

Position and Candidate Specification



Chair, Department of Medicine

PREPARED BY:

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About the Institution

University of Maryland, Baltimore

Opened in 1807, the University of Maryland, Baltimore (UMB) is the nation's first public health, law, and human services university. Dedicated to excellence in education, research, clinical care, and public service, UMB enrolls nearly 6,700 students in six nationally ranked professional schools — dentistry, law, medicine, nursing, pharmacy, and social work — and an interdisciplinary Graduate School. The University offers 97 doctoral, master's, baccalaureate, and certificate programs and confers most of the professional practice doctoral degrees awarded in Maryland.

UMB is a thriving academic health and social sciences center combining cutting-edge biomedical research and exceptional patient care. UMB's extramural funding totaled \$663 million in Fiscal Year 2023.

UMB's 14-acre BioPark is Baltimore's biggest biotechnology cluster, with nearly three dozen tenants and more than 1,000 employees. The research park fuels the commercialization of new drugs, treatments, and medical devices.

University of Maryland Medical System

University of Maryland Medical System (UMMS) is a private, university-based regional health system focused on serving the health care needs of Maryland, the mid-Atlantic region, and beyond. UMMS fosters innovation and discovery-based healthcare, while educating the state's future physicians and health care professionals through partnerships with the University of Maryland School of Medicine and the UM Schools of Nursing, Pharmacy, Social Work, and Dentistry. As one of the largest private employers in the state, the health system's more than 29,000 employees and 4,600 affiliated providers offer primary and specialty care at 11 hospitals, more than 150 clinic locations, and a network of UM Urgent Care locations. UMMS' flagship academic campus, the University of Maryland Medical Center in Baltimore, is recognized regionally and nationally for excellence in specialized care.

University of Maryland Medical Center

The University of Maryland Medical Center (UMMC) is the flagship academic medical center at the heart of UMMS and includes the 789-bed downtown campus and the 177-bed midtown campus one mile north in Baltimore. The medical staff comprises more than 1,300 attending physicians who are faculty members at the University of Maryland School of Medicine, as well as 975 residents and fellows in all medical specialties.

UMMC and the University of Maryland's School of Medicine are home to the Marlene and Stewart Greenebaum Comprehensive Cancer Center and The R Adams Cowley Shock Trauma Center, the highest-volume trauma center in the United States.

UMMC was established in 1823 in partnership with the University and stands as the first academic medical center in the United States. Today, as then, all attending physicians at UMMC are faculty members at the University of Maryland School of Medicine.

In 2024, the UMMC Downtown Campus earned its fourth consecutive Magnet designation, the highest honor bestowed by the American Nurses Credentialing Center (ANCC) and the gold standard for nursing. This marks the first designation to also include UMMC's Midtown Campus. UMMC is one of only nine health care organizations in Maryland to receive this gold standard for nursing practice. Fewer than 10 percent of hospitals nationwide have achieved this designation — just two percent have earned it at least four times.

University of Maryland School of Medicine

The University of Maryland School of Medicine (UMSOM) was chartered in 1807 as the first public and fifth oldest (Harvard, Penn, Dartmouth, Columbia) medical school in the United States. Building into its third century, UMSOM continues to train the next generation of physicians, scientists, and health professionals, providing compassionate clinical care and conducting advanced biomedical research to solve the generational health challenges of our time.

See the recent UM-SOM Strategic Plan at <https://www.medschool.umaryland.edu/strategic-plan/>

Throughout its history, UMSOM has had innovative leaders in academic medicine:

- (1) The Program in Trauma was the first to establish injury care as a medical field and established the first hospital dedicated to injury care, the Maryland Shock Trauma Center.
- (2) The Program in Cancer developed the class of cancer drugs known as aromatase inhibitors, currently used for breast cancer therapy.
- (3) The Program in Transplantation performed the most comprehensive total face transplant surgery in 2012, and the first ever pig to human heart “xeno” transplant in 2022.
- (4) The Center of Vaccine Development played a critical role in the design and testing of the COVID-19 vaccines, as well as the development of vaccines for klebsiella, shigella, and salmonella.
- (5) The Institute for Human Virology, which has led PEPFAR programs over two decades to test and treat more than 25 million people for HIV in Africa, and many more.

Today, UMSOM continues to build on generations of discoveries to advance new therapies and techniques.

Education

In state-of-the-art learning facilities and laboratories on the University of Maryland, Baltimore campus, UMSOM educates more than 1,200 medical students, graduate students, and research trainees every year. In partnership with the University of Maryland Medical Center, residency and fellowship training programs are provided in more than 30 specialties. Acceptance to the School of Medicine's M.D. program is highly competitive, with more than 7,000 applicants for 165 positions in each class. In 2023, the average M.D. applicant had a GPA of 3.8 and an MCAT score above the 86th percentile.

The medical student body is representative of the State of Maryland and is talented and diverse. More than 70 percent of students come from the State of Maryland and approximately 40 percent from the University of Maryland at College Park. Twenty-four percent of students are underrepresented minorities. Fifty-nine percent are women, 63 percent are students of color, and 15 percent are members self-identify as members of the LGBTQ+ community.

Offering an integrated medical curriculum, launched in 2020 as its new "Renaissance Curriculum," the School places students in more clinical interactions with patients and provides the flexibility to craft experiences important for their choice of specialty. With an emphasis on service learning and community engagement, the School of Medicine matriculates "renaissance" physicians possessing the humanism, leadership, and clinical skills necessary to help their patients thrive.

The School of Medicine also offers a wide range of graduate programs. Through the Graduate Program in Life Sciences (GPILS), UMSOM offers cutting-edge translational research training in basic, biomedical, clinical, and population sciences.

Graduate programs cover the entire range of biomedical research and life sciences including the basics of protein structure and molecular biology, integrative systems physiology, virology, vaccine development, behavior, cognition, population-based genetics, and the impact of the environment on human health. Degree-granting programs are also offered in Physical Therapy, Pathology, and Medical Research Technology. The UMSOM proudly received the maximum accreditation of eight years following its most recent review by the LCME.

Research

The research vision of the School of Medicine is to build on generations of discoveries to advance new therapies and cures with the highest level of impact on human health in the region, the nation, and around the world. UMSOM basic, translational, and clinical scientists bring their discoveries bedside to bench and back faster than ever before, testing them in life saving clinical trials and through groundbreaking experimental treatments, such as the xeno-transplants and clinical innovations noted above.

During the COVID-19 pandemic, the School of Medicine's Center for Vaccine Development and Global Health became the first in the U.S. to test the first-generation of COVID-19 vaccines, while the School's Institute for Genome Sciences performed hundreds of thousands of genome sequencing tests on COVID samples sent from across the state.

The School of Medicine directs more than \$500 million annually to developing solutions to the most challenging and complex diseases. The School is ranked in the top 10 among all public medical schools for total research grants and contracts reported by the Association of American Medical Colleges (AAMC). Philanthropy and industry collaborations also play an important role in supporting research endeavors.

University of Maryland Faculty Physicians and Specialty Patient Care

The University of Maryland Faculty Physicians (Faculty Practice Inc. or FPI) represent 19 Departments and Programs with more than 1,300 specialists and primary care physicians and advanced practice providers who treat patients at the University of Maryland Medical Center – the nation's first academic medical center – and at 95 clinical practice locations throughout the state. Inpatient and outpatient visits totaled two million in 2024. The University of Maryland is known for pioneering new treatments in many areas of strength, which include transplant science, infectious disease, cancer care, injury care, cardiovascular, and neurosciences. The Faculty Practice reports to the Faculty Practice Board composed of the Department Chairs and to the President of FPI,

which falls under the Governance of Dean of the School of Medicine and the University of Maryland Board of Regents. The Department of Medicine is the largest Department in the Practice, and the Chair serves as a voting member on the Board, as well as having representation on the FPI Executive Committee.

Faculty oncologists provide cutting-edge cancer treatments and perform life-saving clinical trials at the University of Maryland Marlene & Stewart Greenebaum Comprehensive Cancer Center (UMGCC), one of only 56 NIH-designated comprehensive cancer centers in the U.S. A new \$219 million, 198,000-square-foot, nine-story patient tower that will be the new home to UMGCCC is currently under construction and expected to open in 2025.

Clinicians treat the critically sick and severely injured at the R Adams Cowley Shock Trauma Center, the nation's first and only integrated trauma hospital, where groundbreaking research and innovative medical procedures save thousands of lives every year.

FPI serves at over 95 locations across the state and runs major clinics and Ambulatory Surgery Centers, including the Waterloo, Redwood, Downtown, and Midtown clinics.

Commitment to the Community

The University of Maryland School of Medicine is an anchor institution of the Baltimore community and State of Maryland. The School is committed to improving the health, quality of life, and prosperity of its neighbors. UMSOM offers community outreach programs such as Mini-Med School, a series of tuition-free classes designed to help Baltimore's residents improve their health and well-being.

Community engagement is also part of the M.D. program curriculum, which includes a service-learning requirement. Medical students mentor students in Baltimore City schools among other forms of service, ensuring the next generation of clinicians deepen their understanding of complex societal problems and their impact on health and patient care. Departments across the School are also highly engaged in the surrounding community.

A new Health Village is being opened in West Baltimore at the Mondawmin Mall, and new partnerships have been launched with the largest Federally Qualified Health Center in West Baltimore, Total Health Care.

The Department of Medicine

The Department of Medicine at the University of Maryland School of Medicine is dedicated to providing state-of-the-art patient care and improving treatment through clinical research and education. Department of Medicine physicians provide care to thousands of patients annually at the University of Maryland Medical Center, the Baltimore VA Medical Center, the R Adams Cowley Shock Trauma Center, Midtown Campus, and several other University of Maryland Medical System hospitals.

Since the founding of the School in 1807, the Department of Medicine has trained physicians of the highest caliber, including more than half of the physicians currently practicing medicine in Maryland. With 411 full-time faculty members, the Department of Medicine is the largest department in the School of Medicine.

The Department consists of 12 divisions:

- Cardiovascular Medicine
- Endocrinology, Diabetes, and Nutrition
- Gastroenterology and Hepatology
- Hospitalist and General Internal Medicine
- Geographic Medicine
- Gerontology, Geriatrics, and Palliative Medicine
- Hematology/Oncology
- Infectious Diseases
- Nephrology
- Occupational and Environmental Medicine
- Pulmonary, Sleep Medicine, and Critical Care Medicine
- Rheumatology and Clinical Immunology

Education

The education and clinical training of Internal Medicine residents is a central focus in the Department of Medicine. The Department provides comprehensive training in general internal medicine for residents seeking careers in a subspecialty fellowship, primary care, and hospital medicine. For 2024-2025, there are 155 residents in the Department of Medicine, plus five full-time chief residents who have completed their residency training. Combined training programs in Medicine-Pediatrics and Internal Medicine-Emergency Medicine, including a sixth year for EMIM-Critical Care certification, offer unique opportunities to individuals interested in dual or triple certification. The Department recently expanded the exposure residents have to research and participation in scholarly work is growing rapidly, allowing residents to secure superb fellowship positions across the country.

Residents gain clinical experience at three teaching hospitals and numerous ambulatory sites. Residency training is conducted at the University of Maryland Medical Center, Veterans Affairs Medical Center, and Mercy Medical Center—a community hospital within five minutes from University Center. Training in ambulatory care takes place at these sites and in clinics and private practices in Baltimore City and surrounding counties.

Two other residency programs engage the Department of Medicine Faculty, a residency at Midtown Medical Center and Mercy Hospital.

The Department is home to 126 fellows. Fellowship programs include:

- Cardiovascular Disease
- Clinical Cardiac Electrophysiology
- Critical Care Medicine
- Endocrinology, Diabetes, and Metabolism
- Gastroenterology
- Geriatric Medicine
- Hematology and Medical Oncology
- Infectious Disease
- Interventional Cardiology
- Interventional Pulmonology
- Nephrology
- Pulmonary Disease/Critical Care Medicine
- Rheumatology
- Sleep Medicine
- Transplant Hepatology

Clinical

The Department of Medicine clinical mission is to develop Centers of Excellence within the West Baltimore community and throughout the state of Maryland. The Department of Medicine has 29 ambulatory locations reaching from Northern Baltimore County and as far west as Prince Georges County, Southern Maryland, and Eastern Shore. All 12 divisions provide medicine and medicine specialty inpatient services at the University of Maryland, Medical Center, and the University of Maryland Midtown Campus. The Department of Medicine also has a presence at seven University of Maryland System hospitals and Carroll Hospital Center. The growth of the department's clinical footprint has seen increases since 2020 in multiple metrics, including total patient encounters, collections, and work relative value units that have increased by 24 percent, 28 percent, and 35 percent, respectively. In FY24, the Department of Medicine had 500,000 clinical encounters and boasted 861,342 wRVUs. Department of Medicine faculty on average ranked at the 74th percentile in productivity during the last fiscal year.

Research

The Department's current active research funding exceeds \$165 million, over half of which comes from NIH and other federal agencies and more than \$45 million from clinical trials. With nearly 150 funded investigators, the Department has an extensive research base in basic, translational, and clinical sciences and several training awards. The Department also supports and conducts research internationally, with considerable infrastructure in such geographically diverse areas as South America and Africa.

KEY UNIVERSITY OF MARYLAND SCHOOL OF MEDICINE FACTS

- 3,157 faculty
- 1,001 trainees
- 1,248 students
- 2,133 staff
- Total Operating Budget: \$1.3 billion
- Total Research Funding: \$530 million
- Clinical Revenue: \$405 million
- Outpatient and Inpatient Visits: 1.6 million
- Faculty Practice Locations: 90
- 11 Departments ranked in the top 20 for NIH funding

UNIVERSITY OF MARYLAND SCHOOL OF MEDICINE LEADER



Mark T. Gladwin, MD, Dean of the School of Medicine and Vice President for Medical Affairs, University of Maryland, Baltimore

A physician-scientist, clinician, educator, and academic leader, Mark Gladwin began his tenure as dean of the University of Maryland School of Medicine (UMSOM) in August 2022. He also is the John Z. and Akiko K. Bowers Distinguished Professor at UMSOM and vice president for medical affairs for the University of Maryland, Baltimore (UMB).

Dean Gladwin joined UMSOM after serving as the Jack D. Myers Professor and chair of the Department of Medicine, associate dean for physician-scientist mentoring, and associate vice chancellor for science strategy, health sciences, at the University of Pittsburgh School of Medicine and University of Pittsburgh Medical Center. In the latter two roles, Dean Gladwin led the strategic direction of health sciences research efforts at the school and medical center, with an additional focus on career development programs for the next generation of physicians and scientists in translational research.

An expert in pulmonary hypertension and sickle cell disease, Dean Gladwin has served as a principal or associate investigator on more than 25 clinical trials. Since 1998, his research activities have led to more than 400 published, peer-reviewed manuscripts, and he is the co-author of three textbooks. Dean Gladwin is a member of Alpha Omega Alpha, the American Society for Clinical Investigation (ASCI), the Association of Professors of Medicine (APM), and the Association of American Physicians, and he has served on the ASCI and APM councils. He is a fellow of the American College of Physicians, American Heart Association (AHA), Association of American Physicians (AAP), and Pulmonary Vascular Research Institute. He has received numerous academic awards, including the U.S. Public Health Service Achievement Award, the NIH Director's Award for Mentoring, the NIH Clinical Center Director's Award for Science, the NIH Merit Award in recognition for accomplishments in both basic and clinical sciences, and the Recognition Award for Scientific Accomplishments from the American Thoracic Society.

In addition to serving as dean, he leads one of the largest research laboratories on campus, with more than \$6 million in extramural funding per year, and attends in the MICU for six weeks each year. Dean Gladwin is the consummate triple threat physician-scientist.

The University of Maryland School of Medicine seeks a Chair of the Department of Medicine to lead and ensure the excellence of the educational, scientific, and clinical programs within the School of Medicine, Medical Center, and Medical System. The Chair will also serve as the Chief of Service for Medicine at the University of Maryland Medical Center. The Chair has overall responsibility for operations and strategy of the Department of Medicine's clinical, research, and educational programs, including internal medicine subspecialties. The Chair oversees the growth and development of centers of excellence and clinical programs in the Department while also supporting and prioritizing the overall goals of the University of Maryland Medical Center's clinical enterprise. As leader of the school's largest research and GME department, the chair plays a critical role in developing groundbreaking clinical, translational, and basic research programs and training programs in the Department while building trans-institutional academic programs with other departments and centers. The Chair will also contribute to the formation of a truly integrated health care system across the main campus and the University of Maryland Medical System's regional hospitals and clinics.

This position requires a dynamic, passionate, and experienced physician leader with a proven track record across the spectrum of individual scholarship, collaborative academic leadership, clinical and research program development, educational excellence, successful faculty recruitment and retention, community and philanthropic engagement, and the design and implementation of effective programs within and across complex organizations.

KEY RELATIONSHIPS

Reports to Mark Gladwin, M.D.; Dean of the School of Medicine and Vice President for Medical Affairs, University of Maryland, Baltimore
-and-
Bert W. O'Malley, M.D.; President and CEO, University of Maryland Medical Center

Direct reports Vice Chairs
Division Chiefs
Chief Administrative Officer, Department of Medicine

Other key relationships Executive Vice Dean
Senior Associate Deans
President, Faculty Practice Inc.
CAO, Faculty Practice Inc.
CEO and CMO, UMMC
CEO and CMO, UMMS
Department Chairs
Institute and Center Directors
Health System leadership
Donors, community leaders, patients, and families
Partner institutions such as the NIH, FDA, and Johns Hopkins

KEY RESPONSIBILITIES

- Provide visionary and innovative leadership to lead the department into the next phase of growth and development.
- Define and lead the department's research strategy. Support principal investigators and other faculty within the department in efforts to secure NIH and other grant funding to support research priorities. Ensure a deliberate investment into research activities and priorities within the department.
- Provide the vision and leadership to achieve superior clinical programs within medicine and related disciplines. Work closely and collaboratively with the leadership at UMMS and UMMC, along with its network affiliates, to build, grow, and integrate areas of acknowledged clinical excellence with outstanding outcomes and patient satisfaction, while at the same time striving to deliver value.
- Assure delivery of excellent clinical education and advanced training to the medical students, residents, and fellows. Provide leadership and oversight to the residency and fellowship programs within the department.
- Supervise, prepare, implement, and monitor the department budget that encompasses all funding sources and ensures compliance with grant, legislative, and institutional guidelines.
- Recruit, hire, and retain outstanding faculty within the subspecialties of medicine, including a focus on developing physician-scientists. Ensure an atmosphere of support and development.
- Encourage ethical medical and financial practice across the department. Support compliance activities as necessary.
- This Chair will be a voting member, along with 18 other Chairs, of the Faculty Practice Plan, which involves oversight of all clinical enterprise activities for the University of Maryland School of Medicine. In addition, the Chair will have representation on the FPI Executive Committee.

The University of Maryland School of Medicine is seeking a nationally recognized academic leader with outstanding clinical acumen, experience in building research programs, experience managing complex clinical operations and growth across the in-patient and ambulatory medicine space, excellence in education and research, and proven leadership skills to effectively inspire, manage, mentor, and develop faculty and staff and further the Department of Medicine's success, growth, and international reputation. Candidates for the Chair are expected to be dynamic, passionate, and experienced physicians who possess a record of success in modeling and fostering collaborative, high-performing clinical programs, institutional research enterprises, team building and community engagement programs, and educational programs.

IDEAL EXPERIENCE

National Reputation for Personal Academic Accomplishments

A record of scholarly academic accomplishments as reflected in the number and impact of publications, an outstanding portfolio of current and past research funding, and service in national and international societies.

Growing Research Programs

Proven track record of leading a successful research program, either clinical or lab-based, that led to significant growth in research funding and publications. Must be capable of defining the research vision of the department and provide research and grant mentorship.

Successful Administrative Experience as a Leader at an Academic Institution

Experience as a division chief, vice chair, or chair of medicine and a prior history of developing academic leaders. Mentored and developed junior faculty. Identified, recruited, and retained diverse students, trainees, staff, and faculty. Knowledge of the complex financial pressures facing academic medical centers and health care delivery organizations. Knowledge of the complexities of delivering care in a metropolitan area with heightened competition (access, patient satisfaction). Experience with delivering quality care while simultaneously managing cost of care (length of stay, appropriate use of facilities and resources). Worked within a complex network of facilities. Collaborated with other leaders, divisions, departments, and institutions in creating new programs and excelling in clinical care, research, and education.

Expanding and Fostering Strong Clinical Programs

Experience leading complex clinical programs focused on access, quality improvement, growth of clinical revenues, and outstanding patient satisfaction. Managerial and business acumen demonstrated by developing annual budgets reflecting staffing, capital, and other operating constraints and incorporating an understanding of the complex financial pressures facing academic health organizations.

M.D. Degree and Board Certification in Internal Medicine

Licensed or eligible for medical licensing in Maryland.

CRITICAL LEADERSHIP CAPABILITIES

Strategic and Visionary Leadership

In an ever-changing local, regional, and national health care environment, the successful candidate must create a compelling strategy and articulate a vision to continue the advancement of a critically important academic department and clinical enterprise for the University of Maryland School of Medicine and University of Maryland Medical Center. Therefore, the Chair:

- Understands and explains how changes in competitive health systems, patient demographics and needs, and unique payment systems affect the department.
- Develops strategies to build sustainable research programs and scholarly activity within the department and institution.
- Translates strategies into clear, specific objectives and plans for divisions and individuals.
- Creates a strong and impassioned vision for building excellence in all aspects of the academic mission.

Collaborating and Influencing

As the leader in a complex system, the successful candidate must be able to build strong relationships with others in an environment where the medical school and the clinical system are partners and where the department of medicine is seen as a leader within the overall institution. Therefore, the Chair:

- Facilitates discussions to enable people to collaborate with each other independently; promotes collaboration across multiple divisions, centers, institutes, departments, and institutions.
- Identifies and meets with key players and stakeholders to help them shape a consensus collectively and engages in a dialogue to reach a final conclusion together, compromising as necessary for results.
- Develops explicit understanding of which relationships are most important to UMSOM, UMMC, stakeholders, and affiliate hospitals, building a network prioritizing these relationships.

Business Mindset

With ever-changing financial pressures on healthcare reimbursement, payment models, and research support, the successful candidate must be mindful of these variables. Therefore, the successful candidate:

- Stays current on local, regional, and national healthcare delivery policies in order to run an operationally strong and financially solid business operation.
- Stays on top of research funding and development as they evolve.
- Participates in institutional and departmental philanthropy efforts.

OTHER PERSONAL CHARACTERISTICS

- Experience in and a commitment to philanthropic resource development, with a preference for a proven record of engaging donor-partners and obtaining meaningful donor investment.
- Ability to be a diplomatic, influential, constructive, and credible voice to a broad audience, including priority constituency groups for the department, each of the divisions, the School of Medicine, the Medical System, and the University.
- Commitment to principled leadership that embraces the values of integrity, accountability, transparency, collaboration, inclusion, respect, service, compassion, and community.
- Ability to provide leadership in developing, maintaining, and communicating a Department vision that engages faculty, students, staff, and other constituents in producing results that provide meaningful mission-driven impact.
- Success in creating a welcoming environment, valuing inclusiveness, gender equity, and cultural diversity.

FOR YOUR CONVENIENCE: CONTACT INFORMATION “TEAR OFF” SHEET

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