President & Chief Executive Officer

Report to Executive Committee

January 2006

This report has been prepared for the exclusive use of Morehouse School of Medicine, and, since it contains confidential information, it should be restricted to the Executive Committee’s use and review only.
Efforts to Date

Korn/Ferry International ("KFI") launched this assignment in June of 2005 with a team of consultants consisting of:

- Rafael A. Sierra, Senior Client Partner
- Warren Ross, MD, Senior Client Partner
- Michael Kennedy, Senior Client Partner

This team was assigned to this engagement and worked with the MSM Presidential Search Committee. The MSM Search Committee was composed of:

- Christopher Edwards, MD
- Michael J. Calhoun, JD
- W. Steen James, MD
- Thomas N. Malone, MD
- Donald B. Parks, MD
- Kimberly Sanford
- Philip G. Wiltz, Jr., MD
- Frank Jones, MD
- Joseph A. Whittaker, PhD

KFI received input and direction from the Committee which is chaired by Dr. Christopher Edwards.

Additionally, we sought additional input and insights regarding current and future leadership needs of MSM from the following members of the staff and faculty:

- Louis Sullivan, MD, “Emeritus”
- David Satcher, MD, PhD, Interim President
- Anthony Welters, JD, Board Chairman
- Angela L.W. Franklin, PhD, Vice Dean & Associate Vice President for Academic & Student Affairs
- Eli Phillips, Vice President for Finance
- Douglas F. Paulsen, PhD, Associate Professor
About the Process

Our core research and sourcing efforts focused on identification of broad-based leaders with substantial experience in academic medicine. This experience could be at either the undergraduate or graduate levels, or in related institutions. We also sought professionals who have a desire and the capacity to provide leadership to an institution that has a mission to help educate minority physicians. We specifically sought professionals who possess:

- Superior leadership skills and vision.
- Commitment to advancing the mission of MSM.
- Business acumen and administrative capabilities.
- Capacity and ability to partner and provide leadership to the Board.
- Understanding the contemporary challenges of leading a school of medicine.
- Commitment to excellence in medical education, clinical service and research.
- Understanding of the importance of philanthropy and commitment to developing nontraditional sources of revenue.
- Superior communications skills and the ability to be an effective institutional advocate.
- Desire to lead MSM because of its unique mission.
- Ability to build high-performing teams.

National nominations and sourcing of academic leaders resulted in the identification of 149 potential prospects.

After multiple conversations and interviews, a slate of nine candidates were presented and recommended for consideration by the Committee. The candidates included:

- Cynthia A. Ambres, MD
  President, Health Medical Group
  Lifetime Health Medical Group
  Rochester, New York
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- **L.D. Britt, MD**
  Program Director, General Surgery
  Eastern Virginia Medical School
  Norfolk, Virginia

- **John Maupin, Jr., DDS**
  President
  Meharry Medical College School of Medicine
  Nashville, Tennessee

- **Antonia Coello Novello, MD, PhD**
  Commissioner
  NYS Department of Health
  Albany, New York

- **Rubens J. Pamies, MD**
  Vice Chancellor for Academic Affairs
  University of Nebraska Medical Center
  Omaha, Nebraska

- **Wayne Joseph Riley, MD**
  Vice President and Vice Dean of Health Affairs and Governmental Relations
  Baylor College of Medicine
  Houston, Texas

- **David Satcher, MD, PhD**
  Interim President
  Morehouse School of Medicine
  Atlanta, Georgia

- **Rosalyn P. Scott, MD**
  Program Director, General Surgery
  Charles R. Drew University of Medicine and Science
  Los Angeles, California
After careful consideration and discussion, the Committee elected to pursue:

- **John Maupin, Jr., DDS**  
  President  
  Meharry Medical College School of Medicine  
  Nashville, Tennessee

- **Rubens J. Pamies, MD**  
  Vice Chancellor for Academic Affairs  
  University of Nebraska Medical Center  
  Omaha, Nebraska

- **Deborah Prothrow-Stith, MD**  
  Associate Dean for Faculty Development  
  Professor of Public Health Practice  
  Harvard School of Public Health  
  Roxbury, Massachusetts

- **Wayne Joseph Riley, MD**  
  Vice President and Vice Dean of Health Affairs and Governmental Relations  
  Baylor College of Medicine  
  Houston, Texas

The Committee agreed that its process would include:

- First-round interviews and evaluations.  
  - Personal interviews to be conducted by the members of the Search Committee only.
After completing their first-round of interviews, the Committee elected to further pursue the candidacy of only:

- **John Maupin, Jr., DDS**  
  President  
  Meharry Medical College School of Medicine  
  Nashville, Tennessee

- **Rubens J. Pamies, MD**  
  Vice Chancellor for Academic Affairs  
  University of Nebraska Medical Center  
  Omaha, Nebraska

- **Wayne Joseph Riley, MD**  
  Vice President and Vice Dean of Health Affairs and Governmental Relations  
  Baylor College of Medicine  
  Houston, Texas

- Second-round interviews.
  - Follow-up interviews by the Committee members.
  - Campus interviews, which have included “clusters” of:
    - Alumni
    - Administrative
    - Students
    - Faculty:
      - Research
      - Clinical
  - Other individual meetings were arranged with:
    - CFO Eli Phillips
    - CEO, Grady
  - Additionally, invitations were extended to Board members to join the candidates for dinner in Atlanta.
  - Excluding dinner guests, candidates met 30 to 35 members of the MSM family during their campus visits.
After completion of this process, each member of the Committee was asked to vote on:

- Their number one candidate.
- Their second choice.

The Committee’s number one choice is:

- **John Maupin, Jr., DDS**  
  President  
  Meharry Medical College School of Medicine  
  Nashville, Tennessee

The second choice of the Committee is:

- **Wayne Joseph Riley, MD**  
  Vice President and Vice Dean of Health Affairs and Governmental Relations  
  Baylor College of Medicine  
  Houston, Texas

An Executive Committee Meetings has been scheduled for Tuesday, January 24 at 4:00p EST.