

Position and Candidate Specification



**Weill Cornell
Medicine**

Stephen and Suzanne Weiss Dean, Weill Cornell Medicine and Provost for Medical Affairs, Cornell University

PREPARED BY:

Mark Furman, M.D.

Alexis Stiles

Kathryn Sugerman

Gregory Vaughn, M.D.

Wesley Yampolsky

September 2022

Assignment: 63885-016

Weill Cornell Medicine (WCM), part of Cornell University, is committed to excellence in patient care, scientific discovery, and the education of future physicians in New York City and around the world. The physicians and scientists of Weill Cornell Medicine — faculty from Weill Cornell Medical College and Weill Cornell Graduate School of Medical Sciences — are engaged in world-class clinical care and cutting-edge research that connects patients to the latest treatment innovations and prevention strategies, along with innovative education of the next generation of medical leaders. Located in the heart of the Upper East Side of New York City's scientific corridor, WCM's powerful network of collaborators extends to its parent university, Cornell University; to Qatar, where an international campus offers a U.S. medical degree; and to programs in Tanzania, Haiti, Brazil, Austria, and Turkey. In addition, WCM faculty collaborate extensively with faculty from Cornell Tech, Cornell's applied science and engineering campus located on Roosevelt Island in New York City, with a significant focus on health technology.

ORGANIZATIONAL STRUCTURE

The position of Dean and Provost reports to Cornell University's President and has responsibility to the Chair of the Board of Fellows. Weill Cornell Medicine encompasses the Medical College, the Graduate School of Medical Sciences and Weill Cornell Medicine - Qatar. The Graduate School dean and the WCM-Qatar dean report to the WCM Dean/Provost. The physician's organization president and CEO also reports directly to the WCM Dean/Provost. Weill Cornell Medicine has several affiliation agreements, including with NewYork-Presbyterian (NYP); Hospital for Special Surgery; and Memorial Sloan Kettering Cancer Center. Together, Weill Cornell Medicine, Rockefeller University, and Memorial Sloan Kettering Cancer Center form the Tri-Institutional M.D.-Ph.D. Program.

Founded in 1898, the Medical College was established and generously endowed through the gifts of Colonel Oliver H. Payne and quickly became a national leader in medical instruction. Since its inception, the Medical College has followed an educational philosophy emphasizing the importance of combining a strong foundation in the medical sciences with extensive clinical training in patient care. Although its name has changed, amid its centennial celebration in 1998, the institution was renamed in appreciation for the leadership of foremost benefactors Joan and Board of Fellows Chair Emeritus Sanford I. Weill. In 2015, the institution was rebranded Weill Cornell Medicine to more fully capture its mission. Today, WCM is widely recognized for its excellence in patient care, medical education, research, and global public engagement. Additionally, the institution leads the nation with a robust 44% of its students pursuing academic careers in medicine.

The mission of Weill Cornell Medicine is to provide the finest education possible for medical students and students pursuing advanced degrees in the biomedical sciences, to conduct research at the cutting edge of knowledge, to improve the health care of the nation and the world, and to provide the highest quality of clinical care to the community.

Weill Cornell physicians and scientists have paved the way for such medical advances as the Pap test for

cervical cancer, the first “double-blind” controlled experiment to test the efficacy of drugs, the synthesis of penicillin, and the synthesis of the hormone oxytocin that is crucial to childbirth – and are currently pioneering innovative therapies for unmet medical needs, including, for example, clinical testing of gene therapy for Parkinson’s disease.

With an annual budget over \$1.3 billion and more than 1,600 full-time faculty, WCM is organized into 26 basic science and clinical departments focusing on the sciences underlying clinical medicine or encompassing the study, diagnosis, treatment, and prevention of human diseases. Importantly, WCM is a world leader in global health, having been integral in establishing the first HIV/AIDS clinic in the developing world in Haiti in 1982, and as the first American medical college to offer its M.D. degree overseas as part of Education City in Doha, Qatar.

As an integral part of a world-renowned academic medicine and biomedical research center, WCM is uniquely positioned to train future physicians and medical scientists. In close partnership with neighboring Sloan Kettering Institute and Rockefeller University, WCM has established a highly respected National Institutes of Health-funded Medical Scientist Training Program, offering the Tri-Institutional M.D.-Ph.D. Program to selected students. Additionally, WCM has partnered with the University’s Samuel Curtis Johnson Graduate School of Management to offer medical students the option of earning an M.B.A. in a uniquely integrated M.D./M.B.A. dual degree program.

WCM is the beneficiary of a robust, highly successful, well-regarded clinical practice organization consisting of all the clinical departments, full-time clinical faculty, and 1,300 practicing faculty positions. Last year the faculty practice plan generated more than \$1 billion in net professional revenue.

There is also a vibrant affiliation with the Houston Methodist Hospital, to which WCM students and residents regularly rotate. WCM faculty and faculty throughout the university collaborate actively with colleagues at The Houston Methodist Research Institute.

This wide range of clinical and scholarly affiliations – coupled with WCM’s longstanding commitment to excellence in research, teaching, patient care, global health, and the advancement of the art and science of medicine – ensures that Weill Cornell Medicine remains at the forefront of scientific and clinical scholarship for future generations.

The Weill Cornell Graduate School of Medical Sciences is independently accredited to award the Ph.D. and M.S. degrees in several biomedical disciplines. As mentioned above, the Graduate School dean reports to the WCM Dean and Provost.

The graduate school faculty draw from the academic departments of the medical college and the Sloan Kettering Institute (SKI), which partners with the graduate school. Together, the faculties at the two institutions admit approximately 70 new graduate students each year.

The research enterprise at WCM has grown significantly over the past five years. In 2014, WCM opened the “Belfer Research Building,” a \$650 million, 18-story, 480,000-square-foot state-of-the-art facility to usher in the new era of cutting-edge translational research. The recruitment of internationally recognized

biomedical scholars actively continues to maximize significant medical breakthroughs in core domains such as cancer, neurodegenerative diseases, and metabolic/cardiovascular disorders.

Weill Cornell Medicine-Qatar (WCM-Q) has the commitment from WCM to develop three traditional academic missions at its branch campus in Qatar. WCM-Q graduates have succeeded in matching into United States GME programs, including many at prestigious academic medical centers.

WCM-Q has also launched a research program and has 40,000 square feet in Doha dedicated to laboratories and core facilities. Funding for this program is provided through a multi-year contract with the Qatar Foundation and individual grants awarded to WCM-Q faculty through a peer review process.

WCM-Q is working with Hamad Medical Corporation to provide clinical training for WCM-Q third- and fourth-year students. In the next several years, much of the clinical mission will be centered at the Sidra Medical and Research Center. This teaching hospital will be within walking distance of WCM-Q. WCM, working with NYP and Sidra, have agreed that WCM-Q/NYP will provide the medical leadership at Sidra; with all service chiefs having to qualify for Weill Cornell faculty appointments.

For further details on this extraordinary academic biomedical institution, please visit: www.med.cornell.edu.

NEWYORK-PRESBYTERIAN

WCM has had a primary affiliation with NYP for almost 90 years, and the current relationship is stronger than ever. WCM clinical department chairs serve as the clinical service chiefs at the Hospital. A WCM faculty appointment – either full-time or voluntary – is required to have NYP Hospital privileges; faculty are employed by the Medical College and participate in the WCM Physician Organization. NYP is one of the top Academic Medical Centers in the world; it consists of six primary campuses, three of which are affiliated with WCM: NYPH/Weill Cornell Medical Center on the Upper East Side of Manhattan, NYPH/Lower Manhattan Campus, and NYPH/Westchester Campus in White Plains, NY. (The other three campuses are affiliated with Columbia University College of Physicians and Surgeons.)

NYP's main campuses are classic Academic Medical Centers, where tertiary and quaternary care is delivered hand-in-hand with the education of students, residents, and fellows, and with innovation and discovery, including clinical trials and translational research connected to the WCM research enterprise. The WCM Dean and Provost and the NYP President/CEO work closely together to set policy and strategy for health care delivery and innovation for the institutions at the highest level. For example, WCM and NYP have formed an Accountable Care Organization, have bundled payments and Medicaid DSRIP, collaborate on leading a regional Health Information Exchange, and oversee a Joint Clinical Trials office with shared funding and governance.

NYP also has a robust and growing Regional Hospital system. WCM is NYP's primary partner at two major hospitals in neighboring boroughs: NewYork-Presbyterian Hospital/Queens and New York Methodist Hospital in Brooklyn. WCM is working closely with NYP leadership to craft the clinical strategy for health care delivery across this integrated system.

CORNELL UNIVERSITY

Once called “the first American university” by educational historian Frederick Rudolph, Cornell University represents a distinctive mix of eminent scholarship and democratic ideals. Adding practical subjects to the classics and admitting qualified students regardless of nationality, race, social circumstance, gender, or religion was quite a departure when Cornell was founded in 1865.

Today’s Cornell reflects this heritage of egalitarian excellence. It is home to the nation’s first colleges devoted to veterinary medicine, industrial and labor relations, and hotel administration. Both a private university and the land-grant institution of New York State, Cornell University is the most educationally diverse member of the Ivy League.

On the Ithaca campus alone, nearly 26,000 students representing every state and over 120 countries choose from roughly 4,000 courses in 16 undergraduate, graduate, and professional schools and colleges. Many undergraduates participate in a wide range of interdisciplinary programs, play meaningful roles in original research, and study in Cornell programs in Washington, D.C.; New York City; and around the world. An international leader in physical sciences, engineering, information sciences, life sciences (including preeminent colleges of both human and veterinary medicine), arts, humanities, and the social sciences, faculty at Cornell are regularly among the nation’s top awardees of National Science Foundation competitive funding. Through the top-ranked College of Agriculture and Life Sciences and the Mario Einaudi Center for International Studies, Cornell has a tradition of serving people throughout the world in agricultural productivity and many other fields of international significance.

Cornell University’s reputation for excellence in science and engineering has been underscored and enhanced by focusing university resources in three strategic areas:

- A life science initiative that draws on Cornell’s long-standing strengths in animal and human biology and the physical, engineering, and computer sciences to help redefine modern biology;
- A computing and information sciences college, whose faculty are ranked among the nation’s finest, that builds interdisciplinary, cross-college research and education programs in computer science, information sciences, computational biology, and digital graphics, including a new three-year \$15 million Cardiovascular AI Initiative with Cornell Tech, WCM physicians and NYP; and,
- A nanoscience research program that is the national leader in NSF funding, including multiple centers and national nanotechnology user facilities.

Cornell Tech, the newest campus of Cornell University, recently celebrated its 10th year in New York City and is a revolutionary model for graduate education that fuses technology with business and creative thinking. Cornell Tech focuses on creating pioneering leaders and technologies for the digital age through research, technology commercialization, and graduate-level education (www.tech.cornell.edu).

Cornell University is consistently ranked among the top 15 universities worldwide. For further information on Cornell University please see www.cornell.edu.

FINANCIAL HIGHLIGHTS

Cornell's financial condition is strong with a balanced budget, a healthy endowment, and an enviable history of attracting research funds. The operating budget is approximately \$5.2 billion. The University's investment portfolio was valued at close to \$10 billion in 2021. New York State provides direct funding of approximately \$130 million a year, as well as other substantial support, to four of Cornell's Ithaca campus colleges. In FY21, Cornell received \$802 million in sponsored research funding.

FOR CANDIDATES

The executive search firm Spencer Stuart has been retained to assist in this recruitment. Inquiries, nominations, and applications are invited and should be submitted to wcmdeansearch@cornell.edu.

The Stephen and Suzanne Weiss Dean, Weill Cornell Medicine and Provost for Medical Affairs, Cornell University provides leadership and vision to the school's administration, academic programs, clinical partnerships, curriculum development, research enterprise and faculty, staff, and student development. This is a unique opportunity to enhance destination clinical, research, and education programs in one of the world's leading great cities. The Dean and Provost will: (1) oversee the medical school facilities, departments, and centers; (2) continue to build strong, collaborative relationships; (3) develop innovative programs across all the medical school's missions; (4) recruit and retain outstanding faculty and staff; (5) be a distinctive voice and representative of the medical school in the various regional and national communities; and (6) successfully raise funds from various sources, including private philanthropy.

KEY RELATIONSHIPS

Reports to President, Cornell University

Direct reports Executive Vice Provost
Dean, Weill Cornell Graduate School of Medical Sciences/Vice Dean for Research
Dean, Weill Cornell Medicine-Qatar
Senior Associate Dean for Medical Education
Senior Associate Dean for Clinical Affairs
Managing Director, BioPharma Alliances and Research
President/CEO, Physicians Organization
Vice Provost for External Affairs
Chairs of Academic Departments, Centers, and Institutes
Senior Scientific Advisor

Other key relationships Cornell University Board of Trustees
WCM Board of Fellows
Cornell University Leaders
NYP CEO and Key Leaders
Cornell Tech Leaders
Faculty, Students, Staff
Donors
Community Leaders

KEY RESPONSIBILITIES

- Work with faculty, students, staff, WCM and university leadership, the Board of Trustees, and the community to articulate a strategy and vision for the future of WCM that builds upon existing strengths in research, clinical care, education, and global health within a leading global academic medical institution.
- Recruit, retain, and develop diverse top-ranked scientists and clinicians who will be inspired to innovate and excel in the education of future professionals, as well as achieve the scientific advancements needed to improve the health of populations served.

- Work collaboratively with leadership of NewYork-Presbyterian and other clinical affiliations to ensure continued excellence and innovation in patient care and service, including preparation for health care payment and delivery reform, along with geographic expansion.
- Foster a collaborative milieu that seamlessly creates a virtuous circle that moves medicine and science from “bench to bedside to bench.”
- Drive the continued building and development of transformative basic, translational, clinical, and outcomes research.
- Lead and support the continued evolution of a state-of-the-art medical school curriculum that motivates and inspires the next generation of physicians and scientists. This includes engaging with students in order to achieve the ideal student experience at WCM.
- Partner with the Board of Fellows and the WCM community to further develop philanthropic resources that will be necessary to achieve overall goals and objectives.
- Emphasize innovation and commercialization of breakthrough biomedical discoveries.
- Create, inspire, and lead a leadership team that will successfully execute the strategic and tactical plans to bring further distinction to WCM.

DESIRED OUTCOMES

- Recruit, lead, and retain outstanding faculty and staff to facilitate WCM’s academic and clinical advancement within a highly matrixed academic health system environment.
- Build programs, alliances, and partnerships throughout the university, and with NewYork-Presbyterian, and other clinical and community partners to accelerate WCM’s vision of being the premier medical school in New York City.
- Establish and foster cross-institutional partnerships and serve as the external face of the organization.
- In partnership with the WCM Board of Fellows, raise funds to enable WCM’s success in its mission.

The role of Stephen and Suzanne Weiss Dean, Weill Cornell Medicine and Provost for Medical Affairs, Cornell University is an exciting opportunity for a transformational leader in academic medicine who elevates institutions and people. The position requires an executive leader with an expansive vision for scientific discovery, educational delivery, and clinical service in partnership with the other Cornell colleges and schools, NewYork-Presbyterian, and Weill Cornell Medicine faculty, staff, and learners. Enthusiasm for engaging with all constituencies and facilitating collaboration, the ability to build trusted relationships, and the desire and drive to push for change are all critically important. The next Dean and Provost will be a talented academic leader stewarding WCM's resources and assets, including its people, funds, and facilities.

IDEAL EXPERIENCE

Academic Medicine Eminence

Exceptional reputation as a physician and leader across all aspects of the quadripartite academic medicine mission. Significant accomplishments and credentials as an outstanding medical educator, prolific scholar, and skilled clinician. Leadership in national and/or international academic, scientific, or medical societies is desired.

Clinical and Academic Leadership

Progressive executive leadership experience in a complex, integrated academic health system is required. Experience as a clinical, strategic, and operational leader who has recruited, managed, and grown within a highly matrixed environment; has articulated a vision, built teams, and developed and implemented a strategic plan as part of a senior leadership team is essential. Physician executives who have spent significant time in academia, but who also have leadership experience in industry or other business leadership roles, will be strongly considered.

Philanthropy and Donor Relations

A track record of successful fundraising or equivalent revenue generation, including cultivating and stewarding major donors such as individuals, families, foundations, and private institutions. Experience working with professional fundraising staff or equivalent revenue-generating staff to build and evolve a fundraising program is preferred.

Operational and Financial Management

An understanding of the complex financial pressures facing research-intensive medical schools and academic health care delivery organizations, as well as how to drive operational efficiency is necessary. Has managed large P&Ls in a complex health care environment with a record of strengthening financial, cost management, and efficiency performance.

Mentorship and Faculty Development

Success in faculty recruitment, mentorship, and development, including department chairs, institute directors, and senior administrative staff.

Partnership Development

Experience establishing trust and cultivating beneficial relationships with multiple stakeholders.

External Engagement and Public Representation

Success in establishing and developing extra-institutional partnerships and serving as the external face of an organization. Experience serving as an inspiring, credible, and compelling “face and voice” of an organization, with experience with top-tier national media and public speaking before large, high-profile groups.

Lived Commitment to Diversity, Equity, Inclusion and Belonging

Significant contributions and impact in these areas across faculty, administration, learners, and staff. A demonstrated commitment to supporting health equity initiatives.

Education

M.D. or M.D./Ph.D. with a distinguished record of research and scholarly accomplishments leading to appointment at the full, tenured professor rank; additional accomplishments as represented by degrees, certifications, or licensure are additive. An advanced degree in business administration, health care administration, public health, or a related field (in addition to a medical degree) will be viewed favorably.

CRITICAL LEADERSHIP CAPABILITIES**Collaborative and Influential Leadership**

The leadership of Weill Cornell Medicine, which is closely aligned with NewYork-Presbyterian and multiple stakeholders throughout New York and the nation, requires a series of collaborative affiliations and partnerships. As such, the Dean and Provost must:

- Facilitate discussions that enable people, both internal and external to WCM, to collaborate.
- Promote collaboration and partnership among multiple parties across WCM and the rest of Cornell University, NewYork-Presbyterian, Rockefeller University, Memorial Sloan Kettering, the New York community, and beyond.
- Encourage and create opportunities for events where key stakeholders engage in dialogue and shape consensus.
- Build and leverage a network of meaningful relationships to WCM and its stakeholders.

Strategic and Visionary Leadership

The Dean needs to assess and define the next set of future aspirations for WCM and the required organizational and external support to attain success. As such, the Dean will need to be intellectually capable of mastering the complexities of a premier academic health system in a large urban center and possess the clinical, scientific, educational, and financial acumen to analyze, comprehend, select, and implement operational and financial solutions that are unique to WCM. To be successful, the Dean will:

- Define the evolving future of WCM in New York and nationally and, using logic and evidence, contrast with the present.
- In collaboration with the University President, WCM Board of Fellows, and University Board of Trustees, determine the forward-looking strategy and propose new directions for WCM linked to the evolving marketplace.

- Challenge assumptions and conventional wisdom with specific, supported, and reasoned proposals.
- Contribute to developing an organizational strategy and justify it with knowledge of current trends and best practices in academic medicine.

Organization and People Leadership

As WCM pursues its strategy, new talent and capabilities are required to steward its people and organization into the future. Therefore, the Dean will:

- Collaborate and find agreement among alternative views within the team to manage projects, solve problems, and discuss challenging issues.
- Delegate roles thoughtfully to be free to work at a strategic level.
- Collaborate with administrators, chairs, faculty, and staff to establish clear, challenging performance goals and metrics.
- Design a performance management process to monitor projects and deliver results that exceed expectations.
- Ensure that the leadership team is perpetually functioning at the optimal level of experience and capability needed to accomplish the new challenges inherent in the system's evolution.
- Champion and communicate the values of inclusivity, belonging, and justice in supporting individuals from backgrounds underrepresented in medicine to build a diverse school.

OTHER PERSONAL CHARACTERISTICS

- A bright, high-energy, and engaging leadership style.
- An aptitude and vision recognized for propelling programs and organizations forward.
- Impeccable communication skills with varied stakeholders; one who instantly engenders trust and confidence.
- Commitment to excellence, personally and professionally, with the highest integrity and reputation for compassion, gravitas, and objectivity.
- A collegial, inclusive, and personal commitment 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.

SPENCER STUART CONTACT INFORMATION

Mark Furman, M.D.	Office telephone:	617.531.5701
	Email address:	mfurman@spencerstuart.com
	Cellular telephone:	508.361.3629
<i>Assisted by Angie Browne</i>	Office telephone:	617.531.5707
	Email address:	abrowne@spencerstuart.com
Alexis Stiles	Office telephone:	215.814.1615
	Email address:	astiles@spencerstuart.com
	Cellular telephone:	610.585.3987
<i>Assisted by Wendie White</i>	Office telephone:	202.741.8343
	Email address:	wwhite@spencerstuart.com
Kathryn Sugerman	Office telephone:	310.443.3525
	Email address:	ksugerman@spencerstuart.com
	Cellular telephone:	202.258.2822
<i>Assisted by Jeffrey Richards</i>	Office telephone:	212.336.0245
	Email address:	jrichards@spencerstuart.com
Gregory Vaughn, M.D.	Office telephone:	404.504.4407
	Email address:	gvaughn@spencerstuart.com
	Cellular telephone:	404.825.5979
<i>Assisted by Melinda Lee</i>	Office telephone:	404.504.4437
	Email address:	mkleee@spencerstuart.com
Wesley Yampolsky	Office telephone:	215.814.1619
	Email address:	wyampolsky@spencerstuart.com