



***Search for the
Dean of the Medical School & Vice President for Health Sciences
University of Minnesota
Minneapolis, MN***

The Search

The University of Minnesota (UMN), the public land-grant research university of the State of Minnesota, seeks a strategic and collaborative academic physician-scholar executive to serve as Dean of the Medical School and Vice President for Health Sciences (Dean/VP). The new Dean will implement a plan that assures national prominence for the Medical School, promote excellence in the Medical School's education, research, outreach, and clinical services, and oversee its academic programs, faculty, staff, and students, facilities, resources, budgets, and fundraising. As vice president, s/he will lead the six health sciences schools within the Academic Health Center (AHC) to enhance interdisciplinary research, education, and clinical care. Nearly three out of four health care professionals in Minnesota are educated at the University of Minnesota and are vital to fulfilling the land grant mission of the University and serving the future health care needs of the state of Minnesota. The VP will cultivate strong relations with the broader University community and key external stakeholders including policymakers and leaders of the state's health care systems, including the University's principal clinical partner, Fairview Health Services.

As a member of the University's senior leadership team, the VP will report directly to the President of the University of Minnesota, Dr. Eric Kaler. As the Dean, s/he will report to the Senior Vice President for Academic Affairs and Provost, Dr. Karen Hanson, for academic responsibilities including promotion and tenure, curricular review, accreditation, and academic policy and planning.

UMN has retained Isaacson, Miller, a national executive search firm, to assist in the recruiting of the new Dean/VP. All confidential inquiries, applications, and nominations should be directed in confidence as noted at the end of this document.

The University of Minnesota Medical School

For 125 years, the University of Minnesota has served as the leading educator of the state's doctors and made discoveries of tremendous significance in areas including cancer, diabetes, and heart and brain diseases. The University of Minnesota Medical School held its first classes in 1888, and opened its first hospital in 1905. This hospital was the beginning of the Medical School's long tradition of clinical expertise and partnership, and the start of a system that today includes clinics, and hospitals on campus and off, as well as a powerful partnership with Fairview Health Services, which merged with the main University Hospital in 1997. Today the Medical School has 2,200 students, fellows, and post docs, and over 1,000 full-time and 2,800 adjunct or affiliate faculty.

The Medical School has a distinguished heritage in both break-through research and clinical treatments and the development of innovative educational programs to meet the needs of the state. Students and trainees

learn from distinguished faculty whose work has led to groundbreaking innovations including: the world's first bone-marrow, pancreas, and kidney-bowel transplants, implantation of the first external pacemaker, first open heart surgery, simulation technologies that advance battlefield care of soldiers, physician training, and patient education, and innovative programs in regenerative medicine such as a stem cell treatment to cure epidermolysis bullosa, the world's first experimental organ re-cellularization. This 125-year heritage of innovation leading to advancements in clinical care is an important foundation on which future advancements can occur. The Medical School receives more than \$250M dollars in sponsored research funding that spans basic, translational, and outcomes research. The Dean will enhance research success in the Medical School through leadership, recruitment, investment, and dedicated philanthropy, and will work in close collaboration with the University's Vice President for Research and deans across the University to align health sciences research programs with the broader institutional research agenda and further enhance the University's research reputation and impact.

Each year the Medical School graduates approximately 230 M.D.'s, has a graduate student population of 350, and trains approximately 1,000 residents and fellows in nearly every specialty and subspecialty. The Medical School consistently ranks among the top-tier national schools in many areas including new models of education, primary care programs, and one of the largest family medicine residency in the United States. Through its Duluth coordinate campus program, the Medical School has become a critical pipeline for the development of primary care physicians trained in administering to the needs of Minnesota's large rural and Native American populations.

The University of Minnesota Academic Health Center

Founded in 1970, the AHC brought together the six health professional colleges and schools, which include: the School of Dentistry, Medical School, School of Nursing, College of Pharmacy, School of Public Health, and College of Veterinary Medicine. The AHC also houses 18 interdisciplinary centers, such as the Cancer Center, the Center for Bioethics, and Center for Spirituality and Healing. The colleges, schools, and centers of the AHC have produced many educational and research innovations and their co-localization in a single center is designed to enhance interdisciplinary research, education, and clinical care models. The heritage of the AHC extends prior to 1970, and reflects a long history of innovations. It houses the oldest university-based School of Nursing in the United States, as well as a School of Public Health that was the first institution of its kind to grant a master's degree in hospital administration and to offer a Ph.D. program in epidemiology.

Today, the University of Minnesota's Academic Health Center is one of the most comprehensive health education and research centers in the United States, and benefits greatly from its place in one of the nation's top 10 public research universities. More than 6,000 students and 4,300 full and part-time faculty members learn and work in AHC schools and colleges, and produce upwards of 70 percent of Minnesota's practicing health professionals. Its faculty received more than \$400M in FY12 in sponsored research funding including a Clinical & Translational Science Award (CTSA), while patients receive leading edge medical, dental, and veterinary care in its clinics and hospitals. Overall, the AHC, including the University of Minnesota Physicians (UMP) faculty practice plan, represents a greater than \$1.6B enterprise that encompasses 2.4M square feet and 59 buildings on three University campuses: Twin Cities, Duluth, and Rochester.

As a whole, the AHC concentrates much of its research strength on five areas including: cancer, infectious diseases and immunology, neurosciences, diabetes, and cardiovascular disease. At the University of Minnesota, efforts in these areas of strength move research from concept to prevention, health promotion, cures, and treatments along "Corridors of Discovery," virtual pathways that lead from imagination and new ideas to practical application within a collaborative, innovative atmosphere.

Cutting Edge Facilities

The University of Minnesota is recognized as a leader in interprofessional education, interdisciplinary research, and innovative practices, and with the creation of the Biomedical Discovery District, it will become more closely aligned to the research needs of the state and the bioscience industry. The Biomedical Discovery District is a complex of research buildings on the Twin Cities campus designed to facilitate interdisciplinary research. The District serves as an incubator for new ideas and products, bolstering the Minnesota economy, and firmly positioning the state as a leader in the bioscience industry.

The District is an ongoing project, which, when completed, will provide approximately 700,000 square feet of flexible research space in four new buildings (3 of 4 are completed). It will allow nearly 1,000 people, including over 150 faculty research leaders, to work together on promoting health, finding cures, establishing treatments, and working on the prevention of some of the most challenging diseases of our time. Supported by \$292M dollars in state (75% of total) and University (25% of total) capital funding and continuing private investments, the District will help Minnesota strengthen its leadership in biomedical discovery, drive job creation, and improve overall health for people in Minnesota and beyond.

Clinical Programs

In the 1990s, the University of Minnesota Hospital and Clinics and the faculty of the Medical School, like many of its peers, foresaw future economic challenges in an increasingly competitive managed-care environment. Its faculty physicians merged 18 separate faculty practices to create UMPHysicians to better assure alignment of resources and multispecialty collaboration across specialties. Today, UMPHysicians employs approximately 900 physicians, 130 advanced practice providers, and 1,600 staff. UMPHysicians is a diverse, multi-specialty group practicing in primary care clinics, specialty clinics, the University of Minnesota Medical Center, the University of Minnesota Amplatz Children's Hospital (UMACH), Fairview Health Services community hospitals, and in many other hospitals and clinics in the Twin Cities and across the state. UMPHysicians is a separately incorporated non-profit organization, created under University of Minnesota Board of Regents policy. The Dean/VP is a member of the governing board of UMPHysicians, has oversight over the practice plan, and works in close collaboration with the CEO of UMPHysicians, who also serves as Vice Dean for Clinical Affairs of the Medical School. A significant portion of UMPHysicians' operating revenue is contributed to the Medical School to support its research and education priorities.

Contemporaneously, in January 1997, the University of Minnesota Hospital and Clinics and the Medical School faculty practice organization (now UMP) affiliated with Fairview Health Services. This affiliation created the opportunity for a broad network of community hospitals and clinics to collaborate with an academic medical center to develop synergies in health care across a broad continuum. The Dean/VP is a member of the Fairview Health Services board.

University of Minnesota Medical Center, Fairview is located on two campuses—one on each bank (east and west) of the Mississippi River near downtown Minneapolis and comprises a children's hospital, a large psychiatric hospital, as well as adult care that spans all specialties. Today, UMMC is financially healthy, and growing by providing innovative care to patients from the Upper Midwest and developing innovative programs that extend throughout the Fairview Health system. Development of University-branded cardiovascular and oncology service lines has allowed a broad distribution of faculty programmatic leadership and clinical activity throughout Fairview clinics and hospitals, as has expansion of NICU, adult ICU, and e-ICU services. Fairview and UMPHysicians have also partnered in a multidisciplinary specialty clinic in Maple Grove, a rapidly growing area of the Twin Cities.

The University, UMPHysicians, and Fairview share a common vision to rank among the top 10% of academic medical centers in clinical outcomes, education and research, and to develop clinical, research, and education programs that leverage the combined strengths of the organizations and meet the future health care needs of Minnesota and beyond. In a significant step toward achieving this vision, the University's, Fairview's, and UMP's governing boards recently granted final approval for a new "integrated structure" agreement that will allow the organizations to better coordinate and align management, governance, and operation of services offered by UMPHysicians at Fairview-owned facilities including the University of Minnesota Medical Center, Fairview.

While the organizations remain independent with separate financial balance sheets, the integrated structure agreements further unify these entities around shared strategic, operational and financial goals. To support a more fully integrated clinical model, the boards of Fairview, UMPHysicians and the University of Minnesota approved:

- An integrated structure for co-management of UMMC/UMACH, associated University branded service lines and the Fairview associated parts of UMPHysicians under the co-management of the two co-presidents, the CEO of UMPHysicians and the President of the University of Minnesota Hospital, Fairview.
- Creating a new governing board for the integrated structure. The board will be competency based and will be comprised of individuals with critical areas of expertise, such as clinical quality, research, and education. The Fairview CEO and the Dean/VP will also be on the board and both hold significant reserved powers to ensure the interests of each "parent" organization are represented as decisions are made in the new integrated structure. The Dean will chair the new board.
- Financing the academic mission in a new way that more fully supports the clinical, academic and research activities of the organizations. The new financial model enhances the annual commitment for academic support to the Medical School and provides additional opportunities for the Dean/VP's investments in the academic enterprise when financial performance targets are exceeded by the clinical enterprise.
- The University, UMPHysicians and Fairview are currently completing legal agreements regarding the construction of a new Ambulatory Care Center (ACC) on the University campus. The ACC will be a joint venture between UMP and Fairview and managed as part of the integrated structure, and will include a state of the art care model coupled with the state of the art facility.

The School of Dentistry, School of Nursing, College of Pharmacy, and College of Veterinary Medicine also have extensive clinical operations. The School of Dentistry's pre-doctoral, post-doctoral, specialty, and faculty practice clinics see over 100,000 patients annually and serve as the principal training sites for over 500 dental, dental hygiene, and dental therapy students and 100 dental residents. In addition, the School of Dentistry has outreach partnerships with clinics in the Twin Cities and across the state for clinical training for its students and patient care. The College of Veterinary Medicine has one of the largest and most advanced veterinary hospitals in the world and sees over 35,000 patients annually. Its Veterinary Medical Center is a full-service referral center for both small and large animals and also has a specialized equine clinic. The center serves as the principal training site for veterinary students and residents. The School of Nursing's faculty practice plan has nine practice agreements with community partners to provide psych-mental health, primary care, women's health, integrative health and healing and pediatric services. The College of Pharmacy has developed a state of the art medication therapy management program, which it provides in partnership with six health care systems across the state and manages a medication therapy network serving 35,000 University of

Minnesota employees and their families. The University's health sciences schools are planning to grow their clinical practices and are examining opportunities to increase collaboration and potentially integrate the practices across the schools.

The University of Minnesota

Founded in 1851, the University of Minnesota, with its five campuses, is one of the most comprehensive universities in the country and holds a place among the most prestigious research universities. UMN is a major research institution, ranked in the 2012 Shanghai Ranking as 29th out of more than 1000 world-class universities and international research institutions surveyed, as well as a state land-grant university with strong and abiding ties to broader education and public engagement throughout Minnesota. According to the U.S. Government rankings, UMN ranks 8th among the nation's public research universities—and 13th among all universities—in research expenditures.

More than 65,000 students are divided between the five campuses, with the majority residing at the Twin Cities campus and studying at 18 colleges. The University's 159 undergraduate, 134 masters, and 104 doctoral and professional degree programs offer students a tremendous breadth and depth of opportunity in the liberal arts, sciences, agriculture, and the professions. With approximately 25,000 employees, its large student population, its various research centers, and its long-established health care services, the University creates \$8.6B dollars in total economic impact on Minnesota annually.

Position Overview

The Dean/VP advances the University's academic, research, and outreach mission in the Medical School and Academic Health Center and is essential in developing the University's reputation as one of the world's most renowned public research universities. S/he is responsible for the University's Medical School, with campuses in the Twin Cities and in Duluth, and shared collaboration between the two campuses, the AHC, and affiliated clinical education settings across the state. The Dean/VP facilitates excellence and collaboration across all schools, colleges and centers within the AHC, which includes the Medical School, School of Dentistry, College of Pharmacy, School of Public Health, School of Nursing, College of Veterinary Medicine, as well as many interdisciplinary centers and programs.

The Dean ensures the strength and vitality of the Medical School and, as VP, advances all of the health sciences through the development, coordination, and support of interdisciplinary research, interprofessional education and clinical practices. The Dean/VP maximizes research, academic, and intellectual excellence through the recruitment and retention of high quality faculty and staff. Demonstrating core values around equity and diversity, the Dean/VP fosters an environment of collaboration, fairness, humanism, ethical conduct, integrity and respect throughout the AHC.

The Dean/VP works closely with the University's President, Provost, and Vice President for Research and deans across the University to build close and collaborative relationships between the Medical School, health sciences colleges, and other colleges, schools, and centers across the institution to maximize interprofessional education and interdisciplinary research.

The Dean oversees the responsible planning, stewardship, management and accountability of capital, human, fiscal and other critical resources of the Medical School, and provides leadership in securing adequate resources for the school through philanthropy, and public and private partnerships. S/he recognizes and achieves excellence at all levels of the organization through effective leadership.

Within the University, the VP promotes and supports innovative, groundbreaking research in the health sciences. Ultimate success in research requires the active engagement of the VP in multicenter, interdisciplinary, research programs. The VP will collaborate with the University's Vice President for Research and deans to align and coordinate the Medical School and AHC's research initiatives with the broader institutional research agenda.

The Dean fosters excellence in the Medical School's clinical programs, including overseeing the faculty practice plan to ensure its support of the school's academic mission and compliance with Regents policies. Ensuring the growth and excellence of patient care, the Dean/VP strengthens and develops new clinical partnerships in the community and regionally to improve access to clinical training sites for health sciences students, residents and fellows, and to expand the University's role in primary and specialty care and health outcomes research.

As chief academic officer of the Medical School, the Dean ensures that health professional graduates have an understanding of the dynamics and impacts of health care and health care reform in an ever-evolving industry and are prepared for success in the changing health care landscape. This includes more emphasis on developing skill sets in collaborative care models, care outcomes, genomics, use of big data and predictive modeling, and other customized approaches to meeting future healthcare workforce needs. As such, s/he is responsible for the innovative excellence of medical education to include medical students, residents and fellows, continuing medical education, and doctoral training within the school's graduate programs. Developing strategies to make the school more competitive in attracting outstanding students, graduate students, and residents by advancing student access to interprofessional education and interdisciplinary research and developing strategies to ensure overall excellence in the school's educational programs will be key.

Critical to the Dean/VP's success is the ability to build and foster relationships with key internal and external constituents, such as UMPHysicians, Fairview Health Services, and other health system partners in the broader healthcare community as well as leaders from for-profit and private organizations and policymakers. Strengthening the Medical School's relationships with health care providers, external health science education, health systems, and for-profit and private organizations supports and advances effective, innovative health care delivery and the University's research and education programs. These strong partnerships enable the advancement of health care policies and clinical practices for the University, the State of Minnesota, and surrounding region to address the state's most prevalent healthcare issues.

As a University leader, the Dean/VP serves as an important spokesperson for the UMN's biomedical enterprise throughout the broader University community and externally among public and private interests in the State of Minnesota and beyond. The Dean/VP is a strong advocate and vocal champion for the Medical School and broader health sciences, reflecting and improving its standing within the University and with local, state, national, and international health care communities, and serving as a catalyst to bridge medical care models and the broader public health agenda.

The Dean/VP represents the University's health sciences on key governing bodies, both within the outside the University. As the chair of the board of the new co-management model between the academic medical center and the faculty physician practice, and as a member of the UMPHysicians and Fairview Health Services boards, the Dean/VP has a critical role in governance and leadership of the clinical mission. The Dean/VP also serves as a member of the President's Senior Leadership Group to advance system-wide academic and administrative strategic institutional priorities, the Provost's Twin Cities Dean's Council, and the AHC's Dean's Council.

Positions reporting to the Dean/VP include the Associate Deans of UMN's Affiliated Hospitals—the Hennepin County Medical Center, the VA Medical Center, and Regions Hospital; the Basic and Clinical Sciences Department Heads in Twin Cities; Senior Associate and Vice Deans in the School of Medicine; as well the administrative and financial officers of the School and AHC; and the directors of the AHC's shared interdisciplinary programs. The Deans of the five other schools in the AHC report to the Dean/VP for clinical and

interdisciplinary education and research-related matters, and to the senior vice president for academic affairs and provost on promotion and tenure, curricular review, accreditation, and academic policy and planning.

Key Opportunities and Challenges for the Next Dean/VP

The programs operating under the auspices of the AHC span all dimensions of human and animal health and science, including training health care practitioners to provide excellent patient care, conducting breakthrough treatments and research, and exploring new modes of interprofessional education and practice. Furthermore, the Medical School, the AHC, and Fairview Health Services operate in a multifaceted healthcare ecosystem. The Dean/VP will be required to navigate these complexities nimbly, conscientiously, and transparently, maintaining responsibility and accountability for a \$1.6B dollar enterprise with thousands of faculty, staff, and students. To realize the full potential of the Medical School and all colleges, schools, and centers in the AHC to shape and improve the future of health care delivery across Minnesota, the Dean/VP must address and capitalize on the following key challenges and opportunities:

- **Forge an inspiring vision to lead the Medical School and the Academic Health Center.**

The Dean/VP will reach out to faculty, staff, and students working across the AHC schools and shared programs, as well as partners across the University and the state, to further the collaborative development of a comprehensive vision and strategic plan to guide the health sciences at UMN, building on the strategic planning work currently underway. The Dean/VP will lead the transformation of clinical care models in an era of health care structure and finance reform, anticipate changes in health care, and position the University for ongoing success. The Medical School is completing a faculty-driven strategic planning process that will serve as the foundation for the strategic planning work of the Dean/VP. This vision should provide a clear, compelling framework to inspire the various units to strive for individual excellence while approaching their work in a holistic, interdisciplinary manner. The Dean/VP will execute a vision for UMN to enhance its reputation as a leading resource for education, research, and clinical services related to health care delivery.

The Dean/VP will work to enhance the relationship with Fairview Health Services and other health systems that serve as important clinical, research, and educational sites. The Dean/VP must ensure close programmatic interaction between educational and clinical programs in the Twin Cities and Duluth, both within and outside the AHC, and that all departments and programs have a voice in shaping the vision of the AHC, with opportunities to reach out to one another through shared activities and initiatives. The Dean/VP should develop effective platforms for communication and foster a culture of collaboration and transparency in addressing and solving real-world health issues.

- **Ensure research excellence and productivity in the Medical School and across the AHC.**

The Dean/VP will play a direct role in the expansion of research in the Medical School, and will work closely with existing faculty to foster innovative research endeavors while developing a recruitment plan for faculty who bring both new opportunities and attract top-tier students and trainees to their programs.

The AHC has a significant funded research enterprise, with over \$400M in sponsored research in FY2012. In a time of declining federal funding, the UMN requires a Dean/VP who can maintain—and indeed expand—research success. S/he must be a leader for the UMN scientific community with a firm grasp on what constitutes excellence in basic and translational research as well as a record of enabling scientists to thrive and succeed. Working in partnership with the President and the Vice President for Research, the Dean/VP will also reach out to the large biomedical device and health industries to better collaborate and

establish synergies to advance all causes. The Dean/VP will enhance the research infrastructure to help researchers working in all areas to nurture their ideas into full-fledged research initiatives.

- **Cultivate and strengthen relationships with the Minnesota legislature and key decision makers throughout the state, and serve as a prominent voice for the Medical School and the AHC in discussions about health care reform and other changes in the delivery of education and care.**

The UMN's biomedical enterprise is inextricably linked to the Twin Cities and the broader Minnesota system, a relationship that has shaped healthcare for Minnesotans and which the Dean/VP will need to fully understand and advance. The work of the Medical School and the AHC would not be possible without strong partnerships with a wide range of organizations and institutions across the state, including for-profit and private organizations. The Dean/VP must continue to nurture enduring, collaborative partnerships with the CEOs of the healthcare systems across the state and leaders of the state's health professional associations.

In addition, the Dean/VP is frequently looked to as a thought leader on healthcare issues by the executive and legislative leadership of the state. The Dean/VP needs the stature, as well as interpersonal and communication skills to build close working relationships with the Governor, the state commissioners for Health and Human Services, and key committee chairs in the House and Senate. S/he must be informed and adept at discussing critical health issues in the state, national, and global arenas and be a leading, reasoned, and respected voice in state and local health policy debates.

- **Recruit, hire, and retain an exceptionally diverse and energetic health sciences faculty, and develop a culture of excellence.**

A key component of maintaining and promoting the Medical School and AHC's position as a world-class health sciences resource will be attracting and retaining outstanding faculty members who can inspire students, connect with the community, and forge new frontiers in health sciences research. The Dean/VP will develop a plan for faculty hiring that fulfills the strategic vision. UMN is already a national leader in the recruitment and development of Native American physician-scientists, and is looking ahead to bring more diversity recruitment to the AHC mirroring an increasingly diverse state demographic profile. Both in recruitment and retention, the Dean/VP will be seeking and encouraging collaboration and innovative behaviors that can serve the University's community-oriented health mission.

Increasing the profile of the UMN medical enterprise as a whole will facilitate the ability to attract a more diverse and highly qualified faculty to the Medical School and the AHC. The Dean/VP must establish effective programs for marketing the Medical School and the AHC. Focusing on faculty development within the existing UMN structure will yield residual benefits to recruitment, and the Dean/VP will work to develop junior faculty into tenured positions, encourage mentoring and other activities, and develop a future pipeline for strong teaching and research.

- **Strengthen the University of Minnesota's deep commitment to the health of Minnesota communities.**

The Dean/VP monitors and responds to physician and healthcare workforce needs in the state of Minnesota to fulfill the critical mission of the Medical School all of the health sciences. Upwards of 70 percent of practicing health professionals in the State of Minnesota have received training at UMN, and the prominence of the AHC as a center of biomedical excellence and innovation improves the health of both Minnesota's industries and its citizens. The Medical School provides training opportunities through programs like the Rural Physician Associate Program (RPAP), the Center for American Indian and Minority Health, and others to address the state's need for providers in rural and other underserved communities.

The Clinical and Translational Science Institute is collaborating with Minnesota health systems and providers in the conduct of clinical research and speeding the translation of research discoveries into practice. The National Center for Interprofessional Practice and Education is working with Minnesota health systems on new models of education and care. The Community University Health Care Clinic provides training and medical, dental, and mental health care to a diverse population in south Minneapolis. Programs like the National Center for Food Protection and Defense (NCFPD) and the Center for Infectious Disease Research and Policy (CIDRAP) serve local needs but are also national and international leaders.

These are examples of the programs and initiatives that firmly ground the Medical School and the AHC in the Minnesota community and reinforce its place as a critical resource for the people of the state. Continuing to deliver high quality training, groundbreaking research, and innovative, collaborative and compassionate clinical care will increase access to health care for all Minnesotans.

- **Collaborate with faculty, administration, students, and key external partners to develop new opportunities to advance the AHC's interprofessional activities.**

The University of Minnesota is world renowned for the strength of its interprofessional education, with student and faculty collaboration spanning the breadth of its schools and programs. These partnerships produce students who enter their residencies, fellowships, and careers as well-trained, collaborative health care providers accustomed to working in hospitals and medical centers as parts of teams.

Programs in the AHC's Office of Education like 1Health, an interprofessional course for all AHC students in their first semester, and the National Center for Interprofessional Practice and Education (IPE), which was selected and funded by the federal Department of Health and Human Services and major private foundations to lead the development and implementation of national action strategies in healthcare improvement, are just the latest iterations and initiatives to promote cross-professional collaboration at a school leading this practice. The Dean/VP will be closely attuned to the core of UMN's IPE enterprise, centering the many professional schools around the common ground of Leadership and Team Building, Quality Improvement and Patient Safety, Health Informatics, Health Policy and Society, and Care Systems.

- **Attract new funding through philanthropy and diversify funding to help fulfill the ambitions of the Medical School and AHC.**

Like all academic medical centers in today's funding climate, the Medical School and AHC will require additional funding to fulfill its ambitions to hire and retain high-caliber faculty, develop new research and teaching facilities, and attract top-tier students. The new Dean/VP will lead efforts to grow the funding capacity by generating revenues through diverse sources, in partnership with the University of Minnesota Foundation. The new Dean/VP will be expected to embrace philanthropy, engage major donors personally, and leverage a strong development program that secures private, corporate, or governmental support and takes full advantage of philanthropic successes to date.

- **Continue and further enhance the development and implementation of innovative curriculum and teaching methodologies.**

As Dean of the Medical School, with oversight and direct responsibility for the academic endeavor of the program, the successful candidate will require a thorough understanding of best practices in the delivery of medical education. The Dean must develop comprehensive metrics and new, innovative pedagogies to invigorate the academic enterprise and keep pace with the changing healthcare landscape and

technologies. Curricular reform will be undertaken with the input and collaboration of faculty, program directors, department chairs, and associate deans, under the direction and guidance of the Dean, who must also ensure proper compliance with the policies and directives of the Board of Regents, the President, and the Liaison Committee on Medical Education (LCME).

- **Leverage the recently formed integrated structure to enhance clinical performance and financial investment in the Medical School. Expand relations with Fairview and other health systems to all schools in the AHC and the broader Fairview system.**

As the chair of the board of the newly established “integrated structure,” a member of the Fairview board, and member of the UMP Board, the Dean/VP will play a key role in enhancing the relationship between the University of Minnesota, the UMPPhysicians, Fairview, and other health systems. The creation of this new co-management model is a pivotal moment for all three entities as well as for the patient populations of Minnesota. The strength of this partnership, the alignment of the institutional visions, and their shared successes, will allow each to reach new levels of individual achievement. More importantly, a close and positive partnership will allow their combined resources to have a transformational impact on the state of Minnesota and beyond by creating a shared pipeline of talent to meet future healthcare workforce needs.

The new Dean/VP, in partnership with the co-presidents of the integrated structure and their respective leadership teams, must work closely to continue the strong connection—particularly as health care delivery and payment models are changing. Together, they must chart a shared path to preeminence in patient care, research, and education, for the Medical School, and for all of the schools in the AHC and their clinical partners.

Essential Qualifications

- M.D.
- Distinguished academic and clinical career, with a national reputation as a leading scholar, a demonstrated commitment to research excellence, and competitive funded research success
- Eligible for appointment as a full professor at the University of Minnesota
- Record of successful senior executive and academic leadership experience in a large, complex organization
- Effective management of an organization’s capital, human, fiscal, and other critical resources
- Demonstrated ability to build, manage, and develop a successful team, leading the team to desired outcomes
- Demonstrated ability to recruit and retain faculty and a track record of leveraging investments in faculty and/or programs to desired outcomes
- Demonstrated success in enhancing the education or research agenda of an academic unit or program
- Demonstrated success in philanthropy and securing private, corporate, or governmental support to advance the mission
- Demonstrated commitment to and success in valuing and actively promoting equity and diversity
- Proven success in the context of shared governance and collaborative decision-making with multiple stakeholder groups

Preferred Qualifications

- Entrepreneurial and insightful change agent skilled at building effective working relationships and inspiring a unified vision to accomplish shared goals
- Astute manager who can organize a sophisticated strategic plan and agenda and manage a large, complex set of tasks through executive leadership and effective delegation

- Strength in working across boundaries of the health professions disciplines to promote and advance interprofessional education and interdisciplinary research
- Ability to work collaboratively with a broad array of constituencies both internally and externally as well as engage with local, regional, state, and national leaders and organizations
- Persuasive advocate, spokesperson, and communicator with leadership in academic and professional organizations at a national level
- Exceptional interpersonal skills and the ability to communicate verbally and in writing with multiple and diverse stakeholders
- Demonstration of transformative thinking and effective programmatic implementation
- Experience in academic and executive leadership at the campus or system level, preferably within a large, complex, multi-campus university system
- Broad range of experience in, and knowledge of, the academic health sciences, health professions, health care systems, and the healthcare marketplace
- Experience in building collaborations involving public and private sector organizations, systems of higher education, and leaders and organizations in the community, region, and state
- Understanding and appreciation of the historic role a public land grant research university plays in the vitality of the region, state, nation, and world

Appointment

The Dean/VP is a full-time, 12-month, senior administrative appointment. The Dean/VP will report directly to the University president. Consistent with the University's collegiate reporting structure, the Dean/VP will also report to the senior vice president for academic affairs and provost on all academic responsibilities including promotion and tenure, curricular review, accreditation, and academic policy and planning.

Application and Nomination Procedures

Applicants must submit curriculum vitae to be considered for the position. Review of nominations and applications for the position will begin immediately and continue until the position is filled. The appointment date is open, but the preferred start date is January 1, 2014. To ensure full consideration, materials should be received as soon as possible. Review of nominations and applications for the position will commence immediately and continue until the position is filled. Nomination letters should include the name, position, email address, and telephone number of the nominee. All candidate information will be held in **strict confidence**. Applications and letters of nomination should be submitted in confidence to:

**Denise Gaffney and Stephanie Fidel
Isaacson, Miller
263 Summer Street, 7th Floor
Boston, MA 02210**

Electronic submissions are strongly encouraged to 4814@imsearch.com

The University of Minnesota shall provide equal access to and opportunity in its programs, facilities, and employment without regard to race, color, creed, religion, national origin, gender, age, marital status, disability, public assistance status, veteran status, sexual orientation, gender identity, or gender expression.

Primary Affiliated Hospitals

Fairview Health Services owns and operates 10 hospitals across Minnesota, including the **University of Minnesota Medical Center, Fairview**. In addition, Fairview has 36 primary care clinics, 55 specialty clinics, 6 urgent care clinics, 26 pharmacies, and 6 orthotics and prosthetics clinics. The U of M Medical Center, Fairview, is the AHC's core teaching hospital, specializing in organ and blood and marrow transplantation, heart disease, cancer, neurosciences, and behavioral sciences; it has 880-staffed beds. U of M's faculty conduct approximately 400 clinical trials every year at the medical center. The U of M Medical Center serves as one of the clinical sites for CTSA research testing. In September 2010 Fairview was named as one of the top 10 health systems in the US per Thomson Reuters 100 Top Hospitals: Health Quality/Efficiency Benchmarks study.

University of Minnesota Amplatz Children's Hospital, Fairview, provides comprehensive pediatric care, including care for complex pediatric conditions, and is the largest children's facility in the Twin Cities. The new stand-alone Amplatz Children's Hospital, which has 96-staffed beds, opened in April 2011. (The hospital is part of the University of Minnesota Medical Center and its 96-staffed beds are included in UMMC's 880-bed count.) The Department of Pediatrics is ranked in the top 20 for research. UMN Children's Hospital is an active participant in the University's CTSI grant.

Minneapolis VA Medical Center (VAMC) and the University of Minnesota affiliation articulates a "one campus" concept. It establishes the goal of one standard for patient care, resident and student education, research, and faculty appointments. The University enables faculty appointments for the VAMC staff; the VAMC encourages faculty appointments at the University of Minnesota for its staff. The VAMC provides education and training for 496 residents and 237 medical students annually, is a major provider of veterans' clinical care at the hospital and outpatient facilities, and has a long history of basic and clinical research discoveries and productivity. The Center for Chronic Disease Outcomes Research and a VA Center for Excellence in Research, an umbrella for clinical trials, studies, and health services research are housed at the VAMC, which receives more than \$10 M in VA and NIH clinical research funds annually. The VAMC also has funding for a Center of Excellence in Epidemiologic and Clinical Research, supporting junior faculty in developmental clinical research scholar positions. The VAMC is engaged with the University in discussions of a common IRB process, participation in the EDTRCD Program as awardees or as mentors, and developing the rules of engagement for the University's biomedical informatics initiative. The University works with the Minneapolis VAMC on community-based research and health needs.

Hennepin County Medical Center is a public teaching hospital and a major safety net hospital for the community for over 100 years, serving nearly 20% of Minnesota's uninsured population and about 25% of HIV patients. HCMC is a major health provider to ethnic minority populations (especially Somali, Hmong, African American, and Hispanic) and actively performs research studies in these special populations (e.g. studies of type 1 diabetes in Somali patients). HCMC is a major contributor to SHAPE (a racial and ethnic data resource of Hennepin County) and Advancing Excellence in Health Care and Information Technology, home for the NIH-funded U.S. renal data system and the Center for Urban Health. HCMC, which ranks among America's best hospitals, is a major teaching affiliate of the UMN with about 35% of all clinical rotations occurring at that location. All HCMC physicians are University of Minnesota faculty, facilitating a long tradition of clinical teaching and research administered by the Minnesota Medical Research Foundation. HCMC is partnering with the University to develop rules of engagement for access to data for research purposes and is working with the U of M toward a common IRB process.

Regions Hospital is a 410-bed private hospital that has 23,000 admissions, 667 active medical staff, 119 resident FTEs, and special programs in heart, women's services, cancer, behavioral health, burn, emergency,

and trauma. The health professionals at Regions Hospital are involved in teaching and research focused on improving health and medical care. Regions Hospital is part of the HealthPartners family of care.

Children's Hospitals and Clinics of Minnesota is the seventh largest children's healthcare organization in the US, with two hospitals, four outpatient sites, and over 2 million total patient encounters. Annually Children's Hospitals and Clinics of Minnesota provides training for approximately 300 medical students, 500 undergraduate nursing and 40 advanced practice nursing students, 600 physician residency rotations, and 15 physician fellows. The Foundation of Children's Hospitals and Clinics of Minnesota supports medical research, including cystic fibrosis, hematology and oncology, and pediatric diabetes.

Affiliated Health Care Organizations

HealthPartners is a Minnesota-based, not-for-profit health maintenance organization with a strong history of University of Minnesota collaboration, particularly in diabetes prevention and management, obesity, and smoking cessation. HealthPartners consists of 650 providers that serve 720,000 medical insured, 250,000 dental insured, and 400,000 patients in its multispecialty medical group and tertiary care hospital. It has over 50 Twin Cities clinics (23 medical clinics, 9 specialty clinics, 15 dental clinics, and 2 dental specialty clinics) and Regions Hospital, its flagship hospital. The Regions Hospital-based Center for International Health, established in 1980 to care for the first influx of Hmong refugees to Minnesota, serves patients from over 30 countries, including Somalia, Vietnam, Cambodia, Laos, and Russia, offering primary and specialty care in pediatrics and mental health. HealthPartners will be participating as a testing site for data sharing with the University's biomedical informatics initiative. **HealthPartners Research Foundation (HPRF)** is a not-for-profit corporation within HealthPartners that conducts clinical, health services, and basic science research. HPRF has ready access to data and patients from HealthPartners and extensive experience in multistate collaborations. Its executive director serves as the University's CTSI director of populations, aiming to promote research partnerships with clinicians, care delivery organizations, and community researchers. HealthPartners and Park Nicollet Health Services have recently merged but retain their commitment to collaborating with the University of Minnesota.

Park Nicollet Health Services provides patients with integrated health care services, including 489 physicians, a 426-bed hospital (**Park Nicollet Methodist Hospital**), 2 clinics, and one of the largest multispecialty clinics in the US, which provides care in 45 medical specialties and subspecialties. **Park Nicollet Institute**, the research and education arm of Park Nicollet, facilitates almost 200 research studies per year, with a focus on clinical and translational research. Park Nicollet is committed to working with University researchers and providing access to existing community services for minority communities. The medical director of its free clinics is working, through the University's CTSI, with directors at other health care systems to develop and bring new strategies and interventions to primary care clinics that provide free or reduced cost services.

Allina Hospitals and Clinics is a not-for-profit network of hospitals, clinics, and healthcare services providing care throughout Minnesota and western Wisconsin. Its network includes 11 hospitals (e.g. Abbot Northwestern Hospital; United Hospital), 46 medical clinic sites, 10 Aspen medical group sites, 23 hospital-based clinics, 15 community pharmacy sites, 4 ambulatory care centers and 5,413 physicians. Its Institute for Health and Healing has more inpatient activity than any other integrative medicine program in the country. Allina has a strong clinical and translational research program with over 530 ongoing studies and an award-winning highly integrated electronic health record system in the top 5% in the country for integration. The Allina Board has committed \$50M to establish the Center for Innovation and Research to build new models of care for future generations. Allina will participate in guiding the University's CTSI strategy and co-developing guidelines for mutually beneficial research collaboration across health systems, including those for data access for research, and policies and guidelines to advance collaborative clinical and translational science research.

Essentia Health is a multistate, not-for-profit healthcare system headquartered in Minnesota, consisting of 8 hospitals, 26 nursing homes, 18 senior housing facilities, and 27 clinics. The mission of Essentia Health is to support communities in the development and delivery of the highest quality healthcare for life. Essentia Health is a leader in the development and advancement of business and clinical models for regional health care delivery. Essentia Health's strengths are in physician group practice, acute care delivery, including a tertiary referral center, and rural and critical access hospitals. Essentia Health is a major employer with about 12,000 staff members throughout its service areas with net annual operating revenue of over \$1 billion. A key Essentia strategy is to collaborate with community-based healthcare groups where local and regional identity is preserved yet supported by the knowledge, experience, and resources of a strong values-oriented organization. The University's AHC actively collaborates with Essentia in rural population research.

Appendix Two: Medical School Centers & Institutes

Developmental Biology Center

Center for Genome Engineering

Program in Health Disparities Research

Center for Immunology

Center for Infectious Diseases and Microbiology Translational Research

Center for Magnetic Resonance Research

Lillehei Heart Institute

Powell Center for Women's Health

SimPortal

Stem Cell Institute

Institute for Engineering in Medicine (joint center with College of Science and Engineering)

Center for Translational Neurosciences (University-wide center housed in the Medical School)

Appendix Three: Medical School Departments

[Anesthesiology](#)
[Biobehavioral Health and Population Sciences – Duluth Campus](#)
[Biochemistry, Molecular Biology, and Biophysics](#)
[Biomedical Sciences – Duluth Campus](#)
[Dermatology](#)
[Emergency Medicine](#)
[Family Medicine and Community Health](#)
[Family Medicine and Community Health – Duluth Campus](#)
[Genetics, Cell Biology and Development](#)
[Integrative Biology and Physiology](#)
[Laboratory Medicine and Pathology](#)
[Medicine](#)
[Microbiology](#)
[Neurology](#)
[Neuroscience](#)
[Neurosurgery](#)
[Obstetrics, Gynecology and Women's Health](#)
[Ophthalmology and Visual Neurosciences](#)
[Orthopedic Surgery](#)
[Otolaryngology](#)
[Pediatrics](#)
[Pharmacology](#)
[Physical Medicine and Rehabilitation](#)
[Psychiatry](#)
[Radiology](#)
[Surgery](#)
[Therapeutic Radiology](#)
[Urology](#)

Appendix Four: Academic Health Center Schools and Colleges

The Medical School opened its doors in 1888, opened its first hospital in 1905, and has since become critical to the education of over 70 percent of practicing Minnesota physicians. 1,030 full-time and 2,800 adjunct and affiliate faculty instruct 2,200 undergraduate and graduate students at the Twin Cities and Duluth campuses. The school contains 28 departments and 12 centers and institutes.

The School of Public Health, established in 1944, is one of top ten ranked SPH's in the United States. Today, 135 core faculty and more than 300 adjunct faculty conduct groundbreaking research in the U.S. and around the globe. They also instruct, advise, and mentor some 1,200 students from the U.S. and 35 other nations in 22 academic programs and more than a dozen dual degree options. The School's Divisions of Biostatistics, Environmental Health Sciences, Epidemiology and Community Health, and Health Policy and Management are recognized as among the best and most productive of their peer institutions.

The School of Dentistry is the state's only dental school, and the only school of its kind between Milwaukee, WI and Seattle, WA, making it a regional resource for dental education, consulting services, patient treatment, and ongoing continuing dental education. 79 percent of Minnesota's dentists are trained at the school. It operates the largest dental clinics in the Midwest, serving 88,000 patients per year at on-campus clinics. 296 full and part-time faculty instruct 580 students in six academic programs.

The School of Nursing was established in 1909 and is the country's longest, continuously run university-based nursing program. 142 faculty train 831 students at the Twin Cities and Rochester campuses, along with partnerships at UM Morris and UM Crookston. The school offers six different degrees and certificates.

The College of Veterinary Medicine has been a significant contributor to the education of veterinarians and biomedical students since 1947, and was recently rated the 10th best veterinary school in the country. 142 faculty instruct 456 students in three academic programs.

The College of Pharmacy opened its doors in 1892, and its focus on care for rural America and patient centered practice make it an asset to the State of Minnesota and a world-class institution, ranked among the top three colleges of pharmacy in the world. 660 professional students and 120 graduate students are instructed by 97 faculty members on the Twin Cities and Duluth campuses. The school is comprised of five departments.

Appendix Five: Academic Health Center Shared Programs

Masonic Cancer Center is a National Cancer Institute (NCI) designated Comprehensive Cancer Center, one of only 41 institutions in the nation to hold this designation. **FY12 - \$36.6M**

Center for Drug Design develops novel drug therapies, designs and develops new medicines, and creates a focal point for research across an array of disciplines. **FY12 - \$1.94M**

Center for Translational Science Institute (CTSI) provides researchers with training and support for clinical translational research projects, procuring sponsored research funding, and increasing public awareness and advocacy for clinical translational research. **FY12 - \$18.3M**

Institute for Translational Neuroscience provides umbrella framework for the collaboration of multiple neuroscience centers and engages faculty in the AHC, the College of Liberal Arts, Science and Engineering, and others. The Medical School will house this University-wide institute beginning next fiscal year. **FY12 - \$2.4M**

Obesity Prevention Center fosters and improves multidisciplinary research into the causes of obesity and develops effective strategies to address the problem. **FY12 - \$4.7M**

Post-Harvest Food Protection The National Center for Food Protection and Defense (NCFPD) was launched as a Homeland Security Center of Excellence in 2004 to address the vulnerability of the nation's food system to attack through intentional contamination with biological or chemical agents. **FY12 - \$7.3M**

Center for Infectious Disease Research and Policy exists to prevent illness and death from infectious diseases through epidemiologic research and applied solutions. **FY12 - \$7.5M**

Biomedical Health Informatics and Institute for Health Informatics advance the development of informatics drawing upon information and decision sciences, systems engineering, and related technologies to enhance the knowledge base of health sciences. **FY12 - \$5M**

Center for Allied Health Programs serves as a statewide resource to develop academic programs in partnership with other higher education institutions to meet Minnesota's allied health workforce needs. **FY12 - \$5.8M**

Office of Education Programs helps faculty, students, staff, and administrators develop new skills, cross-traditional boundaries between the health profession schools, and work in diverse, community-based settings. **FY12 - \$3.6M**

Center for Bioethics advances and disseminates knowledge concerning ethical issues in health care and the life sciences. **FY12 - \$1M**

Center for Spirituality and Healing is a national leader in education, outreach, and research in complimentary, alternative, and culturally based healing practices. **FY12 - \$2.3M**

Molecular and Cellular Therapeutics is a state-of-the-art GMP/GTP compliant facility that provides world-class development and production of bio-therapeutic innovations. **FY12 - \$3.1M**

Biomedical Genomics Center advances genomics and proteomics research as it applies to human and animal health. **FY12 - \$4.3M**

Research Animal Resources provides for the care, health, and well being of animals used for research and education at the University of Minnesota. **FY12 - \$13.6M**

Center for Translational Medicine advances cross-disciplinary research and accelerates novel cellular and molecular therapies by integrating translational research product development, manufacturing, and clinical trials. **FY12 - \$1.8M**

Community University Health Care Center (CUHCC) provides medical, dental and mental health services to children and low-income families in South Minneapolis, while also supporting the education mission of the AHC by training future health care professionals. **FY12 - \$14M**

BioNet serves as a centralized biorepository and bioregistry for patient consent and for the collection, processing, and distribution of de-identified tissue samples, blood, and other bodily fluids, purified DNA, and specimen-matched clinical data for research. **FY12 - \$.6M**