Position Specification

Dean, Emory University School of Medicine
Chief Academic Officer, Emory Healthcare

Confidential
March 20, 2017
CONFIDENTIAL POSITION DESCRIPTION

Titles
Dean, Emory University School of Medicine
Chief Academic Officer, Emory Healthcare

Organization
Emory University, Atlanta, GA

Reporting Relationship
Reports to the Executive Vice President for Health Affairs, who also serves as Executive Director of the Woodruff Health Sciences Center and as the President, CEO and Chairman, Emory Healthcare.

For academic appointments and promotions, reports jointly to the Provost and EVP, Academic Affairs, Emory University.

BACKGROUND INFORMATION

The Emory University School of Medicine was founded in 1915, but its origin dates to 1854. It was formed by the merger of several historic medical colleges in the Atlanta area. Like the city of Atlanta, the School of Medicine thrived in the 20th century. From the beginning, its association with Grady Memorial Hospital provided a teaching site for third- and fourth-year students. Subsequently, a hospital dedicated to the School of Medicine, a gift of the founder of Coca-Cola, was built on the Emory University campus in 1922, and later was named Emory University Hospital (EUH). The School’s full-time faculty grew following World War II, and in 1953, the Emory Clinic formed as a multi-specialty faculty practice entity, providing financial stability and representing the school’s maturation as an academic organization. A second inpatient facility, Crawford Long Hospital (later renamed Emory University Hospital Midtown), joined EUH as owned hospitals, and along with the Emory Clinic formed the foundation for what later became Emory Healthcare. Subsequent affiliations with Atlanta institutions such as the Atlanta Veterans Affairs Medical Center and the Egleston-Scottish Rite merged hospitals, forming Children’s Healthcare of Atlanta, have created one of the most robust, productive environments for medical education, research, and clinical service in the nation. Partnerships with the Centers for Disease Control and Prevention (CDC) located adjacent to Emory’s main campus allow Emory to have an international and national influence on the globe’s public health and safety.

The Woodruff Health Sciences Center (WHSC), named after Emory benefactor and legendary Coca-Cola leader Robert W. Woodruff, is today the home of the Emory University School of Medicine, the Nell Hodgson Woodruff School of Nursing, the Rollins School of Public Health, the Winship Cancer Institute, the Yerkes National Primate Research Center, and Emory Healthcare. It is the most distinguished academic health science center in the state of Georgia, and its health system is the largest, most comprehensive academic health system in the region. Its crown jewel remains the Emory University School of Medicine.

The Dean of Emory University School of Medicine serves as Chair of the Faculty according to the Statement of Principles Governing Faculty Relationships of Emory University. The Dean is responsible for all matters relating to the administration of the school, including curriculum, faculty, staff, students, facilities, resources, budget, alumni, fundraising, and relationships with the university and communities outside of the university. As chief academic and executive officer of the school, the Dean is responsible for the overall direction, oversight, and quality of the educational, research, and clinical missions of the school.

The Emory Clinic, Inc. (TEC) represents the specialty and primary care faculty physician practice organization, including ambulatory operations, billing, collecting, and contracting. It is the organization that hosts the clinical budgets of the clinical departments. The Director of The Emory Clinic and Physician Group President for Emory Healthcare reports to the Dean of the School of Medicine for matters pertaining to the faculty practice.
Reporting directly to the Executive Vice President for Health Affairs, who also serves as the Executive Director, Woodruff Health Sciences Center and President, CEO and Chairman, Emory Healthcare, the Dean of the School of Medicine helps facilitate successful alignment across the Woodruff Health Sciences Center’s missions of education and research. Working closely in collaboration with the senior leaders of the Woodruff Health Science Center, the Dean will seek and help develop new initiatives for patient-centered care, research, and education across the academic units and Emory Healthcare. The Dean also serves as the Chief Academic Officer for Emory Healthcare, serving on the executive team and providing strategic input on the academic aspects of all Emory Healthcare programs at all clinical and affiliate sites in which WHSC clinical, research, and educational programs interface (e.g., VA, Grady, CHOA, and others).

The Dean of the School of Medicine will also help identify the resources and infrastructure necessary to develop and sustain the WHSC’s interdisciplinary efforts, and for preparing appropriate financial plans for budgetary consideration. The Directors of WHSC Centers of Excellence, which currently are focused on interdisciplinary programs in neurosciences, cancer, cardiovascular disease and health, solid organ transplantation, health in aging, palliative care, and vaccine development, work closely with the Dean of the School of Medicine in support of the tripartite research, education and clinical missions.

The following will be among the highest priorities of the individual holding this position:

- Develop a vision and a strategic plan that advances all missions of the School of Medicine, one that builds upon current strengths but recognizes the rapid evolution in objectives, technologies, and desired outcomes in the School of Medicine, WHSC and Emory University missions.
- Recruit and retain outstanding clinical and basic science departmental chairs for the School of Medicine; serve as the leader of School of Medicine Council of Chairs and as an effective mentor of these chairs.
- Develop and oversee an effective SOM leadership team and ensure the process of academic appointments and promotions of the School of Medicine.
- Serve as an effective partner to Emory Healthcare, acknowledging the needs and constraints of the clinical enterprise, while serving as passionate advocate of the core educational and research missions, and their appropriate integration with clinical activities.
- Serve as a passionate advocate of supporting the changes required in the training of students, residents and fellows, including all graduate medical education training programs, and the practice of medicine by our faculty; while understanding the transformation the US health care system is under-going from volume to value and episodic care to population health, and its implications on our tripartite mission.
- Develop the clinical and translational research initiatives for the school; promote research growth, innovation and interdisciplinary research activities and serve as a leader to strengthen the research enterprise. Promote inter-institutional collaboration and enhance relationships with partners to increase research funding.
- Identify priorities for research; develop a plan for the necessary institutional investments, including infrastructure, to ensure its success; develop a strategic plan for School of Medicine research space that includes collaboration with Emory University’s research and facilities enterprise, the revitalization of the Woodruff Memorial Research Building and planning of Phase Two of the Health Sciences Research Building.
- Working with WHSC and University leadership, conduct a detailed appraisal of School of Medicine finances with the following objectives:
  - Ensure future stability.
  - Facilitate performance-driven accountability and reward.
  - Ensure appropriate level of investment in infrastructure and programmatic growth.
  - Ensure maximal stewardship of resources and maximal efficiency and effectiveness of
organizational structure and function of administrative services across the School of Medicine.
  o Enhance transparency and thereby promote organizational trust.
  ▪ Develop and execute a plan to increase philanthropic revenue for the School of Medicine.
  ▪ Work collaboratively with leadership of Emory University, WHSC, and EHC to identify opportunities to improve administrative operations and, where possible, to effect cost reductions.
  ▪ Collaborate with leadership of other Woodruff Health Sciences Center and Emory University academic units to expand and bring innovation to inter-professional education.
  ▪ Develop a detailed assessment to be presented for action to WHSC and University leadership, of the current state of the faculty in the SOM, including quality of recruitment, retention, and development activities, faculty satisfaction, compensation, and accountability.
  ▪ Develop a rigorous, performance-based space management plan for educational and research activities in the SOM.
  ▪ Work collaboratively with leadership of WHSC and EHC in developing a comprehensive strategy for ensuring adequate funding of key WHSC strategic initiatives, and in particular, for evaluating (to include “sun setting” when appropriate), supporting, and developing multidisciplinary Centers of Excellence.

EMORY UNIVERSITY

Emory University is a private research university recognized internationally for its outstanding liberal arts college, superb professional schools, and one of the Southeast's leading health care systems. Founded in 1836, Emory University, ranked 20th in 2017 in national university by U.S. News and World Report, includes Emory College of Arts and Sciences, Oxford College, Laney Graduate School, Goizueta Business School, Emory School of Law, and Candler School of Theology. Including health sciences, Emory University has a total of 14,913 students, 13,727 faculty and staff and 29,931 employees combining both Emory University and Emory Healthcare. Emory endowment reached $6.5 billion as of August 31, 2016.

Emory maintains an uncommon balance for an institution of its standing: it generates more research funding than any other Georgia university, while maintaining its traditional emphasis on teaching. In FY2016, total research funding awards were $574.6 million. Emory University School of Medicine (including its faculty at the Yerkes National Primate Center and Atlanta VA Medical Center) continues to drive the majority of the research activity of Emory University with 76 percent of total research awards received during the 2016 fiscal year. The Rollins School of Public Health represented 16 percent, with the remainder driven by Emory College, the Nell Hodgson Woodruff School of Nursing, and other activities.

WOODRUFF HEALTH SCIENCES CENTER

With the goal of transforming health and healing, Emory University’s Woodruff Health Sciences Center is working to pioneer new ways to prevent and treat disease, prepare the next generation to save and improve lives, provide the highest-quality clinical care possible, and serve the community.

Founded in 1966, the center includes three schools, a national primate research center, a cancer institute, and the largest, most comprehensive academic health care system in the region.

Center Components
  ▪ Emory University School of Medicine
  ▪ Nell Hodgson Woodruff School of Nursing
  ▪ Rollins School of Public Health
  ▪ Yerkes National Primate Research Center
  ▪ Winship Cancer Institute
  ▪ Emory Healthcare
The Woodruff Health Sciences Center has 3,205 faculty; 1,274 adjunct faculty; 5,115 students; and, 24,649 employees. Researchers in the Woodruff Health Sciences Center received $540.1 million in research funding in fiscal year 2016. With annual operating expenditures of $3.8 billion, the Woodruff Health Sciences Center has an annual economic impact of $7.5 billion on metro Atlanta.

EMORY UNIVERSITY SCHOOL OF MEDICINE

The Emory University School of Medicine is recognized nationally and internationally as one of the nation’s outstanding institutions for biomedical education and research. The School of Medicine is located primarily on the main Emory University campus in the Druid Hills section of Atlanta, and in Emory-owned and affiliated medical facilities throughout metropolitan Atlanta. National public health organizations located nearby, such as the Centers for Disease Control and Prevention, the American Cancer Society, and The Carter Center, provide special collaborative opportunities.

The School of Medicine’s wide-ranging education and training include programs for medical students, graduate students, residents, fellows, postdoctoral students, and students in the allied health professions (Doctor of Physical Therapy, Anesthesiology Assistant, Genetic Counseling, Physician Assistant and Medical Imaging). The school has 1,084 students (575 MD students and 509 allied health students) and trains 1,266 residents and fellows in 104 accredited programs. The school has 93 MD/PhD students in one of 45 NIH-sponsored Medical Scientist Training Programs. Some of the MD/PhD students are in a joint program with Georgia Institute of Technology, with which the medical school shares a biomedical engineering department ranked second in the country by U.S. News & World Report. Some 243 medical faculty also train predotoral bioscience researchers in one or more of eight programs in the Graduate Division of Biological and Biomedical Sciences in the graduate school. The School includes 20 clinical departments, eight basic science departments, and numerous interdisciplinary centers.

Emory University School of Medicine has 2,716 full- and part-time faculty and 692 volunteer faculty. The school had more than 8,800 applications in 2016 for 138 first-year medical student positions. This racially diverse class is 59% women, and 68% of the class members are nontraditional, meaning that they were out of college for at least a year before entering medical school. In 2016, the pass rate for first-time takers of step 1 of the National Board Exam (testing basic science knowledge and skills) was 99%. In addition, the school had more than 1,900 completed applications in 2016 for 188 seats for first-year allied health students with a 21% representation of minorities in the matriculated classes. The board exam pass rates across all allied health programs is 98% and higher. The physician assistant program is ranked 3rd in the nation and the doctor of physical therapy program is ranked 5th in the nation by the U.S. News & World Report.

Medical school faculty received $348 million in sponsored research funding in fiscal year 2016, plus another $87.9 million in funds received by medical faculty at other units in the health sciences center and at the Atlanta VA Medical Center. Ranked 17th nationally in NIH dollars received, the school is best known for its research and treatment in infectious disease, neurosciences, heart disease, cancer, transplantation, orthopaedics, pediatrics, renal disease, ophthalmology, and geriatrics. Emory’s environment serves as a rich research resource for both graduate and undergraduate students.

Physician faculty in Emory’s hospitals, affiliate teaching hospitals, and outpatient venues are responsible for almost 5 million patient services visits annually. The School has greater than 22,000 alumni (5,775 MD degree alumni, 5,839 allied health alumni and 10,717 residency and fellowship alumni). One of every four physicians in Georgia trained at Emory. In addition to the School’s regular education programs, 3,043 physicians and other health care professionals came to Emory last year to participate in continuing medical education.

Emory University School of Medicine has long-standing affiliations with Grady Memorial Hospital; Atlanta VA Medical Center; Children’s Healthcare of Atlanta (CHOA); and, the Centers for Disease Control and Prevention. In addition, the School of Medicine has strong ties with the Morehouse School of
Dean of the School of Medicine, and with Georgia Institute of Technology through several initiatives including the shared Department of Biomedical Engineering ranked as one of the top programs in the nation.

EMORY HEALTHCARE

Emory Healthcare (EHC) is the largest and most comprehensive academic health system in the region. In fiscal year 2016, EHC had $3 billion in net revenue and provided $72.3 million in charity care. It has 16,204 staff employees and 1,976 hospital beds (another 128 in 2017). Annual hospital admissions total 72,910, and outpatient service visits total 4.4 million. In fiscal year 2016, clinicians in EHC saw 613,253 individual patients.

Emory Healthcare Components:
- Emory University Hospital
- Emory University Hospital Midtown
- Emory University Orthopaedics & Spine Hospital
- Emory Rehabilitation Hospital
- Emory Saint Joseph’s Hospital
- Emory Johns Creek Hospital
- Emory University Hospital Smyrna
- Emory Clinic
- Emory Specialty Associates
- Emory Wesley Woods Campus
- Emory Healthcare Network

GRADY HEALTH SYSTEM

Grady Health System was created by and named for Henry W. Grady, editor of the Atlanta Constitution, who worried about the lack of quality health care for Atlanta’s poor. Since 1892, Grady has grown considerably from its original three-story, 110-bed facility. It now stands as one of the largest hospitals in Georgia and a distinguished health system in the United States.

Grady is renowned for its trauma and emergency services and is the premier level I trauma center within 100 miles of metro Atlanta. In addition, its top tier medical services also include HIV services, asthma, burn, sickle cell, and stroke care, among others, as well as critical care and intensive care units, including neonatal intensive care.

Grady is an internationally recognized teaching hospital staffed exclusively by doctors from Emory University (80%) and Morehouse (15%) schools of medicine, and Grady-employed physicians (5%). In fact, 25% of all doctors practicing medicine in Georgia received some or all of their training at Grady.

ATLANTA VA MEDICAL CENTER

The Atlanta VA Medical Center (VAMC), located on 26 acres in Decatur, Georgia, less than a mile from the main Emory campus, is one of eight medical centers in the VA Southeast Network. It is a teaching hospital, providing a full range of patient care. In addition to the main facility in Decatur, it also offers services in eight community-based outpatient clinics located throughout metro Atlanta.

Research areas range from diabetes and drug addiction to cancer, HIV/AIDS, depression, hypertension, post-traumatic stress disorder, and dementia. The VAMC, which is also a teaching hospital, is currently staffed by approximately 300 Emory physicians. The VAMC has 466 hospital beds, including a 120-bed Community Living Center, a 40-bed domiciliary, and a 21-bed Residential Treatment Program. It logged 7,345 admissions and 1,377,353 outpatient service visits in FY 16.
CHILDREN’S HEALTHCARE OF ATLANTA

In 1998, Egleston Children's Health Care System and Scottish Rite Medical Center came together to form Children's Healthcare of Atlanta, becoming one of the largest pediatric systems in the country. The new system has a single priority: family-centered care. In 2006, Children's assumed responsibility for the management of services at Hughes Spalding Children's Hospital, growing the system to three hospitals and 27 neighborhood locations. The three hospitals are: Children’s at Egleston (278 beds adjacent to Emory’s main campus), Children’s at Hugh Spalding (24 beds near the Grady Hospital campus), and Children’s at Scottish Rite (273 beds located north of central Atlanta). There is an exciting recently announced plan to build a new $1 billion pediatric hospital for Children’s Healthcare of Atlanta.

The mission of Children’s is to ensure all children have access to the specialized care they need. Emory and Children’s are partners in patient care, research, and education in the Emory-Children’s Pediatric Center, sharing a joint research officer and space in Emory's Health Sciences Research Building and the Emory-Children's Center building.

QUALIFICATIONS

Leadership
- Understands the organizational landscape and is able to anticipate and articulate the critical issues, opportunities, and threats in the foreseeable future.
- Exhibits an appreciation for the need for preparation, collaboration, planning, communication, and benchmarking of results in his/her approach to problem solving and program building.
- Committed to the professional and leadership development of colleagues, mentees, and self.
- Acts with honor and integrity in personal and professional actions.
- Develops strong partnerships with all relevant constituents and contributes to the success of all entities.

Management
- Skilled at organizing and managing human resources, including resolving conflict.
- Understands and passionately advocates for compliance with institutional and external regulations.
- Ability to delegate effectively while maintaining focus on strategy and overall goals of the School of Medicine and Woodruff Health Sciences Center.
- Understands the nuances of administration of educational and research activities.

Mission Performance
- Demonstrates enthusiastic advocacy for the Woodruff Health Science Center’s multiple missions and its commitments to gender equity and diversity.
- Demonstrates an appropriate understanding of and enthusiasm for each of the three missions of an academic health sciences center.
- Demonstrates commitment to the teaching mission through didactic activity, participation in curriculum oversight and planning, and developing innovative approaches to education and training.
- Understands the broad research mission – basic, translational, and clinical – and is committed to its success and sustainability.

Personal and Interpersonal
- A style that fosters and supports change and innovation, with an ability to delegate yet maintain overall control and to set high standards.
- Exhibits self-awareness, humility, and empathy in his/her interactions with others.
- Has the courage to act on convictions after adequate communication and gathering of facts and input.
• Exhibits optimism and a high energy level with an orientation toward innovation and action.
• Exhibits the values and behavior of a good citizen in his/her actions within the organization at large.
• Encourages trust, transparency, and optimism.
• Communicates naturally, frequently, and effectively.
• Demonstrates cultural awareness and a commitment to diversity and inclusion.

External Activities
• Has experience working with leadership of departments, research institutes, centers of excellence, or other mission critical entities as appropriate.
• Demonstrates sensitivity to the culture, needs, and aspirations of the community.

Relevant Experience
• Demonstrates a career progression that has prepared him/her for a position of this scope, complexity, and scale.
• Has served as a visionary and strategic leader with knowledge and experience in academic institutions, health centers, and teaching hospitals.
• Understands clinical medicine from the perspective of personal clinical practice experience.
• Has participated in the management of a clinical and/or a research enterprise and demonstrates an understanding of the issues involved.
• Demonstrates experience in fiscal management.
• Demonstrates experience in fundraising.
• Demonstrates experience in advancing a diverse faculty.
• Has knowledge of the value of health-related research and education and exhibits the capability to help to integrate the medical school and the clinical enterprise.

EDUCATION AND CREDENTIALS
It is anticipated that the successful candidate will have earned an M.D. or M.D./Ph.D., and academic credentials sufficient to engender respect within Emory and the national academic community at large. The successful candidate will have had progressive, broad leadership experience in complex academic environments. He/she will exhibit a substantive understanding of the important issues in the national health care reform activities, as well as a deep understanding of academic health centers.

COMPENSATION AND EQUAL OPPORTUNITY
Compensation arrangements are competitive and commensurate with both experience and achievement. Emory University is an Equal Opportunity/Affirmative Action Employer.