

# HOWARD UNIVERSITY

## Chair, Department of Family and Community Medicine Search



**HOWARD**  
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# About Howard University

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

## History

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

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

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

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

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

## Present Day

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

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

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

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



# The Howard University Mission

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



# Leadership

Dr. Wayne A.I. Frederick, President



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

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

Dr. Frederick's groundbreaking research and examination of the unconscious bias in academia has been presented to scores of national and international audiences. His research findings recommend changes to pedagogy, curriculum reform, and inter-professional instruction. Through his experience as a scholar and an administrator, Dr. Frederick continues to support innovative solutions to further the mission of Howard University and support the success of its students.

# The Health Science Campus and College of Medicine

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

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

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



## A Unique History

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

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

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

## Today

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

# Howard University Hospital



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

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

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

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

# The Position

Howard University invites applications and nominations for the position of Chair of the Department of Community and Family Medicine. 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.

The Chair of the Department of Family and Community Medicine reports and is responsible to the Dean of the College of Medicine, Dr. Hugh Mighty. Recruited to Howard in 2015, Dean Mighty seeks a Chair capable of articulating and implementing a vision for the department based on –

- a renewed pursuit of the University's mission to serve the medical needs of those persons heretofore not well served and subject to disparities of health and care;
- a focus on the social determinants of health and well-being;
- the shift in medical care and accountability brought on by the Affordable Care Act and principles of best practice focused on the prevention of illness and injury and efficient and effective deployment of care beyond traditional sites of treatment; and
- active engagement with and collaboration with departments across the University as well as with other health-care providers and community-based institutions in metropolitan Washington.

Howard University seeks an entrepreneurial Chair with high academic standards; dedication to strong medical education; an excellent record of clinical service; experience in leadership of innovative care delivery; record of promoting outstanding research; and a demonstrated commitment to diversity and inclusion. The next Chair will possess superior communication skills, political adeptness, entrepreneurial energy, and an ability to represent the Department externally to local, national, and international constituencies.

The Chair is responsible for implementing organizational and departmental initiatives to meet outstanding access, service and quality standards. The successful candidate will be responsible for creating and sustaining an environment that enhances growth and promotes accountability and teamwork.

The successful candidate will be responsible for managing all aspects of department programs, including medical education, resident selection and training, program accreditation, high caliber, diverse faculty recruitment and retention, clinical practice development and outreach, and development of educational and clinically relevant research programs.

The Department Chair will work closely with the Dean and faculty to strengthen and expand clinical and educational programs in concert with clinical partners, requiring leadership to guide innovation, redesign, and growth of service lines to support both the academic and clinical missions of the university and its partners. The next Chair must be committed to nurturing programs and faculty at all sites of departmental activity.

The Chair will have dedicated time for administrative, educational, strategic and research initiatives. In addition, the Chair will actively partner with the Residency Program Director to enhance all aspects of the Department's residency program.

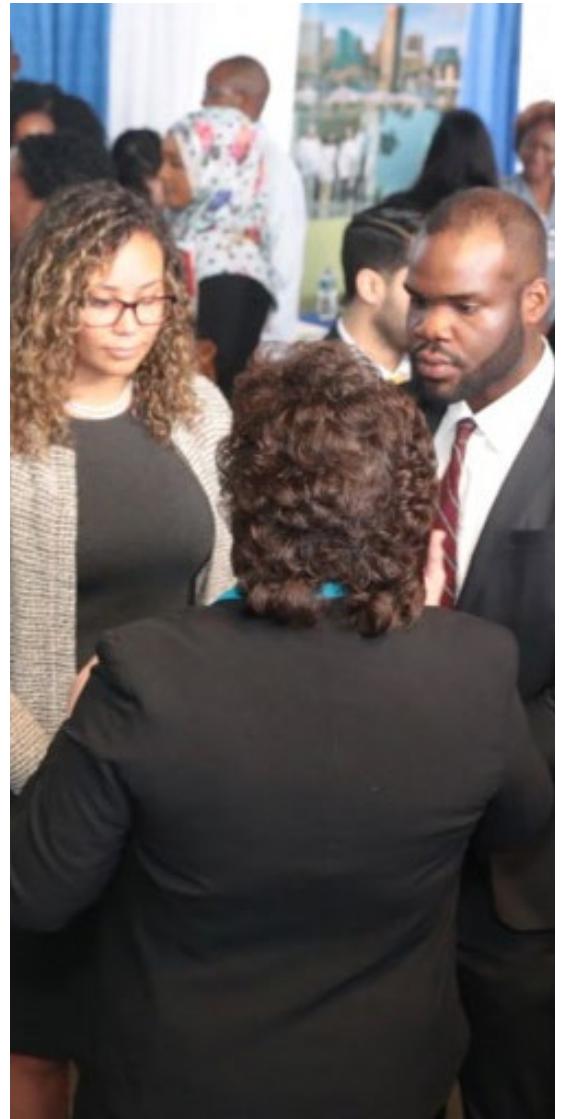
The Chair must be able to provide evidence of leadership accomplishments, commitment to education and clinical service, and the ability and vision to provide strategic direction for the department to achieve academic distinction while promoting a culture of clinical excellence and productivity.

Excellent leadership, management, and communication skills are necessary; the successful candidate will work with departmental and dean's office administrative faculty and staff, faculty group practice personnel, and clinical partners, including administration.

# Major Responsibilities

## Education

The Chair supports and oversees the delivery of comprehensive and state-of-the-art educational programs and 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 Chair assures that key leadership roles within the Department are comprised with people of nationally-recognized ability who are mentored and supported to deliver excellent training programs, and cutting-edge research. The Chair should recognize the nuances of higher education, actively recruiting and working to motivate and retain top-quality faculty and program leaders so that the College has the talent to carry out strategic plans.

## Research Advancement

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

## Fiscal Oversight

The Chair leads the financing and budgeting processes for the Department taking divergent views on financial decisions into consideration while effectively managing limited resources.

# Competencies Deemed Critical for Success

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

## Demonstrated Strategic Orientation and Vision

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

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

## Other Personal Characteristics Deemed Important

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



## Preferred Qualifications

- The successful candidate will have a MD, will be board-certified by the American Board of Family Medicine, and eligible for or licensed to practice in the District of Columbia;
- Academic credentials that qualify the applicant for tenure and rank of professor;
- Record in teaching and educational or clinical research, as well as clinical competency is required, experience with academic clinical partnerships;
- History of mentorship and leadership that promote an inclusive environment and diversity is essential;
- A strategic national academic and research leader, grounded in personal integrity with the ability to energize, inspire, and encourage faculty and student innovation as well as interdisciplinary collaboration;
- Successful experience in administrative leadership in academia or in a comparable position in a leading, non-academic institution;
- Demonstrated ability to manage a complex academic organization and work effectively with colleagues across divisions; demonstrated success as an administrator and fiscal manager;
- Demonstrated ability to develop and execute strategies for securing financial support from individuals, foundations, corporations, and federal and state funding agencies;
- Demonstrated 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 foster and promote gender equity and ethnic diversity among faculty and staff to enrich the university, further its research mission, and preserve the uniqueness of Howard University;
- Evidence of effective community involvement, outreach, leadership, and demonstrated ability to forge partnerships and build productive relationships with both campus and business community constituencies;
- Evidence of recruitment and retention of outstanding faculty and staff, as well as teambuilding, supervision, and staff support for professional development;
- Demonstrated commitment to student centeredness and optimization of student learning reflected by active and visible engagement in student activities, initiatives, and programs.

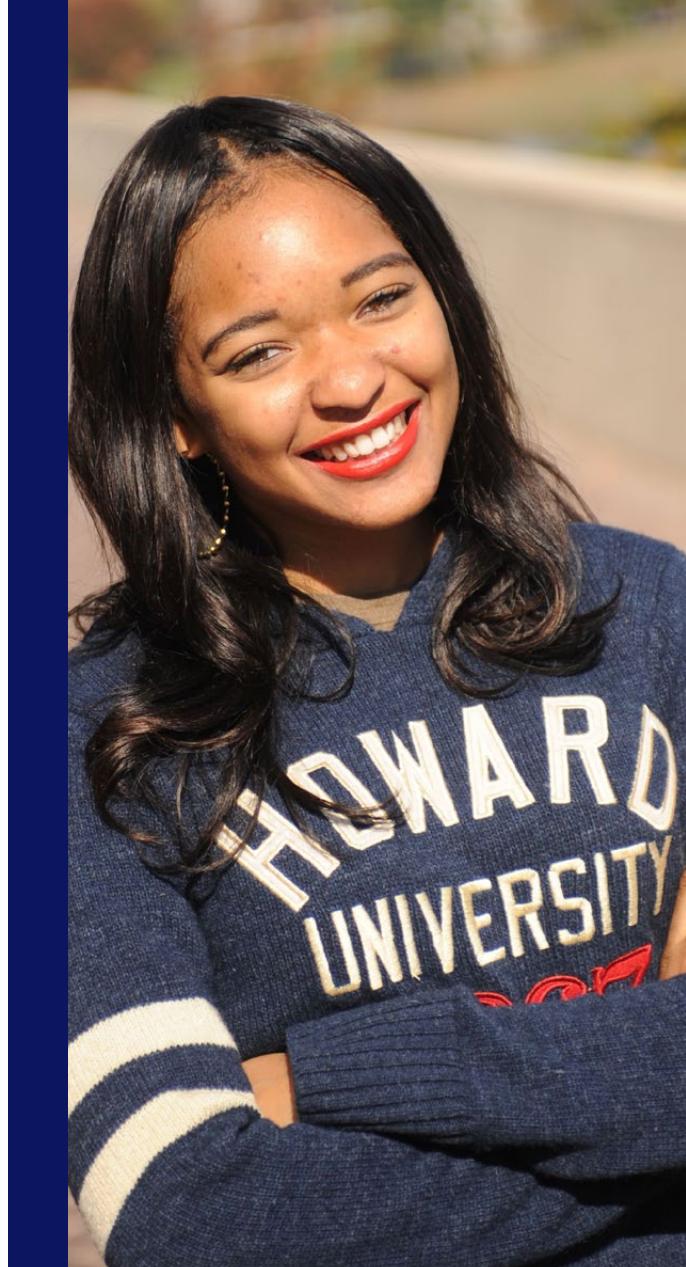
# Procedure for Candidacy

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

## Contact Information:

Jeffrey Harris, Managing Partner  
Harris Search Associates  
4236 Tuller Road  
Dublin, OH 43017  
Tel: 614-798-8500 ext. 125 Cell: 614-354-2100  
Email: [jeff@harrisandassociates.com](mailto:jeff@harrisandassociates.com)  
[www.harrisandassociates.com](http://www.harrisandassociates.com)

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



## Harris Search Associates INNOVATION + TALENT

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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Ireland	Russia	United Arab Emirates
Italy	South Africa	United Kingdom
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