

POSITION DESCRIPTION

Vice Dean for Diversity and Inclusion

**Northwestern University
Feinberg School of Medicine
Chicago, Illinois**

This Position Specification is intended to provide information about the above position at Northwestern University Feinberg School of Medicine. It is designed to assist qualified individuals in assessing their interest in this position. The Feinberg School of Medicine is an Affirmative Action Equal Opportunity Employer.

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I. ORGANIZATIONAL BACKGROUND

Northwestern Medicine

Northwestern Medicine is an academic health system comprising Northwestern University Feinberg School of Medicine (FSM) and Northwestern Memorial HealthCare (NMHC). Together, we aspire to be among the nation's top research-intensive and academic medical centers. We aim to be the destination of choice for faculty who will transform healthcare through science, innovation, and excellence. Our shared commitment is to advance quality patient care through leading-edge discoveries and treatments.

Northwestern University

Northwestern University uniquely combines the assets of many different types of academic institutions – the power of a major research university, the creative energy of arts and music conservatories, the intimacy of a liberal arts college, the rich diversity of an international institution, exceptional professional schools, and the excitement of a major Big Ten athletic program. The University blends innovative teaching and pioneering research in a highly collaborative environment that transcends traditional academic boundaries.

As one of the country's leading private research and teaching universities, Northwestern has three main campuses in Chicago, Evanston, and Doha, Qatar. Founded in 1851, Northwestern has about 8,000 full-time undergraduates, 8,000 full-time graduate students, and 3,000 part-time students in 12 schools and colleges. In fall 2011, the University unveiled a bold blueprint for its future with the most comprehensive strategic plan in its history. Built upon the University's distinctive areas of strength, "Northwestern Will" is being supported by a \$3.75 billion fundraising initiative, We Will. The Campaign for Northwestern launched in March 2014.

Guided by the plan and supported by the ambitious campaign, faculty, students and staff are engaged in a full range of academic and research activities, including breakthrough research discoveries, innovations in creative expression and preparing the global leaders of tomorrow, to name a few. They are developing state-of-the-art approaches in fields ranging from energy and global health care to media and the performing arts. New programs are expanding the impact of experiential learning and stimulating approaches to teaching and learning. Diversity initiatives have been expanded, and exciting partnerships are underway with Chicago-area universities, national laboratories, and other institutions as well as through the Qatar campus and University programs on six continents.

Northwestern operates with an annual budget of \$2.0 billion, an endowment of \$9.4 billion, and more than \$590 million in sponsored research awards. The University employs 3,820 full-time faculty members and more than 6,000 full-time staff members. The University boasts a balanced budget for more than two decades and an AAA rating from Standard & Poor's.

Northwestern University Feinberg School of Medicine

The defining mission of Northwestern University Feinberg School of Medicine is to mentor and educate students to become exceptional, compassionate and innovative physicians, educators,

and scientists. Feinberg is also deeply committed to research, patient care, and community service, all of which are intertwined with the education mission.

Feinberg, one of the University's eleven colleges and schools, is prominent among the nation's medical schools. Consistently receiving high marks in *U.S. News & World Report* surveys, the medical school attracts bright and talented individuals to its faculty and student body. The school, which is led by Eric G. Neilson, MD, as vice president for medical affairs and Lewis Landsberg Dean, is located in downtown Chicago, in the heart of the Magnificent Mile.

Feinberg accounts for more than 60% of all research across Northwestern. The collaborative medical school faculty conducts basic science, translational, clinical and population health research on campuses in Chicago and Evanston. More than 1,000 clinical trials take place at Feinberg and its affiliates each year.

The school and its affiliated hospitals have 1 million net square feet of space for academic (non-clinical) activities, of which 665,000 net square feet is for research. An aggressive building program to renovate 100,000 square feet of existing research space will be completed in spring 2015 and plans to begin construction on a new research building in 2015 have been approved.

The University, primarily through Feinberg, is part of the McGaw Medical Center of Northwestern University, a consortium of urban, suburban, specialized, and general hospitals that manages our integrated graduate medical education programs to medical school graduates interested in further training. Other McGaw members are:

Primary Affiliates

- Northwestern Memorial Hospital/Northwestern Memorial Healthcare
- Ann and Robert H. Lurie Children's Hospital of Chicago
- The Rehabilitation Institute of Chicago
- Jesse Brown VA Medical Center

Additional Affiliates

- Stroger Hospital
- Edward Hines, Jr. Veterans Administration Hospital
- Cook County Bureau of Health Services
- Norwegian American Hospital
- MacNeal Health Network
- Methodist Hospitals
- A system of community health clinics, including Erie Family Health Center, PPC Community Wellness Center, and many more.

Medical students and residents receive part of their education at these hospitals, and nearly all the attending staff members have faculty appointments at Feinberg. In addition, Feinberg benefits from a close relationship with the Northwestern Medical Group (NMG), a premier multi-specialty medical group practice with more than 1,200 physicians and other healthcare professionals in more than 40 medical specialties and subspecialties. As Chicago's second largest practice, NMG aims to provide greater access to Northwestern quality care.

Primary Affiliate Hospitals

Northwestern Memorial HealthCare (NMHC). NMHC is an academic health delivery system whose entities operate as Northwestern Medicine. NMHC consists of 60 sites of outpatient care services throughout Chicago and Illinois' northern and western suburban regions, including four hospitals; Northwestern Lake Forest Hospital in Lake Forest, Central DuPage Hospital in Winfield, Delnor Hospital in Geneva, and its flagship Northwestern Memorial Hospital in Chicago, which is rated #1 in Chicago and Illinois, as well as #10 in the nation according to the U.S. News & World Report 2014-2015 Honor Roll of America's Best Hospitals. Additionally, the health system includes the Northwestern Medical Group, more than 1,000 physicians who hold faculty appointments at the Feinberg School of Medicine and serving as the clinical arm of the school and the Cadence Physician Group, a regional network of more than 250 primary care physicians and specialists on the medical staffs at Central DuPage Hospital and Delnor Hospital.

Ann & Robert H. Lurie Children's Hospital of Chicago. Founded in 1882 as a free-care hospital for critically ill children, Children's has evolved to become a referral center that attracts patients from around the world. In June 2012, the hospital moved to a state-of-the-art, 23-story hospital on the Chicago campus to provide highly specialized care for children in a family-centered environment. The facility includes the latest innovations in medical care and technology, enhanced clinical programs, and advanced research directly affecting children and their families. The hospital has 288 private inpatient beds, which include a neonatal intensive care unit, and an expanded emergency department to better respond to regional demands. It is currently ranked #8 on the *U.S. News & World Report* Honor Roll for Top Pediatric Hospitals.

Lurie Children's and its faculty and staff have been founding members and major drivers of the Consortium to Lower Obesity in Chicago Children (CLOCC), a nationally-renowned partnership of stakeholders across Chicago with the Chicago Public Schools. Lurie Children's Hospital recently unveiled a new initiative called Strengthening Chicago's Youth (SCY), which is an anti-violence movement involving a group of private and public stakeholders that will be taking a public health approach to violence prevention.

Rehabilitation Institute of Chicago (RIC). Established in 1954, RIC is the world's largest free-standing hospital specially designed for patient care, education, and research in physical medicine and rehabilitation. RIC has been recognized as the "Best Rehabilitation Hospital in America" since 1991 by *U.S. News & World Report*.

The hospital works to improve quality of life for people with physical disabilities through patient care services, advocacy, and community outreach efforts. Its flagship hospital on the medical school's Chicago campus has an inpatient capacity of 155 beds and serves 200 outpatients daily.

Jesse Brown VA Medical Center. The Jesse Brown VA Medical Center consists of a 200-bed acute care facility and four community-based outpatient clinics (CBOCs). Jesse Brown VAMC provides care to approximately 58,000 enrolled veterans who reside in the City of Chicago and Cook County, Illinois, and in four counties in northwestern Indiana. In 2010-2011, the medical center had over 8,100 inpatient admissions and 560,000 outpatient visits. A budget

of more than \$355 million supports approximately 2,000 full-time equivalent staff, including more than 200 physicians and 450 nurses. More than 500 volunteers provide service and care at Jesse Brown VAMC and CBOCs.

Contributed Services (Volunteer Faculty)

The faculty at the Feinberg School of Medicine includes more than 1,000 contributed service (volunteer) faculty members in the private practice of medicine. Contributed services faculty members contribute to Feinberg's education mission through their participation in medical student, resident and fellow education.

Educational Programs

In 2014, the Feinberg School of Medicine is providing education and training for 670 medical students and nearly 1,100 residents and fellows in 77 ACGME-approved programs. There are more than 350 graduate PhD students in three programs in the life sciences, neurosciences, and biomedical engineering, with a fourth program in public health-related disciplines established in 2012. There are more than 420 graduate professional students in programs such as physical therapy, physician assistant and public health, and more than 230 master's degree students in areas including health care quality and patient safety, epidemiology/biostatistics, health services and outcomes research, clinical investigation, and genetic counseling. The school ranks 18th overall among research medical schools in U.S. News and World Report rankings.

Research Programs

Research activity at Feinberg School has increased dramatically over the last dozen years, and Feinberg was cited by the Blue Ridge Medical Institute as having the largest growth in NIH rankings of any U.S. medical school from 40th in 2001 to 21st in 2012. Seven departments are ranked within the top ten for their discipline with respect to NIH funding – preventive medicine, obstetrics & gynecology, physiology, physical medicine and rehabilitation, urology, dermatology, and neurology. Medicine and surgery are both ranked in the top 20. The school ranks in the top 25 among medical schools funded by twelve institutes of the NIH, including NCI, NHLBI, NIDDK, NINDS, NICHD, and NIHGR. In FY2014, Feinberg faculty members were awarded \$392 million in extramural grant funding, about 65% from Federal sources.

II. DIVERSITY AT NORTHWESTERN

Northwestern University Activities

Enhancing diversity is integral to the mission and activities of Northwestern University as reflected by the commitment of the Provost:

“Northwestern University is deeply committed to student, faculty and staff diversity – the broad array of characteristics, experiences, backgrounds and perspectives that shape us as individuals and together make us a vibrant community. A diverse community is essential to

achieve our mission of creating the best possible learning environment and educational experience, because only by exploring issues with people of different backgrounds and viewpoints can we challenge our assumptions, test our ideas and broaden our understanding of the world.”

The current Northwestern University strategic plan, “Northwestern Will”, also articulates the importance of diversity by including among its strategic goals “growing stronger through the richness of diversity”. This is accompanied by a commitment to vitalize Northwestern’s community of faculty, staff, and students with its diversity of race and ethnicity.

A more tangible commitment to diversity and inclusion was the recent creation of a new position, Assistant Provost for Faculty Development. The Assistant Provost’s role is to lead new initiatives from the Provost’s office as well as collaborate with academic and administrative units to strengthen efforts of inclusion of faculty and students at Northwestern University. In that role, the Assistant Provost works closely with the Faculty Diversity Committee, to advise the Provost on Northwestern University’s progress in increasing the number of women and members of under-represented minorities on the faculty and suggests initiatives to promote progress in this area. The Assistant Provost also works with other University groups to aid in the recruitment, hiring, development and retention of excellent faculty in all departments and serves as a resource providing support for faculty. To assist departments and search committees in implementing inclusive faculty recruitment activities, the Assistant Provost considers and develops "best practices" in this area. Ms. Dona Cordero, who has played an important role in Northwestern’s diversity efforts, is the inaugural appointee to this position.

Additional efforts and initiatives are in place to enhance diversity among graduate students and post-doctoral trainees. Some examples follow. The Graduate School has instituted a number of programs to identify and recruit qualified minority students in the sciences. The Science and Engineering Committee on Multicultural Affairs (SECMA), composed of faculty members, graduate students, and administrators, was established to aid the recruitment and retention of under-represented minority graduate students in academic careers in science and engineering. SECMA has resources for identifying and recruiting under-represented individuals from racial/ethnic groups, such as name exchanges with member institutions and a Diversity Fellowship Program that targets applicants whose credentials may be, for whatever reason, atypical of the department’s applicants. An additional mechanism for attracting and supporting under-represented groups in science PhD programs is the “Collaborative Learning and Integrated Mentoring in the Biosciences” (CLIMB) Program. This program is a professional development program for graduate students from diverse backgrounds. Students who qualify for this program have credentials that would often fall below the criteria for regular admission into the PhD program, but who nevertheless possess the required characteristics (aptitude, desire, dedication) to successfully complete a PhD program. The Program is designed to prepare these capable graduate students to navigate their graduate careers, aid them in finding competitive postdoctoral positions, teach them the ins and outs of successful competition for institutional and external funding, and guide them towards becoming leaders in the engineering and life sciences.

Additional offices and programs are in place to assist with the recruitment of post-doctoral trainees from under-represented minorities. One mission of the Northwestern University Office

of Postdoctoral Affairs is to enhance diversity among post-doctoral trainees through participation in scientific meetings for under-represented minority students to publicize training opportunities at Northwestern. The Northwestern University-Select Teaching and Research Training (NU-START) program is a 3-year postdoctoral fellowship that provides a mentored teaching and research experience for post-doctoral fellows interested in pursuing careers at minority serving institutions. Postdoctoral fellows in the life and bioengineering sciences or related fields are selected to participate in NU-START annually. NU-START features mentored research, extensive professional development outside of research, and training and mentoring in teaching at Northeastern Illinois University, the only federally designated, Hispanic-serving, 4-year urban institution in the Midwest.

These initiatives are examples of Northwestern programs that are directly relevant to the Feinberg School of Medicine and designed to increase diversity among trainees and faculty in the life and physical sciences.

Diversity Activities at Feinberg School of Medicine

The medical school, like the University, is committed to diversity among its students, residents, fellows, and faculty. The primary goal for the new Vice Dean for Diversity and Inclusion is to enable the medical school to realize that commitment. At present, 101 members of the regular faculty and 44 members of the contributed services faculty self-identify as members of an under-represented minority. Among the residents and fellows, 14% of 2014 PGY-1 recruits are under-represented minority trainees, and 17% of medical student matriculants in FY2014 are from under-represented minority groups.

The new Vice Dean for Diversity and Inclusion will build upon the foundation established by existing programs to further enhance diversity. Feinberg has had an Office of Diversity with longstanding commitment to diversity and excellence. The Office is staffed by the Associate Dean for Minority and Cultural Affairs and a Program Coordinator. The staff works with Feinberg students to further the school's mission to achieve a campus environment of belonging and inclusion for all. A major focus of the office has been on recruitment and retention of medical students from under-represented minorities.

Feinberg has also established a special relationship with National Medical Fellowships, a non-profit organization dedicated to improving the health of low-income and minority communities by increasing the representation of minority physicians, educators, researchers, policymakers, and health care administrators in the United States; training minority medical students to address the special needs of their communities; and educating the public and policymakers to health problems and needs of the underserved populations.

To promote diversity among residents and fellows, the Executive Director of the McGaw Medical Center leads the McGaw Diversity Council. Its goal is to promote diversity among graduate medical education programs. Examples of recent initiatives and activities include: monitoring data on interviewees/applicants to core residency programs and providing trends and feedback to programs; sponsoring a second look program for residency applicants with a focus on applicants from under-represented minorities; hosting a diversity fair at Northwestern

Memorial Hospital for visiting under-represented minority students to gain exposure to residency training programs at Northwestern; and coordinating Northwestern representation at the national Student National Medical Association meeting. In addition to this central activity, individual departments, such as the Department of Medicine, have diversity councils and other activities to promote diversity among its trainees.

A foundation of activity is ongoing at Feinberg. A goal for the new Vice Dean for Diversity and Inclusion will be to better integrate ongoing activities and to use these activities as a foundation upon which to build a more robust diversity program that transcends all groups at Feinberg, from students to residents and fellows to faculty.

III. THE POSITION

Overview

Reporting to the Vice President for Medical Affairs and Landsberg Dean of the Feinberg School of Medicine, the Vice Dean for Diversity and Inclusion will work collaboratively with other vice deans and senior leadership to develop, lead and manage the strategic, programmatic, and operational aspects of diversity efforts in the medical school. The Vice Dean will be the subject matter expert on diversity and inclusion and provide leadership to the Dean's office as a change management specialist to enhance the culture of the medical school.

Short and intermediate goals

- Identify, summarize, and evaluate all efforts to enhance diversity and inclusion in the medical school
- Develop a comprehensive strategic plan for diversity and inclusion for the medical school that includes goals, and practices, reorganizes ongoing activities under a single office and articulates innovative strategies to fulfill the medical school's diversity goals
- Develop ties to ongoing Northwestern University diversity efforts led by the Provost's office
- Develop recommendations for a diversity website redesign to be used in support of the recruitment of prospective faculty, fellows, residents, and students and to demonstrate the medical school's commitment to diversity and inclusion
- Develop innovative approaches to educating the medical school community on issues of diversity and inclusion
- Develop a Feinberg School of Medicine Diversity Council
- Develop or enhance mentoring programs for minority faculty members, fellows, residents, and students
- Develop or enhance school programs that encourage participation from under-represented minority faculty members, fellows, residents, and students in diversity efforts

Long-term goals

- Work within the community to increase scholarship support for under-represented minorities
- Increase the number of underrepresented minority faculty, fellows, residents, and medical

and graduate students at Feinberg

- Increase under-represented minority faculty serving in leadership roles within the medical school

Responsibilities

- Develop and provide leadership and guidance for a Feinberg School of Medicine Diversity Council
- Oversee and help coordinate departmental recruitment and retention of under-represented minority faculty members, fellows, and residents
- Work with the admissions offices of medical school and graduate programs to achieve strategic admission goals to diversify the student body
- Represent the Dean's office at local, regional, and national meetings related to diversity and respond to requests for data analysis
- Build and maintain relationships and rapport with medical school, hospital and university leadership, department chairs, faculty, residents, students, alumni, and the Chicago community more generally
- Prepare and justify the annual budget for Vice Dean for Diversity and Inclusion's office
- Other duties as assigned

IV. CANDIDATE QUALIFICATIONS

The following competencies, credentials, skills and personality are characteristics of the ideal Vice Dean for Diversity and Inclusion.

Academic Credentials/Education

The successful candidate should:

- Have an advanced degree from an accredited medical or graduate school
- Have a record of outstanding accomplishment in academic medicine
- Have experience working collaboratively with other colleagues in a school of medicine or with senior leadership of an academic medical center and their affiliates
- Be qualified to hold an appropriate rank in the regular faculty

Personal and Professional Qualities

The Vice Dean for Diversity and Inclusion must possess the following qualities:

- Interpersonal style that is effective, transparent, collaborative, and inclusive; that reflects optimism and collegiality and that accomplishes established goals
- Other personal educational, scientific, or clinical activities that keep new Vice Dean in touch with the academic community
- A passion and commitment for promoting diversity within the ranks of students, residents, faculty, leadership, and staff

- Ability in defining and implementing a vision
- Leadership style which is inspirational, confident and strives to build a team
- Exhibits an appreciation for the need for preparation, collaboration, planning, communication, and benchmarking of results in his/her approach to problem solving
- Superior communication abilities incorporating effective listening, written and oral skills
- High level of personal and professional integrity, fairness, trustworthiness and honesty
- Appreciation and expectation for responsiveness, follow-through and accountability
- A management style that is collaborative but decisive and effective in identifying and managing challenges
- Consensus building and collaborative skills that allow individuals to express their opinions before a major decision is reached
- A style that fosters and supports change and innovation with high standards, and an ability to delegate yet maintain span and control
- Exhibits the values and behavior of a good citizen in his/her actions within the organization writ large