

HOWARD UNIVERSITY

Associate Dean for Administration and Finance Search



1867

HOWARD

UNIVERSITY

About Howard University

www.howard.edu

History

Established in 1867, Howard University is one of the nation's leading research universities dedicated to educating students from diverse backgrounds, with a particular focus on African-American students, as well as those of all other racial and ethnic groups from the United States and the world. The University received its first accreditation from the Middle States Association of Colleges and Schools in 1921 and has had its accreditation reaffirmed at every required interval thereafter. The University's main campus is located in Washington, DC, within five miles of the United States Capitol. Howard has grown from a single-frame building in 1867 to more than 256 acres which consists of Howard's main campus, 400-bed Howard University Hospital, its East and West campuses, and includes a 108-acre research facility in Beltsville, Maryland.

Howard's academic programs are offered by 13 schools and colleges: the College of Arts and Sciences; the School of Business; the School of Communications; the College of Dentistry; the School of Divinity; the School of Education; the College of Engineering, Architecture and Computer Sciences; the Graduate School; the School of Law; the College of Medicine; the College of Nursing and Allied Health Sciences; the College of Pharmacy; and the School of Social Work.

Howard is a unique university with a special mission that addresses the higher education needs of the nation and the world. Since its founding, Howard has been open to men and women from all racial and ethnic groups. The University has awarded more than 100,000 degrees in

the arts, sciences and humanities. The University continues to attract the nation's top students and produces more on-campus African-American Ph.D.s than any other university in the world.

The University has long held a commitment to the education and advancement of disadvantaged persons in American society and throughout the world. The goal is the elimination of inequities related to race, color, social, economic and political circumstances. A commitment to excellence across all of its programs is in keeping with the University motto, *Veritas et Utilitas*, or **Truth and Service**.

Present Day

Today, Howard is one of only 48 US private, doctoral/research-extensive universities. Its 10,500 students enjoy academic pursuits in more than 120 areas of study leading to undergraduate, graduate and professional degrees. These students come from virtually every state, the District of Columbia, and nearly 70 countries. The University competes in 17 varsity sports including basketball, football, bowling, lacrosse, soccer, softball, swimming, tennis, both indoor and outdoor track and volleyball. Undergraduates comprise 67 percent of the total enrollment.

On July 22, 2014, the University announced Wayne A.I. Frederick, MD, MBA as its 17th President. His appointment brings new vigor to the campus as he continues to build and renew the University's comprehensive and unique

perspective to educating exceptional leaders. Howard University builds on its legacy and continues to maintain its special emphasis on the training of African-American students for national and global leadership roles.

Howard is a leader in STEM fields. The National Science Foundation has ranked Howard as the top producer of African-American undergraduates who later earn science and engineering doctoral degrees. The University also produces more minority doctoral graduates in computer science than any other university in the nation and boasts nationally ranked programs in social work, business and communication sciences and disorders. In 2013, The Washington Post named Howard “An Incubator for Cinematographers.”



The Howard University Mission

Howard University, a culturally diverse, comprehensive, research intensive and historically Black private university, provides an educational experience of exceptional quality at the undergraduate, graduate, and professional levels to students of high academic standing and potential with particular emphasis upon providing educational opportunities for Black students. Moreover, the University is dedicated to attracting and sustaining a cadre of faculty who are, through their teaching, research and service, committed to the development of distinguished, historically aware, and compassionate graduates and to the discovery of solutions to human problems in the United States and throughout the world. With an abiding interest in both domestic and international affairs, the University is committed to continuing to produce leaders for America and the global community.



Leadership

Dr. Wayne A.I. Frederick, President



Dr. Wayne A.I. Frederick is dedicated to continuing the University's legacy of being a world-renowned academic and research institution. As a triple alumnus, Dr. Frederick's dedication to Howard University spans more than two decades. He earned the BS, MD, and MBA degrees from Howard and completed his surgical residency training at Howard University Hospital. After fulfilling his post-doctoral research and surgical oncology fellowships at the University of Texas MD Anderson Cancer Center, Dr. Frederick began his academic career as Associate Director of the Cancer Center at University of Connecticut, where he also served on the Department of Surgery faculty. Since returning to Howard University in 2006, Dr. Frederick has served as Interim President, Provost & Chief Academic Officer, Associate Chair in the College of Medicine, Division Chief in the Department of Surgery, Director of the Cancer Center, and Deputy Provost for Health Sciences.

As a distinguished researcher and surgeon, Dr. Frederick is the author of numerous peer-reviewed articles, book chapters, abstracts, and editorials. He has also received numerous awards honoring his outstanding scholarship and service. In June 2014, Congress recognized him for his contributions in addressing health disparities among African-Americans and historically underrepresented groups.

Dr. Frederick's groundbreaking research and examination of the unconscious bias in academia has been presented to scores of national and international audiences. His research findings recommend changes to

pedagogy, curriculum reform, and inter-professional instruction. Through his experience as a scholar and an administrator, Dr. Frederick continues to support innovative solutions to further the mission of Howard University and support the success of its students.

The Health Science Campus and College of Medicine

<http://healthsciences.howard.edu/education/schools-and-academics/medicine>

The College of Medicine is a part of Howard University's Health Sciences Complex. In addition to the College of Medicine, Health Sciences includes the Howard University Hospital (HUH); the College of Dentistry; the College of Pharmacy, College of Nursing and Allied Health Sciences; Graduate Medical Education; Howard University Cancer Center; the Louis Stokes Health Sciences Library; and the Student Health Center. Located in the nation's capital, the University's Health Science Complex draws upon the immense medical resources of this area, including the National Institutes of Health and the National Library of Medicine.

Leadership development is a key part of all of the degree programs at Howard. The academic program leading to the M.D. is designed to produce physicians who are knowledgeable of the principles of modern medical science and who have mastered the art of critical thinking in the clinical decision-making process. Dual degree programs are offered jointly with the Graduate School (M.D./Ph.D.) and the College of Arts and Sciences (B.S./M.D.). In addition, six training programs leading to the Master of Science and/or Doctor of Philosophy degree are available in the College of Medicine. These degrees are offered through programs in anatomy, genetics and human genetics, microbiology, biochemistry, pharmacology and biophysics.



A Unique History

By November 1868, the first opening exercise for the medical department was held at the First Congregational Church and classes began with eight students (seven black and one white) and five faculty members. At the time of its founding, the medical department included degree programs in medicine and pharmacy. A degree program in dentistry was introduced in the early 1880s. Only one member of the founding faculty was African American, Dr. Alexander Thomas Augusta who graduated from Trinity Medical College in 1856. The first class graduated in 1871 and included two blacks and three whites. Howard graduated its first woman Mary Spackman in 1872, and its first black woman Eunice Shadd in 1877. Howard University has also been noted for educating individuals from the West Indies and Africa.

Many noted physicians and scientists have been affiliated with the College of Medicine over the years. Dr. Daniel Hale Williams, the first physician to successfully perform open heart surgery, served as Chief Surgeon of Freedmen's Hospital during the 1890s. Dr. Charles Drew, well-known for his ground-breaking research on banked blood and for his leadership of the "Blood for Britain" project during World War II, served as head of the Department of Surgery from 1941 until his untimely death in 1950.

After the implementation of the Flexner Report of 1910, only two of the seven black medical schools survived, Howard and Meharry Medical College (Nashville, TN). Since then, Howard University has been at the forefront of training African-American and women physicians for the United States. In 1975, the new Howard University Hospital (HUH) opened replacing the Freedmen's Hospital and today serves as the College of Medicine's major teaching facility.

Today

The college uniquely addresses the special healthcare needs of medically underserved communities, and continues to produce a significant number of the nation's minority physicians. The COM currently has 456 students, most recently graduating 104 students. The graduation rate is 90%, and the residency match rate is 89%. The faculty is comprised of 260 full-time and 26 part-time professors. The College of Medicine has a clinical center with 10 examination rooms, and a new state of the art health sciences simulation center, which contains operating and delivery room suites. This allows students the opportunity for inter-professional practice of clinical procedures before working on an actual patient. The COM touts more than 4,600 living alumni.

Howard University Hospital



Over the course of its 147-year history of providing the finest primary, secondary and tertiary health care services, Howard University Hospital, a Level 1 Trauma Center, has become one of the most comprehensive health care facilities in the Washington, D.C. metropolitan area. US News & World Report has ranked Howard University Hospital one of America's best hospitals; and, in April 2007, the hospital ranked number one among selected area hospitals on 19 quality measures published by the U.S. Health and Human Services Department. Washingtonian and Black Enterprise magazines have identified physicians affiliated with the hospital as leaders in a vast range of specialties.

A private, nonprofit institution, HUH is the nation's only teaching hospital located on the campus of a historically black university. It offers medical students a superior learning environment and opportunities to observe or participate in groundbreaking clinical and research work with professionals who are changing the face of health care.

HUH's community-based programs include the Diabetes Treatment Center, a state-of-the-art facility that services the multiple medical needs of diabetic patients through a multidisciplinary approach to patient care. Specialized services include endocrinology, ophthalmology, podiatry, diabetes education, pharmacists and nutritionists. Counseling is tailored to the patient's goals, education and lifestyle. The Women's Wellness Center offers state-of-the-art imaging services; and, the Perinatal Diagnostic and Ultrasound Center promotes individualized care to women requiring advanced procedures and consultations, with special attention to expectant mothers with high-risk pregnancies. The Mood and Anxiety Behavioral and Neuroscience Center researches ways to prevent post-traumatic stress disorders, treats bipolar illnesses and provides treatment-resistant depression modalities. The Department of Neurology has been distinguished for excellence in the treatment of stroke outcomes, ranking in the top five percent in the nation.

For more information see <http://www.huhealthcare.com/>.



The Position

The Associate Dean for Administration & Finance reports and is accountable to the Dean of the College of Medicine to provide the faculty, staff and students with superlative service in the day-to-day management of the operations and finances of the College. The Associate Dean's work is informed by the goals of both the University and the College and the strategies for their achievement as articulated by the Dean. A principal standard by which the Associate Dean is assessed is the effective and efficient application of available resources toward University and College goals.

The Associate Dean leads efforts to optimize the organization, including budgetary and financial management, facilities, grants, contracts, and academic personnel and human resources. Accordingly, the Associate Dean must work closely and constructively with the Dean, staff within the office of the Dean, department chairpersons, and unit directors and with her/his counterparts in the Central Administration of the University.

On behalf of the Dean, the Associate Dean initiates, implements, and provides practical oversight for the development and implementation of the College's budget. S/he then monitors the College budget and those of the various units' to insure compliance with sound fiduciary principles and advancement of the College's and the units' goals.

The Associate Dean is required to provide regular and timely reporting to the Dean and designees on the status of all budgets of and within the College and is empowered to intervene where necessary to insure compliance.

As principal financial advisor to the Dean of the College of Medicine, the Associate Dean directs and coordinates financial planning and resource allocation for the College's operating budget. The Associate Dean has fiduciary responsibility for maintaining a sound financial environment and good business practices, and works closely with department Chair's and administrators who process and record financial transactions to ensure timely and accurate financial information, to monitor accounts and resolve problems, to ensure compliance, to safeguard resources and reduce risk.

Oversees all fiscal affairs of the College of Medicine, which includes preparation and oversight of the operating budget, monitoring cash flow and expenditure plans, fund management, and grants and contracts management. Directs the preparation of the operating budget for the College and responds to questions from external and internal sources concerning the budget and College of Medicine fiscal resource issues. Develops principles and strategies for resource allocation within the College of Medicine. Works closely with the Dean to develop and coordinate the School's annual academic and operating budget planning process, forecasts and predicts resource requirements for new and existing programs, and develops funding strategies.

Additional Responsibilities/ Oversight

- Human Resource Development and Support

Directs and coordinates the administration of staff and academic personnel programs, and payroll; and has broad authority for human resources. With the Dean, implements strategic academic and staff personnel objectives. Serves as central administration resource to the College of Medicine Department Chairs, and administrative directors to handle complex and/or controversial issues regarding personnel and resources.

- Facilities and Space Planning

Manages facilities and space planning. Coordinates space planning with the Dean, faculty and other senior managers. Serves as liaison to PFM. Supports the Dean in strategic planning for future space needs. Manages special projects as necessary.

- Support for Department Chairs

Partnering collaboratively with each department chair and provide proactive financial services and business advice to operating unit leadership.



Competencies Deemed Critical for Success

Howard University is a complex, matrixed environment with a unique organizational structure, poised at a time of considerable change across a variety of fronts. Consequently, a collaborative leadership style that is open, direct and inclusive will be essential. Evidence of success in achieving desired outcomes through a blend of influence and direct authority will be highly valued. The successful candidate must demonstrate communication skills that have enabled him/her to provide vision and direction to a large group of highly successful professionals.

Demonstrated Strategic Orientation and Vision

The successful candidate will possess the interest and ability to understand the history, legacy, and context within which Howard University operates so that s/he may effectively manage both short and long-term opportunities as well as potential threats to the goals of the organization. A candidate will be particularly valued if s/he has a track record of translating an organization's overarching strategy into an effective, long-term action plan for his or her area of responsibility. The next Associate Dean should have successfully developed, communicated, and implemented a strategy for growth and should have a track record of:

- Working in the context of financial constraints to prioritize and selectively invest in areas that leverage the strengths of an organization to differentiate them locally, regionally, and nationally;
- Demonstrating the ability to carefully assess strengths and areas of excellence, and determine where to invest resources;
- Working within a culture to build on the best practices and successes, setting a clear set of expectations for all stakeholders.

Other Personal Characteristics Deemed Important

- Commitment to excellence on both a personal and professional level, with the highest level of personal integrity and ethical standards, and be known for compassion, fairness and objectivity;
- Proactive, innovative, creative and visionary, with an ability to “think outside the box” and constructively embrace and lead change initiatives;
- Collegial, inclusive, and personally committed to ensuring diversity, both in perspectives and in personnel, with the ability to bring out the best in others and develop a spirit of collaboration within and among stakeholders;
- Facilitator and problem-solver who earns the trust of the community by instilling a sense of “fair play” and placing the goals of the organization ahead of those of any individual, group or department;
- Inspiring, articulate humanist, possessing a deep understanding of and sensitivity to the cultural differences that exist across the basic sciences, public health and clinical training;
- Careful listener and influential communicator; a source of calm in the face of inevitable challenges with the ability to engage a wide variety of audiences including both highly technical and lay audiences;
- Executive presence and an engaging personal presentation style that encourages consensus-building and cooperation;
- Commitment to create with other health science leaders more collaborative training and joint educational experiences among the health science students to promote more effective and better coordinated care for the patients they will serve at the completion of their training.

Preferred Qualifications

- A Master's Degree in Business, Accounting, or Finance preferred or the equivalent combination of education, training, and experience which comparable skills can be acquired. 5 years of professional work experience relating to the essential job duties and broad knowledge of the principles and practices in financial management.
- 5-10 years of progressive experience in financial management in a university, government, nonprofit, or business setting to include budgeting, forecasting, and designing financial reports
- Evidence of superb interpersonal relations and communication skills with persons throughout organizations
- An accredited record of maintaining trust and operating within a delegation of authority
- Demonstrated ability to formulate policies, articulate policies to persons charged with implementing them, and gain support for policies
- Ability to work independently, solve problems, prioritize and meet deadlines.
- A demonstrated ability to lead people and get results through others.
- A demonstrated willingness and ability to work effectively with diverse audiences.
- Ability to quickly establish personal credibility and stature to quickly gain the respect of a variety of constituents including University executives Cabinet Officers, Department Heads and staff, consultants, and professionals and the ability to work successfully with them over the long term.
- Capacity to manage and coordinate multiple projects and meet critical deadlines while being sensitive to priorities and shifting demands.
- Must possess or demonstrate the ability to acquire thorough knowledge and understanding of University policies, procedures and protocols.
- Strong persuasive abilities to influence cooperation and compliance with work methodologies without direct reporting authority
- Flexibility, resourcefulness, and creative approaches to unique problems as well as an understanding of the wider campus context in which these problems must be addressed.
- Demonstrated ability to motivate key constituencies, lead the development of mutually beneficial relationships with partners, and recruit, retain and develop super staff.

Procedure for Candidacy

Applications should include a letter of application and curriculum vitae. Applications and nominations will be accepted until the position is filled. Confidential review of materials and screening of candidates will begin immediately. Harris Search Associates is assisting Howard University for this search. Please send application to address below or contact Dr. Richard Skinner, Senior Consultant for further details.

Contact Information:

Dr. Richard Skinner
Harris Search Associates
4236 Tuller Road
Dublin, OH 43017
Tel: 614-798-8500 Cell: 202-258-0058
Email: rick@harrisandassociates.com
www.harrisandassociates.com

The University does not discriminate on the basis of race, color, national and ethnic origin, sex, marital status, religion, or disability. Veteran status and people with disabilities are encouraged to apply. Inquiries regarding provisions for persons with disabilities, equal employment opportunity and Title IX should be directed to the Office of the Vice President for Human Resources at (202)-238-5960.



Harris Search Associates

I N N O V A T I O N + T A L E N T

Harris Search Associates, an IIC Partners member firm, is a leading global executive search and board advisory consulting firm. Our practice is focused on identifying and attracting leaders to support the growth of clients in the areas of research, science, engineering, academic medicine and commercial enterprises. Clients include the foremost universities, research parks, institutes, academic medical centers and commercial organizations driving global innovation and discovery.

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