



Chair, Department of Anesthesiology

Position Description

The University of Michigan Medical School seeks a nationally recognized, accomplished and visionary Anesthesiology leader to continue to advance the clinical, research, education, and philanthropic missions of the Department of Anesthesiology. This leader will build on the significant departmental and institutional strengths, commitment to clinical excellence, research innovation, and superb education in a culture of safety and patient and family centered care.

The Department of Anesthesiology was established in 1948 at the University of Michigan, making it one of the oldest academic anesthesiology departments in the country. Over the subsequent 70-plus years, it has grown in size, scope and complexity. It now stands as one of the foremost departments of anesthesiology in the world. Our training program — the largest in the nation with 154 residents and fellows — was ranked 7th in the nation by U.S. News & World Report. Over 155 faculty comprise our clinical, educational and academic units which provide anesthesia care for approximately 100,000 patients per year undergoing procedures in four hospitals and four surgery centers. Our faculty also provide subspecialty care in four critical care units and seven pain clinics. Our first-ranked NIH funded research program runs the gamut from basic sciences of theoretical modeling of consciousness to preclinical, translational, clinical and observational research. Our highly-funded research program is home to the Center for Consciousness Research as well as the Multicenter Perioperative Outcomes Group (MPOG), the world-wide collaborative on perioperative outcomes research. Our mission is to continuously develop and implement validated advances to provide the safest anesthesia care, while training the next generation of clinicians and academicians, as we conduct innovative and meaningful research to advance the knowledge in anesthesiology.

OVERALL STRATEGIC RESPONSIBILITIES

Continuously refine a unifying vision for the future of the Department of Anesthesiology with other leaders and key stakeholders across the university.

- Effectively articulate the mission, vision and values of the Department of Anesthesiology to all members and stakeholders. Lead the department constituents in executing and delivering on the mission, vision, and strategic plan.
- Be a role model for integrity, scholarship, professional competence, and collegiality and collaboration across the organization.
- Support interdisciplinary collaboration to catalyze Michigan Medicine's tripartite mission of patient care, research, and education.
- Strengthen opportunities to engage the next generation of health care providers and health scholars with members of the Department of Anesthesiology.
- Be an effective institutional leader, helping in the development of network strategies and outreach opportunities.

Ensure the safest, highest-quality, patient-centered, efficient and equitable care.

- Identify opportunities for improved health care delivery while maintaining the highest standards for quality medical care that address the evolving needs and challenges in our local and regional communities.
- Support and assess departmental faculty and trainees in care delivery and professional standards through appointment/reappointment decisions and granting/renewing clinical privileges.
- Ensure that the department is on the cutting-edge of techniques and technologies integral to the delivery of highly innovative, safe and quality care.
- Understand and support the broad clinical disciplines within the department while also assisting in the development of emerging opportunities and new care delivery trends.
- Ensure all patients get the timely care they need to thrive.

Lead and ensure the success of the educational process and environment for the department and support educational initiatives across the campus.

- Maintain excellence in the department's educational programs, including those involving medical students, residents, fellows, graduate students, post-doctoral students, and continuing professional development.
- Oversee training program directors in the Department of Anesthesiology.
- Work collaboratively with other departments and centers to create and grow shared training programs or assigned training experiences
- Implement curricular changes and requirements in order to provide a supportive and constructive environment for learners.

Advance and strengthen individual, departmental and institutional research programs.

- With members of the department and other leaders at the University, establish a unifying plan to leverage existing institutional strengths to advance life science research across the University.
- Identify and support critical research areas that will enhance the department's knowledge base and improve the quality of care.
- Lead the department and individual faculty members in identifying and obtaining external and intramural funding.
- Strengthen the integration and collaboration between the clinical and non-clinical investigators within the department.
- Cultivate a highly collaborative, inclusive environment that emphasizes the development of research programs that cross organizational boundaries of the university.

DESIRED PERSONAL CHARACTERISTICS AND QUALIFICATIONS

- The chair should possess:
 - **Communication skills** – Positive interpersonal skills that demonstrate diplomacy and accessibility. Relational skills to support vision and leadership. She/He should be approachable; collegial, assertive; able to build a team that moves towards common goals; transparent; participative with an open management style.
 - **Integrity** – Personal standard of behavior that will be a model for the organization and will inspire all within the department to work collaboratively toward shared goals.
 - **Vision** – Forward thinking, responsive to needs of the physicians, scientists, learners, staff, patients, and health system. Able to shape organizational change and convey a clear, shared vision and alignment of efforts. Possesses the personal charisma needed to drive and implement necessary change.
 - **Intellectual and analytical skills** – to drive cogent planning and establishment of robust research management systems.
 - **Political acumen and collaborative skills** –to build consensus among strong, diverse and sometimes competing individuals and programs. Facilitates strong collaboration between the clinical and the research programs of the department.
 - **Accessibility** - Interested in and available to discuss the work environment for faculty in Anesthesiology, sensitive to their areas of dissatisfaction, and celebratory of their areas of growth and achievement.
 - **Diversity mindset** – Demonstrated commitment to diversity and equity and an appreciation for its important contributions to excellence.
- The chair should be a:
 - **Motivator/mentor** – Able to inspire all rank of staff. Capable of motivating people to be team players, to be collegial and supportive, and willing to share information. Demonstrated commitment to developing faculty and staff for departmental and institutional leadership roles.
 - **Change agent** – who is innovative, willing to take risks and has the creativity to reengineer existing practices and to construct new ways of doing things.
 - **Decisive leader** – who combines a sense of equanimity with humor to sustain intense, productive and collaborative leadership effort.
 - **Team player** – and collaborator on multiple levels across our institutional and globally.

- **Results-oriented achiever** – by using appropriate problem solving tools and techniques and aligning the culture in the process of obtaining results.
- **Role model** – who demonstrates key leadership qualities, including humility, honesty, trustworthiness, loyalty, compassion, caring, and empathy. Demonstrated intolerance of injustice, gossip, discrimination, inequity, exclusion, bullying, or harassment.

SPECIFIC DUTIES

Recruit, retain and develop diverse faculty and staff to achieve the department vision, ensuring the success of all disciplines within the department and the national prominence of the department.

- Recruit, mentor, develop and retain outstanding faculty who share the vision for the future of the department.
- Listen, communicate, and empower faculty and staff. Seek appropriate honors, awards, and national leadership positions for faculty and staff. Satisfaction and career advancement of the department's many constituents are important objectives in pursuing the overall vision and mission.
- Develop a succession plan to identify, develop and mentor individuals to successfully assume leadership positions within the department and nationally.
- Facilitate innovative advances in the field and profession.

Continue to achieve or exceed financial goals through management, research funding, and philanthropy.

- Maintain a fiscally sound department. Ensure the administrative budget and operations management are sound and that the departmental resources are effectively, wisely, and transparently managed.
- Responsible for staff and faculty adherence to all University, regulatory and Michigan Medicine policies and practices. The chair must be viewed as fair and strategic, and thus inspire confidence of faculty, staff, trainees and patients.
- Work effectively to secure philanthropic support for the clinical, research and training programs of the department. Collaborate with the Office of University Development to develop a robust philanthropic plan and programs in partnership with the other clinical and basic science departments.

Build on the University's longstanding commitment to build and nurture a community characterized by diversity, equity and inclusion.

- Create an inclusive, supportive, and safe environment that supports and strengthens the five strategic pillars of the Medical School – people, discovery, education, care, and service.
- Participate in and help develop new approaches to maintain diversity as a critical component of student education, research, and service.
- Lead the department to recruit, retain, and mentor the best learners, faculty, and staff by creating a community that seeks, welcomes, and expects diversity.
- Coordinate with institutional leadership and the Office of Health Equity and Inclusion to provide metrics and help implement strategies for creating a supportive culture and climate that promotes inclusion and health equity.
- Support research and practice improvement to enhance care of minority communities and the underserved.

Align with the cultural priorities and approaches of the school and university.

- Cultivate a highly collaborative, inclusive environment that emphasizes the pursuit of excellence and the development of research and education programs that cross organizational boundaries of the university.
- Implement and participate in the missions of the Medical School, specifically programs and initiatives of the Dean/EVPMA and the Medical School Executive Committee.
- Understand and adhere to the Regents' Bylaws, the University's Standard Practice Guide, the Medical School Bylaws and policies, and the University of Michigan Medical Group Bylaws.
- Enthusiastically participate in cultural and organizational needs and activities of the University, Health System and Medical School.

Fulfill other responsibilities of leadership

- Ensure fiduciary and regulatory agency compliance related to the department's activities and responsibly manage conflict of interest and commitment, policy and procedural compliance. Avoid conflict of interest, conflict of commitment and the appearance of such conflicts.
- Act as an institutional leader in helping to develop a robust mentoring strategy.
- Provide critical input and lead appropriately in implementing the missions of the school, specifically programs and initiatives of the Dean/EVPMA and Medical School Executive Committee. A chair may have parallel responsibilities managing interdepartmental or extra departmental units, such as a center or facility with parallel expectations. Ultimately, the chair should maintain the confidence of the Dean/EVPMA and Executive Committee.

REQUIRED QUALIFICATIONS

The successful candidate will have an MD or equivalent clinical doctoral degree and have an outstanding record of scholarly accomplishment, sufficient to justify a tenured faculty appointment. This individual must be highly collaborative and motivated and have significant experience building and unifying interdisciplinary teams. She/He must have a proven track record in developing research programs; dedication to the clinical mission; a demonstrated commitment to education; and significant philanthropic, administrative and budgetary experience in a matrix-based organization. Additional desired qualifications are for the candidate to have a track record of external funding on a national level and to be board-certified in Anesthesiology.

REPORTING STRUCTURE

The Chair of the Department of Anesthesiology reports to the Dean/EVPMA and the Executive Vice Dean of Academic Affairs of the Medical School.

NOMINATIONS AND APPLICATIONS

The Department of Anesthesiology chair search advisory committee is being chaired by Paul P. Lee, MD, JD. Nominations should be sent to Ian Watson (watsoni@umich.edu) by May 12th.

Candidates interested in the position should apply via the application website: <http://apply.interfolio.com/61460> by May 26th. Applicants will need to submit a CV and 1-2 page letter of interest. Within the letter of interest, candidates should include specifics regarding why they are interested in the position, leadership and business experience, their vision for the department, and a summary of past accomplishments (clinical, diversity, innovation, collaboration, etc.).

Tentative Interview Dates

Applicants invited to interview with the search committee should expect to fly in to Ann Arbor in mid- to late-June.

WEBSITES FOR ADDITIONAL INFORMATION

Department of Anesthesiology: <https://medicine.umich.edu/dept/anesthesiology>

Michigan Medicine: <https://www.med.umich.edu/>

University of Michigan Medical School: <https://medicine.umich.edu/medschool>

Office of Health Equity and Inclusion: <https://ohei.med.umich.edu/>

The University of Michigan: <https://umich.edu/>