Opportunity & Challenge Profile

Search for the Dean and Executive Vice President

The Medical College of Wisconsin
Milwaukee, Wisconsin

“To be a national leader in the education and development of the next generation of physicians and scientists; to discover and translate new knowledge in the biomedical sciences; to provide cutting-edge, interdisciplinary and compassionate clinical care of the highest quality; to improve the health of the communities we serve.”

– Mission Statement, The Medical College of Wisconsin

The Medical College of Wisconsin is undertaking a comprehensive national search to find its next Dean and Executive Vice President. Working from a solid programmatic and financial foundation, the successful candidate for the Dean will be a dynamic, visionary, collaborative, and seasoned academic physician executive who will, along with the President and the Board of Trustees, transform the institution into a nimble, robust entity that is well prepared to embrace the opportunities and challenges of the upcoming years. The Dean will have an outstanding opportunity to lead this distinguished institution to global distinction as a leading national center for medical education, biomedical research and clinical care.

Formerly the medical school of Marquette University, The Medical College of Wisconsin (MCW or The College) has operated as a standalone institution since 1967. In recent years, the College has grown its faculty and attracted high-caliber students; constructed several major new facilities on the stunning, park-like 240-acre Milwaukee Regional Medical Center campus; added five new departments; formed the Graduate School of Biomedical Sciences; and forged strong partnerships with a growing network of nationally renowned hospitals, clinics, research centers, and community institutions. The College has also significantly expanded its research enterprise, generating $148 million in 2009-2010, including $108 million in NIH funding; MCW is ranked 44th among medical schools nationwide for NIH funding, and the College received an NIH Clinical and Translational Science Award in 2010. MCW treats more than 400,000 patients each year through its medical center partners, which include Froedtert Hospital, home to the only adult Level I Trauma Unit in Eastern Wisconsin, and Children’s Hospital, which was ranked by Parents magazine as the third best children’s hospital in the nation. For more about The Medical College of Wisconsin, please see Appendix I and/or www.mcw.edu.

The successful candidate will be a proven leader who can quickly gain an understanding of the strengths and vulnerabilities of the institution and help chart its course for continued success and growth. To succeed in this role, the Dean will address several key opportunities and challenges, as detailed in this profile; in summary, s/he will execute a vision and strategic plan that integrates the academic, clinical, research and community missions of the College; develop partnerships, programs, and practices to achieve the vision; secure the long-term growth of the College through effective resource acquisition and stewardship; transform, develop, and implement
systems and processes to achieve the vision; serve as an effective leader and executive role model for the College; and continue to forge strong external relationships.

A complete list of the qualifications and characteristics desired in the Dean can be found in the excerpted Official Position Description that is attached in the conclusion of this document (Appendix I). This profile was prepared by the Dean Search Advisory Committee and Isaacson, Miller, a national executive search firm, to provide background information and detail key opportunities and challenges related to the position. Applications, nominations, and inquiries should be sent to the contacts listed at the conclusion of this document.

The Role and Responsibilities of the Dean

The Dean reports to John R. Raymond, M.D., President and CEO of MCW. The duties and responsibilities of the Dean are as follows:

- Overseeing all of the academic activities of the basic and clinical science departments at MCW, fostering a high-quality academic environment.
- Approving all MCW faculty appointments, promotions and reviews; ensuring retention of key clinical and scientific faculty and overseeing/leading the ongoing recruitment of top talent across the teaching, research, center directors and clinical components.
- Participating in preparing and administering the budget of the medical school, the Faculty Practice Plans and the academic departments; exercising proper budgetary guidance and prioritization for the clinical, research and educational components of the College.
- Actively engaging in issues involving faculty in their diverse roles. Creating opportunities and connections between clinical and basic science faculty and working to secure additional resources that will enable the faculty to better participate in the teaching, clinical, and research mission of the College.
- Developing, allocating and ensuring the effective use of financial and physical resources in the school, including the allocation and effective use of all space assigned for medical education and research and support in the College.
- Serving as the chief academic officer for medical education; fostering scholarly activity in all medical school academic departments and within the Dean’s office; enhancing medical student, graduate medical and continuing medical education and ensuring ongoing accreditation status.
- Pursing emerging efforts and new initiatives in clinical and translational research as an important dimension for the immediate future, generating combined clinical and research programs that are interdisciplinary in order to create a more coherent whole.
- Promoting the growth of clinical and basic research through recruitment of outstanding faculty, sustaining the research infrastructure and capitalizing on emerging research opportunities.
- Working closely and collaboratively with the CEO’s of the affiliated hospitals to support a clinical enterprise that provides top quality, efficient care for patients and a state-of-the-art training experience for students and residents.
- Supporting a clinical environment that is conducive to appropriate integration of the educational and research programs.
- Directing and developing programs for faculty development; overseeing the tenure review processes and other established academic personnel policies and procedures for the College.
- Initiating and sustaining, in coordination with the President, academic relationships with other academic institutions within Wisconsin, across the country and internationally.
- Advising and assisting the President in the administration of the College, the institutional infrastructure, campus and external relationships, philanthropy and alumni relations, etc.

Positions reporting directly to the Dean include the Chairs of the six basic science departments; and Chairs of 21 clinical departments; as well as Sr. Associate Deans for Research; Research Development; Clinical and Translational Research; Education; Public and Community Health; Clinical Practice – MCP (adult practice); Clinical Practice – CSG (pediatric practice); and Faculty Affairs and Diversity. Center Directors also meet periodically with the Dean and have a direct reporting relationship, including Directors for the Center for Biopreparedness and Infectious Disease Center; Biotechnology and Bioengineering Center; Cancer Center; Cardiovascular Research Center; Center for Health and Society; Digestive Disease Center; Functional Imaging Research Center; Human and Molecular Genetics Center; International Bone Marrow Transplant Registry Center; Kidney Disease Center; Patient Care and Outcomes Research Center; and the Principal Investigators of the Clinical and Translational Science Institute (CTSI) Award.

**Key Opportunities and Challenges for the new Dean**

MCW stands at a unique moment in its history. The new President and a new Dean will form a leadership team poised to lead the institution into a new era of excellence by leveraging the College’s many foundational strengths, including its new translational research infrastructure and a physical footprint that has substantial room for expansion. The College has successfully weathered the tumultuous national economic downturn and has continued to maintain a strong financial base. Most significantly and unlike nearly all other medical colleges of its size and stature, MCW operates independently and is unencumbered by a larger university structure, which allows it to respond more nimbly to changes in the health-care environment. Yet the College’s autonomy also brings unique challenges, as the institution receives modest public funding and must continually balance investments in the clinical and academic missions to support a wide range of operational demands.

To position the College to maintain excellence and ensure growth in the coming years, the College must evolve its academic programs to gain distinction nationally, leverage its relative independence and small size to adapt and implement systems and processes to execute its vision. The Dean will have a pivotal role in leading this effort, and must be capable of inspiring faculty and staff to shared goals and foster a culture dedicated to efficiency and excellence in teaching, research, clinical care, and community service. To achieve this, the Dean will address key challenges and opportunities, as detailed more fully below:
Execute a vision and strategic plan that integrates the academic, clinical, research and community missions of the College

The MCW community has developed a detailed academic vision and strategic plan to guide its future, with detailed objectives and benchmarks outlined until the year 2015. This plan is designed to help the institution achieve its four-part mission: to be a national leader in the education and development of the next generation of physicians and scientists (teaching); to discover and translate new knowledge in the biomedical sciences (research); to provide cutting-edge, interdisciplinary and compassionate clinical care of the highest quality (clinical care); and to improve the health of the communities served (community service).

The Dean will work with the President, chairs, and other members of the community to assess and adapt the strategic plan as needed and, most importantly, drive its implementation to ensure that the College continues to gain excellence in its four-pronged mission. In addition, the Dean, together with the President, will be responsible for continually shaping and revising the plan to be responsive for the inevitable changes in their competitive and funding environment. Through the execution of this vision, MCW will enhance its reputation for delivering outstanding clinical care, advancing globally significant research, and weaving together excellence in teaching, while leveraging the diversity of the Milwaukee population to develop important research that will prepare students to serve as leaders in medicine in the 21st century.

Develop partnerships, programs, and practices to achieve the vision

The Dean will work hand-in-hand with the clinical and basic science chairs and faculty to put measures in place to ensure the institution continues to grow and thrive, and that it hones and streamlines its efforts to be competitive and remaining profitable while continually improving in its mission. To achieve the vision, the Dean will lead the development and implementation of new programs, systems, and processes. Each of the four mission areas will have their own opportunities:

- **Teaching:** MCW must maintain a continual emphasis on delivering an outstanding experience for students, by offering academic programs that educate and develop students to be leaders in their fields. The Dean will have an opportunity to continue to foster a vibrant, dynamic campus atmosphere, in which students are engaged in research, clinical care, and community service throughout their student experiences. The Dean will work with faculty to develop systems for measuring progress in teaching, promote the sharing of best practices, and implement innovative curricula that are closely aligned with the research interests of faculty to ensure that medical students receive a well-rounded education that prepares them for life after medical school and residency.

- **Clinical Care:** MCW is fortunate to maintain strong affiliations with top ranked hospitals and clinics across Milwaukee. The Dean will collaborate with leaders from these institutions to grow their share of the regional health-care marketplace, by developing a strong identity and strategically positioning clinical services to help grow the patient base, particularly for highly specialized procedures that leverage the unique expertise and skills of faculty. The Dean will also help improve the internal operations of clinical areas, and establish systems to
measure progress in patient outcomes, satisfaction, and other quality metrics. The Dean must ensure positive margins of the clinical operation, and ensure that staff and faculty are attuned to reducing costs and improving quality.

- **Research**: Reductions in state and federal funding for research will make it imperative that the College expand and diversify its research infrastructure in the coming years. The Dean will work with department chairs and faculty to establish core centers of excellence focused on research that addresses health-care challenges that are relevant to the Milwaukee community and have a global impact. The Dean will work with the department chairs to ensure that sufficient resources are available to attract world-class faculty-researchers. S/he will ensure mentoring for faculty-researchers and provide a platform of services to help them generate funding, establish protocols, and publish research. With the recent awarding of the CTSA, the Dean will also lead the continued development of MCW’s research centers, ensuring that research activities are supported and have opportunities to forge interdisciplinary approaches to medicine through the expanded translational program.

- **Community Service**: From its location in Milwaukee, one of the most diverse cities in the Midwest, MCW already operates diverse health centers and clinics across the city, and actively participates in statewide initiatives such as Advancing a Healthier Wisconsin (AHW), which aims to improve the health of the people of Wisconsin by providing funding to faculty-community project partnerships that address public and community health issues; the Dean holds a board seat and an important leadership role on the Consortium. MCW has extensive opportunities to extend its impact into the greater community and to address the health-care needs of significantly underserved populations, including large African-American, Native American, and Latino communities. The Dean will support the continued growth of community service programs at MCW, while leveraging them as opportunities to improve MCW teaching and research. By leveraging its community programs effectively, MCW has an opportunity to become known as a leading center for treating diverse, at-risk populations, and for preparing students to become leading medical practitioners working in diverse health-care delivery environments.

**Secure the long-term growth of the College through effective resource acquisition and stewardship**

While the college has successfully operated in a fee-based model, health-care reform and other variables have the potential to significantly impact the college’s revenue model in the coming years. The Dean will work closely with the academic divisions to ensure that the College manages its resources effectively to adapt and keep pace with the changing environment, and to maintain purposeful growth, while also identifying and implementing operational efficiencies across the enterprise. The Dean will work with chairs and faculty to review existing goals and define long-term fiscal goals, reexamine costs, and align incentives across the enterprise.

The Dean will work with leaders of the affiliated clinical centers to integrate their budgetary management structures, with a goal to increase efficiency and enable the centralized

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1 For more information, see [www.mcw.edu/healthierwisconsin.htm](http://www.mcw.edu/healthierwisconsin.htm).
management of financial information. By developing new financial management systems, the College has an opportunity to more effectively monitor costs and revenues, and can enhance its capacity for strategic analysis to enable more proactive decision-making.

**Serve as an effective leader and executive role model for the College**

The Dean also plays an important internal role in setting the tone for the organization. The Dean serves as the senior leader for faculty and staff, and must continually serve as a role model for transparency and excellence in management. This individual must be effective in building consensus, and be able to make the difficult decisions. The Dean will lead Department Chairs to assess the roles and responsibilities that will be needed to improve the clinical and research operations, restructuring divisions as necessary to achieve a high level of operational effectiveness. The Dean will work with the President to develop a strategic platform of signature programs and centers of excellence that will help the institution thrive.

The Dean will play a leadership role in recruiting and retaining outstanding clinicians, scholars, and researchers from diverse backgrounds. The Dean will support chairs in making key faculty hires, and focus on attracting individuals who combine excellence in teaching, research, and service, and who bring strengths that will support the organization’s greater mission. The Dean will support a positive work environment and expand opportunities for mentoring and professional development; promote dialogue around pressing health-care challenges; and improve the quality of diversity to be more reflective of that of the communities in which MCW operates, ensuring that faculty and staff continue to develop themselves to more effectively serve the diverse populations of Milwaukee.

**Continue to forge strong external relationships**

As a standalone institution, MCW has an ongoing need to preserve existing partnerships and build new ones with a wide array of outside institutions. The Dean will play an important role as an external representative and advocate for the College among clinical, corporate, and community partners. The Dean must be comfortable working across the external community, and be able to develop relationships that attract funding from public donors, foundations, and other investors.

The Dean will work closely with the President to engage philanthropic donors, and must be a passionate and highly effective spokesperson. Using the College’s vision as a centerpiece, the Dean will help share a compelling story about why MCW is unique among medical colleges in the nation. The Dean will work externally to help MCW forge effective corporate partnerships that can provide mutual benefits, and support translational research and resource needs. The Dean will also serve as a thought-leader and expert related to health care, education, research and related issues.

**Location and Compensation**

The position is based in Milwaukee, Wisconsin. Located along the Lake Michigan shoreline, Milwaukee is one of America’s great cities, combining a dynamic urban community with a rich
cultural heritage with access to parks, rivers, and other outdoor recreation. Milwaukee is the largest city in Wisconsin and the 23rd largest city in the United States. It is home to corporate headquarters for industry leaders including Northwestern Mutual, Johnson Controls, Manpower, Harley Davidson, and others. Milwaukee is a popular venue for sailing, windsurfing, kite surfing, ethnic dining, and cultural festivals; the city is recognized for its museums, fine dining and hotels, professional sports, gardens and parks, and Milwaukee County Zoological Gardens. Milwaukee also boasts a vibrant cultural life; it has an opera, a ballet, a symphony and live theatre with a range of performances from Broadway musicals, Shakespeare and the classics to smaller, regional productions. Milwaukee has one of the highest per capita student populations in North America. The population of the City of Milwaukee is approximately 600,000 and is highly diverse, with roughly forty-percent African-American, and fifteen-percent Hispanic/Latino citizens. Approximately 1.8 million people live in the metropolitan area. Compensation will be competitive and commensurate with the candidate’s experience.

Qualifications and Characteristics

Candidates will be selected from a diverse pool and will be evaluated according to the following criteria and competencies:

- A distinguished academic and professional career, including significant teaching, research and clinical experience.
- An MD (or equivalent) degree and the academic rank of full professor are required; an advanced degree(s) is desirable but not mandatory.
- A significant leadership role in a complex, multi-faceted university or academic medical center, with demonstrated strategic and implementation skills.
- Significant administrative experience at the departmental or central administrative level at a U.S. LCME accredited medical school is essential.
- The interpersonal and leadership skills to ensure the continuation and enhancement of the College’s research and educational programs while strengthening the key relationships linked to the clinical missions of the total enterprise.
- Evidence of significant leadership activities in and beyond an academic medical center setting, with demonstrate ability to motivate key constituencies.
- Vision and understanding of the distinct and vital role of an academic institution on our society.
- Ability to work together with extraordinarily collegial faculty that has developed a very positive and respectful spirit.
- Ability to communicate effectively with groups of diverse backgrounds, faculty, students, staff, community leader, lay audiences, media, etc.
- A powerful grasp of the challenging issues facing medical science and education today, the dynamics of leading and operating a major medical school and understanding of the complex financial issues facing medical schools and academic medical center hospitals.
- An ability to assess MCW’s current position within this context and to articulate a compelling vision about how to move the College to a position of national prominence.
- Strong presence and an engaging personal style that encourages collaboration and cooperation among administrators, staff and faculty members.
- The ability to work effectively with diverse groups, resolve conflict and manage ambiguity.
Applications, nominations, and inquiries, applications

All correspondence, including applications, nominations, and general inquiries, should be e-mailed to the attention of Denise Gaffney, David Bellshaw and Jamie Sands at 4279@imsearch.com. Applications should include a letter of interest, CV or résumé, and a separate list of references. **E-mail correspondence is strongly encouraged.** All correspondence will be held in strict confidence.

Denise Gaffney, David Bellshaw and Jamie Sands
Isaacson, Miller
649 Mission Street, Suite 500
San Francisco CA 94105
Phone: 415.655.4900
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As an equal opportunity and affirmative action employer,
MCW recognizes the power of a diverse community and encourages applications from individuals with varied experiences, perspectives and backgrounds.
Appendix I: About The Medical College of Wisconsin (MCW)

The Medical College of Wisconsin traces its roots back to 1893, with the founding of the Wisconsin College of Physicians and Surgeons, an institution that later merged with Milwaukee Medical College to become the Marquette University School of Medicine. In 1967, financial constraints forced Marquette to terminate its sponsorship of the medical school, and it became a standalone institution, changing its name to The Medical College of Wisconsin in 1970. Without a university to provide support, the college struggled in its early years, but during the past two decades, a series of outstanding leaders have helped The Medical College of Wisconsin not only to stabilize its operations, but also to rise in stature as one of the Midwest region’s top medical colleges.

The Medical College of Wisconsin is an integrated operation of research, education, community engagement and patient care that includes six basic science departments, 20 clinical departments, and several institutes and centers, and offers medical and graduate degrees. From its location on the campus of the Milwaukee Regional Medical Center, with select programs in more than a dozen other facilities in eastern Wisconsin, The Medical College carries out its mission in four primary areas: education, research, community-based service, and clinical care.

- Education

MCW offers the MD degree, and PhD, MS, MPH, and MA degrees in a wide range of disciplines, as well as graduate certificates in public health and research ethics; the College provides continuing medical education to more than 40,000 health professional registrants each year. The medical school enrolls about 820 students; roughly 55 percent of students come from outside Wisconsin, primarily Illinois, California, and Utah. The medical school curriculum is currently under revision. The Graduate School of Biomedical Sciences enrolls 400 students in six integrated basic science departments and the Institute of Health and Society. In FY2010-2011, tuition and fees for Wisconsin residents is $38,776.50; out-of-state students pay $44,426.50 per year. The College employs approximately 1,540 full-time and part-time faculty members. The Medical College of Wisconsin is fully accredited by the Higher Learning Commission of the North Central Association of Colleges and Schools (HLC-NCA) and by the Liaison Committee on Medical Education (LCME). The College has approximately 13,500 alumni and has trained about one-third of all practicing physicians in Wisconsin. The Medical College of Wisconsin faculty members supervise approximately 650 resident physicians and 240 physicians in fellowship training through its affiliated hospitals, in almost all medical specialties and subspecialties. Approximately 200 scientists are engaged in postdoctoral research fellowship

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2 The Milwaukee Regional Medical Center, Inc. (“MRMC”) is a complex of health care related facilities located on a 240-acre campus owned by Milwaukee County; in addition to MCW, the campus is home to the Blood Center of Wisconsin, Inc., Children's Hospital of Wisconsin, Curative Care Network, Inc., Milwaukee County Behavioral Health Center, and Froedtert Hospital. MCW operates on 33 acres and owns seven buildings on this campus, as well as two floors of a condominium office building and a portion of a newly constructed research facility.

3 In 2007, the NCA, the accrediting body for all institutions of higher education in the College’s geographic region, granted reaccreditation to the Medical College for the longest term possible (10 years). In 2003, the Liaison Committee on Medical Education (LCME), the accrediting body of all US medical schools awarded full, eight-year accreditation to the Medical College, the maximum period of accreditation; the most recent LCME site visit occurred in February, 2011.
training.

- **Public and Community Health**

MCW faculty and students work with more than 200 diverse community groups to advance public and community health in the metro Milwaukee area and throughout Wisconsin. In 2004, the Medical College of Wisconsin received approximately $303 million from the conversion of Blue Cross/Blue Shield of Wisconsin from a non-profit hospital service corporation to a stock insurer. Called Advancing a Healthier Wisconsin (AHW), 35% of the spending from this endowment is managed by The Medical College of Wisconsin Consortium on Public and Community Health; funding is directed toward the Healthier Wisconsin Partnership Program, which aims to improve the health of the people of Wisconsin by providing funding to faculty-community project partnerships that address public and community health improvement. The Dean holds a board seat and an important leadership role on the Consortium. The remaining 65% of the spending from the endowment is directed toward research and education under the broad oversight of the Dean and President. The College operates nine federally funded centers, including an injury research center. Many of the community-based programs are co-sponsored with Children’s Hospital, including the Center for the Advancement of Urban Children. In recognition of its community work, The Medical College of Wisconsin won the 2005 Spencer Foreman Award for Outstanding Community Service from the Association of American Medical Colleges.

- **Research and Technology Transfer**

The Medical College of Wisconsin operates 26 academic departments and diverse federal and institutional research centers. In FY 2009-10, faculty received approximately $161 million in external support for research, teaching, training and related purposes, of which approximately $148 million is for research, including about $108 million from the National Institutes of Health (NIH). Sixty-five percent of the AHW endowment spending noted above is used for research and education projects proposed by MCW faculty. The College is the largest research institution in the Milwaukee metro area and the second-largest in Wisconsin. MCW is particularly

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4 Like most large American cities, Milwaukee has significant health and healthcare disparities and significant levels of poverty, particularly in minority populations.

5 For more information, see www.mcw.edu/healthierwisconsin.htm.

6 Federal research centers include: the National Biomedical Electron Paramagnetic Resonance Center; National Center for AIDS Intervention Research; National Injury Research Center; Wisconsin CIREN (Crash Injury Research and Engineering Network) Center; National Center for Medical Countermeasures Against Radiological Terrorism; National Research Center of Excellence in Pediatric Nephrology; National Children’s Study Center, National Center of Excellence in Genomic Science and the National Clinical and Translational Science Institute of Southeastern Wisconsin. The Center for International Blood and Marrow Transplant Research is an international center based at The Medical College of Wisconsin.

7 College centers include the Arthritis Institute; Cancer Center; Cardiovascular Center; Neuroscience Research Center; Center for Bioethics and Medical Humanities; Center for Infectious Disease Research; Center for Biotechnology and Bioengineering; Center for Patient Care and Outcomes Research; Digestive Disease Center; Imaging Research Center; and Human and Molecular Genetics Center.

8 The MCW research enterprise is second in size only to the University of Wisconsin – Madison, which includes the UW School of Medicine and Public Health.
The Medical College of Wisconsin research has the potential to be a major catalyst for economic growth in Southeast Wisconsin, and MCW operates a modest technology transfer program. The College currently has 220 pending and issued patents in the U.S. and foreign countries, and has research and development affiliations with other major universities and research institutions, as well as government and venture capital groups in Wisconsin and elsewhere. The College has launched 18 start-up companies and licensed technologies to more than 50 pharmaceutical, diagnostic, biotechnology, and medical device corporations. The presence in the area of businesses such as GE Healthcare is another advantage for the College. The Medical College of Wisconsin is engaged in a major initiative to further develop its translational research, in large part through development of a new Clinical and Translational Science Institute, which aims to become a nexus for the region’s researchers and health-science industry leaders.

- **Patient Care**

Approximately 65% of the College’s revenues are generated through the clinical practice. MCW has the biggest group of physicians in a single practice in the state: more than 1,250 Medical College of Wisconsin physicians provide adult patient care as the Medical College Physicians, and pediatric patient care through Children’s Specialty Group, a joint venture with Children’s Hospital and Health System. Through its Clinical Ventures Group, the College manages a network of primary care and specialty clinics both on-campus and off. Primary care clinics are run by general internists and family physicians, who refer patients to specialists when necessary. The Medical College of Wisconsin competes directly with four other health systems, including Aurora, the largest health system in the state. MCW physicians practice at hospitals and clinics in Wisconsin and Northern Illinois, and through three major affiliates: Froedtert Hospital, Children’s Hospital of Wisconsin, and the Zablocki VA Medical Center.

**Froedtert Hospital** is the primary adult hospital affiliate of The Medical College of Wisconsin and is staffed by College physicians providing care in all medical specialties and subspecialties, with particular strengths in cancer, heart and vascular diseases, brain injury and disorders, spinal cord injury, transplant, communication disorders, digestive diseases, diabetes, orthopedics, urology, and women’s health. A 500-bed hospital, Froedtert has the only adult Level 1 Trauma Center in eastern Wisconsin. Nearly every physician practicing at Froedtert is a Medical College of Wisconsin faculty member, and the two institutions share the academic mission. The Froedtert & The Medical College of Wisconsin Clinical Cancer Center recently opened a state-of-the-art comprehensive cancer center that brings together everything cancer patients need: world-class cancer specialists, innovative cancer therapies, advanced treatment technology and the full range

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9 Milwaukee's health care industry includes several health systems. Aurora Health Care includes Aurora St. Luke's Medical Center, Aurora Sinai Medical Center, Aurora West Allis Memorial Hospital, Aurora St. Luke's SouthShore Hospital and other hospitals throughout Southeast Wisconsin. Wheaton Franciscan Healthcare includes St. Joseph's Hospital, Elmbrook Memorial (Brookfield), and others in the Milwaukee area. Columbia St. Mary's is located on Milwaukee's lakeshore and has a hospital in Ozaukee County. ProHealth Care includes Waukesha Memorial Hospital and Oconomowoc Memorial Hospital. Many hospitals in other systems have established affiliations with The Medical College of Wisconsin.
of support services to patients and their families. Patients go to one place for all their consultations, tests, procedures, treatments, support and follow-up.

Froedtert Hospital is the flagship hospital of Froedtert Health. An increasing number of MCW physicians practice at the system’s two other hospitals: Froedtert Health Community Memorial Hospital in Menomonee Falls and Froedtert Health St. Josephs’ Hospital in West Bend. For more information, see www.froedtert.com.

**Children’s Hospital of Wisconsin** is the principal pediatric hospital affiliate of the Medical College of Wisconsin. MCW physicians, practicing as Children’s Specialty Group, provide most pediatric specialty care at the hospital. In 2009, *Parents* magazine rated Children’s Hospital third in the nation in its Best Children’s Hospital survey, and five Children’s specialty areas earned top 10 ratings. Children’s Hospital of Wisconsin, is Wisconsin’s only Level I Pediatric Trauma Center verified by the American College of Surgeons, recently opened the doors on its massive expansion project: the west tower which is a 425,000-square-foot addition and includes 12-stories of patient clinics and specialized rooms taking the 236-bed hospital to 296 beds, with capacity for an additional 70 beds in the future. The addition includes expanded pediatric intensive care units – three 24-bed units – and a larger, more comprehensive Herma Heart Center to provide better care to children with congenital and other cardiac issues. For more information, see www.chw.org.

**Clement J. Zablocki VA Medical Center** has been a major hospital affiliate of the College since 1946. Most physicians practicing at the VA Medical Center are MCW physicians. The VA Medical Center provides 168 acute care hospital beds; it admits 7,500 patients and records more than 600,000 outpatient visits annually. Approximately $13.4 million in research (funded primarily by the VA and the NIH) is conducted by College faculty at the Zablocki VA Medical Center. For more information, see www.visn12.med.va.gov/milwaukee.

**Degrees offered by The Medical College of Wisconsin**

- **Doctor of Medicine (MD).**
- **Doctor of Philosophy (PhD).** Basic and translational research, biochemistry; biophysics; biostatistics; cell biology, neurobiology and anatomy; microbiology and molecular genetics; pharmacology and toxicology; physiology; public and community health and functional imaging (in a joint PhD program with Marquette University); and public and community health.
- **Master of Science (MS).** Clinical and translational science; bioinformatics (in a joint MS program with the Marquette University), health care technologies management (in a joint MS program with Marquette University), and medical informatics (in a joint MS program with Milwaukee School of Engineering).
- **Master of Public Health (MPH).**
- **Master of Arts (MA).** Bioethics.

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*Parents* magazine ranked the following areas: Emergency Medicine: #2; Neonatal Care: #5; Pulmonary Care: #7; Cardiac Care: #9, Cancer care: #10.
Departments at The Medical College of Wisconsin

- **Basic Science Departments:** Biochemistry; Pharmacology and Toxicology; Biophysics; Physiology; Cell Biology, Neurobiology and Anatomy; and Microbiology and Molecular Genetics

- **Clinical Departments:** Anesthesiology; Dermatology; Emergency Medicine; Family and Community Medicine; Medicine; Neurology; Neurosurgery; Obstetrics and Gynecology; Ophthalmology; Orthopaedic Surgery; Otolaryngology and Communication Sciences; Pathology; Pediatrics; Physical Medicine and Rehabilitation; Plastic Surgery; Psychiatry and Behavioral Medicine; Radiation Oncology; Radiology; Surgery; Urology.

Community Programs

The Medical College of Wisconsin is involved in diverse programs focused on improving health in the community. Significant examples include:

- **The Healthier Wisconsin Partnership Program.** The Healthier Wisconsin Partnership Program is a component of Advancing a Healthier Wisconsin. The vision for the Healthier Wisconsin Partnership Program is to improve the health of the people of Wisconsin through community - medical school partnerships. The Healthier Wisconsin Partnership Program has awarded approximately $24 million to 109 community programs since its inception in 2003.

- **Center for the Advancement of Urban Children.** The Center for the Advancement of Urban Children was established by The College's Department of Pediatrics and Children's Hospital to build effective partnerships with community organizations and key leaders and to address collectively the well being of children.

- **Center for AIDS Intervention Research.** The Center for AIDS Intervention Research ("CAIR") has documented success in changing behavior and thereby reducing AIDS transmission in Milwaukee and other cities through programs for the chronically mentally ill, inner city housing residents, minority women, homeless persons, young people and homosexual men. CAIR is the only federally designated AIDS prevention research center in the Midwest.

- **Center for Healthy Communities.** The Center for Healthy Communities, formed in 1997, develops community-academic partnerships that improve health in urban and rural communities in Wisconsin. The center integrates community-based education for graduate and undergraduate medical students into these partnerships, and conducts research, both locally and nationally, on community-identified needs.

- **Downtown Health Center.** The Downtown Health Center, sponsored by The Medical College of Wisconsin's Department of Pediatrics, provides comprehensive, primary care as well as special programs for children in Milwaukee's central city.

- **Saturday Clinic for the Uninsured.** The Medical College of Wisconsin has helped establish a clinic that provides free medical care for some of Milwaukee's uninsured residents. The clinic is staffed by volunteer family physicians and medical students from The Medical College of Wisconsin and community physicians from Columbia-St. Mary's.
Board of Trustees

The Medical College of Wisconsin is governed by a Board of Trustees (the "Board"), a 35-member body that includes the President; the Dean; 11 members appointed by the Governor of the State of Wisconsin; one Faculty and one Alumni representative; and the balance elected by a majority vote of all trustees. Most members serve for staggered six year terms. The Board has the following primary standing committees:

- **Executive Committee**

  The Executive Committee is elected by the Board and consists of 10 trustees, including the Chairman, and the President who serves ex officio with vote. The Dean and Executive Vice-President and the Senior Vice-President and Chief Operating Officer serve as staff to this committee and in general attend all meetings of this committee.

- **Finance Committee**

  The Finance Committee is appointed by the Chairman and consists of 11 trustees, including the Treasurer of the College. The President, Dean and Executive Vice-President, and Senior Vice-President and Chief Operating Officer serve on this committee ex officio without vote. The Finance Committee is required to take such steps as are necessary for the sound fiscal operation of The Medical College and for the provision of such funds as are necessary to operate the programs approved by the Board.

- **Audit Committee**

  The Audit Committee is appointed by the Board and consists of three trustees, none of whom may be members of the Finance Committee. The Audit Committee assists the Board and the College to assure the quality and integrity of the College's financial statements, the independent auditors' qualification and independence, the performance of The Medical College of Wisconsin's independent auditors, and the performance of the Office of Internal Audit of the College. The President and Senior Vice-President and Chief Operating Officer serve as staff to this committee and attend its meetings when requested to do so.

- **Other Committees**

  Other standing committees established by the by-laws include: Facilities Committee, Academic, Clinical and Research Affairs Committee, Investment Committee, Institutional Advancement Committee, Nominating and Evaluation Committee, Compensation Committee, and Marketing and Public Affairs Committee. Special committees may from time to time be constituted by the Chairman, subject to the approval of the Board.
Educational and Clinical Affiliations

The Medical College of Wisconsin also has educational and clinical affiliations with other healthcare institutions in Wisconsin, including: Advanced Pain Management, Greenfield; AIDS Resource Center of Wisconsin, Milwaukee; Aurora Psychiatric Hospital, Wauwatosa; Aurora Sinai Medical Center, Milwaukee; Aurora St. Luke's Medical Center, Milwaukee; BloodCenter of Wisconsin; Columbia St. Mary's, Milwaukee; Columbia St. Mary's, Ozaukee Campus, Mequon; Flight for Life; Froedtert Health Community Memorial Hospital, Menomonee Falls; Marshfield Clinic, Marshfield; Mendota Mental Health Institute, Madison; Midwest Orthopedic Specialty Hospital, Milwaukee; Milwaukee County Behavioral Health Division, Milwaukee; Milwaukee County Medical Examiner’s Office, Milwaukee; Orthopaedic Associates of Wisconsin, Waukesha; Rogers Memorial Hospital, West Allis; Village at Manor Park Continuing Care Retirement Community, Milwaukee; Vitas Innovative Hospice Care, Milwaukee; Waukesha County Medical Examiner’s Office, Waukesha; ProHealth Care, Inc. - Waukesha Memorial Hospital, Waukesha; Wheaton Franciscan Healthcare - St. Joseph's, Milwaukee.

Graduate Biomedical Education

The primary mission of the Graduate School of Biomedical Sciences of The Medical College of Wisconsin is the education of biomedical scientists. Graduate students come from the United States and around the world, providing a diverse population for educational and social interactions that extend well beyond the classroom and laboratory. More than 200 of the faculty at the College participate actively in the education and research training of graduate students. Class size is smaller than the average medical school class size and each student conducts research in the laboratory of a faculty mentor. The research programs of The Medical College of Wisconsin offer opportunities for students to study with funded investigators doing biomedical research. In addition to research projects in traditional academic biomedical departments, several interdisciplinary research opportunities are available in areas such as cancer biology, functional imaging, molecular biology and genetics, neuroscience and cardiovascular physiology and public and community health.

Special research facilities include the National Biomedical Electron Paramagnetic Resonance Center, Magnetic Resonance Imaging Center, Electron Microscopy Laboratory, Human and Molecular Genetics Center, Froedtert & The Medical College of Wisconsin Eye Institute Laboratory, DNA Sequencing and Oligonucleotide Synthesis Laboratory, National Crystal Identification Center, Spectrofluorimetry Center, Protein and Nucleic Acid Laboratory, Spectropolarimeter Laboratory, Cardiovascular Research Center, Transgenic Research Facility, Mass Spectrometry Laboratory, Free Radical Research Center, National Proteomics Laboratory, Genomics and Informatics Laboratory, and the Cancer Center.

Medical Education and Graduate Medical Education

Each entering medical school class of The Medical College of Wisconsin includes an average of 204 students. The class generally has an average undergraduate grade point average of 3.7 while the national average is 3.62 (according to the Association of American Medical Colleges). About
45 percent of the students are Wisconsin residents with an average 50% men and 50% women. Each year, 100% of the graduating medical students who wish to enter graduate medical education training match into graduate medical education programs throughout the nation.

In addition to degree programs, the College provides program direction for the residency and fellowship programs for graduate medical education of the Medical College of Wisconsin Affiliated Hospitals, Inc. ("MCWAH"). MCWAH is a consortium of 10 health care institutions in the greater Milwaukee area and The Medical College of Wisconsin. Presently, MCWAH offers over 100 residency and fellowship programs. Each program is supervised by a program director who is a full-time faculty member of the College. Most of the residents and fellows rotate through two or three of MCWAH's 10 affiliated institutions. MCWAH currently has approximately 650 residents and 200 fellows in its graduate medical education training programs. It offers approximately 160 first-year residency positions in 23 disciplines. The residency positions are filled through the National Residency Matching Program and other specialty matching programs with graduates from medical schools accredited by the Liaison Committee on Medical Education, or graduates who are certified by the Educational Commission for Foreign Medical Graduates. All MCWAH residency programs are fully accredited by the Accreditation Council for Graduate Medical Education.