

## Position and Candidate Specification



# Dean, School of Medicine and Senior Vice President for Medical Affairs

**PREPARED BY:**

Mark I. Furman, M.D.

Kathryn S. Sugerman

Shannon L. Yeatman

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## Case Western Reserve University

Case Western Reserve University (CWRU) is an independent research university located in Cleveland's University Circle, a square-mile urban district full of cultural, medical and educational institutions, as well as thriving dining, retail and residential options. CWRU holds membership in the Association of American Universities (AAU), is fully accredited by the Higher Learning Commission and by several nationally recognized professional accrediting associations and is ranked 42nd among national research universities by *US News and World Report* and 39<sup>th</sup> in the Wall Street Journal/Times Higher Education College Rankings. Nationally, CWRU is ranked 17<sup>th</sup> among private institutions of higher education in federal research expenditures, and 39<sup>th</sup> overall. Additionally, a recent Brookings Institution report ranked CWRU 13<sup>th</sup> in the country for effectiveness in translating research breakthroughs into commercial success.

The University's student body includes 5,150 undergraduate and 6,674 graduate and professional students, representing all 50 states and 81 countries. CWRU undergraduate students are known for embracing double and triple majors, often with STEM and arts combinations, and a strong commitment to public service. The University has 3,501 full-time faculty and employs 3,098 full- and part-time staff. CWRU has a \$1.1 billion operating budget and a nearly \$1.8 billion endowment.

Since President Barbara R. Snyder's arrival in 2007, the University has encouraged interdisciplinary excellence, catalyzed institutional collaboration across the region, and reinvigorated alumni engagement and fundraising. The university's *Forward Thinking* campaign, initiated in 2008, surpassed its \$1.5 billion expanded goal and raised \$1.82 billion at its conclusion on December 31, 2018. Ninety-nine percent of this total is cash gifts. Under President Snyder's leadership, the University has more than tripled undergraduate applications, become more than twice as selective, and dramatically improved the academic credentials of the entering class. Additionally, the university has launched major initiatives in internationalization, diversity, and interdisciplinary academic alliances. For these efforts and many more and for her vision and commitment to excellence, President Snyder received a 2017 Academic Leadership Award from the Carnegie Corporation of America.

Since July 2018, Ben Vinson III has served as Provost and Executive Vice President. An acclaimed historian of Latin America, he joined CWRU from George Washington University where he was Dean of the Columbian College of Arts and Sciences. Provost Vinson is leading the development of CWRU's next strategic plan, which will guide the university's research and investment priorities and inform the strategic plans of the College of Arts and Sciences and schools.

Among the nation's most successful interdisciplinary programs is the Case Comprehensive Cancer Center, one of only 49 National Cancer Institute-designated comprehensive cancer centers in the country. It integrates the cancer research activities of the largest biomedical research and health care institutions in Ohio—Case Western Reserve University, Cleveland Clinic, and University Hospitals Cleveland Medical Center. Since 2012, the Center for Computational Imaging and Personalized Diagnostics has brought together faculty, researchers and students who work to uncover data that is invisible to the human eye to help doctors and scientists differentiate a

healthy tissue from a cancerous one with the goal of improving disease diagnosis, treatment and prognosis for many cancers. The Cleveland Institute of Computational Biology brings together Case Western Reserve, Cleveland Clinic and University Hospitals to address the remarkable increase in digitized biomedical data, which is changing how we conduct research. This institute advances our fundamental knowledge of human biology through the application of computational methods to large and diverse datasets. Its goal is to promote the translation of this knowledge into better diagnosis, prognosis, treatment, prevention and delivery of health care.

In 2015, CWRU opened the Larry Sears and Sally Zlotnick Sears think[box] in the Richey Mixon Building, the country's largest university-based innovation center open to the public as well as the campus community. Since its initial phase that began in 2012, the Sears think[box] has had more than 350,000 visitors and launched over 100 student and alumni start-ups. Using the resources of the Sears think[box] and CWRU LaunchNet, which is funded by the Burton D. Morgan Foundation, these start-ups, have attracted \$14 million in external funding.

In spring 2019, CWRU and Cleveland Clinic launched a new era of health education through the opening of their 477,000 -square-foot Shelia and Eric Samson Pavilion, the main building of the Health Education Campus where 2,200 students from Case Western Reserve's dental, nursing and medical schools, including the Cleveland Clinic Lerner College of Medicine, will learn through the model of interprofessional education. Designed by the renowned architecture firm Foster + Partners, the building intentionally encourages interaction as part of a commitment to innovation in interprofessional education. In addition, the building will feature cutting-edge technology, including Microsoft HoloLens, the world's first untethered holographic computer. Students will learn anatomy with the HoloLens device, allowing them not only to see organs in three dimensions, but also to see inside the structures from every angle. The HEC also includes a new Dental Clinic where there is more exceptional space for instruction and allows the dental school to expand services faculty, staff and student provide to the local community, including serving nearly 19,000 thousand patients a year at below private practice rates.

For more information on Case Western Reserve University, please visit: <https://case.edu/>.

## **CWRU School of Medicine**

2018 marked the 175th anniversary of the Case Western Reserve University School of Medicine. Since 1843, the school has been at the forefront of medical education and dedicated to enhancing human health, and it has been a leader and innovator in healthcare education and biomedical research. The School's mission is three-fold: providing excellence in medical education through its unique curriculum, advancing discoveries from its laboratories to patients, and improving the health of its community.

The School of Medicine is one of the top-25 medical schools in the country and both the #1 medical school and largest biomedical research institution in Ohio. It consistently ranks in the top tier of medical schools for NIH research funding, with a very strong record of successful funding from the NIH, as well as from foundations, industry, the state of Ohio, the Centers for Disease Control, and the Department of Defense. Federal and nonfederal research support totaled \$324 million in FY2018, with more than \$276 million in NIH funding. The School of Medicine has nearly two dozen program and degree options for prospective students. This includes three programs leading to the MD degree: the School of Medicine program, known as the University

program; the Cleveland Clinic Lerner College of Medicine at Case Western Reserve University, known as the College program, which first admitted students in 2004; and the Medical Scientist Training Program, or MSTP, the oldest existing MD-PhD program (since 1956) with NIH MSTP support since 1975. The School of Medicine also partners with the School of Graduate Studies to offer programs leading to PhD and MS degrees, as well as certificates in disciplines in the School of Medicine. As mentioned above, it has just opened a new 477,000 square foot Health Education Campus, bringing together multiple health sciences students from across the university under one roof to promote interprofessional education and collaborative practice.

The school is affiliated with four top-ranked hospital systems--Cleveland Clinic, Louis Stokes Veterans Affairs Medical Center, the MetroHealth System, and University Hospitals--and its combined research prowess has supported scientific achievements across a wide range of fields and disciplines. The faculty of these affiliated hospitals are also clinical faculty of the School of Medicine.

#### *Mission Statement*

The School of Medicine is dedicated to enhancing human health. This mission will be accomplished through excellence in medical education, biomedical research and clinical care. Above all we are committed to state of the art educational pedagogy utilizing integrative approaches. Our educational experience engages unique emerging technologies. The fundamental underpinning of our work is the creation of new knowledge. Our unique history has and will foster the training of unique individuals as humanistic physicians. These activities occur within the regional environment and incorporate a global influence.

#### *Vision Statement*

The vision for Case Western Reserve University's School of Medicine is to develop nationally recognized research, education, and community programs that improve human health while developing national leaders from our students, faculty, and staff ranks.

### **KEY SCHOOL OF MEDICINE FACTS**

- Top 25 medical school by *U.S. News and World Report*
- #1 medical school in Ohio
- Largest biomedical research institution in Ohio
- \$324 million in research funding in FY2018
- 14th in U.S. for graduating successful faculty
- 14th in U.S. for graduating African American physicians
- 800+ medical students
- 800+ master's students
- 380+ doctoral students
- 190+ postdoctoral students
- 420+ full-time basic science faculty
- 420+ part-time basic science faculty
- 2300+ full-time clinical faculty
- 3950+ part-time clinical faculty

For more information on the CWRU School of Medicine, please visit <https://case.edu/medicine/>

**The City of Cleveland**

Ranked as one of the country's most livable cities and home to more than 2 million people, Cleveland and the surrounding metropolitan area are nestled on the lovely shores of Lake Erie. A mid-sized city, Cleveland is in the midst of a nationally recognized revival in all of its major industries: manufacturing, finance, healthcare, and biomedicine. The city has four distinct seasons, year-round outdoor activities, and summers full of fairs, markets, and festivals. And outside of Cleveland, the story is spreading that its prime waterfront location, innovative and hot new food scene, active green spaces, and diverse cultural and arts centers are worth one's attention.

CWRU is located on 550 park-like acres in one of Cleveland's most vibrant urban areas, University Circle, just five miles east of Downtown. The CWRU campus is a short walk to some of the city's most outstanding destinations, including the world-renowned Cleveland Orchestra and Cleveland Museum of Art, among many others.

The Dean of the School of Medicine and the Senior Vice President for Medical Affairs provides leadership and vision to the school's administration, academic programs, curriculum development, research enterprise and faculty, staff and student development. By so doing, the dean contributes to the university's overall planning and development. The dean will provide leadership and advocacy for strategic and budgetary planning; faculty and staff recruitment, development and evaluation; excellence in teaching, creative activity, research and scholarship; university and community relations; curricular and fiscal management; enrollment and marketing planning; student recruitment and retention; program review and accreditation. The standard term of a decanal appointment is five years, although service is at the pleasure of the President.

## KEY RELATIONSHIPS

**Reports to** Barbara R, Snyder, President  
Ben Vinson III, Provost and Executive Vice President

**Direct reports** Basic Science Department Chairs  
General Medical Science Center Directors  
Vice Dean for Research  
Vice Dean for Translational Research  
Vice Dean for Education  
Vice Dean for Oncology  
Vice Dean for Faculty Development and Diversity  
Vice Dean for Finance and Administration  
Vice President for Medical Development and Vice Dean  
for External Affairs  
Vice Dean for University Hospitals  
Senior Associate Dean and Chief of Staff  
Senior Associate Dean for Louis Stokes Veterans Affairs  
Medical Center  
Senior Associate Dean for the MetroHealth System  
Associate Dean for Program Development  
Executive Dean, Lerner College of Medicine

**Other key relationships** Board of Trustees  
University Senior Leadership Team  
Faculty, students, staff and alumni  
Affiliated hospital/programs leaders  
Deans of other CWRU schools  
Community Leaders

## KEY RESPONSIBILITIES

### Essential Functions as Dean, School of Medicine

- Work closely with the Provost, the School's leadership team, faculty and staff to define and communicate a contemporary vision for the School. In so doing, the Dean will advance the University's broader academic and biomedical research goals, as well as the larger agenda for the profession of medicine and graduate school educational (PhD) programs.
- Serve as Chair of the Division of General Medical Sciences.
- Lead the development, execution and evaluation of an innovative strategic plan that reflects the School's vision for local, national, and global impact. Work with faculty and staff to identify and implement specific steps to realize the school's aspirations for research, education, and clinical activities.
- Establish and oversee the infrastructure necessary to achieve this vision and support the School's success in medical education, biomedical research, and clinical care. In spring 2019, Case Western Reserve and Cleveland Clinic opened the Health Education Campus, bringing together CWRU's medical, dental, physician assistant, and nursing students together in one location to learn through the model of interprofessional education. This provides an exciting opportunity to engage the teaching faculty across sites to meet the School's educational goals.
- Form strong and productive working relationships with members of the University leadership team; the School's faculty, student body, staff, and alumni. Communicate regularly with constituent groups, reach out to colleagues in the university community, and seek increased opportunities to capitalize on the University's immense strengths in the health sciences and close proximity of all of its schools.
- Leverage and enhance existing relationships with Cleveland-area health care partners and health care-based faculty and leadership and develop new ones with institutions outside the immediate community.
- Recruit, hire and retain a diverse and outstanding faculty. Ensure an atmosphere of inclusiveness and support professional development to promote career success.
- Play a significant and constructive role in promoting educational, research, and service collaborations among other schools at CWRU, and continue to develop academic partnerships with other universities within the United States and abroad. Facilitate faculty-to-faculty collaboration within the School and University, as well as with institutions across the globe. Foster a culture of innovation in research, education and health care.
- Represent medicine globally as a thought leader in the field and serve as a spokesperson for the discipline.
- Effectively communicate the School's strategies and progress to create momentum and encourage additional efforts by key constituencies.
- Deepen existing relationships and expand the School's network with individuals, corporations, and foundations to increase the amount of philanthropic funding in the areas of education, research, and clinical excellence.

### **Essential Functions as Senior Vice President, Medical Affairs**

- Serve as principal advisor to the President and the Board of Trustees on matters related to medical education and research and clinical activities of members of the Faculty of Medicine, including program development, long-term and strategic planning, and planning for capital needs.
- Represent the President in negotiating, implementing, and monitoring affiliation agreements concerning medical affairs with hospitals, other health care providers, and related organizations to build one of the nation's leading academic health care centers in Cleveland.
- Serve as a member of the University's senior administrative group, responsible for contributing to the development of plans and policies affecting the University, for evaluating their effect on the School of Medicine and its relationships with other organizations, and for coordinating the School of Medicine's plans with those of other units of the University.
- Convene discussions of the Deans of CWRU's Schools of Dental Medicine and Nursing, as well as the deans of other academic units to promote joint planning and collaboration in teaching, research and health care delivery.



## IDEAL EXPERIENCE

### Administrative Leadership Experience

Experience in an administrative leadership role in a top-ranked school of medicine that has a full range of academic programs and a strong research base. The individual should possess a distinguished record of contributions to the institution(s) and the larger field, as well as a demonstrated understanding of the elements of a robust research portfolio.

### Track record of Academic Productivity

Significant teaching, research and clinical experience. The Dean must have personal experience in competing for funding, conducting research and publishing in peer-reviewed scientific journals.

### Fundraising

Experience with fundraising and/or passion for it.

### Academic health system experience

A powerful grasp of the challenging issues facing medical science and education today, including inter-professional education. Understanding of the complex financial pressures facing medical schools and academic health care delivery organizations.

### M.D. degree or equivalent

A sustained record of academic accomplishment is required, in addition to meeting the credentials for rank of full professor with tenure at Case Western Reserve University.

## CRITICAL LEADERSHIP CAPABILITIES

### Collaborative Leadership

Successful candidates will possess the ability to understand and thrive in a highly relationship- and consensus-driven organization. Quickly comprehending the multiple second- and third-order consequences of decisions, the Dean will effectively balance numerous competing needs to make the best strategic and tactical decisions for the School and the University. The Dean will work successfully with all stakeholders in a diplomatic fashion and be able to articulate instances where compromise solutions are reached with limited negative repercussions. S/he will do this by:

- Partnering effectively with senior leaders at CWRU, other deans, vice/senior associate/associate deans, department chairs, center directors, faculty, staff and students to ensure the continued advancement of all components of the academic mission equally.
- Building trust and respect at all levels of the institution and the broader community by being seen as a “balanced and fair” executive who can both communicate and implement a broad, aspirational vision.

## Demonstrated Vision

In a dynamic and evolving environment that is committed to a transformational approach to advancing the mission of CWRU School of Medicine, the Dean must develop cooperative strategies, engage in mutual problem solving, and lead the implementation of vital change initiatives. S/he will do this by:

- Accelerating the transfer of knowledge and intellectual property from the bench to the bedside to the marketplace through creative and innovative partnerships.
- Encouraging the further development of research that supports the innovative, multi-disciplinary culture of CWRU and further integrates the clinical and basic science enterprises.
- Assessing opportunities strategically to make the best long-term decisions to achieve the educational and research missions of the School of Medicine.
- Leveraging the unique assets of the CWRU and its affiliates to advance all elements of the academic mission.

## Leading People

Within an internationally distinguished research university and in a large, complex and academic health ecosystem, ideal candidates will inspire, motivate and hold accountable the Dean's individual team, as well as colleagues, stakeholders and influencers throughout the university and region. S/he will do this by:

- Demonstrating strong mentoring and advancing cohesive teams that leverage individual skills for a better collective outcome.
- Setting a culture of the highest integrity and ethics and serving as the chief reputational officer for the institution.
- Developing a culture that respects, values and promotes diversity and inclusion with the highest ethical standards within the student body, faculty and staff.
- Attracting, retaining and developing faculty; and setting clear expectations and targets for faculty contributions in collaboration with department chairs and individual faculty members.

## OTHER PERSONAL CHARACTERISTICS

- A proactive relationship builder with strong diplomatic skills
- Relationship driven, collaborative and a unifier
- Strong emotional intelligence, empathy and equanimity
- Entrepreneurial and creative spirit; can make tough decisions that advance the School of Medicine
- Clear and concise communicator
- Patient, flexible and resilient
- Lead by example (integrity, fairness, kindness)
- Puts the needs of the School and University above all else

Case Western Reserve University is an equal-opportunity employer and strongly encourages individuals of all backgrounds and cultures to consider this important leadership position. The University’s commitment to inclusiveness encompasses, but is not limited to, diversity in nationality, ethnicity, race, religion, gender, sexual orientation, age, and ability.

If you wish to submit your own application materials or nominate someone to serve as the next Dean of the Medical School and Senior Vice President for Medical Affairs at Case Western Reserve University, please send an email message with supporting materials to Shannon Yeatman at Spencer Stuart via email: [syeatman@spencerstuart.com](mailto:syeatman@spencerstuart.com).

In employment, as in education, Case Western Reserve University is committed to Equal Opportunity and Diversity. Women, veterans, members of underrepresented minority groups, and individuals with disabilities are encouraged to apply.

Case Western Reserve University provides reasonable accommodations to applicants with disabilities. Applicants requiring a reasonable accommodation for any part of the application and hiring process should contact the Office for Inclusion, Diversity and Equal Opportunity at 216.368.8877 to request a reasonable accommodation. Determinations as to granting reasonable accommodations for any applicant will be made on a case-by-case basis.

**FOR ADDITIONAL INFORMATION, PLEASE CONTACT:**

Mark I. Furman, M.D.	Office telephone:	617.531.5701
	Cellular phone:	508.361.3629
	E-mail address:	<a href="mailto:mfurman@spencerstuart.com">mfurman@spencerstuart.com</a>

<i>Assisted by:</i>	Nakeisha (Nik) Johnson 617.531.5707 <a href="mailto:njohnson@spencerstuart.com">njohnson@spencerstuart.com</a>
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Kathryn S. Sugerman, R.N.	Office telephone:	212.336.0319
	Cellular phone:	202.258.2822
	E-mail address:	<a href="mailto:ksugerman@spencerstuart.com">ksugerman@spencerstuart.com</a>

<i>Assisted by:</i>	Jeff Richards 212.336.0245 <a href="mailto:jrichards@spencerstuart.com">jrichards@spencerstuart.com</a>
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Shannon Yeatman	Office telephone:	215.814.1634
	E-mail address:	<a href="mailto:syeatman@spencerstuart.com">syeatman@spencerstuart.com</a>