POSITION AND CANDIDATE SPECIFICATION

MEHARRY MEDICAL COLLEGE

PRESIDENT

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POSITION SPECIFICATION

Client Company

Located in Nashville, Tennessee, Meharry Medical College is one of the nation's largest private historically black academic health science centers dedicated to eliminating health disparities by educating physicians, dentists, researchers, and health policy experts. Founded in 1876 as the Medical Department of Central Tennessee College, Meharry was the first medical school in the South for African Americans. It was chartered separately in 1915. Today, Meharry includes a medical school, dental school, and a graduate school; and is home to the Robert Wood Johnson Foundation Center for Health Policy at Meharry. The institution is affiliated with the United Methodist Church and awards the following degrees: Doctor of Medicine (M.D.), Doctor of Medicine/Doctor of Philosophy (M.D./Ph.D.), Doctor of Dental Surgery (D.D.S.), Doctor of Dental Surgery/Doctor of Philosophy (D.D.S./Ph.D.), Doctor of Philosophy (Ph.D.), Doctor of Medicine/Master of Science in Public Health (M.D./MSPH), Master of Science in Public Health (MSPH), Master of Health Science (MHS) and Master of Science in Clinical Investigation (MSCI) degrees.

With an endowment of approximately $143 million, an annual budget of $136 million, and nearly 1,000 employees, faculty, staff and residents, Meharry currently has an enrollment of approximately 800 students in its Schools of Medicine, Dentistry and Graduate Studies and Research. For nearly 140 years, Meharry Medical College has upheld its mission of meeting the healthcare needs of the underserved and underrepresented through education, research and patient care. A 2010 study published in the *Annals of Internal Medicine* ranked Meharry as one of the nation's top five producers of primary care physicians. *Diverse Issues in Higher Education* has ranked the institution the number one producer of Ph.Ds. in biomedical sciences. Meharry Medical College is a leading producer of African-American dentists, graduating 16 percent of all African-American dentists in the United States. The Meharry School of Dentistry is the only dental school in Nashville or in the mid-state region of Tennessee.

Meharry Medical College is an HBCU with a diverse body of students, faculty, employees and staff who represent various ethnicities and races.

The Story of Meharry . . . An Act of Kindness

In the 1820s, 16-year-old Samuel Meharry was hauling a load of salt through Kentucky when his wagon slid off the road into a muddy ditch. With rain and nightfall limiting his options, Samuel searched for help. He saw a modest cabin that was home to a black family recently freed from slavery. The family, even though vulnerable to slave hunters who were paid to return freedmen into bondage, risked their freedom to give Samuel Meharry food and shelter for the night. The black family's act of kindness touched him so deeply that he vowed to repay it. Forty years later, as the Civil War ended and black
citizens began their long struggle for rights guaranteed by the Constitution, Samuel Meharry seized an opportunity to assist the Freedmen’s Aid Society by donating $30,000 and property to Central Tennessee College’s emerging medical education program. In 1876, they funded the College’s Medical Department, which today is Meharry Medical College. The contemporary Salt Wagon image symbolizes those several acts of kindness and philanthropy and countless others performed by the College’s loyal supporters.

School of Graduate Studies and Research

The School of Graduate Studies and Research is where training passes individually from professor to student. Researchers tackle cancer and HIV and other societal burdens and mentor graduates to hold positions of broad responsibility in government, industry, and academia. The School of Graduate Studies and Research offers:

- An interdisciplinary Ph.D. in biomedical sciences with major emphasis in biochemistry and cancer biology, microbiology and immunology, neuroscience, and pharmacology;
- The M.D./Ph.D. program, which is offered jointly by the School of Medicine and the School of Graduate Studies and Research and trains medical students after successful completion of Part I of the USMLE in a rigorous research program;
- A Master of Science in Public Health (M.S.P.H.) in the Division of Public Health Practice training students who seek optimal health for individuals within the context of their communities;
- The M.S.P.H. program that provides a foundation in the basics of public health and participate in externships; and,
- The Master of Science in Clinical Investigation (M.S.C.I.) program teaches physicians to conduct well-designed research to improve the care of patients.

In addition to the above degrees, the School of Graduate Studies and Research offers the Health Policy Certificate Program, which offers training in health policy as it relates to health care planning, health care resource allocation, health maintenance, health promotion, health programs and interventions, and strategies specific to minority and underserved communities.

Research Activities

Meharry Medical College offers a number of research, community engagement, and training programs made possible by federal, state, local, private business, and non-profit grant organizations. These programs champion Meharry’s mission of serving the nation’s medically underserved populations.

A strong research program enhances the prestige of the institution and further attracts and retains top faculty who, in turn, generate new knowledge; perform innovative research; attract, teach and mentor students; and engage in activities that benefit and enrich society. Some of the research programs at Meharry are listed below:
Research Centers in Minority Institutions (RCMI)

Meharry Medical College successfully competed for one of the first RCMI awards in 1985 from NIH NCMIHD and since then has had more than 20 years of uninterrupted funding. The RCMI Program supports the infrastructure of shared resources across the campus including the Office for Research, the library, information technology, and various research core facilities. Of the current Meharry faculty, 18 were hired through the RCMI Program.

Southern Community Cohort Study (SCCS)

The Southern Community Cohort Study (SCCS), funded by the National Cancer Institute and initiated in 2001, was established to address many unresolved questions about the root causes of cancer health disparities, with its findings expected to help prevent and reduce the burden of cancer among all populations. This prospective cohort study of approximately 86,000 adults in the southeastern United States thirds) among existing U.S. cohorts and a large bio-repository poised to address scientific questions about the causes of both common and rare cancers (as well as of chronic diseases such as diabetes and cardiovascular disease).

The SCCS is conducted by a collaborative team of scientists at Vanderbilt University, Meharry Medical College, and the International Epidemiology Institute. Outside scientific collaborations are welcome and encouraged.

CTSA at Meharry

The National Institutes of Health (NIH) formulated the Clinical and Translational Science Award (CTSA) in the early 2000s with the goal of coordinating research across disciplines, across institutions, across the country. Meharry, in partnership with Vanderbilt University, received a Clinical and Translational Science Award in 2007, and then again in 2012, and now all 60 CTSA have been awarded by the NIH. Vanderbilt serves as the lead institution for the nationwide consortium.

School of Medicine

The School of Medicine serves as the place where Meharry cultivates its unique brand of doctors. Today, more than 6,000 students apply for the 105 seats available for first-year medical students. In a nurturing environment that emphasizes competent, compassionate care, the School of Medicine provides a special focus on serving this country’s most vulnerable and underserved populations. Meharry is one of the nation’s leading producers of primary care physicians as alumni physicians are 20 percent more likely to practice in primary care than other physicians in the U.S. Locally, Meharry Medical College provides approximately $37 million annually in uncompensated medical and
dental care to uninsured and indigent patients. Faculty and students actively serve the community through many programs involving mentoring, counseling, and volunteer work.

Graduate Medical Education

Meharry offers eight fully accredited Accreditation Council for Graduate Medical Education (ACGME) residency programs within the School of Medicine and the School of Dentistry. There are six specialties within the School of Medicine: Internal Medicine, Psychiatry, Family Medicine, Preventive Medicine, Obstetrics and Gynecology, and Occupational Medicine. The School of Dentistry offers two residency programs in Oral and Maxillofacial Surgery and General Practice Residency.

School of Dentistry

Officially founded in 1886, the School of Dentistry prepares dental professionals and serves as a center of excellence to improve the oral health and overall healthcare of minority and underserved communities. The School has a special emphasis on providing opportunities for African Americans, other people of color and individuals from disadvantage backgrounds by sustaining an excellent learning environment that promotes inter-professional collaboration, humanistic patient centered care, community service, and research that fosters the elimination of health disparities.

Currently, the School of Dentistry receives close to 2,000 applications and admits approximately 60 students each year. The curriculum requires all first-year students to fulfill their basic sciences requirements through courses taught in the School of Medicine. This strategy has been effective for more than 100 years in generating interdisciplinary, integrated thought and exchange of ideas. With approximately 2,214 alumni practicing around the country, the School of Dentistry boost that 83 percent of its alumni serve in underserved areas.

Graduate Dental Education

In addition to offering degrees in dentistry, the School of Dentistry has two graduate dental programs, Oral Maxillofacial Surgery and General Practice Residency.

Key Partnerships

Through the years, Meharry Medical College has cultivated and maintained relationships with stakeholders who support the overall mission of the institution. Meharry’s key partnerships include:

Nashville General Hospital

Nashville General Hospital has provided quality healthcare to the Nashville community since 1890 when it opened its doors as City Hospital. In 1999, the city entered into a long-
term lease agreement with Meharry Medical College and relocated hospital operations from a dilapidated building south of downtown to the renovated George W. Hubbard Hospital on the Meharry Medical College campus. The 125-bed, Joint Commission accredited facility readily accommodates a wide range of acute care needs, including a post-operative surgical floor, medical floor, intensive care units and full OB/GYN services. Meharry provides physician services for Nashville General Hospital through a contractual arrangement for professional services and the hospital is a primary site for clinical training of both the medical clerkship and residency programs. The entire medical and surgical staff is dedicated to providing comprehensive, high quality care to patients and their families.

The publicly supported hospital is governed by a seven-member volunteer board appointed by the Mayor. Nashville General Hospital at Meharry receives critical support from the Mayor, Metro Council and local legislative body. Today, senior leadership from Nashville, the Hospital, and Meharry Medical College are actively engaged in joint strategic planning and discussions around the next phase of the partnership and plans for continued delivery of quality healthcare services to the residents of Nashville.

Robert Wood Johnson Foundation (RWJF) Center for Health Policy at Meharry

The Robert Wood Johnson Foundation (RWJF) Center for Health Policy at Meharry Medical College is strategically housed on campus. Since its inception in 2009, the RWJF Center for Health Policy has been committed to providing leadership in health policy education, training and research to doctoral, medical, dental and graduate students. Through a partnership with Vanderbilt University’s College of Arts and Science, the Center fully supports minority doctoral students pursuing a Ph.D. in sociology, political science and economics.

The Meharry Vanderbilt Alliance

The Meharry Vanderbilt Alliance was created 15 years ago to be a leader in advancing inter-institutional collaborations that enhance and support high-impact translational research, inter-professional learning and community engagement. The Alliance enriches learning and advances clinical research by developing and supporting mutually beneficial partnerships between the two institutions and the communities they serve. The Alliance initiates programs like the Community Research Partners, a forum to promote academic-community health research partnerships. In celebration of 15 years of partnership, the Alliance awarded grants to support activities that promote ongoing, mutually beneficial, health research partnerships between community organizations and academic researchers.

Journal of Health Care for the Poor and Underserved

Meharry Medical College produces The Journal of Health Care for the Poor and Underserved. It is an academic journal founded in 1990 by David Satcher, an alumnus
and then President of Meharry Medical College who later became the 16th Surgeon General of the United States. JHCPU is published by the Johns Hopkins University Press for Meharry and is affiliated with the Association of Clinicians for the Underserved.

The journal covers the health and health care of medically underserved populations in North and Central America and the Caribbean, and topics such as access to health care, quality, costs, regulation, legislation, and disease prevention. Articles take the form of scholarly research and expert opinion, as well as policy analyses and book reviews. Each issue also contains an ACU Column and a Heroes and Great Ideas Column. The journal is published quarterly in February, May, August, and November, with occasional supplemental issues. It is listed as one of the nation’s leading Health Policy journals by the Kaiser Family Foundation and as an essential core journal in Public Health Practice by the Medical Library Association’s Core Public Health Journals Project, a public health journal.

Position Summary

Meharry seeks a president who will lead the institutions to the next level of national preeminence in all aspects of academic medicine: medical education, dental education, graduate education in health sciences, biomedical and health services research, health policy, clinical care, and public service. As the chief executive officer of Meharry, the president works in close consultation with the board of trustees and with a wide range of internal and external constituencies to provide overall leadership and direction for the entire institution. The president will foster and build upon existing traditions and strengths and provide the personal and professional leadership to chart and guide the future course. The president will nurture both the human and financial resources of Meharry Medical College and advance the institution’s role and standing locally, regionally and nationally.

Key Relationships:

Reports to: Board of Trustees

Direct reports:

- Executive Vice President
- Senior Vice President, Board of Trustee Relations and Protocol
- Chaplin and Special Advisor to the President
- Dean, School of Medicine and Senior Vice President for Health Affairs
- Dean, School of Dentistry
- Dean, School of Graduate Studies and Research
- Senior Vice President, Student Services and Faculty Affairs
- Executive Director, RWJ Center for Health Policy at Meharry
- Senior Vice President, Marketing and Communication
- Senior Vice President for Finance, Chief Financial Officer
- Senior Vice President, General Counsel
Senior Vice President for Institutional Advancement  
Vice President for External Affairs and Business Development  
Director of Buildings and Grounds

Other key relationships:  
Faculty  
Students  
Staff  
Alumni  
Nashville’s Community and Political Leaders  
Tennessee State Legislature  
Local and National Philanthropic Organizations  
Vanderbilt University  
Metro Nashville Hospital Authority Board  
Metro Nashville General Hospital Executive staff  
Office of the Mayor  
Metropolitan Council

Major Responsibilities

Leadership:

• Work collaboratively with the board of trustees to create both a strategic vision and implementation plan that are true to Meharry’s historical mission and build on its foundation of excellence in clinical training in medicine and dentistry; research and graduate education in health sciences; patient care delivery; and community service.

• Constantly highlight the historical and current contributions of Meharry’s faculty, students and alumni such that there is even greater pride among the Meharry family and greater support for its mission.

• Serve as the public face of Meharry promoting the institution and raising its visibility and standing among health science universities.

Academic Excellence:

• Maintain accreditation across the three schools by working closely with the senior academic leadership to share information, manage academic concerns, and develop effective academic plans and policies.

• Develop innovative, sustainable and relevant academic programs that are national and international models for serving the needs of the students, the health of the local community, and health science professions.
• Enhance Meharry’s research enterprise through support for innovation, faculty recruitment and building an administrative infrastructure for procuring and managing extramural research funding that is both proactive and responsive to researchers.

Fundraising:

• Work with the board of trustees, senior leadership and institutional partners to leverage Meharry’s assets and set aspirational development goals; and, build and support the necessary institutional infrastructure to achieve those goals;

• Be a champion for Meharry, touting its strengths and accomplishments nationally and internationally, and increase the numbers of friends and supporters of the institution and its mission; with a specific emphasis on donor cultivation.

• Establish a strong, sustainable and effective internal and external communications plan that informs and engages all stakeholders with particular emphasis on alumni development.

• Work with the board of trustees and senior leadership to plan and execute a capital campaign.

Operational and Administrative:

• Assess the capabilities of the existing administrative and academic teams and provide the necessary support to ensure their success;

• Provide strategic direction to areas such as academic affairs, administration and planning, communications and marketing, student and faculty recruitment, financial management, alumni and community outreach, fundraising and institutional advancement, and diversity and inclusion initiatives.

• Serve as the primary steward of Meharry’s endowment and financial resources utilizing rigorous financial analysis, sound fiscal management processes, and ensure transparency in regular board updates.

CANDIDATE SPECIFICATION: KEY SELECTION CRITERIA

Ideal Experience

The successful candidate will have excellent academic credentials, including a D.D.S., M.D. and/or Ph.D. and a record of strong management and leadership in an academic context; experience in an urban academic medical center is of interest. He/she will have experience that includes:
• Driving academic excellence across multiple disciplines, schools and organizations;
• Building high performing teams and collaborative relationships internally and externally;
• Successfully managing significant financial capital diversifying and increasing revenue streams and delivering impact in resource-constrained environments;
• Balancing the goals of professional schools and academic research (with federal, foundation and commercial funding), as well as undergraduate and graduate studies;
• Knowledge of the hospital based and outpatient clinical enterprise and experience managing in a hospital setting;
• Participating in fundraising activities that include donor cultivation and corporate and foundation giving;
• Raising the profile of an institution by serving as an effective spokesperson and communicating a clear vision;
• Navigating complex political waters and building strong partnerships with diverse audiences and multiple stakeholders; and,
• Creating an environment in which diversity is valued and cultural and ideological differences are openly expressed and celebrated.

Critical Competencies for Success

**Significant Capacity for Institution Building:** The ability to lead the advancement of Meharry’s assets, reputation and capabilities in an increasingly competitive and rapidly changing higher education and healthcare environment by:

• Developing a strategic agenda and capital allocation plan that will enable both the academic and clinical enterprises to achieve the “next level” of institutional advancement and administrative leadership;
• Building on the institution’s growth and success while creating a climate that fosters innovation and distinctiveness; and,
• Attracting financial capital to Meharry commensurate with its ambitions and needs, with a special emphasis on capacity for attracting academic talent, diversity and infrastructure.

**Ability to Motivate and Inspire:** Inspire Meharry’s key constituents – faculty, staff, students, and alumni – to invest their talents, energies, and resources to increase the prestige and standing of the institution by:
• Communicating a consistent, ambitious message about Meharry, its historic contribution, aspirations, and its achievements, thereby enhancing institutional pride and a sense of common purpose;

• Providing strong leadership as Meharry competes for academic talent and financial resources with other world-class academic institutions; and,

• Creating mechanisms for all members of the Meharry community to contribute to and celebrate its successes while enhancing institutional confidence.

*External Champion for Meharry*: Proactively work to engage Meharry in the issues of the day nationally, internationally and locally, building its profile and role as an institutional citizen by:

• Serving as critical interface between the College and the broader world, identifying issues where the College can make a positive contribution;

• Actively fostering a stronger sense of community on campus and developing mechanisms to support interaction and relationship-building between the College and academic, scientific, civic, and cultural institutions; and,

• Leveraging existing relationships to build and expand partnerships and to enhance the College’s reputation and financial strength.

*Other Personal Characteristics*

• An outstanding communicator, who can clearly and effectively articulate a vision and the necessary action items and bring all levels of an organization along with him or her in a productive manner.

• A collaborator and problem-solver, who earns the trust of a community by placing the goals of the organization ahead of any individual, group or department.

• A deep passion for and commitment to all components of the academic medical center’s classic tripartite mission (clinical care, education, and research), as well as Meharry’s unique role and mission regarding underserved.

• The highest personal integrity and ethics.
FOR YOUR CONVENIENCE: CONTACT INFORMATION:

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