

# HOWARD UNIVERSITY

Dean of the College of  
Medicine and Vice President  
for Clinical Affairs Search



1867

**HOWARD**  

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**UNIVERSITY**

*Educators can change lives; those who train physicians can save lives.*

The opportunity to be part of an historical legacy, but to also be a leader to help craft a successful institutional future seldom is afforded. Howard University is proud to present just such an opportunity and invites nominations and applications for the next Dean of Medicine and Vice President for Clinical Affairs. The appointee will have the chance to, at once, build on a proud past and help fashion an extraordinary tomorrow.

# About Howard University

[www.howard.edu](http://www.howard.edu)

## History

In November 1866, shortly after the end of the Civil War, members of the First Congregational Society of Washington considered establishing a theological seminary for the education of African-American clergymen. Within a few weeks, the concept expanded to include a provision for establishing a university. Within two years, the University consisted of the colleges of liberal arts and medicine. The new institution was named for General Oliver O. Howard, a Civil War hero who was both a founder of the University and, at the same time, commissioner of the Freedman's Bureau.

Howard's charter, as enacted by Congress and subsequently approved by President Andrew Johnson on March 2, 1867, designated Howard University as "a university for the education of youth in the liberal arts and sciences." The Freedmen's Bureau provided most of the early financial support of the University. In 1879, Congress approved a special appropriation for the University. The charter was amended in 1928 to authorize an annual federal appropriation for construction, development, improvement and maintenance of the university.

In 1926, when Dr. Mordecai Wyatt Johnson, Howard's first African American president, assumed the presidency of Howard, the University was comprised of eight schools and colleges, none of which held national accreditation. The institution's enrollment during this year stood at 1,700 and its budget at \$700,000. By the time Johnson retired

34 years later, the University boasted of 10 schools and colleges, all fully accredited; 6,000 students; a budget of \$8 million, the addition of 20 new buildings, including an expanded physical plant; and a greatly enlarged faculty that included some of the most prominent African American scholars of the day. Another key indicator of the University's enhanced academic status was the 1955 inauguration of graduate programs that had the authority to grant the Ph.D. degree.

Howard has served as the teaching ground for many influential professors and intellectuals, such as Ralph J. Bunche, Political Science; Charles R. Drew, Medicine; E. Franklin Frazier, Sociology; Alain J. Locke, Literature; Carter G. Woodson, History; and Lois Mailou Jones, Art.

The University is also the alma mater of many notable Americans, including the late U.S. Supreme Court Justice Thurgood Marshall; the first African-American governor L. Douglas Wilder; Nobel Laureate and Pulitzer Prize-winning author Toni Morrison; Savage Holdings LLC CEO and Howard Board of Trustees Chairman Frank Savage; Emmy Award-winning actress Phylicia Rashad; opera singer Jessye Norman; actress, producer, and director Debbie Allen; the first African-American president of The American Cancer Society and The American College of Surgeons, Dr. LaSalle Leffall Jr.; attorney, civil rights leader, and Wall Street executive Vernon Jordan; former mayor and United Nations Ambassador Andrew Young; and the first female mayor of Atlanta, Shirley Franklin.

Since 1998, the University has produced two Rhodes Scholars, two Truman Scholars, a Marshall Scholar, 30 Fulbright Scholars and 11 Pickering Fellows.

Howard has historically educated more African American PhD's than any other university. It has a track record, for more than a century, as the home to the single, largest concentration of Black scholars in the world.

## Present Day

Howard University was established in 1867, and is a federally chartered, private, doctoral/research extensive university located in Washington, D.C. On July 22, 2014, the University announced Wayne A.I. Frederick, M.D.,

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.

In 2014, Howard University enrolled approximately 10,300 students: 6,974 undergraduates and 3,223 graduate students.



# 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 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

As the 17th President of Howard University, Dr. Wayne A.I. Frederick is dedicated to continuing the University's legacy of being a world-renowned academic and research institution.

Under Dr. Frederick's leadership, there is a renewed commitment to academic excellence and access to an affordable education. He recently launched Howard's Center for Academic Excellence, a center created specifically and wholly to provide student retention support services to increase undergraduate success. He also introduced the Graduation & Retention Access for Continued Excellence (GRACE) grant program, which provides need-based funding designed to reduce financial barriers and increase on-time graduation.

As a triple alumnus, Dr. Frederick's dedication to Howard University spans more than two decades, beginning with his enrolling as a student. Born in Port of Spain, Trinidad, he was admitted to Howard University at the age of 16 with a dream of becoming a physician. His passion to serve and to heal was driven by the personal impact of sickle cell anemia, a hereditary disease he has lived with since birth. He earned a Bachelor of Science degree, a Doctor of Medicine, 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 Dean in the College of Medicine, Division Chief in the Department of Surgery, Director of the Cancer Center, and Deputy Provost for Health Sciences and he also earned a Master of Business Administration.

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 academic medicine 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.

Dr. Wayne A. I. Frederick is a true son of Howard University—a proud and loyal exemplar of the University's motto, *Veritas et Utilitas* (Truth and Service).

# 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, 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 Opportunity

Howard finds itself at an exciting and transformative moment in its history marked by its recent appointment of Dr. Wayne A. I. Frederick, M.D. as its 17th President in 2014. Dr. Frederick, a native of Trinidad and Tobago, earned a dual B.S./M.D. degree at Howard University by age 22, and began his residency at Howard University Hospital. He - also earned a Master's degree in Business Administration from the university.

On the cusp of the university's 150th anniversary, the Dean of the College of Medicine (COM) and Vice President for Clinical Affairs (VPCA) has an unprecedented opportunity to contribute as a partner to the new senior administration team, to build upon the existing momentum at Howard, and to assist in the continued enhancement of the university. Its reputation as a major national research university with a commitment to excellence across all of its programs is in keeping with the University motto, "Truth and Service".

The Dean of the COM/VPCA reports to the Provost. The Dean of the COM /VPCA serves as the chief academic and administrative officer for the COM and is responsible for developing and implementing academic and financial strategies, recruiting faculty, students and administrative staff, and developing an organizational structure that will serve and promote research, clinical and educational programs of the highest caliber.

The Dean/VPCA has oversight of the educational programs in the COM and shapes the vision for innovation in curriculum and training. The Dean/VPCA represents the President and University on issues of clinical and hospital partnerships and assures the continuation of a strong working partnership with Howard University Hospital. S/he works to develop additional partnerships for ambulatory medical training. In addition, s/he builds enduring relationships with critical external community partners as well as local, regional, and national government leaders.

# Major Responsibilities

## Education:

The Dean/VPCA supports and oversees the delivery of a comprehensive and state-of-the-art educational program for medical and graduate students. The Dean ensures compliance with accrediting organizations and promotes the delivery of a curriculum and learning environment designed to produce graduates of the highest caliber.

## Talent Development:

The Dean/VPCA assures that key leadership roles within the COM are filled with people of nationally-recognized ability who are mentored and supported to deliver excellent training programs, high quality patient care, and cutting-edge basic and translational research. The Dean/VPCA recruits and works to motivate and retain top-quality faculty and program leaders so that the COM has the talent to carry out strategic plans.

## Research Advancement:

The Dean/VPCA supports the pursuit and advancement of world-class science by assisting principal investigators and other faculty in efforts to secure NIH and other grant funding. The Dean/VPCA fosters a shift in emphasis from departmental to interdisciplinary research activities. The Dean/VPCA enhances the graduate programs of the COM and makes necessary changes to ensure excellence of graduate as well as postdoctoral training and research in the COM.

## Clinical Programs:

The Dean of the COM/VPCA provides vision and leadership to provide quality care to a diverse and underserved patient population. S/he will work in partnership with the University's Health Sciences leadership and its hospital partners to achieve the quality goals. The Dean of the COM/VPCA has oversight for the Faculty Practice Plan and must ensure clinical and operational excellence in all domains of clinical practice and service.

## Fiscal Oversight:

The Dean /VPCA leads the financing and budgeting processes for the COM taking divergent views on financial decisions into consideration while effectively managing limited resources.

## Compliance:

The Dean/VPCA encourages ethical medical and financial practice by supporting compliance and audit professionals and by honoring those within the COM who have had to make difficult choices.

# 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 across a broad range of disciplines.

## Required Experience

The preferred candidate should have experience successfully seeking out opportunities for collaborations with other local institutions while maintaining key relationships with multiple constituencies.

S/he should have experience building on existing research programs and enhancing clinical programs that have enabled an academic organization to meet its mission.

S/he should have experience working with senior academic leaders to develop an integrated strategy that leverages interdisciplinary activity within an academic medical center.

## 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 Dean of the COM/VPCA 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 of the stakeholders.

## Fundraising and Philanthropy Acumen

Working with University leaders, in the context of financial constraints, to build a future for the COM that is as illustrious as its past will require significant fundraising activities. The Dean/VPCA will work with the President and fellow institutional leaders to facilitate a Health Science Center advancement program and presents the institution's case for major financial support to potential donors.

The next Dean of the COM/VPCA should have a track record of increasing resources for an academic organization by:

- Being publicly visible, politically savvy, and understanding how to cultivate excellent relationships with potential donors.
- Securing resources for programs and projects through successful grantsmanship
- Reaching out to community, state, and national political and business leaders to build financial support for fundraising that will begin the process of developing a substantial endowment vital to the long-term success of any institution.
- Reaching out to alumni and other leaders and successfully encouraging them to become actively involved with fundraising and giving.

# Outcomes and Results Orientation

The successful candidate will have an eye on metrics for every aspect of his/her vision. Candidates should possess a proven ability to identify and articulate priorities in a wide variety of contexts, and be able to measure and track those priorities and guide resources accordingly. The successful candidate will possess an ability to communicate the metrics in a pragmatic and collegial way that leaves little room for ambiguity and aids the organization in focusing on goals, measuring its goals regularly, sharing data in real time, and staying on course to achieve demonstrable results. The ideal candidate will be able to point to successes that were achieved as a consequence of his/her ability to frame and manage expectations, timelines, and goals and, ultimately, deliver demonstrable results. There will be a historic track record of:

- Changing the culture of an organization or program such that there is a focus on metrics and a regular effort to understand the progress toward meeting a goal.
- Using dashboards, printed materials, or other communication mechanisms for disseminating both individual and collective data points to monitor progress toward a goal.
- Using data to determine when course corrections are needed and articulating the need such that others in the organization are able to change tactics when required, particularly when scarce resources have been invested.

## 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, 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.
- A 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.
- An 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.
- A 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.
- An executive presence and an engaging personal presentation style that encourages consensus-building and cooperation.

# Desired Qualifications

- National/international recognition as a clinical scholar with an M.D. or the equivalent degree.
- Credentials and a record of academic achievement, including a track record of receiving external funding, commensurate with eligibility for appointment to a tenured faculty position at Howard University at the level of Professor.
- Recognized achievement and proven commitment to excellence in the education of health professionals and researchers.
- Extensive administrative and leadership experience in a multidisciplinary academic/research or government environment.
- Demonstrated ability to develop and execute strategies for securing financial support from individuals, foundations, corporations, and federal and state funding agencies.
- Strong commitment to students that is reflected by active and visible engagement in student activities, initiatives, and programs; seen as an advocate for students.
- Fundamental commitment to diversity of faculty, students and staff.
- Demonstrates ability to motivate key constituencies, lead the development of mutually beneficial relationships with partners, and recruit, retain and develop superb academic faculty and leaders.
- Ability to assess Howard's COM position within the changing health care context and articulate a compelling vision of how to move the COM into a sustainable national leadership position.
- Strong business sense with experience and demonstrated understanding of the complex financial pressures facing medical schools and academic medical centers today.

# 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.

The executive search firm of Harris Search Associates is conducting this decanal search on behalf of Howard University. Please send application via hard copy or email to the address below, or contact Jeffrey Harris, Managing Partner, for further details.

#### Contact Information:

Jeffrey Harris, Managing Partner

Harris Search Associates

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*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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