid duplication, assure consistency across the entire University and to optimize resource utilization, the Chief Counsel at UConn Health and the General Counsel will collaborate closely. This model of collaboration between UConn Health and the main campus is already working successfully in other areas of the University, such as the research enterprise, communications, and others.

As part of the CEO/Executive Vice President’s senior executive team for UConn Health, the Chief Counsel will be a key legal, policy, governance, and business advisor on matters of importance for the UConn Health, including participation in strategic discussions and major transactions.

Responsibilities of the position will include:

- Providing a full range of legal services in coordination with the General Counsel, including all aspects of health law (e.g., fraud and abuse, compliance, physician contracting, joint ventures and affiliations, provider and payment arrangements, patient and student privacy, and investigations) and legal issues in other areas, such as: graduate medical education, employment, contracts, capital construction and financing transactions, real estate, student affairs, accreditation, business law, development and gift agreements, academic affairs and freedom, cybersecurity and information protection, corporate and nonprofit governance, and federal and state regulatory, statutory, constitutional, and public law issues. Some legal issues will likely arise for the Chief Counsel from operational units, many of whom are staffed by attorneys and experienced professionals. These include intellectual property, research and technology transfer, labor relations, risk management and medical malpractice, and procurement and contracting.
- Advising on the application of University policies and procedures to UConn Health, and assisting in the ongoing development of UConn Health and University policies and procedures;
- Providing legal advice on a wide range of issues to support the growth and expansion of UConn Health, including through affiliation agreements, partnerships, research and education agreements, and other activities;
- Assisting in UConn Health’s academic, research, and administrative collaboration with other components of the University;
- Assisting in compliance with all relevant federal and state statutes and regulations, including Connecticut’s open meetings and freedom of information statute, including managing FOI requests and responses;
- Advising on research misconduct investigations, discrimination claims, and disability accommodations;
- Managing arrangements for outside legal counsel in support of the clinical and research mission of UConn Health, either directly through the UConn Health Center Finance
Corporation, or through the Attorney General, who is responsible for engaging outside counsel in most other situations; and

- Advising the UConn Health Board of Directors, and the University Board of Trustees on health-related issues and activities.

**Key Opportunities and Challenges**

The new Chief Counsel will deal with the myriad of issues that may arise from any part of the full range of health care education, research, and clinical activities of a comprehensive academic medical center such as UConn Health. Early opportunities and challenges are likely to include:

- Assisting UConn Medical Group in the negotiation of major new clinical affiliation agreements, and new physician and payor contracting arrangements;
- Developing a deep understanding of the unique structural and governance history of the University and UConn Health, and providing ongoing advocacy for the missions and vision of UConn Health, in light of external fiscal and market pressures and opportunities;
- Working closely with other relevant offices, ensuring UConn Health’s full compliance with all educational, accreditation, research, financial, public records, and other governmental and external requirements; and
- Providing clear collegial and supportive leadership for the Office of General Counsel, to assure that the legal offices in Storrs and Farmington function collaboratively so that the personnel, structure, culture, and operations of both offices best serve the multiple missions and current priorities of UConn Health and the entire University.

**Position Qualifications and Characteristics**

The successful candidate must have graduated from an accredited school of law and be a member in good standing of the Connecticut bar, or be a member of the bar in good standing in at least one state with a demonstrated ability to waive in promptly in accordance with Connecticut requirements or otherwise be eligible to practice law in the State of Connecticut within one year or less. Connecticut permits admission by waiver after five years. A minimum of ten years of legal practice is required. Relevant academic medical center legal experience or equivalent is also required, whether in a university, government, nonprofit, corporate or private practice setting.

*Highly desired experience includes:*

- Fifteen or more years of relevant legal experience;
- Accomplishments in working with academic medical centers, and their public and private affiliates, on educational, research, faculty practice, and business ventures, and related activities, to achieve key goals;
- In-depth knowledge of at least some relevant areas of health law, with broad awareness of legal issues in other areas related to health law, academic medical centers, and research;
- Transactional experience, particularly in the health care field, such as corporate, joint ventures, strategic affiliations, procurement, and other types of contracts; and
- Successful experience in dealing with high-profile clinical, employment, or other incidents or situations, including those that involve major media attention.

*Desired experience includes:*

- Familiarity with higher education law topics;
• Familiarity with the governance, employment, and business practices of public universities or government agencies, including freedom of information acts, public procurement procedures, and unionized faculty and staff workforces;
• Familiarity with state and federal legislative and budget processes;
• Experience with compliance, financial and government audits, and investigations;
• Experience in, or familiarity with, litigation, including medical malpractice, employment, civil rights, and student due process and educational rights, and with criminal proceedings as they relate to a university or its personnel;
• Experience with major gift agreements and other arrangements resulting from fundraising and donor relations; and
• Management experience, including budgets and personnel supervision.

**Personal Leadership Characteristics**

The Chief Counsel will be the executive leader of the Office of General Counsel for UConn Health, and will be an ambassador for UConn Health’s mission, vision and values in all university and professional settings. The Chief Counsel should bring a creative and proactive problem-solving approach to legal issues and other strategic opportunities across the spectrum of issues for UConn Health, with an eye for compliance and appropriate risk management or mitigation, but also questioning whether existing policies and rules could be changed to facilitate better solutions. The Chief Counsel will be an energetic working leader, or player-coach, who will be expected to tackle many legal issues directly, while also leading and providing other legal resources as appropriate to each matter.

The highest intellectual and legal practice standards and outstanding leadership characteristics will be expected. The Chief Counsel should utilize excellent written and oral communication skills, and effective advocacy abilities, internally and externally. S/he should exhibit unquestioned ethics and integrity at the highest level, should exercise seasoned, nuanced, grounded, multi-faceted, and effective judgment, and should demonstrate resiliency and adaptability to a wide range of issues, people, and contexts, over time. The Chief Counsel should build teamwork, show compassion for all individuals who are affected by UConn Health’s mission, demonstrate a supportive and collegial approach toward peers and subordinates, and exhibit calmness and grace under pressure.

**Compensation and Benefits**

The University of Connecticut offers a very competitive package of benefits, including generous medical and dental coverage, retirement contributions and plans, and many other supplemental benefits. Compensation for this position will also be competitive with similar public academic medical center legal positions nationally, and will be commensurate with the salaries of other comparable senior officials of the University.

**Further Information about UConn Health**

**UConn Health’s Leadership**

Dr. Andrew Agwunobi is Chief Executive Officer at UConn Health and Executive Vice President for Health Affairs, appointed by University of Connecticut President Susan Herbst in December, 2015, less than a year after he assumed interim leadership of the organization. He leads the clinical enterprise working with a senior executive team including:
- Carolle Andrews, Chief Administrative Officer;
- Anne Diamond, Chief Executive Officer, UConn John Dempsey Hospital;
- Jeffrey P. Geoghegan, Chief Financial Officer;
- Anne Horbatuck, Vice President, University Medical Group Administration;
- Chris Hyers, Chief Communications Officer;
- Denis Lafreniere, Medical Director, UConn Medical Group & Associate Dean for Clinical Affairs;
- Bruce T. Liang, Dean, School of Medicine; and
- R. Lamont MacNeil, Dean, School of Dental Medicine, among others.

In addition, UConn Health is guided by a 16-person Board of Directors. The Board of Directors is a committee of the University of Connecticut’s Board of Trustees, but it has a high degree of autonomy with regard to matters specific to UConn Health.

**The Entities of UConn Health:**

While primarily located on the Farmington Campus, UConn Health is a composite of patient care, teaching, and research entities that stretches beyond that campus in location and influence. The major entities that comprise UConn Health are:

**UConn John Dempsey Hospital**

The hospital, and centerpiece, of the UConn Health care delivery system is licensed at 234 beds in two towers, the original Connecticut tower and the University tower opening in April 2016 with 169 private, state-of-the-art patient rooms. As an Academic Medical Center, patients receive the advantages of the latest innovations and research in health care from UConn physicians and caregivers, who are leaders in their fields — many of national and international acclaim. Programs of renown include:

*The Pat and Jim Calhoun Cardiology Center* offers a complete range of services, including preventive cardiology to help patients manage risk factors like cholesterol disorders to today’s most sophisticated interventional and surgical procedures. In addition, the center offers specialized services to manage high blood pressure, including treatment-resistant hypertension, as well as complete care to diagnose and treat vascular disorders such as peripheral arterial disease, abdominal aortic aneurisms, and carotid disease.

*The UConn Musculoskeletal Institute* is the region’s premiere choice for complete care for a range of problems affecting bones, joints, muscles, and connective tissue. Its diverse services range from orthopedic surgery including sports medicine; total joint replacement; hand, foot and, ankle; and neck and back pain, to care for osteoporosis, arthritis, and other rheumatologic conditions. The institute’s daily goal is to help patients maximize their mobility and overall health through excellent clinical services and ongoing research and education.

*The Carole and Ray Neag Comprehensive Cancer Center* provides evaluation, individual counseling, rehabilitation, and treatment by physicians and nurses from multiple specialties. Areas of expertise include medical oncology, radiotherapy, surgical oncology, and gynecologic oncology. Patients have access to the latest research and clinical trials.
The Outpatient Pavilion This center opened in early 2015 and brings together many patient services previously located in multiple facilities across the campus. Each of its eight floors has a design theme that includes trees or grasses native to Connecticut, with colors and artwork that are warm, welcoming, and nurturing. Featured services housed here include Radiation Oncology, the Center for Healthy Aging & Geriatrics, Endocrinology & Diabetes Education, Internal Medicine, Travel Medicine, Spine Center & Neurosurgery, Huntington's Disease Program, Neurology, Neurophysiology, Physical Therapy, Rheumatology, Urology, the Carole and Ray Neag Comprehensive Cancer Center, Ophthalmology, Center for Orthodontic Care, Ear, Nose, and Throat, Gastroenterology, General Surgery, Plastic and Cosmetic Surgery, Vascular Surgery, and in late 2106 the Women’s Health Center.

Each floor of the Outpatient Pavilion pairs together specialties that commonly work together. While there are many specialties in the building, there is an open concept design behind the private exam rooms where health care providers can collaborate to ensure the best, most timely care for patients. And a point-of-care communications system that allows secure, real-time communication between health care providers and their patients.

The hospital organization’s commitment to quality is evidenced by a number of recent honors, including:

John D. Thompson Award, awarded by the Connecticut Hospital Association. This award is given to one hospital each year, selected based on how the hospital successfully improved patient care due to a modification in process as substantiated through the use of data.

A Rating for Patient Safety, awarded by the Leapfrog Group. Of 25 rated hospitals in Connecticut, UConn JDH was among only four to be awarded the top Hospital Safety Score rating in 2015, and the only hospital given such a rating in the Hartford region.

UConn Medical Group and Dental Practice

The medical group faculty practice has more than 250 providers in over 65 specialties and subspecialties, and provides care at the primary inpatient and outpatient sites on the UConn Health Campus and in eight community based locations in the Farmington Valley, the Hartford region, and stretching across Connecticut.

Dental care is also provided to the public in a number of clinical settings, including University Dentists, Resident Clinics, and Student Teaching Clinics.

UConn School of Medicine

The University Of Connecticut School Of Medicine was established in 1961, and, together with the School of Dental Medicine and the Graduate School in the Biomedical Sciences, represents the scholastic side of UConn Health. One of the school’s main beliefs is that physicians are scientists, and the educational structure is designed to reflect that principle. The curriculum emphasizes problem-based learning, chronic care, ambulatory experiences, disease prevention, and rehabilitation, among other medical aspects of human health, and always within the context of scientifically based knowledge and conclusions.

Medical students play a role in patients’ health from the very start. In their first week of medical school, students are assigned to a community physician and begin their clinical education. The
curriculum complements the practical experience with classroom and small group instruction and discussion, shaping and refining students’ problem-solving, diagnostic, and treatment skills.

“Remarkable Care Through Research and Education” is a statement of the School of Medicine’s highest priorities. Research – the discovery of new knowledge – is what the scientist does. Education – of physicians – is the School’s reason for being. Scientifically adept physicians provide the best care because of their skills and the best-practices management they provide.

An equally important principle is that physicians should be humanists. Students are admitted not just on their academic standing, but on their extracurricular activities and achievements. The practice of medicine needs skilled, well-rounded physicians who can relate to their patients, not just as practitioners and care-givers, but also as people.

UConn School of Dental Medicine

Since its inception in 1968, the University Of Connecticut School of Dental Medicine has been a prominent leader in dental education, research, patient care, and community outreach that benefits both public and professional constituencies at local, regional, national, and international levels.

As Connecticut’s only public school of dentistry, the School of Dental Medicine commits to providing pre-doctoral educational opportunities for qualified Connecticut residents who desire to become broadly competent general practitioners of dental medicine capable of meeting the oral health care needs of all the state’s citizens. The School of Dental Medicine also offers postdoctoral training in all accredited dental education programs and attracts applicants who seek to combine clinical training with doctoral level studies in the basic biomedical and behavioral sciences, in preparation for careers in academic dentistry.

Building on its educational commitments, the School of Dental Medicine provides quality, comprehensive oral care and promotes the concept of wellness – the preservation of health and prevention of disease. To support this mission, the dental school faculty act as a referral and consultation resource for Connecticut’s health care providers and assist community-based programs that enhance the quality and availability of oral health care to all.

Both education and patient care occur in an atmosphere that supports and values the creation of knowledge through basic translational and clinically applied research in the physical, biomedical, and behavioral sciences. The commitment to research is enhanced by an atmosphere in which basic and behavioral sciences and clinical research are integrated into UConn Health’s exciting academic environment.

The Graduate School

The Graduate School student body at UConn Health consists of students from diverse backgrounds and cultures. On average there are approximately 150 Ph.D. students, 35 Master of Dental Science students, and 120 Master of Public Health students. UConn Health maintains an academic environment that fosters creative thinking and provides educational opportunities tailored to the needs of individual students.

Research

Research across the University of Connecticut is led by Dr. Jeff Seemann, Vice President for Research at the University of Connecticut, who oversees the University’s $250 million annual
research enterprise at the main campus in Storrs, the UConn Health campus in Farmington, the School of Law in Hartford, and the five regional campuses located around the state.

The scientists at UConn Health conduct innovative basic science, clinical, epidemiological, and bio-behavioral research. These discoveries are then translated into advances in patient care and the opportunity to license new technologies to the private sector or use these technologies as the basis for new companies. UConn Health also works collaboratively with researchers at private companies and other institutions.

**Research Facts**

- $69,608,789 – Awards received for biomedical research in fiscal 2015
- 652 – Number of scientists actively involved in biomedical research
- 130 – Patents awarded to health researchers since 1980, representing a range of discoveries from cancer treatments to improved materials for dental braces
- 4 – Embryonic stem cell lines created for research endeavors along with a multitude of stem cells created from adult skin cells for research
- 375,000+ – square feet, across the health campus, dedicated to research

**Jackson Laboratories**

As a result of Governor Daniel P. Malloy’s sweeping initiative, Bioscience Connecticut, UConn has partnered with The Jackson Laboratory to open The Jackson Laboratory for Genomic Medicine on its Farmington campus. This institute, along with other state and university investments, will enable Connecticut to assume a position of global leadership in developing new medical treatments tailored to each patient’s unique genetic makeup.

To learn more about UConn Health, visit [http://health.uconn.edu/](http://health.uconn.edu/).

**How to Apply**

Nominations, applications, and inquiries may be sent in confidence. Full consideration will be given to all applications received by May 23, 2016. Application materials (to include a letter of interest, curriculum vitae, and the names, addresses, telephone numbers, and email addresses of five references – who will not be contacted without permission) must be electronically submitted to: UConnHealthChiefCounsel@academic-search.com.

William F. Howard, Vice President & Senior Consultant for Academic Search, Inc., is assisting with this search. He can be reached at wfh@academic-search.com or 202-263-7489 for confidential discussions about this opportunity.

*The University of Connecticut is an Affirmative Action/Equal Employment employer, and encourages application from women, veterans, individuals with disabilities and members of traditionally underrepresented populations.*
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