EXECUTIVE VICE PRESIDENT FOR MEDICAL AFFAIRS  
THE UNIVERSITY OF MICHIGAN  
ANN ARBOR, MICHIGAN

UNIVERSITY OF MICHIGAN HEALTH SYSTEM

The Executive Vice President for Medical Affairs (EVPMA) at the University of Michigan has overall responsibility for the leadership and management of the entire University of Michigan Health System which is comprised of the Medical School including the Faculty Group Practice, the Hospitals and Health Centers including Ambulatory Care Services, the clinical activities of the School of Nursing, and the Michigan Health Corporation. The EVPMA is one of three executive vice presidents of the University reporting to the President. The EVPMA interacts extensively with the University of Michigan Board of Regents on matters related to the Health System.

The University of Michigan Health System (UMHS) is one of the premier academic medical centers in the nation with a total operating budget of $3.4 billion. The UMHS’s vision is to create the future of health care through discovery. The clinical delivery system totals 1,059 licensed beds, with over 45,000 admissions annually, just under 2 million annual outpatient visits, and $3.4 billion in revenue for FY2013. U.S. News and World Report ranked the Medical School 8th in the nation for primary care and tied for 12th as a research medical school. The hospital is ranked #1 in Metro Detroit and has 12 specialties nationally ranked. Medical School faculty received $284 million in NIH research funding in Federal FY2013, representing a 2.60 percent market share (measured by NIH awards to medical schools) and U-M Medical School is ranked 11th overall nationally. Most recently, the School of Nursing was ranked 6th in the nation and 5 master’s level programs received top ten rankings.

The Medical School

Today the Medical School with a faculty of 3,160 and 3,906 staff members has 29 academic departments, (20 clinical and nine basic science) and over 35 interdisciplinary centers and institutes. Teaching, research and clinical care often cross traditional departments, interdisciplinary research centers and institutes. The proximity and close relationship between the University Hospitals and the Medical School has fostered opportunities for collaboration between clinicians and basic scientists for more than 100 years. The academic mission of the Medical School is competitively strengthened by the full integration with the clinical delivery system under the leadership of the EVPMA.

Since its founding in 1848, the U-M Medical School has been recognized nationally as a leader in innovative medical education. The Medical School was the first major medical school to admit women and the first major medical school to teach science-based medicine. It also introduced the modern medical curriculum and the first clinical clerkships. The U-M Medical School enrollment is currently 692 medical students, 556 graduate students and 660 post-doctoral fellows.
Over the past 150 years, U-M Medical School has trained more than 20,000 physicians. It has one of the largest residency programs in the nation and offer post-medical school training in 94 accredited specialties. It is also home to 14 distinct, highly interdisciplinary PhD programs through our Program in Biomedical Sciences, which offers doctoral students access to more than 400 talented faculty mentors and their laboratories, including Howard Hughes Medical Investigators, as well as members of the National Academy of Sciences and the Institute of Medicine.

The U-M Faculty Group Practice combines the practice plans of U-M clinical departments into a single integrated, multi-specialty physician group which currently includes more than 2,000 physician members in 20 clinical departments. The FGP supports the mission of the Medical School — to deliver research-based clinical education to students, physicians and biomedical scholars and to provide the highest quality service and patient care to the people of the state of Michigan and beyond.

UMHS is the only top academic medical center in the nation where the medical school and hospitals are on a campus that is contiguous with nationally ranked and recognized professional schools in dentistry, nursing, social work, pharmacy, public health, engineering, business, law, information, public policy, and natural resources and environment. This facilitates and stimulates collegiality and collaboration between faculty and students, and enables interdisciplinary collaboration that expedites innovative solutions to the most pressing health care problems.

One of the major growth initiatives for UMHS and the University is the recently acquired North Campus Research Complex (NCRC) and surrounding open land. This 174-acre property includes 28 buildings comprising just over two million square feet of laboratory and administrative space and is utilized as a home for expanded research activities in health, biomedicine and other disciplines. By expanding research capacity by 10 percent, the purchase of this complex is the largest in the university’s history over the past sixty years.

As part of our vision to “create the future of health care through discovery,” UMHS is dedicated to bringing together researchers and partners from different disciplines and industries — like what is being done at the A. Alfred Taubman Biomedical Science Research Building and the NCRC — to foster a collaborative “team science” environment that transcends traditional disciplinary silos and facilitates influential research and groundbreaking discovery. For example, the Institute for Healthcare Policy and Innovation based at the NCRC is a new University-wide interdisciplinary institute that includes over 400 health services researchers from 14 U-M schools and colleges. In addition, over 85% of the faculty of the Life Sciences Institute, U-M’s hub for interdisciplinary basic science, are from the Medical School.

Throughout 20 clinical and nine basic science departments, teaching, research and clinical care often cross-traditional departmental boundaries, particularly in the school's interdisciplinary centers and institutes and programs. The Medical School's close proximity and the cooperative relationships with other colleges and schools of the University — including the School of Public Health and College of Engineering — foster opportunities for creative research and educational collaborations. The forward focused and interdisciplinary mission of the Medical School is also embodied in five major institutes that cut across traditional organizational lines including: A. Alfred Taubman Medical Research Institute, Institute for Healthcare Policy and Innovation, Michigan Institute for Clinical and Health Research, Michigan Nanotechnology Institute for Medicine and Biological Sciences, and Molecular and Behavioral Neuroscience Institute.

Eighteen new start-up companies have emerged from our research in the last six years. In fiscal year 2013, UMHS researchers filed 133 reports of new inventions with the U-M Office of Technology Transfer, and made discoveries that yielded 41 patents and 40 license agreements with private companies.
The Hospitals and Health Centers

The University of Michigan Hospitals and Health Centers (HHC) has distinguished itself by providing excellent care for more than 150 years. As a premier teaching and research institution, HHC benefits from its close relationship with the University’s top-tier Medical School and School of Nursing. HHC comprises three hospitals, six specialty centers, 54 outpatient health centers and more than 120 clinics throughout Michigan.

With broad expertise, comprehensive patient and family-centered services and high-tech facilities, UMHS provides renowned care in cancer, pediatrics, cardiovascular disease, digestive and liver health and pulmonary disease. Patients with the most complex care needs choose UMHS as their health care destination.

► University Hospital is the Health System’s hospital for adult patients. The 11-story hospital first opened its doors in 1986 with 550 beds. Today, 70 percent of University Hospital’s patients are admitted from communities or regional hospitals outside the Ann Arbor area. In its 1,796,262 square feet, the hospital houses diagnostic equipment, clinical laboratories, operating rooms, and inpatient and intensive care units. University Hospital serves as the principal teaching facility for the Medical School and provides the basic clinical experience for the School’s medical students, as well as for students in the Schools of Nursing, Dentistry, Pharmacy, Public Health, and Social Work.

► C.S. Mott Children’s Hospital moved to a new 12-story, 1.1 million square feet, 348-bed hospital in December 2011. In addition to providing safe, effective and progressive care for women and children, the new C.S. Mott Children’s Hospital has been designed to provide a new and large home for pediatric specialty services, many of which are not offered on this scale anywhere else in Michigan. These include the pediatric liver transplant program, the Level I Pediatric Trauma Program, the Pediatric and Adolescent Home Ventilator Program, Fetal Diagnostic and Treatment Center, Craniofacial Anomalies Program and the internationally renowned Michigan Congenital Heart Center.

► Von Voigtlander Women’s Hospital moved to its new facility in December 2011. It originally opened in 1950 as a center dedicated to the care of pregnant women in a family atmosphere. Fiscal year 2013 saw the births of 4,144 babies in the 50-bed facility, housed within the Mott Hospital complex. Von Voigtlander Women’s Hospital is Southeast Michigan’s regional perinatal center for high-risk pregnancies. A variety of specialized outpatient gynecological services are provided in such areas as gynecology/oncology, endocrinology, infertility and psychosexual counseling.

► Ambulatory Care Services provide patient-centered, collaborative medical care in over 40 locations in 120 clinics throughout Michigan. The Faculty Group Practice manages ambulatory Care Services. The Ambulatory Care mission is to provide excellence and leadership in patient care with the vision to be the first place where people want to come when they need health care. It includes Med Equip, HomeMed, Michigan Visiting Nurses and Michigan Visiting Care, and sub-acute professional services.

► In addition to these units, UMHS is also home to six specialty centers.

  o The Comprehensive Cancer Center marked its 25th anniversary in 2013. In 1997 the center moved into a new nine-story Cancer Center building located next to University Hospital. The Center is one of only 41 U.S. centers to earn the National Cancer Institute’s “Comprehensive” designation.
The Michigan Comprehensive Diabetes Center was created in 2005 with the mission of uniting all diabetes-related academic activities on the University campus. The new Metabolism, Endocrinology & Diabetes/Podiatry Clinic opened in 2009 and the Brehm Center for Diabetes Research opened in the new Brehm Tower.

The Depression Center was founded in 2001 and moved to its new Rachel Upjohn building in October 2006. This center is the first of its kind in the nation and merges basic and clinical research, education and clinical care using a multidisciplinary approach to treat depression and bipolar disorder.

The Geriatrics Center (established 1987) is dedicated to providing outstanding educational opportunities, advancing research on the healthcare issues of older adults and providing exemplary multidisciplinary care and services for the older population.

The Kellogg Eye Center (KEC) is dedicated to enhancing quality of life by curing, preventing and treating eye disease. The eye center expanded significantly in 1985, with the then new Kellogg tower, and again in March 2010, with the eight-story Brehm Tower.

The Samuel & Jean Frankel Cardiovascular Center opened its doors to patients in June 2007. This 350,000 square foot facility is the home for much of the care for adult patients with heart disease and blood vessel conditions.

The School of Nursing

The School of Nursing is a top-tier nursing institution ranked 6th in the country by U.S. News and World Report and 6th in terms of NIH funding. The School has also received international designation as a World Health Organization (WHO) Collaborating Center in recognition of its excellent programs in health promotion.

The original nursing program was established in 1891 and became an independent School of Nursing in 1941. The School of Nursing is currently constructing a new building of approximately 75,000 gross square feet to accommodate instructional spaces, a clinical learning center with simulation and skill labs, and simulated patient suites in an environment that will foster collaboration and community.

Students learn from faculty who are themselves active clinicians and researchers. The internationally recognized research conducted by these faculty members is broadly based, but is particularly focused on topics that support nursing issues in clinical settings. The School of Nursing has 106 faculty members who educate approximately 660 undergraduate students, 275 master’s degree students, 51 PhD students and fifteen postdoctoral fellows.

A strong collaboration with Nursing Services at the University of Michigan Health System helps to keep the curriculum on the cutting edge and provides students with access to a wide variety of clinical care opportunities. Examples of such collaborative initiatives include the Initiative for Excellence in Clinical Education, Practice and Research (CEI). The CEI is an integrated program with the health system and the School of Nursing focused on nursing practice, scholarship and education outcomes. The School of Nursing also collaborates with the School of Medicine and the Faculty Group Practice regarding the placement of advanced practice nursing students in the clinical setting. Faculty leadership in the School of Nursing is incorporated within the health system in a variety of venues, including the participation of the Dean on several executive level leadership groups, in the strategic planning process and the development of leadership across nursing by designing conferences, grand rounds and the Clinical
Adjunct Faculty Network which confers adjunct faculty status for appropriately qualified health system nursing staff.

The Michigan Health Corporation

The Michigan Health Corporation (MHC) was formed in 1995 as a for-profit, non-stock membership corporation solely owned and operated by the Regents of the University of Michigan. MHC was established to enable the University to better pursue joint venture and managed care initiatives responsive to the dynamic environment of healthcare and to enhance the education, research and service missions of the University.

UMHS Strategic Plan

In the fall of 2009, the University of Michigan Health System initiated a major strategic planning effort to accomplish three primary objectives: (1) create a roadmap that charts the health system's future direction, (2) prioritize its finite resources to maximize return on investment, and (3) facilitate institutional alignment around common goals.

The strategic vision is to *Create the Future of Health Care Through Discovery.* This vision describes a future University of Michigan Health System where:

- The University of Michigan Health System will be the location of research teams making historic discoveries.
- The Michigan brand and quality will be seen throughout the region.
- The Health System will be better known as a national referral center.
- The nation will be looking to us as the health system that has successfully addressed health care costs and disparities.
- The educational experience we offer will be unparalleled and sought after by the brightest students.
- The Health System will provide the most advanced and timely personalized medicine available.

The strategic vision led to the identification of seven strategic goals that fully encompassed the health system's integrated tripartite mission of research, education and clinical care. Since late 2011 the health system has been actively working fifteen strategies and associated tactics to achieve these goals.

Additional information regarding UMHS may be obtained on their website, [http://www.med.umich.edu](http://www.med.umich.edu). Information regarding other University units may be obtained on the University’s website, [www.umich.edu](http://www.umich.edu).
THE POSITION

Responsibility and Authority

The EVPMA at the University of Michigan has overall responsibility for the leadership and management of the entire University of Michigan Health System which is comprised of the Medical School including the Faculty Group Practice, the Hospitals and Health Centers including Ambulatory Care Services, the clinical activities of the School of Nursing, and the Michigan Health Corporation.

Leadership and Governance of the University and the Health System

The University is governed by the Regents of the University, consisting of eight members elected at large in the biennial state elections, and the President of the University, who serves as an ex officio member. The Regents serve without compensation for overlapping terms of eight years. According to the Michigan Constitution of 1963, the Regents have “general supervision” of the institution and “the control and direction of all expenditures from the institution’s funds.” The Regents meet once a month in a public session. The EVPMA participates with the other executive officers of the University in the meetings of the Board and interacts extensively with the Regents on matters related to the Health System. Additional information about the Regents is at http://regents.umich.edu/about/bios/

There are thirteen senior officers of the University: the President, the Provost and Executive Vice President for Academic Affairs, the Executive Vice President and Chief Financial Officer, the Executive Vice President for Medical Affairs, the Vice President for Research, the Vice President for Government Relations, the Vice President for Development, the Vice President and General Counsel, the Vice President for Global Communications and Strategic Initiatives, the Vice President for Student Life, the Vice President and Secretary of the University, and the Chancellors of U-M Dearborn and U-M Flint. Additional information about the executive officers is available at http://president.umich.edu/eos.php.

The President is the chief executive officer of the University and is accountable to the Regents. As a senior member of the administration, the Executive Vice President for Medical Affairs is an active participant with the President and the other executive officers in the leadership of the institution. The EVPMA is advised by the Senate Assembly Advisory Committee on Medical Affairs, a group composed of faculty members; the advisory committee meets monthly during the academic year.

The EVPMA also sits on the University of Michigan Hospitals and Health Centers Executive Board (HHCEB), which functions under powers delegated to it by the Board of Regents, who are ultimately responsible for establishing the mission, goals and objectives of the Hospitals and Health Centers and for the quality of medical services provided at the Hospitals and Health Centers. The President chairs the monthly meetings of the HHCEB. Additional information about the HHCEB is available at http://www.med.umich.edu/exec/hhceb.

Reporting Relationship

The EVPMA is one of three executive vice presidents of the University reporting to the President. The following individuals report to the EVPMA:

➢ The dean of the Medical School (who also reports to the Provost on matters of general fund budget, faculty appointments, promotions and tenure, educational programs and interactions with other academic units on campus)
Chief Executive Officer of the Hospitals and Health Centers
The dean of the School of Nursing for oversight and coordination of clinical activities (the dean also reports to the provost on all other matters including allocation and expenditure of their General Fund budget)

Chief Administrative Officer and Chief of Staff, UMHS

Chief Financial Officer, UMHS

Senior Associate Vice President and Executive Director, North Campus Research Complex (NCRC)

Associate Vice President, Medical Development and Alumni Relations, UMHS

Associate Vice President, Strategic Planning and Business Development, UMHS

Chief Communications Officer, UMHS

UMHS and the U-M organizational charts are attached.

Specific Responsibilities

The EVPMA has a number of major responsibilities, the most important of which include the following:

Implementation of a vision for the academic health center: Develop and implement a vision for the future of the Health System that will enhance its leadership in education, research, patient care and services and among academic health centers in the nation and the world; respond effectively and propitiously to existing and future challenges in the research, education, patient care programs and services.

Facilities and programs: Oversee facilities planning and facilities utilization for all clinical activities of the health science schools; work in close collaboration with the Provost and when required, the CFO for planning and utilization of facilities for education and research; enhance the quality of education, research and patient care through further development of interdisciplinary programs; facilitate the development and integration of all clinical activities of the health science schools and manage and maintain an appropriate compliance program for UMHS.

Business leadership: Maintain and enhance the economic base of the Health System, developing a health services organization that is both cost-effective and responsive to the marketplace, in order to advance the vital academic mission of the University’s education, research and training programs, and to enhance patient care services. This includes appropriate pursuit of business collaborations, alliances and other relationships that facilitate the financial well-being and other missions of UMHS. The EVPMA is responsible for the financial performance of the UMHS.

Increasing Impact of the Biomedical Research Enterprise: The EVPMA is a champion for and leader of research across the UMHS. He or she is charged with charting a strategic course for the future of U-M’s biomedical research enterprise and enabling its faculty to pursue high impact science and discovery. The EVPMA is also responsible for the pursuit and promotion of research synergies between the UMHS and the University’s other schools and colleges.

Development and philanthropy: Substantial responsibility for development activities within the Health System (working collaboratively with the Vice President for Development). This includes
extensive involvement in donor events and activities, building relationships with donors, sharing a vision for the medical center, developing a consensus among Health System leaders about fundraising priorities, and providing leadership for high priority fundraising needs and asking for large gifts.

➢ **Promotion of diversity:** Consistent with the University’s commitment to diversity, provide leadership in the realization of diversity of faculty, students and staff across the Health System.

➢ **Representation of Health System to others:** Act as an effective advocate and spokesperson for the Health System within the University for all constituencies and stakeholders, to include local communities, service recipients and with state and federal regulatory and research agencies. Outside the University, the EVPMA is responsible for developing, maintaining and enhancing relationships with community, state and national leaders who either represent significant constituencies of the University and/or who have a major impact on the University’s Health System. This includes, in addition to governmental leaders, the heads of health care organizations and industrial corporations.

➢ **Provide institution-wide leadership as part of U-M’s Executive Team:** The EVPMA is a key leadership position for the University. In addition to the obvious relationships with the University’s President, a close working relationship is required with the other executive vice presidents reporting to the President—the University’s Provost and the Chief Financial Officer. These three individuals must collaborate effectively and serve as the President’s key executive leaders within the University. In addition, the EVPMA plays an ongoing role interfacing with other executive officers, academic units, schools, colleges, institutes and centers.

➢ **Strategic integration of Medical School and Hospitals:** Lead in developing consensus on the academic (teaching and research) and clinical (patient care) programs and services within the Health System; develop a meaningful alignment of the common interests between the Medical School and the Hospitals; maintain a climate for effective interactions with organized bargaining units and labor boards within the Health System.

➢ **Collaboration of Health System with other University academic and research units:** Work collaboratively with faculty and academic leadership in the health sciences colleges and across the University; promote interdisciplinary research, education and service in the interest of the University and Health System’s missions.

**CANDIDATE QUALIFICATIONS**

**Education**

➢ MD or equivalent degree is required.

**Experience**

➢ Progressive and broad leadership experience within an academic health system.

➢ Broad understanding of current health policy and future challenges at both local and national level.

➢ Track record of building consensus while making and implementing decisions critical to institutional interests.

➢ A clinician-scientist with a respected level of scholastic achievement and scientific knowledge balanced with strong experience as a clinical leader.
Ability to represent a public academic entity on a state, national and international level.

Experience in and knowledge of management techniques, financial management, clinical operations and oversight of a large and complex physical infrastructure.

Balanced commitment to educational, research and clinical missions.

Commitment to employee, environmental and patient safety and quality initiatives.

Experience with the challenge of changing corporate culture.

Philanthropy and development experience.

**Personal Characteristics**

- **Communication skills** – positive interpersonal skills that demonstrate diplomacy and accessibility. Behavioral skills to support vision and leadership. He/she should be approachable; collegial, assertive; able to build a team that moves towards common goals; transparent; participative with an open management style. Ability to represent and motivate support for the mission, interests, and accomplishments of the UMHS to audiences within and beyond the campus.

- **Integrity** – personal standard of behavior that will be a model for the organization and will inspire all within the Health System to work collaboratively toward shared goals.

- **Vision** – Forward thinking, responsive to needs of the physicians, scientists, students, staff, health system and market dynamics. Able to shape organizational change and convey a clear, shared vision and alignment of efforts. Possesses the personal charisma needed to drive and implement necessary change.

- **Intellectual and analytical skills** – to drive cogent planning and establishment of robust management systems.

- **Political acumen and collaborative skills** – the EVPMA must have the ability to build consensus among strong, diverse and sometimes competing individuals and programs. This executive facilitates collaboration among various health related functions within the University.

- **A motivator/mentor** – able to inspire all rank of staff. Capable of motivating people to be team players, to be collegial and supportive, and willing to share information.

- **A change agent** – who is innovative, willing to take risks and has the creativity to reengineer existing practices and to construct new ways of doing things.

- **Decisive executive** – who combines a sense of equanimity with humor to sustain intense, productive and collaborative leadership effort over a long period of time.

- **Team player** – and collaborator on multiple levels of administration, clinical and research staff. Has respect for unions and the contribution they make to the health system as a whole.

- **Diversity** – Demonstrated commitment to diversity and an appreciation for its important contributions to excellence.
NOMINATIONS AND APPLICATIONS

The University of Michigan invites nominations and applications for the position of Executive Vice President for Medical Affairs. Nominees and Applicants should hold an MD degree, have a record of successful research funding and/or achieved distinction in a clinical specialty, embrace the tenets of basic, translational and clinical research for which the University of Michigan faculty are so well known, must possess a track record of successful administration in an academic medical center, and evidence of demonstrated management skills to lead a complex, multifaceted medical center in a major research university. Candidates should understand and support the overlapping missions of the University and the Health System, in their roles of teaching, research, patient care and community service.

The University of Michigan has retained the executive search firm Russell Reynolds Associates to assist the Executive Vice President for Medical Affairs Search Advisory Committee with this search. Ilene H. Nagel will be the lead partner on the search. Correspondence about the search, including nominations should be sent to:

Ilene H. Nagel, Ph.D., MLS
Leader, Higher Education Practice
Managing Director Nonprofit Sector
1250 Coast Village Road, Suite J
Santa Barbara, California 93108
Phone: 805-699-3050
Fax: 805-969-0147
EVPMA.Michigan@russellreynolds.com

Dr. Nagel will be assisted in the search by Russell Reynolds Executive Director, Kate Harvey, and by Researchers, Dr. Bridget Hough-Meynenc, and Charles Kaler. Nominations and applications should be submitted electronically to EVPMA.Michigan@russellreynolds.com.

The Executive Vice President for Medical Affairs Search Advisory Committee is being chaired by Dr. Paul Lee. For additional information about the search including the full membership of the Committee please visit http://www.umich.edu/pres/committees/evpma.php. Review of nominations and applications will begin immediately and continue until the position is filled. The target start date for the new Executive Vice President for Medical Affairs to assume the responsibilities of the position is January 1, 2015.

Information about the University can be found at: http://www.umich.edu/. Information regarding the search, can be found at http://www.umich.edu/pres/committees/evpma.php.

The University of Michigan is an equal opportunity, affirmative action employer.
UNIVERSITY OF MICHIGAN HEALTH SYSTEM (UMHS)
OFFICE OF THE EXECUTIVE VICE PRESIDENT FOR MEDICAL AFFAIRS

Executive Vice President for Medical Affairs
M. Johns (Interim)

Chief Administrative Officer, UMHS
& Chief of Staff
Q. Vreede

Dean, School of Nursing
K. Potempa*

Dean, Medical School
J. Woolliscroft*

Chief Executive Officer, HHC
A. Denton (Acting)

Senior Associate VP & Executive
Director, NCRC
D. Canter

Chief Communications Officer
D. Gray-Felder

Associate VP for Medical
Development & Alumni Relations
R. Anderson (Interim) **

Associate Vice President for
Medical Affairs
J. Billi

Associate Vice President
Business Development & Strategic
Planning
T. Campbell

* Dual Reporting to Provost
** Dual Reporting to VP for Development

6/20/2014