



Florida State University

Dean, College of Medicine

Position Description – June 2022

POSITION SPECIFICATION

Position	Dean, College of Medicine
Institution	Florida State University
Location	Tallahassee, Florida
Reporting Relationship	President and Provost of Florida State University
Institutional Website	https://med.fsu.edu/

THE OPPORTUNITY

Florida State University (FSU) College of Medicine is a mission-driven institution, located in Tallahassee, Florida. The mission is to educate and develop exemplary physicians who practice patient-centered health care, discover and advance knowledge through research and education, and respond to community needs, especially through service to elder, rural, minority, and other underserved populations.

In August 2008, Dr. John Fogarty assumed the role of Dean of the College of Medicine and has led the institution through a time of transformation and growth. Dean Fogarty's 14 years with the College make him one of the longest-serving medical school deans in the country. Since his arrival, the College has grown from approximately 3,000 applicants a year to more than 7,000 annually for M.D. admissions. The number of community physicians who are a part of the clerkship faculty has expanded from 1,500 to nearly 2,800, and the size of College of Medicine staff has more than doubled. Research grants and contract funding has grown from \$20 million to more than \$140 million. Nine residency programs, including two in family medicine, three in internal medicine, and one each in general surgery, emergency medicine, and dermatology, have all been created. A new psychiatry program was recently announced and planning for residency programs is underway. Dean Fogarty has successfully led the College through two M.D. accreditation cycles with the Liaison Committee on Medical Education. A major advancement in the College's evolution and growth, the College has recently entered a strategic partnership with Tallahassee Memorial HealthCare to form an Academic Medical Center.

Dean Fogarty has announced his intention to step down in the summer of 2022 and a national search is underway to identify the next Dean. The next Dean will have the opportunity to build upon existing momentum and transition the College of Medicine into the ranks of America's top medical schools. The College of Medicine is well on its way to becoming a mature academic health enterprise and the partnership with Tallahassee Memorial HealthCare is just one step in that journey.

The next Dean will be a nationally recognized scholar and leader in academic medicine, one who is passionate about the mission, vision, and values of the College and is prepared to manage the cultural, strategic, and operational changes necessary to continue its success. The Dean will have a track record of collaborative partnership across organizational boundaries, demonstrate the learning agility that is characteristic of great leaders, and exhibit the cultural intelligence to effectively engage all those who contribute to the College's success while focusing their efforts to



benefit the College, the community, and society. The Dean will also develop a robust clinical-translational research program. The Dean will seek consensus among diverse stakeholders and will be a courageous leader who can bring confidence to a broad audience. The Dean will report to the President and Provost of FSU.



BACKGROUND INFORMATION

About the College of Medicine

The Florida State University College of Medicine was created in June 2000 with the mission of serving the unique needs of Floridians. At the time, this was the first new medical school built in more than 20 years. The College of Medicine admitted its first class of 30 students in 2001 and steadily increased class size yearly thereafter. The College was granted full accreditation by the Liaison Committee on Medical Education on February 3, 2005, and in 2011 was fully reaccredited for eight years. In February of 2021, a virtual Limited Site Visit by an LCME team reported that the College had satisfied the requirements for each finding and was fully accredited until 2027.

The College of Medicine is organized into five departments: Behavioral Sciences and Social Medicine, Biomedical Sciences, Clinical Sciences, Family Medicine and Rural Health, and Geriatrics. All departments participate in the education of health professional students. There are six regional campuses, each represented by a regional campus dean who is responsible for overseeing the clinical education at each location. Regional campus deans work closely with the clerkship directors, the local medical community, and faculty and staff to ensure the quality of the clinical education departments.

The College was uniquely designed as a community-based medical school with six regional campuses in Daytona Beach, Fort Pierce, Orlando, Pensacola, Sarasota, and Tallahassee. The College also has a robust rural training program with sites in Marianna, Immokalee, and Thomasville. At each regional campus, clerkship directors from the community oversee students' required rotations in family medicine, internal medicine, pediatrics, surgery, obstetrics and gynecology, geriatrics, psychiatry, and emergency medicine. Community physicians serve as clerkship faculty in these specialties and for a variety of fourth-year electives. Students are being trained by more than 2,200 community clinical faculty throughout the state. These faculty also comprise the Clinical Research Network.



Degree Programs and Students

Today, the College of Medicine admits 120 students per M.D. class. The College is home to 480 M.D. students, 11 Bridge to Clinical Medicine M.S. students, 46 Ph.D. (Neuroscience) students, 107 Physician Assistant students, and 21 postdoctoral fellows. Of the 480 M.D. students, there are 184 from underrepresented backgrounds and nearly 58% are women. The College is ranked in the nation's Top 10 for Hispanic students. M.D. students spend their first two years taking basic science and doctoring courses on the FSU central campus in Tallahassee and are then assigned to one of the regional medical school campuses for their third year and fourth year clerkships. Typically, more than half of the alumni match in the primary care specialties of internal medicine, family medicine, pediatrics, or obstetrics and gynecology. The Physician Assistant program is a 27-month, 7-semester, 111 credit hour program designed to prepare graduates to practice medicine as part of the Physician-PA Team. Sixty students matriculate with each cohort annually in August and the program has up to 120 students in the Spring and Summer and up to 180 students in the Fall. Upon completion, graduates receive the Master of Science in Physician Assistant Practice degree.

Graduate Medical Education

The College is rapidly expanding its Graduate Medical Education programs across the State of Florida. A partnership with Tallahassee Memorial HealthCare to establish an Internal Medicine Residency Program was formed in 2010 and the program received ACGME accreditation in 2012. The program is accredited for 12 positions per year. In 2011, the College of Medicine partnered with Lee Memorial Health System to create a Family Medicine Residency Program in Fort Myers, Florida, producing six new family medicine physicians per year. The next programs to come online were additional partnerships with Tallahassee Memorial HealthCare to create a General Surgery Residency Program (two categorical residents per year, plus two preliminary positions), and a partnership with Dermatology Associates of Tallahassee to create a practice-based Dermatology Residency Program (two residents per year). The General Surgery and Dermatology Residency Programs were both accredited in 2015. The College of Medicine has a second Internal Medicine Residency Program, in partnership with Sarasota Memorial Health System, and includes up to 13 residents per year. The most recent residency programs include Family Medicine in Winter Haven and Emergency Medicine in Sarasota.

In 2013, the College of Medicine assumed sponsorship of its first fellowship program, the Micrographic Surgery and Dermatologic Oncology Fellowship at Dermatology Associates of Tallahassee. This ACGME-accredited fellowship program now trains up to two fellows per year.

Research in the College of Medicine

The College of Medicine has a dynamic research agenda in areas that include Clinical Sciences, Biomedical Sciences, Family Medicine and Rural Health, Geriatrics, Health Affairs, Behavioral Sciences and Social Medicine, the Autism Institute, the Center for Medicine and Law, and the Center for Brain Repair. Researchers in the College's interdisciplinary department of Biomedical Sciences focus on the cellular and molecular mechanisms of disease. Primary care, aging, neuroscience, genomics, and health services focused on underserved populations are among the topics of special emphasis in the College's research program. Collaborations across Florida State University, as well as community partners across the State of Florida, are key components of the College's educational and research efforts. Additionally, a core component of the research mission is community-engaged research towards advancing health equity.



As a Carnegie I Research Institution, the university provides a rich research environment. In addition to collaborating with basic science and psychology faculty from FSU's College of Arts & Sciences, College of Medicine researchers share resources and expertise with the School of Computational Science & Information Technology, the Pepper Institute on Aging & Public Policy, all major State of Florida health administration agencies, and the National High Magnetic Field Laboratory.

Since the first regional campuses opened in 2003, the College has built a reputation for giving medical students unrivalled access to patients from every demographic. Medical schools nationwide have explored the successful model. For years, the College's rapidly growing research program has sought to tap into the physician-patient network that produces such great benefits for its medical students. Those employed by the College and those collaborating with the College have access to millions of patients reflecting Florida's increasingly diverse population. The College's research portfolio has a particular focus on improving the health of Florida's population through service, training, innovation, and collaboration with its community.

In 2013, the College's Clinical Research Network (CRN) published its first journal articles related to the collection of data from that patient population. Data representing every ethnicity, age and demographic provides powerful information for translational research. Taking advantage of the rich data network that the College has established, and recognizing the strengths offered by the University of Florida's Clinical Translational Science Institute (CTSI), a critical collaborative effort has been established. This data helps advance knowledge in providing the best medical solutions for the underserved and elder populations of Florida. This initiative has evolved into OneFlorida, a collaboration between FSU, UF, and Miami through PCORI and CTSA awards. The state-wide network of facilities affiliated with UF and FSU connects local communities with teams of clinical scientists, physicians, and physicians-in-training, creating new opportunities to conduct clinical and public health research.

Recently, the College of Medicine entered into a strategic partnership with Tallahassee Memorial Healthcare. The partnership will provide an exciting new research opportunity with the creation of an Academic Health Center on the Tallahassee Memorial Healthcare campus. The College also collaborates with the Mayo Clinic (Jacksonville) on a wide range of research projects that promise a deepening partnership with FSU in the future.

Florida State University

Florida State University was founded in 1851 and has grown to an institution that serves more than 40,000 students. The University's 16 colleges offer more than 275 undergraduate, graduate, doctoral, professional, and specialist degree programs. The University offers a distinctive academic environment built in the heart of the state capital, Tallahassee. One of the nation's major research universities, FSU is proud of its distinguished faculty, which includes five Nobel laureates.

With an impressive breadth of leading graduate, professional, and undergraduate programs, FSU is a demanding and intellectually stimulating, yet warm and caring environment, for students and faculty. Recognized nationally for its commitment to diversity, FSU is a national leader in the number of doctorates awarded to African American students and in the graduation rate of African American undergraduates.



KEY RESPONSIBILITIES

Key responsibilities of the Dean will include:

- Serve as the chief executive and academic officer of the College.
- Serve as the chief culture officer, responsible for promoting professionalism, high ethical standards, and equity, diversity, inclusion, and justice. The Dean must have an understanding of cultural humility and responsiveness.
- Provide leadership to the faculty in all academic matters, including research and curricular initiatives, as well as faculty recruitment, to strengthen the College's reputation across several areas. These areas include clinical excellence, teaching excellence, and excellence in equity, diversity, and inclusion.
- Ensure that the educational programs at the undergraduate, professional, and graduate levels provide a positive learning experience and social accountability to the community, offering high-quality and innovative educational opportunities to facilitate the transition from student to professional.
- Work effectively with hospital partner leadership to promote the success of the clinical enterprise and to ensure its support of the academic mission.
- Collaborate to further develop a robust clinical-translational research program, especially community-partnered research.
- Closely work with the President and Provost on identifying and developing strategic partnerships with health care systems, hospitals (e.g., TMH), and health science research institutions to substantively contribute to the development of FSU Health.
- Lead the College's ability to catalyze NIH and federally funded health research at the institutional level.
- In close collaboration with the President, Provost, Vice President for Research, and College Associate Deans for Research, work to significantly increase and prioritize the College's sponsored research portfolio, especially in the domains of NIH and other relevant federal agencies.
- As a critical component of the College of Medicine, the Dean is expected to be dedicated to enhancing and developing student affairs and the student experience.
- Ability to interpret, and respond to, major local, state, national, and international events that affect the College of Medicine.
- Provide the necessary stewardship of the College of Medicine's resources to ensure successful execution of its primary missions.
- Oversee development of the financial and administrative systems required to ensure prudent utilization of resources in each of its missions.
- Ensure accountability for effective resource management across the College.
- Serve as principal advocate and spokesperson for the College of Medicine within the FSU community and to local, national, and international constituencies in the public and private sectors.
- Foster alumni recognition and participation in the growth of the College.
- In close collaboration with the President, Provost, Vice President for Research, and College leadership, prioritize and lead the development and execution of corporate and foundation funded contracts, including initiatives in health and behavioral health that generate innovation, commercialization, economic development, and meaningful social impact.
- Serve as a member of the council that advises the President on academic and administrative issues.



- Promote collaborative relationships with other FSU schools and colleges to further the goal of interdisciplinary health science education, research, and patient care.
- Grow and enhance partnerships with FSU colleges that are involved in health-related research. These include Arts and Sciences, Engineering, Health and Human Sciences, Nursing, and Social Work.
- Develop and expand the College's philanthropic base, recognition, and respect.
- Ensure that the College continues to be a leader working with the communities it serves, addressing a broad list of needs that impact the community's health and social welfare to advance equity and eliminate health disparities.

PROFESSIONAL EXPERIENCE / QUALIFICATIONS

Qualified candidates must have an earned M.D. or equivalent degree with a sustained record of academic accomplishment. Candidates must have a reputation in a medical sciences discipline that has resulted in national and/or international recognition. Requirements also include:

- An exceptional record as an academic leader, such as prior experience in a Vice/Associate/Assistant Dean, Department Chair, Institute/Center Director, or Division Chief/Program Director role.
- Experience that has created an acute awareness of the priorities that impact faculty, staff, and students (e.g., burnout/well-being, racism, social determinants of health, and advancing equity).
- An interest in, and commitment to, working with students and engaging them in activities, programs, and service.
- Strong managerial, financial, and interpersonal skills.
- Strong relationship-building and communication skills to work with, and engage, multiple and diverse constituencies; particularly effective communication skills with faculty, staff, other healthcare leaders, government agencies, and community representatives.
- Demonstrated success and comfort with fundraising.
- An ability to collaboratively champion and advance a diverse portfolio of missions, including education, research, and clinical care.
- A track record in developing a robust research portfolio.
- An ability to build consensus, including an understanding of the issues and options facing each regional campus, affiliated sites, and their affiliated hospitals, with the interpersonal and communication skills required to form productive partnerships.
- A leadership style that is transparent and that inspires trust and optimism among the faculty, staff, and students.
- A demonstrated commitment to the values of diversity, equity, and inclusion.
- A history of engaging the community in a variety of ways that reflect a personal understanding of their needs and a commitment for positive change.

COMPENSATION

Florida State University offers an attractive compensation and benefits package, commensurate with the successful candidate's background and experience.



NOMINATIONS AND APPLICATIONS

Florida State University has retained the services of Dr. Josh Ward at the executive search firm Korn Ferry to conduct this important search. All inquiries, nominations, and applications should be submitted to Ms. Chanel Smith at Korn Ferry at Chanel.Smith@KornFerry.com. For priority consideration, please submit all application materials as soon as possible

Applicants should submit:

1. A current and comprehensive *curriculum vitae*
2. A letter of interest describing why you are interested in both the role of Dean and the FSU College of Medicine, why you are a good fit for the position based on your experience, and why now is a good time for you to consider the opportunity.

KORN FERRY CONTACTS

<p>Josh Ward, PhD, MPhil Principal Academic Medicine Korn Ferry (405) 640-3994 Josh.Ward@KornFerry.com</p>	<p>Chanel Smith Senior Associate Academic Medicine Korn Ferry (484) 332-6206 Chanel.Smith@KornFerry.com</p>
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