

# Morehouse School of Medicine

Atlanta, Georgia

## Dean/Senior Vice President for Academic Affairs School of Medicine



### LEADERSHIP PROFILE

March 2010

Prepared by Witt/Kieffer

*This Position Specification is intended to provide information about Morehouse School of Medicine and the position of Dean/Senior Vice President for Academic Affairs, School of Medicine. It is designed to assist qualified individuals in assessing their interest in this position.*

**WITT / KIEFFER**

# TABLE OF CONTENTS

	<i>Page</i>
The Opportunity	1
The Organization	2-10
Position Summary and Goals & Objectives	11-14
Qualities and Qualifications	15-16
Procedure for Candidacy	17
Appendix A: Accreditation	A-1
Appendix B: Student Highlights 2009-2010	B-1
Appendix C: Extraordinary Philanthropy	C-1
Appendix D: Finance	D-1
Appendix E: Community Profile	E-1 – E-3

## **THE OPPORTUNITY: DEAN/SENIOR VICE PRESIDENT FOR ACADEMIC AFFAIRS, SCHOOL OF MEDICINE**

---

Morehouse School of Medicine in Atlanta, Georgia seeks applications and nominations for the position of Dean/Senior Vice President for Academic Affairs, School of Medicine.

Morehouse School of Medicine (MSM) located in Atlanta, Georgia, was founded in 1975 as the Medical Education Program at Morehouse College. In 1981, it became an independently chartered institution and the first medical school established at a Historically Black College and University in the 20<sup>th</sup> century. MSM is among the nation's leading educators of primary care physicians. The school's mission is to improve the health and well-being of individuals and communities; to increase the diversity of the health professional and scientific workforce; and to address primary healthcare needs through programs in education, research, and service, with emphasis on people of color and the underserved urban and rural population in Georgia and the nation.

Reporting to the President, the Dean/Senior Vice President for Academic Affairs (Dean/SVP) provides hands-on leadership and guidance over the education, research, patient care, and community health programs of the school. He/she advises the President on all issues relating to academic medicine and serves on the President's Executive Management Council. Along with the President, he/she is the public voice of the institution, communicating its value and resource requirements to public and private constituencies, including elected officials, policymakers, and corporate and philanthropic supporters and prospects.

The Dean/SVP is responsible for the development, administration, and execution of the academic, clinical, and community programs, insuring their continued accreditation and compliance with regulatory requirements. He/she also provides strategic vision and operational leadership for the faculty practice plan, insuring its financial success and the provision of the highest quality of care. Furthermore, the Dean/SVP is responsible for the development and maintenance of a research environment that promotes individual excellence, interdisciplinary and collaborative research, and opportunities for patenting, licensing, and commercialization.

Responsibility for developing and/or maintaining strategic affiliations and partnership relations with academic institutions, hospitals, biomedical entities, and other health-related and community-based organizations is also a key role for the Dean.

The successful candidate must have a M.D. degree and credentials that merit appointment at the rank of full professor as well as an outstanding record of achievement with at least five (5) years of administrative experience at the Dean, Associate Dean or Department Chair level at an LCME accredited medical school. Experience in a community-based medical school and/or thorough understanding of the challenges and opportunities unique to a community-based medical school environment is desired.

The procedure for candidacy is located at the end of this document.

## **THE ORGANIZATION:**

---

Morehouse School of Medicine (MSM), located in Atlanta, Georgia, was founded in 1975 as the Medical Education Program at Morehouse College. In 1981, Morehouse School of Medicine became an independently chartered institution and the first medical school established at a Historically Black College and University in the 20<sup>th</sup> century. When the school opened its doors, it did so against the odds. It was the first new predominantly black medical college or school in 78 years. Federal grants, which would be a primary source of funding, were on the decline. And just one black physician served every 4,100 blacks nationally, compared with one white doctor for every 650 whites – a statistic that proved both the need and the challenges associated with the historic endeavor.

Today, Morehouse School of Medicine is a vibrant and vital leader among the nation's top educators of primary care physicians. MSM's faculty and alumni are noted in their fields for excellence in teaching, research and public policy, and are known in the community for exceptional, culturally appropriate patient care. MSM's mission is to improve the health and well-being of individuals and communities; to increase the diversity of the health professional and scientific workforce; and to address primary healthcare needs through programs in education, research, and service, with emphasis on people of color and the underserved urban and rural population in Georgia and the nation. MSM has been nationally recognized by the Association of American Medical Colleges (AAMC) for its leadership role in primary care training and AAMC has also recognized the school with its Award for Community Service. In addition, MSM's National Center for Primary Care serves as a national resource in promoting the value of primary care, conducting research in primary care, and encouraging doctors to pursue primary care careers.

The School is accredited by the Liaison Committee on Medical Education and the Commission on Colleges of the Southern Association of Colleges and Schools to award the Doctor of Medicine, Doctor of Philosophy in Biomedical Sciences, Master of Public Health, Master of Science in Clinical Research, Master of Science in Biomedical Research and Master of Science in Biomedical Technology degrees. MSM is composed of 12 academic departments, including: Community Health and Preventive Medicine; Family Medicine; Medicine; Microbiology, Biochemistry and Immunology; Neurobiology; Obstetrics and Gynecology; Pathology and Anatomy; Pediatrics; Pharmacology and Toxicology; Physiology; Psychiatry and Behavioral Sciences; and, Surgery. MSM employs more than 200 full- and part-time faculty members, many of whom are internationally recognized in their field. Among its faculty and leadership, MSM has four members elected to the prestigious Institute of Medicine. Alumni of MSM have distinguished themselves in leadership roles locally, nationally and internationally. Examples include: Regina Benjamin, M.D., ('82) 18<sup>th</sup> U.S. Surgeon General, U.S. Department of Health and Human Services; Rhonda Medows, M.D. ('86), Commissioner of the Georgia Department of Community Health; Wayne Riley, M.D., ('93), President of Meharry Medical College in Nashville, Tennessee; and, David C. Rutstein, M.D., M.P.H. ('83), Assistant U.S. Surgeon General, U.S. Department of Health and Human Services.

Student enrollment for 2009-10 totaled 329 and the 2009 graduating class was the largest in the school's history with 85 students, including those who received MPH, MS, and PhD degrees.

The Class of 2009 had several “firsts”. It was the first class to: achieve a 100 percent pass rate for first-time test takers on the U.S. Medical Licensing Examination (USMLE) Step 1; establish an endowed scholarship for future M.D. students; and, have a member complete the M.D. and Ph.D. programs simultaneously. In keeping with MSM’s mission, 64 percent of the 2009 graduates chose residencies in primary care with the national average being 45 percent.

The School has seven residency programs: Family Medicine; Public Health and Preventive Medicine; Internal Medicine; Obstetrics and Gynecology; Psychiatry; and, Surgery and Pediatrics. The majority of MSM clinical services are provided at Grady Memorial Hospital, in partnership with Emory University School of Medicine physicians. Together, faculty and residents are responsible for more than three million patient visits a year. An internationally recognized teaching hospital, Grady Health System is one of the largest public hospital systems in the United States. Its infrastructure consists of the 953-bed Grady Memorial Hospital, nine neighborhood health centers, Crestview Health and Rehabilitation, and Children’s Healthcare of Atlanta at Hughes Spalding which is operated as a Children’s affiliate. With its nationally acclaimed Emergency Care Center and Burn Unit, Grady Health System has the only level I trauma center in the region and serves as the ambulance provider for the city of Atlanta. The state’s only poison center is also housed at Grady. Since May 1, 2008 Grady Memorial Hospital operates as a 501(c)(3) nonprofit charitable organization and is nearing the completion of a successful capital campaign with a goal of raising \$325 million.

MSM’s research stature and reputation have grown exponentially over the last decade, fueled in large part by significant investments in its research infrastructure with funding from the National Center for Research Resources and the National Center on Minority Health and Health Disparities of the National Institutes of Health (NIH). In 2009, MSM received more than \$54 million in NIH funding. The outcomes of MSM’s research activities have resulted in the establishment of centers, institutes, and programs with the signature areas of research being cardio-metabolic diseases, cancer, HIV/AIDS, reproductive diseases and neurological disorders – all areas that disproportionately impact minority communities.

### **CORE VALUES**

- Knowledge: continuously creating, acquiring and communicating science-based information to better understand and enhance the human condition.
- Wisdom: encouraging, promoting and supporting the exchange of knowledge and experiences to cultivate insight, discernment, and good judgment in scholarly, service, and administrative endeavors.
- Excellence: consistently achieving the highest level of performance and upholding the highest standards of ethical behavior while taking individual and collective responsibility for our actions and outcomes.
- Service: maintaining an environment that exceeds expectations, holds every individual in high regard and esteem, and treats all patients and clients with compassion and empathy

## **VISION**

Morehouse School of Medicine will be known as the nation's leading community-focused, research-driven, student-centered medical school, recognized for its:

- Pre-eminence in the conduct of research and translation of discovery into community solutions and improved patient care that contributes to the elimination of health disparities;
- Model educational environment that nurtures and supports the achievement of academic excellence;
- Leadership in creating models and best practices of integrative, culturally competent and community empowered health and health care; and,
- Significant contributions to the diversity of the healthcare and scientific workforce and the development of leadership committed to improving the health of vulnerable populations and the nation's healthcare system.

## **EDUCATION AND TRAINING**

### **Undergraduate Medical Education**

The educational program leading to the Doctor of Medicine (M.D.) degree focuses on scientific medicine and meeting the primary healthcare needs of patients who are underserved. Most of the first- and second-year classes are offered on the Westview campus, while a unique community health course is conducted in the community. Clinical instruction is provided in Atlanta area hospitals and clinics affiliated with MSM. Clinical preceptorships in clinics and physicians' offices are also part of the educational program.

### **Ph.D. in Biomedical Sciences**

The Ph.D. in Biomedical Sciences Program is designed to develop independent investigators for leadership in academic, government, and corporate biomedical research. MSM-trained biomedical scientists are encouraged to develop a commitment to educating underrepresented minority students and/or to performing research on diseases and health conditions that disproportionately affect minority populations.

### **Master of Public Health**

The Master of Public Health Program is committed to addressing the public health needs of underserved and minority communities in the areas of teaching, research, and service. The program prepares students to take on these public health challenges with a comprehensive curriculum, and an intensive practicum of field experience, public health leadership seminars, and volunteer and community service. In 2007, the program earned a maximum seven-year reaccreditation period. In fall 2009, a Certificate in Public Health was introduced as a 15-credit hour workforce development program designed for persons working in public health that have not yet received formal training and health professionals who want to increase their knowledge of basic public health sciences.

### **Master of Science in Biomedical Research**

The M.S. in Biomedical Research program provides a core-didactic and thesis-based curriculum for college graduates seeking a terminal, thesis-based master's degree or considering the pursuit of doctoral degrees in research or health sciences. The program will allow students to obtain a graduate degree; further explore career options in the biomedical sciences; document their ability to handle graduate-level coursework; and, conduct a mentored research project in their area of interest.

### **Master of Science in Biomedical Technology**

The M.S. in Biomedical Technology program is a non-thesis program for college graduates preparing for, or already engaged in, biomedical technology careers. The classroom curriculum is similar to that of the thesis-based program. Beyond the classroom, students in this program will focus on gaining experience in developing and applying experimental design and a variety of state-of-the-art methods and instrumentation.

### **Master of Science in Clinical Research**

The Master of Science in Clinical Research (M.S.C.R.) degree program is a broad-based multi-disciplinary graduate level program designed to prepare clinicians for a career in clinical and translational research. The program provides training in the principles and methods of biostatistics; epidemiology, including genetics and clinical trials; outcomes research, including health services research and health economics; and, application of these principles/methods to clinical research. The program is physically located at the Clinical Research Center on the Westview campus.

### **Graduate Medical Education**

MSM offers residency programs in Family Medicine, Internal Medicine, Obstetrics and Gynecology, Pediatrics, Psychiatry, Public Health and Preventive Medicine and General Surgery. Grady Health System is the primary training hospital; however, MSM also collaborates with several affiliates in and around the Atlanta metropolitan area. These programs provide ample 'hands-on' experiences and the teaching support of an award-winning faculty. All residency programs are accredited by the Accreditation Council for Graduate Medical Education (ACGME) and participate in the National Resident Matching Program.

### **Continuing Medical Education**

MSM is accredited by the Accreditation Council for Continuing Medical Education to sponsor continuing medical education for physicians. The school's mission provides the basis for development of a CME program for a target audience that includes MSM clinical faculty, community and other physicians, residents, nurses, allied health professionals and medical students. In addition, the CME office collaborates with other agencies to provide joint sponsorship of other quality CME programs.

### **Area Health Education Centers Program**

Founded in 1984, the Morehouse School of Medicine's Area Health Education Centers (AHEC) Program is one of more than 50 AHEC programs nationwide. It is a pipeline program that recruits youth from underserved communities into medicine and other health professions education programs; provides portions of their training in underserved communities; and, offers continuing education to healthcare professionals practicing in underserved communities. The program is built around independent centers that are consortia of healthcare institutions, providers, and consumers. The MSM AHEC Program is affiliated with an urban center in Atlanta and rural centers in Statesboro, GA and Tuskegee, AL. It provides essential support for the institution's Rural Primary Care Clerkship, Community Health Course, and Clinical Preceptorship, as well as the Pediatric Residency Program and other community-based educational and health promotion initiatives.

## **RESEARCH**

### **Cancer Research Program**

In late 2006, the school's cancer research scientists recognized the need to collectively address disparities in cancer rates affecting African-Americans by creating the Cancer Research Program. The Program includes basic scientists, population scientists, behavioral and social scientists, and clinicians united in conducting research aimed at reducing or eliminating racial and ethnic disparities in cancer incidence, morbidity, and mortality. Currently, seven of the school's faculty members have received the Distinguished Scholars award from the Georgia Cancer Coalition (GCC). GCC established the "Distinguished Cancer Clinicians and Scientists" to recruit leading and nationally renowned cancer clinicians and scientists who are engaged in the most promising areas of cancer research.

### **Center of Excellence on Health Disparities**

The Center of Excellence in Health Disparities (CEHD) was established in 2002 by a grant from the NIH, National Center on Minority Health and Health Disparities. As one of 88 centers nationwide, CEHD builds research capacity and mobilizes community partners to address, and ultimately eliminate, health disparities through a multidisciplinary, community-based participatory approach.

### **Clinical Research Center**

The Clinical Research Center (CRC) was established in 1996 to facilitate investigator-initiated and multicenter clinical trials and community-based research in cardiovascular disease, cancer, clinical pharmacology, HIV and AIDS. It is the first freestanding outpatient research facility of its kind in the nation to receive accreditation by the Joint Commission on Accreditation of Health Care Organizations. The facility includes five exam rooms, shared use laboratories, 16-bed study participant observation unit, emergency alert system, cardiovascular lab, negative pressure isolation exam room, and metabolic kitchen.

### **HIV/AIDS Research**

HIV and AIDS research at MSM began in the late 1980s and has evolved into an interdisciplinary collaborative group among the departments of: Community Health and Preventive Medicine; Medicine; Microbiology, Biochemistry and Immunology; and, Pediatrics. Research encompasses basic, clinical, and behavioral studies focused on the following topics: Nef Pathogenesis leading to AIDS; complementary and alternative approaches to prevention and treatment; characterization of antiviral properties of African herbal treatments; surveillance/transmission; HIV/AIDS prevention in correctional and African-American populations; toxicity of HIV antiretrovirals; and, health disparities related to HIV infection/transmission.

### **Prevention Research Center**

The Prevention Research Center (PRC) was established in 1998 as one of a network of 33 academic research centers funded by the Centers of Disease Control and Prevention (CDC). Its goal is to achieve local and national health objectives focused on gaining knowledge about the best methodologies for solving the nation's obstinate health problems, such as HIV/AIDS, cancer, youth violence, adolescent health, men's health, environmental health, and cardiovascular disease. The PRC received the Outstanding Community-Based Participatory Research Award from CDC in 2003.

### **Research Centers in Minority Institutions**

Established in 1986 as the institution's biomedical research infrastructure, the Research Center in Minority Institutions (RCMI) is sponsored by the National Centers for Research Resources of the NIH. Its mission is to provide the infrastructure, expertise, and atmosphere to enhance the process of biomedical research, and to develop expertise in molecular, cellular, systems, organismal, and population approaches. This provides a foundation for understanding the healthy state in humans and allows investigation into the cause and treatment of important health problems, focusing on those that impact underserved populations.

### **Reproductive Health Program**

The Reproductive Health Program's mission is to develop a rich intellectual environment that promotes and strengthens the research capabilities of our investigators in the reproductive sciences and to serve as a research and training center for minority investigators. Its focus is on research that will lead to a better understanding of the causes of disorders of human reproduction and may result in improved therapeutic approaches for cancers of the reproductive organs, infertility, and ultimately, to the development of novel strategies for contraception.

### **Cardiovascular Research Institute**

The Cardiovascular Research Institute (CVRI) was established in July 1999 as a Center of Research Excellence under the direction of Gary H. Gibbons, M.D. The Institute is a multi-investigator, multi-disciplinary organization that transcends traditional academic departmental structures to focus on advancing cardiovascular research and education. The CVRI is funded in part by a grant from the NIH National Center for Minority Health and Health Disparities and the NIH National Heart, Lung and Blood Institute to develop cardiovascular research centers at Historically Black Colleges and Universities.

### **Neuroscience Institute**

The Neuroscience Institute at Morehouse School of Medicine was founded in 1995 to address the scarcity of biomedical scientists from under-represented population groups locally and nationwide. The Institute is funded in part by grants from NIH, National Institute of Neurological Disorders and Stroke (NINDS), W.M. Keck Foundation and the William Stamps Farish Fund. The Institute supports meritorious research in a supportive and challenging environment to:

- Investigate and teach the functional organization of the nervous system.
- Seek ways to reduce the burden of nervous system disorders through biomedical research.
- Add to our critical mass of nationally competitive investigators and independently-funded research.
- Help young scientists achieve independence.
- Prepare future generations of students to engage in fundamental discovery and in clinical studies of diseases that disproportionately affect the communities served by the Institution.

### **Atlanta Clinical and Translational Science Institute**

Created by an NIH Clinical and Translational Science Award (CTSA) to the Emory University School of Medicine, ACTSI includes MSM as a primary partner, along with Georgia Tech. The Institute is one of 30 such infrastructure programs nationally funded by NIH to promote translational research along the continuum of bench to bedside to community. MSM participates in each of the ten ACTSI cores and directs the ACTSI Community Engagement Program.

## **COMMUNITY HEALTH**

### **Center for Community Health and Service-Learning**

The Center for Community Health and Service-Learning engages health professional students, faculty, community-based organizations and academic affiliates in service-learning, community service and civic engagement activities. Since 2000, the Corporation for National and Community Service Learn and Serve Higher Education program has funded the Center to mobilize more than 600 health professional students to address the health disparities of underserved communities through health promotion projects in metropolitan Atlanta and the nation.

### **Community Voices: Health Care for the Underserved**

Community Voices works to identify and combat the unique obstacles to healthy lifestyles faced by individuals involved in the criminal justice system. Consisting disproportionately of poor men of color, these individuals often enter the criminal justice system with myriad undiagnosed or untreated health concerns, which are frequently exacerbated during incarceration. Upon release, they face significant challenges to successful re-entry and reintegration, often made particularly difficult due to health problems. As more than 700,000 people are released nationwide annually - and more than 90 percent of prisoners are ultimately released to the community - this is a significant issue for the country.

### **Cork Institute**

The Cork Institute on Alcohol and Other Addictive Disorders was established in 1985 within the Department of Psychiatry and Behavioral Sciences to serve as a leader in substance abuse and addiction education targeting African-Americans and underserved populations. The Institute seeks to address mental health disparities and promote the prevention and treatment of substance abuse and co-occurring disorders.

### **Health Promotion Resource Center**

The Health Promotion Resource Center (HPRC) was established in 1988 under the Department of Community Health and Preventive Medicine. Initially funded by the Kaiser Family Foundation, the HPRC has developed a health promotion and disease prevention model for underserved populations and has provided multiple programs and services in over 90 of Georgia's 159 counties. The primary focus of the diverse projects administered by the HPRC is health promotion, prevention, education, and youth development in African American populations through community-based organizations in both urban and rural communities.

### **National Center for Primary Care**

The National Center for Primary Care (NCPC) was established in 1998 by a grant from the Office of Minority Health to be a national resource for encouraging doctors to pursue primary care careers, making primary care more effective, and supporting primary care professionals serving underserved areas. NCPC has the unique distinction of being the only congressionally sanctioned center in the country dedicated to promoting optimal health care for all, with a special focus on serving underserved communities. It conducts practice-based research to improve health outcomes; creates protocols and tools for improving primary care effectiveness; and, undertakes public policy analyses focused on making primary care services more accessible and effective.

### **Satcher Health Leadership Institute**

The Satcher Health Leadership Institute (SHLI) was established in 2006 by former U.S. Surgeon General David Satcher, M.D., Ph.D., to develop the next generation of diverse public health leaders, foster and support leadership strategies, and influence policies and practices toward the reduction and ultimate elimination of disparities in health. The vision of SHLI is to become an internationally renowned institute for leadership development of individuals committed to the reduction of health disparities.

### **Pipeline and Health Promotion Programs**

MSM was established to address the shortage of African Americans and other minorities in medicine. Preparing more minority students for healthcare careers is a process that begins in elementary school. The following are a list of MSM's K-12 programs:

- **Benjamin Carson Science Academy** – a preparatory enrichment program designed to stimulate the interest of minority elementary and middle school students.
- **Vivien Thomas Summer Research Program** – a mentoring program designed to increase the number of minority students interested in pursuing a career in the biomedical sciences.

- **SAT Preparatory** – In partnership with Kaplan, Inc., this program enhances the test-taking skills of rising high school juniors and seniors.
- **MSM Medical Post Explorers Program** – this program encourages high school students to pursue careers in the fields of medicine, allied health, and biomedical research.

### **Other Community Programs**

MSM faculty and students are continuously developing new community programs. Faculty collaborate with community organizations throughout the year to host health fairs and facilitate violence prevention programs (Metro Atlanta Violence Prevention Program) and HIV/AIDS/STD risk reduction programs. Faculty are featured guests on an MSM-sponsored community health radio show and sponsor the Atlanta Cancer Awareness Partnership.

### **MOREHOUSE MEDICAL ASSOCIATES**

Established in 1985, Morehouse Medical Associates, Inc. (MMA) is the school's faculty practice plan. MMA's focus is on providing culturally sensitive, evidence-based, high-quality health services to Atlanta's multicultural community. The group is comprised of over 100 practicing physicians. MMA's multi-specialty practice is located in downtown Atlanta, where it also offers primary care services. Primary care is also provided at the Comprehensive Family Health Center and the Veterans' Affairs Community-based Outpatient Clinic – both in nearby East Point – and at three Grady Health System Neighborhood Health Centers.

MMA offers a unique and comprehensive line of health services for routine health care by primary care physicians in four different areas: Family Medicine, Obstetrics and Gynecology, Pediatrics and Internal Medicine.

MMA has physician specialists in more than 20 fields affiliated with some of Atlanta's best-known hospitals, including Atlanta Medical Center, Atlanta Veterans Administration Medical Center, Children's Healthcare of Atlanta at Hughes Spalding, DeKalb Medical Center, Emory University Hospital Midtown, Georgia Regional Hospital at Atlanta, Grady Health System and South Fulton Medical Center.

MMA's strategic direction is aimed toward market expansion by promoting medical, surgical, and diagnostic and treatment services, in addition to attracting and retaining the highest quality physicians and staff to support these services.

## **POSITION SUMMARY AND RESPONSIBILITIES**

---

### **POSITION SUMMARY**

Reporting to the President, the Dean/Senior Vice President for Academic Affairs (Dean/SVP) provides hands-on leadership and guidance over the education, research, patient care, and community health programs of the school. He/she advises the President on all issues relating to academic medicine and serves on the President's Executive Management Council. Along with the President, he/she is the public voice of the institution, communicating its value and resource requirements to public and private constituencies, including elected officials, policymakers, and corporate and philanthropic supporters and prospects.

Reporting to the Dean/SVP are Associate and Assistant Deans for Academic and Student Affairs, sponsored research, clinical research, clinical affairs, graduate education, community health, public health education, and administration. Also reporting to the Dean are Chairpersons of basic science and clinical departments as well as Directors of centers and institutes.

The Dean/SVP is responsible for the development, administration, and execution of the academic, clinical, and community programs, insuring their continued accreditation and compliance with regulatory requirements. He/she also provides strategic vision and operational leadership for the faculty practice plan, insuring its financial success and the provision of the highest quality of care. Furthermore, the Dean/SVP is responsible for the development and maintenance of a research environment that promotes individual excellence, interdisciplinary and collaborative research, and supports opportunities for patenting, licensing, and commercialization.

Responsibility for developing and/or maintaining strategic affiliations and partnership relations with academic institutions, hospitals, biomedical entities, and other health-related and community-based organizations is a key role for the Dean.

### **GOALS AND OBJECTIVES**

The Morehouse School of Medicine Dean/SVP Search Committee has identified the following expectations for the new Dean/SVP in the first 18 months:

#### **Identify Key Priorities for Growth or Realignment in Clinical Care:**

- Develop a familiarity with and understanding of the strengths and limitations of the existing faculty leadership including the Associate and Assistant Deans and Department Chairs.
- Establish effective relationships with the hospitals, biomedical entities and other health-related and community based organizations associated with MSM.
- Based on the existing strategic plan, craft and implement an agenda for the future that enhances the quality of clinical care, establishes clinical practice standards and creates a strong financial base for future expansion of clinical care.

- Align financial incentives among MSM, the clinical departments and the faculty practice plan.
- Explore opportunities for collaboration across departments and implement as appropriate.
- Provide strategic vision and operational leadership for the faculty practice plan, insuring its financial success and the provision of the highest quality of care.
- Provide leadership in the use of creative/enhanced management and reporting tools across the school. Create a clinical dashboard tool for use within the MSM units that will monitor clinical quality and productivity against benchmarks.
- Further strengthen and expand MSM's signature programs including: stroke services, HIV/AIDS Prevention, cancer services and community health programs.

### **Identify Key Priorities for Growth in Health Sciences Research**

- Promote and work to enhance the growth of the research programs within MSM.
- Evaluate, monitor and report on research quality and productivity benchmarks. Ensure that MSM's various research groups are of the highest possible quality and are productive and efficient.
- Promote health sciences research to both internal and external stakeholders including funding agencies, scientific organizations, the legislature, and media at the local, state and national level.
- Provide leadership for the expansion of interdisciplinary research and multi-organizational health research proposals.
- Increase external research funding with particular attention to NIH and other federal funding agencies.
- Identify opportunities to commercialize MSM intellectual property and provide support, guidance and assistance to researchers engaged in commercialization activities.

### **Promote and Enhance the Teaching Mission of Morehouse School of Medicine**

- Work with academic leadership and the hospitals to assure the continued growth and development of graduate medical education.
- Ensure that changes in the clinical and research arenas enhance and do not diminish the quality of the teaching programs.
- Work with key leaders as they expand programs or propose new programs.

- Create an atmosphere and environment that is conducive to recruitment and retention of talented faculty and high potential students including the recruitment of new Chairs for the Department of Surgery and the Department of Community Health and Preventive Medicine.

**Provide hands-on leadership and guidance over the education, research, patient care and community health programs of MSM**

- Monitor and brief the President on emerging policy issues in medical education, healthcare delivery and research.
- Lead the clinical departments in coordinated strategic planning across the research, academic, community and clinical missions, ensuring that appropriate measures are in place within each department through the execution of a strategic plan and ensure that results are monitored against predetermined objectives.
- Assist the leadership of each department in the preparation of their budgets and their presentations to the leadership team including appropriate recommendations to the President.
- Work with Associate and Assistant Deans jointly and separately to assist them in accomplishing their institutional objectives and strategic agendas.
- Propose changes to the President in the organization, administration and strategic positioning of the various departments as appropriate.
- Oversee external communications by the clinical departments ensuring consistency of position and approach.
- Evaluate, review, and determine MSM's various external relations including, but not limited to, those with hospitals, other academic institutions (Emory School of Medicine), insurance companies and other payers, community corporations and residency programs. Explore opportunities for increased collaboration with external partners such as MSM's hospital partners, physician groups and others.
- Further develop and strengthen relationships with the VA as a clinical site for MSM.
- Provide oversight of the MSM's academic programs, including academic standards, curricula, accreditation and admissions.
- Strengthen pre-award research support including, but not limited to, grant writing, grant identification, data gathering and monitoring research grantors for appropriate funding opportunities.
- Strengthen post-award research support including, but not limited to, accounting and fund tracking, interpretation of grantor regulations on spending and other matters, report writing and editing, and other compliance matters.

- Identify opportunities to commercialize MSM intellectual property and provide support, guidance and assistance to researchers engaged in commercialization activities.
- Ensure that the various clinical services are of the highest possible quality, are productive and efficient.
- Recruit faculty consistent with MSM's strategic plan and consistent with the overall vision and mission of the combined clinical practices.

## **QUALITIES AND QUALIFICATIONS**

---

The Morehouse School of Medicine Dean/SVP Search Committee has developed the following as qualifications, qualities, attributes and skills of the ideal candidate. The ideal candidate is expected to possess:

### **Education**

- M.D. degree and credentials that merit appointment at the rank of full professor.

### **Required Qualifications/Experiences**

- Extensive understanding of contemporary trends in medical education structures, curriculum reform and instructional technologies.
- Leadership experience in the accreditation of medical schools and/or academic programs.
- Student/trainee-oriented with a record of creating a supportive and nurturing learning environment.
- Demonstrated understanding of contemporary biomedical research trends and required infrastructure and resources for success.
- Knowledge of local, state, and federal government issues, health trends, and public policies affecting medical schools, the delivery of health services and public health practice.
- Financial acumen and understanding of the economic drivers of academic medical centers.
- Demonstrated leadership in promoting and upholding ethical practices and regulatory compliance.
- Demonstrated ability in the recruitment, development, and retention of highly skilled people.

### **Preferred Qualifications/Experiences**

- 3-5 years of administrative experience at the Dean, Associate Dean or Department Chair level at an LCME accredited medical school.
- Clinical operations including hospital experience in the following specialties or any subspecialty thereof: Family Medicine, Internal Medicine, Surgery, Ob/Gyn, Pediatrics or Psychiatry.
- Work experience in a community-based medical school and/or thorough understanding of the unique challenges and opportunities of such institutions.
- Proven success managing and/or establishing a faculty practice plan.

- Experience in curriculum reform and the establishment of successful new and/or innovative programs.
- Exceptional managerial skills, including human resource management, budget development and management, and strategic planning.
- Knowledge of community health issues and track record of productive community engagement.
- Experience as a principal investigator of a health disparities related multi-disciplinary research project.
- Knowledge and experience in translational science and technology transfer.
- Track record of successful internal and external collaborations.
- Experience providing congressional testimony and/or preparing policy briefs.
- Proven success in external fund development.
- Excellent verbal and written communication skills.

### **Personal Characteristics**

- Highly motivated and results oriented with a disciplined work ethic.
- Team oriented and ability to work in a collaborative manner.
- Creative thinker and visionary who has a broad view of health care and can shape organizational change and clearly communicate a positive future for an organization.
- Work style which is open to constructive criticism and suggestions.
- Exemplifies ethical and responsible decision making.
- Demonstrates creativity in identifying new opportunities and solving challenges.
- Values diversity of people and ideas.
- Good interpersonal skills and accessible to the faculty, staff and students.

## **PROCEDURE FOR CANDIDACY**

---

Nominations and applications (including a cover letter and resume) should be submitted, preferably via e-mail, to the consultants supporting Morehouse School of Medicine in this search. All materials will be treated as confidential. To make a confidential inquiry please contact our search consultants: Alexander ‘Sandy’ Williams, Howard Jessamy, Martha Hauser, or Werner Boel at [MorehouseDean@wittkieffer.com](mailto:MorehouseDean@wittkieffer.com).

Materials that cannot be sent via email may be mailed to:

MSM Dean  
Attention: Sandy Williams, Howard Jessamy, Martha Hauser or Werner Boel  
c/o Witt/Kieffer  
3414 Peachtree Road, Suite 352  
Atlanta, GA 30326  
Tel: (404) 233-1370  
Fax: (404) 261-1371

The search process is underway and will continue until the position is filled.

### *AN EQUAL OPPORTUNITY / AFFIRMATIVE ACTION EMPLOYER*

The material presented in this position specification should be relied on for informational purposes only. This material has been copied, compiled, or quoted in part from Morehouse School of Medicine documents and personal interviews and is believed to be reliable. Naturally, while every effort has been made to ensure the accuracy of this information, the original source documents and factual situations govern.

Witt/Kieffer is the nation’s leading executive search firm dedicated to serving education, healthcare, and not-for-profit communities nationwide. Our mission is to identify outstanding leadership solutions for organizations committed to improving the quality of life. Clients of Witt/Kieffer include community hospitals, health systems, teaching hospitals, integrated delivery systems, academic medical centers, physician groups, managed care plans, colleges/universities, and community service/cultural organizations. We focus on searches for presidents and chief executive officers, chief operating officers, chief financial officers, chief nursing officers, vice president-level executives, chancellors, provosts, and deans.

## APPENDIX A

### Accreditation

Accrediting Organizations	First Accredited	Last Accredited	Next Review
<b>*Southern Association of Colleges and Schools (SACS)</b>			
Medical Education (M.D.) Ph.D. in Biomedical Sciences (Ph.D.) Master of Public Health (M.P.H.) Master of Science in Clinical Research (M.S.C.R.) Master of Science in Biomedical Research (M.S.B.R.) Master of Science in Biomedical Technology (M.S.B.T.)	1986	2001	2011
<b>Liaison Committee on Medical Education (LCME)</b>			
Medical Education Program	1985	2005	2013
<b>Council on Education for Public Health (CEPH)</b>			
Master of Public Health Program	1999	2007	2014
<b>Joint Commission on Accreditation of Healthcare Organizations (JCAHO)</b>			
Clinical Research Center	1997	2007	2011
<b>Accreditation Council for Graduate Medical Education (ACGME)</b>			
<b>Residency Programs</b>			
Graduate Medical Education Institutional Review (GME/IR)	Pending (2010)	N/A	Pending (2010)
Family Medicine	1981	2007	**
Internal Medicine	1991	2006	2010
Obstetrics and Gynecology	1996	2008	2010
Pediatrics	2000	2004	2010
Public Health and Preventive Medicine	1986	2007	2010
Psychiatry	1990	2006	2010
Surgery	1993	2007	2010
<b>Accreditation of the Association for Assessment and Accreditation of Laboratory Animal Care (AAALAC International)</b>			
Center for Laboratory Animal Resources	2005	2005	2011
<b>Accreditation Council for Continuing Medical Education (ACCME)</b>			
Continuing Medical Education	1986	2004	2010
* Morehouse School of Medicine is accredited by the Commission on Colleges of the Southern Association of Colleges and Schools (1866 Southern Lane, Decatur, Georgia 30033-4097; Telephone number 404.679.4501) to award the degrees Doctor of Medicine (M. D.), Doctor of Philosophy (Ph.D.) in Biomedical Sciences, the Master of Public Health (M.P.H.) and the Master of Science in Clinical Research (M.S.C.R.). **Currently on probationary status.			

## APPENDIX B

### Student Highlights 2009-2010

STUDENTS BY PROGRAM AND GENDER			
Program	Male	Female	Totals
C.P.H.	-	3	<b>3</b>
M.D.	80	133	<b>213</b>
M.P.H.	11	50	<b>61</b>
M.S.B.S.	2	9	<b>11</b>
M.S.C.R.	1	8	<b>9</b>
Ph.D.	7	18	<b>25</b>
Ph.D./M.P.H.	1	-	<b>1</b>
Ph.D./M.S.C.R.	-	2	<b>2</b>
Non. M.P.H.	1	3	<b>4</b>
<b>Total</b>	<b>103</b>	<b>225</b>	<b>329</b>

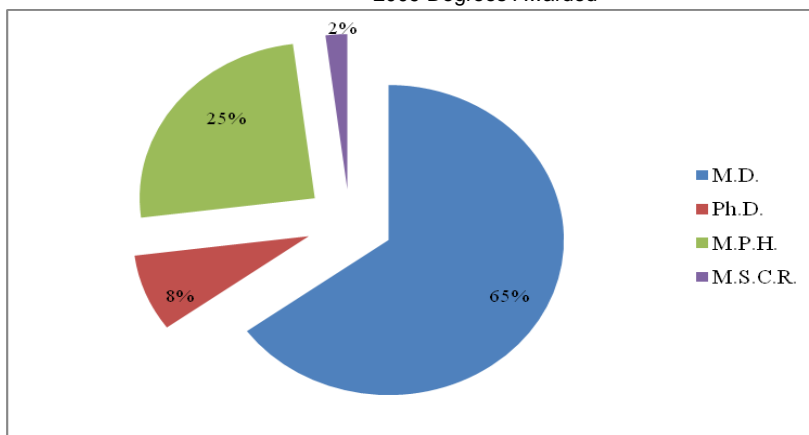
STUDENTS BY PROGRAM AND YEAR						
Program	First	Second	Third	Fourth	Fifth+	Totals
C.P.H.	3	-	-	-	-	<b>3</b>
M.D.	59	59	51	44	-	<b>213</b>
M.P.H.	28	27	4	-	2	<b>61</b>
M.S.B.S.	8	3	-	-	-	<b>11</b>
M.S.C.R.	8	1	-	-	-	<b>9</b>
Ph.D.	6	3	-	4	12	<b>25</b>
Ph.D./M.P.H.	-	1	-	-	-	<b>1</b>
Ph.D./M.S.C.R.	-	1	-	1	-	<b>2</b>
Non. M.P.H.	4	-	-	-	-	<b>4</b>
<b>Total</b>	<b>116</b>	<b>100</b>	<b>50</b>	<b>49</b>	<b>14</b>	<b>329</b>

RESIDENCY POSITIONS BY SPECIALTY AND YEAR						
Specialty	First Year	Second Year	Third Year	Fourth Year	Fifth+ Years	Totals
Family Practice	5	5	5	-	-	<b>15</b>
Internal Medicine (C)*	15	15	15	-	-	<b>45</b>
Internal Medicine (P)*	4	-	-	-	-	<b>4</b>
OB/GYN	3	3	3	3	-	<b>12</b>
Pediatrics	6	6	6	-	-	<b>18</b>
Psychiatry	4	4	4	4	-	<b>16</b>
Public Health	-	4	4	-	-	<b>8</b>
Surgery (C)*	2	2	2	2	2	<b>10</b>
Surgery (P)*	6	6	-	-	-	<b>12</b>
<b>Total</b>	<b>45</b>	<b>45</b>	<b>39</b>	<b>9</b>	<b>2</b>	<b>140</b>

Match Day 2009	
Anesthesiology	2
Emergency Medicine	1
Family Medicine	3
General Surgery	3
Internal Medicine	5
Medicine/Pediatrics	1
Neurology	2
Obstetrics/Gynecology	4
Ophthalmology	1
Orthopaedic Surgery	1
Otolaryngology	1
Pediatrics	11
Psychiatry	2
Radiology Diagnostic	3
Surgery Preliminary	1
<b>Total</b>	<b>55</b>

\*(C)Categorical and (P) Preliminary

2009 Degrees Awarded



Degrees Awarded by Program	
M.D.	782
M.P.H.	154
M.S.C.R.	17
Ph.D.	25
2-Year Program	78
<b>Total</b>	<b>1056</b>

In 2009, 64% of our M.D. graduates matched in primary care specialties (i.e., Family Medicine, Internal Medicine, Obstetrics & Gynecology, and Pediatrics.). The national average was 39%.

## APPENDIX C

# EXTRAORDINARY PHILANTHROPY

As a private, historically black, relatively young institution with a distinctive and largely public mission, Morehouse School of Medicine is highly dependent upon extraordinary philanthropy. Given today's complex and changing health professions' educational environment, it is vitally important that we continue to expand the number of donors and increase the level of contributions in support of our unique purpose.

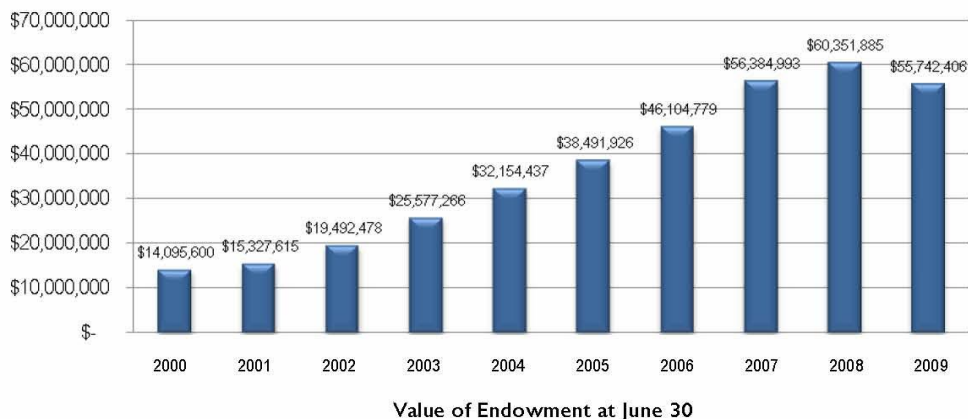
### Founder's Fund

The Founder's Fund provides critical support for the fundamental academic and administrative operations of the school and helps to bridge the gap between tuition and the true costs of health professions education. Annual donations to the Founder's Fund support need-based scholarships, the library, and classroom and technology enhancements.

### Hugh M. Gloster Society

The Hugh M. Gloster Society, named in honor of one of MSMs esteemed founder and the late president emeritus of Morehouse College, was established in 2007 to help grow philanthropy and to enhance our acknowledgment of exceptional generosity to the fund. As a special giving society of the school's *Founder's Fund*, benefits of membership in the Gloster Society include: attendance at an annual donor appreciation dinner hosted by the MSM president; listing in the membership book; preferred seating and parking at all events held at the Louis W. Sullivan National Center for Primary Care; participation in the MSM Health and Wellness program; and access to services of the MSM Library.

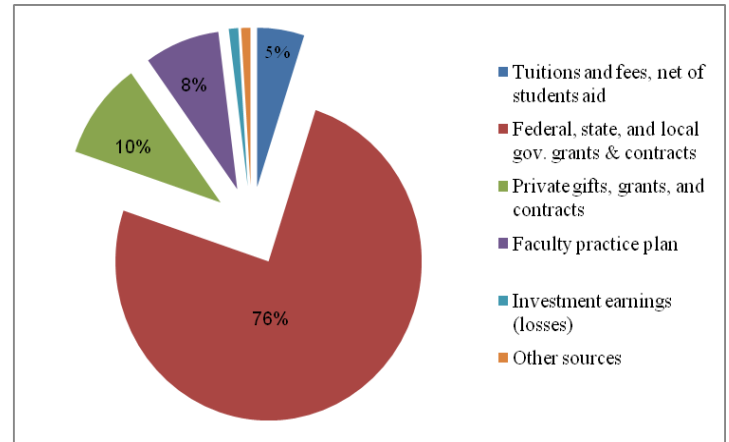
**10-Year History of Endowment  
Market Values**



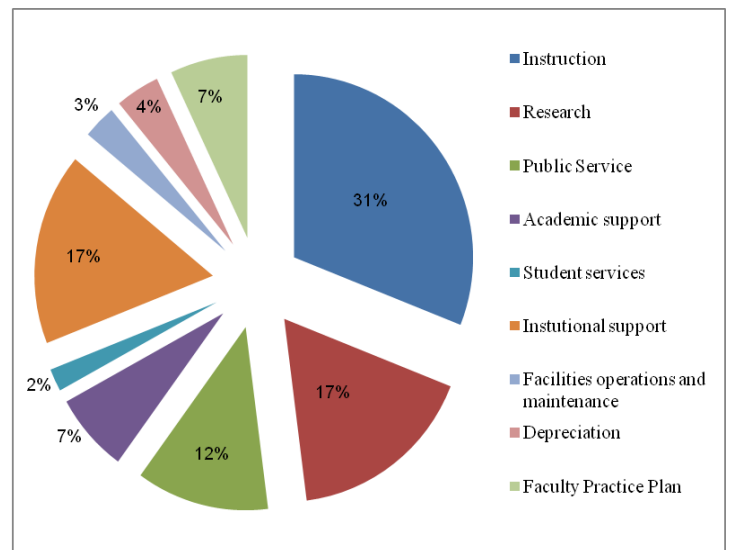
## APPENDIX D

### Finance

Revenues	June 30, 2008
Tuition and fees, net of student aid	\$5,628,415.00
Federal, State, and local government grants & contracts	\$91,132,501.00
Private gifts, grants and contracts	\$11,820,155.00
Faculty practice plan	\$9,801,193.00
Investment earnings (losses)	(\$1,760,446.00)
Other Sources	\$441,577.00
<b>Total revenues and other additions</b>	<b>\$117,063,395.00</b>



Expenditures	June 30, 2008
Instruction	\$36,325,594.00
Research	\$20,160,808.00
Public Service	\$13,519,396.00
Academic Support	\$7,941,670.00
Student Services	\$1,966,284.00
Institutional support	\$19,610,483.00
Facilities operations and maintenance	\$3,533,692.00
Depreciation	\$4,128,088.00
Faculty practice plan	\$8,727,659.00
<b>Total Expenditures</b>	<b>\$115,913,674.00</b>



## **APPENDIX E**

### **Community Profile**

Atlanta is truly a world-class city. Over four million people work, live, and play in the greater Atlanta metropolis. There is something for everyone: dining, culture, the arts, and professional, collegiate and amateur sports. With its delightfully mild, four-season climate and forested topography it is no wonder that people continue to move here. Atlanta is the gateway of the New South offering a unique blend of big city entertainment and southern hospitality. A few of the popular cultural, recreational, dining and entertainment options are listed below:

- Atlanta History Center- [www.atlantahist.org](http://www.atlantahist.org)
- Center for Puppetry Arts- [www.puppet.org](http://www.puppet.org)
- Fernbank Science Center- [www.fsc.fernbank.edu](http://www.fsc.fernbank.edu)
- SciTrek- [www.scitrek.org](http://www.scitrek.org)
- Zoo Atlanta- [www.zooatlanta.org](http://www.zooatlanta.org)
- Alliance Theatre- [www.alliancetheatre.org](http://www.alliancetheatre.org)
- Martin Luther King, Jr. National Historic Site- [www.nps.gov/malu](http://www.nps.gov/malu)
- High Museum of Art- [www.high.org](http://www.high.org)
- Atlanta Symphony Orchestra- [www.atlantasymphony.org](http://www.atlantasymphony.org)
- Atlanta Opera- [www.atlantaopera.org](http://www.atlantaopera.org)
- Atlanta Ballet- [www.atlantaballet.com](http://www.atlantaballet.com)
- Atlanta Track Club- [www.atlantatrackclub.org](http://www.atlantatrackclub.org)
- Atlanta Lawn Tennis Association (ALTA)- [www.altatennis.org](http://www.altatennis.org)
- Buckhead Life Restaurant Group- [www.buckheadrestaurants.com](http://www.buckheadrestaurants.com)
- Atlanta Falcons- [www.atlantafalcons.com](http://www.atlantafalcons.com)
- Atlanta Braves- [www.atlantabraves.com](http://www.atlantabraves.com)
- Atlanta Hawks- [www.nba.com/hawks](http://www.nba.com/hawks)
- Atlanta Thrashers- [www.atlantathrashers.com](http://www.atlantathrashers.com)
- Atlanta Botanical Gardens – [www.atlantabotanicalgarden.org](http://www.atlantabotanicalgarden.org)
- The Georgia Aquarium <http://www.georgiaaquarium.org/>
- The Fox Theater <http://www.foxtheatre.org/>

## **Education:**

There are many educational options for school-aged children in Atlanta depending upon one's personal preference and the individual needs of students. Links to the web sites of public and private options are listed below. This is by no means an exhaustive list. Additional information can be provided depending upon your specific needs.

- Atlanta Public Schools- [www.atlanta.k12.ga.us](http://www.atlanta.k12.ga.us)
- Fulton County Schools- [www.fulton.k12.ga.us](http://www.fulton.k12.ga.us)
- DeKalb County Schools- [www.dekalb.k12.ga.us](http://www.dekalb.k12.ga.us)
- Woodward Academy- [www.woodward.edu](http://www.woodward.edu)
- Davis Academy- [www.davisacademy.org](http://www.davisacademy.org)
- The Lovett School- [www.lovett.org](http://www.lovett.org)
- Westminster Schools- [www.westminster.net](http://www.westminster.net)
- Pace Academy- [www.pace.atl.ga.us](http://www.pace.atl.ga.us)
- Galloway School- [www.gallowayschool.com](http://www.gallowayschool.com)
- Atlanta International School- [www.aischool.org](http://www.aischool.org)
- The Paideia School- [www.paideiaschool.org](http://www.paideiaschool.org)
- Holy Innocents' Episcopal School- <http://www.hies.org/Default.asp?bhcp=1>
- Wesleyan School- [www.wesleyanschool.org](http://www.wesleyanschool.org)
- Marist School- [www.marist.com](http://www.marist.com)
- St. Pius X Catholic High School- [www.spx.org](http://www.spx.org)

Georgia's HOPE scholarship provides free tuition and books at State of Georgia colleges and universities. Visit: [www.gsfc.org/hope](http://www.gsfc.org/hope). There are more than 45 colleges and universities in the greater Atlanta area, including:

- Emory University- [www.emory.edu](http://www.emory.edu)
- Morehouse College- [www.morehouse.edu](http://www.morehouse.edu)
- Georgia Institute of Technology- [www.gatech.edu](http://www.gatech.edu)
- Georgia State University- [www.gsu.edu](http://www.gsu.edu)
- Spelman College- [www.spelman.edu](http://www.spelman.edu)
- Agnes Scott College- [www.agnesscott.edu](http://www.agnesscott.edu)
- Oglethorpe University- [www.oglethorpe.edu](http://www.oglethorpe.edu)
- Kennesaw State University- [www.kennesaw.edu](http://www.kennesaw.edu)

### Other Helpful Web Sites:

- Grady Health System – [www.gradyhealthsystem.org](http://www.gradyhealthsystem.org)
- Metro Atlanta Chamber of Commerce - [www.metroatlantachamber.com](http://www.metroatlantachamber.com)
- Atlanta Convention and Visitors Bureau – [www.atlanta.com](http://www.atlanta.com)
- City of Atlanta - [www.atlantaga.gov](http://www.atlantaga.gov)
- Buckhead Community- [www.buckhead.org](http://www.buckhead.org)
- Atlanta Travel video - [www.atlanta.net/visitors/videoShow\\_ver2.aspx](http://www.atlanta.net/visitors/videoShow_ver2.aspx)
- Atlanta Convention & Visitors Association – [www.atlanta.net](http://www.atlanta.net)
- The Hartsfield-Jackson Atlanta Airport - [www.atlanta-airport.com](http://www.atlanta-airport.com)
- Georgia World Conference Center - [www.gwcc.com](http://www.gwcc.com)
- Real Estate - [www.atlantabesthomes.com](http://www.atlantabesthomes.com); [www.atlantapros.com](http://www.atlantapros.com)  
[www.homeatlanta.com](http://www.homeatlanta.com); [www.prudentialgeorgia.com/](http://www.prudentialgeorgia.com/); [www.realtor.com](http://www.realtor.com)  
[www.accessatlanta.com/](http://www.accessatlanta.com/)