



Director, Cancer Center and Senior Associate Dean for Cancer Research, Education, and Clinical Services

Introduction

The elements for a successful Cancer Center have been developed at the Medical College of Wisconsin: a new Adult Outpatient Interdisciplinary Clinical Cancer Center facility, opened in Spring of 2008, to facilitate patient-centered, multidisciplinary care, and clinical investigation, a new research building currently offering state of the art laboratory capacity with space reserved for the recruitment of up to 20 new basic and translational investigators for the Cancer Center, and an ambitious ten year plan, with substantial development funding by the College and its clinical partners Froedtert Hospital and Children's Hospital of Wisconsin, has been established to move the Cancer Center to a new nationally competitive level.

Dean Jonathan Ravdin, formerly Chair of the Department of Medicine at the University Minnesota, was a key leader in Minnesota's successful effort to develop an NCI-designated Cancer Center and is a passionate advocate for cross departmental interdisciplinary programs. In the new Strategic Plan for the Medical College, development of a nationally recognized and NCI funded Cancer Center is of the highest institutional priority.

The Medical College of Wisconsin (MCW) is a private, academic institution dedicated to leadership and excellence. The College and its key clinical partners are located on a beautiful, fully integrated campus in west suburban Milwaukee. The College's mission is 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 and to improve the health of the communities we serve.

The Medical College of Wisconsin has unrestricted revenues of \$750 million for fiscal year ending June 30, 2008.

The Medical College of Wisconsin is accredited by the North Central Association of Colleges and Schools (NCA) as well as by the Liaison Committee on Medical Education (LCME). The LCME is the accrediting body of all U.S. medical schools.

History of MCW

Founded in 1893, the Medical College is Wisconsin's only private medical school and biomedical sciences graduate school. It is the largest private research institution in Wisconsin, conducting \$134 million annually in funded research.

The Medical College of Wisconsin traces its roots to 1893 with the founding of the Wisconsin College of Physicians and Surgeons. In 1913, the Wisconsin College of Physicians and Surgeons and the Milwaukee Medical College merged to become the Marquette University School of Medicine. In 1967, the school separated from Marquette University and continued as a private, national, freestanding institution. Its name was changed in 1970 to the Medical College of Wisconsin. The Medical College has approximately 13,500 alumni.

Education

The Medical College offers the M.D., Ph.D., M.S., M.P.H. and M.A. degrees. The College educates 820 medical students, and 400 graduate students, and supervises 850 physicians in graduate medical education (residency and fellowship training) programs. Another 200 scientists are engaged in postdoctoral research fellowship training. The College is the nation's 10th largest medical school in terms of enrollment. And it provides continuing education to more than 15,000 health professional registrants each year.

The Cancer Center

The Medical College of Wisconsin Cancer Center, established in 1984, is the only academic institution in Southeastern Wisconsin dedicated to providing cancer research, education, and patient care. Composed of 200 members drawn from a wide interdisciplinary range of departments and divisions throughout the College, the Center's investigators publish over 100 cancer-specific scientific papers annually in professional journals. In 2007, 43 Cancer Center physicians were selected by their peers for inclusion in the *Best Doctors in America*. The College has 9 endowed chairs and professorships in cancer related areas. Currently, faculty hold 443 extramurally funded grants in cancer research, of which 19 are funded by the NCI. The College is active in cancer related clinical research, with over 280 IRB approved cancer clinical research protocols currently active.

The Medical College of Wisconsin has major affiliations with Froedtert Hospital, Children's Hospital of Wisconsin and the Zablocki VA Medical Center as well as affiliations with many other hospitals and institutions in eastern Wisconsin.

Patient Care

The Medical College of Wisconsin has more than 1,200 physicians on its full-time faculty providing patient care through the College's physician group practice composed of Medical College Physicians, which consists of physicians providing care in every specialty of medicine; and Children's Specialty Group, which is a joint venture of the Medical College of Wisconsin and Children's Hospital and Health System and consists of specialty physicians providing care to children.

Froedtert Memorial Lutheran Hospital

Froedtert Hospital, a 466-bed tertiary care and teaching hospital located adjacent to the College, is the primary teaching affiliate of the College. Froedtert 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 sub-specialties. In 2006, Froedtert was among the five percent of U.S. hospitals to receive Magnet designation, the highest award for excellence in nursing from the American Nurses Credentialing Center. Also, the National Research Corporation's Consumer Choice Awards recognized Froedtert as one of the best hospitals in the U.S. The institution is a member of the University Health Systems Consortium (UHC) and ranked 12th out of 90 UHC institutions in its 2008 Quality Index rankings. Froedtert has the only adult Level I trauma center in Eastern Wisconsin. A total of 115 Medical College faculty physicians provide cancer clinical services in 13 disease-specific programs at Froedtert. The hospital is Metropolitan Milwaukee's overall market leader in cancer services, recording 3,069 cancer registry cases in 2008, and leads the market in cancer specialties including leukemia/lymphoma, bone and soft tissue, endocrine, head and neck and skin cancers. In 2008, Medical College faculty provided care for 33,800 patients with a primary cancer-related diagnosis generating \$42.7 million in professional

revenues: 79% of cancer patients resided in the Milwaukee metropolitan area (within a 50 mile radius). Given a favorable payor mix ($\geq 80\%$ commercial insurance), these cases generated an average reimbursement of 66.5 dollars per work RVU (relative value unit). In May 2008, Froedtert opened the Froedtert & Medical College of Wisconsin Clinical Cancer Center, a \$95 million, four-story, 173,000-square-foot building that houses a unique model of patient-centered, interdisciplinary care, bringing together everything cancer patients need: world class cancer specialists, innovative therapies and advanced treatment technology. The new building also provides expanded space for the Medical College of Wisconsin's research and faculty offices. Since the Clinical Cancer Center opened, patient visits have increased 15% and new patient volume is up 10%.

Children's Hospital of Wisconsin

Children's Hospital of Wisconsin, a 294-bed pediatric specialty hospital, is Wisconsin's largest pediatric health care provider. It is one of the busiest children's hospitals in the nation. In 2008, 22,747 infants, children and adolescents were admitted and 303,140 were seen in the hospital's specialty outpatient clinics and urgent care sites. The Emergency Department/Trauma Center treated 59,984 children, and 14,628 surgical procedures were performed. In 2009, *Parents* magazine rated Children's Hospital No. 3 in the nation in its "Best Children's Hospitals" list and it is on the list of Best Children's Hospitals as published by *U.S. News & World Report*.

In 2007, the hospital's Cancer and Blood Disorders Center recorded 487 oncology and 43 BMT inpatient discharges. In 2008, there were 11,498 oncology/BMT outpatient visits. Children's Hospital, the principal pediatric affiliate of the Medical College of Wisconsin, cares for more than half of all pediatric cancer patients in the state.

Clement J. Zablocki VA Medical Center

At the 168-bed Clement J. Zablocki VA Medical Center, located five miles from the College's main campus; the Cancer Center physicians saw 366 cancer in-patients and recorded 14,309 outpatient cancer patient visits. It is designated as a Comprehensive Cancer Center by the Department of Veterans Affairs. MCW physicians are on staff at the Clement J. Zablocki VA Medical Center, a major hospital affiliate of the College since 1946. Annually, it admits 6,400 patients and records more than 533,000 outpatient visits. It is one of the busiest and most comprehensive centers operated by the Department of Veterans Affairs. Approximately \$17.4 million in research (funded primarily by the VA and the NIH) is conducted by College faculty at the Zablocki VA Medical Center.

BloodCenter of Wisconsin

Additional affiliates include the Blood Research Institute of the BloodCenter of Wisconsin, and the College is also home to the Center for International Blood and Marrow Transplant Research and the Coordinating Center for the national Blood and Marrow Transplant Clinical Trials Network. The Blood Center encompasses 18 investigators and \$14 million in annual research expenditures.

Research

NIH-funded research at the College has grown tremendously over the last decade, from \$33 to \$92 million annually and from a ranking of 57th to 44th nationally. This rate of growth is among the top ten for all medical schools nationally. The Medical College of Wisconsin has a base of \$15-\$18 million annually in peer-reviewed cancer-related support. In 2007, the Medical College

and the Children's Research Institute opened a new \$140 million biomedical and translational research facility as a collaborative project of the two organizations, with the Cancer Center as one of the College's major research initiatives to be housed in this new space. The Cancer Center's key scientific areas of focus are:

- Experimental Bone Marrow Transplantation and Immunotherapy
- Molecular Oncogenesis/Signaling and Gene Expression
- Cancer Imaging
- Breast and Prostate Cancer
- Cancer Prevention, Control and Outcome Research

MCW strengths with cancer application are:

- Population Sciences and Cancer Control
- Biophysics
- Human and Molecular Genetics

Other major cancer research facilities on campus include the MACC Fund (Midwest Athletes Against Childhood Cancer) Research Center and the Blood Research Institute along with the numerous core research facilities. Additional research facilities are located in the nearby Zablocki VA Medical Center.

A complementary area of research strength at the College is the Cardiovascular Center. More than 150 faculty physicians and research scientists drawn from 23 departments and divisions throughout the College are focused on the prevention, detection, treatment and cure of the large family of diseases encompassed by cardiovascular disease (including diseases of the heart and lung, high blood pressure, stroke and diabetes.) The Medical College's Cardiovascular Center is among the top 10 heart centers in the country receiving funding from the National Heart, Blood & Lung Institute of the National Institutes of Health. NIH funding to the Cardiovascular Center in 2005 totaled \$14.2 million in support of 37 research grants.

Development and Fund Raising

Supported by a Cancer Center Advisory Board composed of 32 prominent corporate and civic leaders, the Medical College of Wisconsin Cancer Center receives more than \$3 million annually in private support. Through these efforts, 9 endowed cancer-related professorships have been funded.

The MACC has provided over \$29 million in support of pediatric cancer research since 1976. The organization is the Medical College's largest donor with contributions of over \$1.6 million annually.

The Medical College of Wisconsin's *Advancing a Healthier Wisconsin* \$250 million endowment provides significant opportunities for initial support of innovative new cancer-related proposals. Subject to the College's endowment spending policies, approximately 35% of the available endowment income is dedicated to public and community health initiatives, while 65% may be allocated for education and research initiatives.

Milwaukee

Milwaukee, with a population of almost 600,000, and a metropolitan community of 1.4 million, has something for everyone. Nestled along a magnificent bluff overlooking Lake Michigan, the

scenic city is known for its festivals, friendly people, and affordability. It is home to botanical gardens, a world class symphony orchestra, museums, a ballet company, a theater district, sports teams, and many fine restaurants.

Position Description for the Cancer Center Director and Senior Associate Dean for Cancer Research, Education and Clinical Services

Major Responsibilities of the Cancer Center Director

- Establish the Cancer Center administrative and governance capabilities necessary to plan, implement, support and evaluate MCW interdisciplinary cancer-related research, education, clinical services, and community outreach activities.
- Develop a long-range strategic plan for Cancer Center Programmatic Development with appropriate input from internal and external experts, key faculty leaders, community leaders and MCW and affiliated hospital leadership.
- Recruit, in partnership with the relevant Department Chairs, distinguished extramurally funded senior faculty to lead Cancer Center research programs.
- Develop outstanding interdisciplinary cancer research programs, based on the Cancer Center strategic plan, which cut across the entire College in a matrix manner.
- Develop, through the leadership of an Associate Director for Clinical Affairs, “destination of choice” interdisciplinary cancer clinical programs that are distinguished by quality, faculty expertise, and patient service that provide “cutting edge” care through rapid translation of new cancer research discoveries.
- Work collaboratively with MCW educational leaders to develop a unique model of cancer-related UME, GME, and CME programs.
- Expand community-based cancer-related health outcome research programs, coordinated with the MCW *Advancing a Healthier Wisconsin* initiative and programs.
- Markedly increase NCI-funded research at MCW over the next ten years.
- Enhance the public’s awareness of MCW cancer programs and their excellence, working closely with our Office of Institutional Advancement.
- Enhance cancer-related philanthropy at MCW, working closely with our Office for Institutional Advancement.
- Increase the number of collaborative and program project type grants in cancer, as well as R01 or cancer development type awards.
- Obtain a NCI Comprehensive Cancer Center Award for the MCW Cancer Center within the next ten years.
- Strengthen and enhance the academic, research, and clinical excellence of the Center through the recruitment, hiring, retention, development, and support of outstanding Cancer Center faculty and staff, in partnership with the schools and departments of MCW.
- Lead the development of strong interdisciplinary cancer research programs in collaboration with various departments across the College.
- Serve as chief spokesperson for the Cancer Center at Advisory Board meetings and Cancer Center events.
- Work closely with Cancer Center development staff and the Vice President for Institutional Advancement to maximize philanthropic resources for the Cancer center.
- Identify, recruit or vet an outstanding leader for the Adult Interdisciplinary Cancer Clinical Service Line (Associate Cancer Center Director for Clinical Affairs).

- Work collaboratively and in partnership directly and through your designee with the CEOs of Froedtert Hospital, Children’s Hospital of Wisconsin and the Veteran’s Affairs Medical Center in order to maximize the excellence and growth of the clinical cancer programs.
- Integrate the activities of the Cancer Center research and clinical programs, ensuring a patient-centered organization that effectively supports the clinical and research missions of the faculty.
- Develop strong partnerships with the Center’s other community and state affiliates to foster the translation of the Center’s research discoveries into practice.
- Foster excellence in the Center’s outreach and service programs.
- Oversee the management of the Center’s administrative, business, and financial affairs; develop and oversee annual financial plans for the Center; oversee and ensure compliance with the MCW and Cancer Center policies and procedures.
- Represent the Cancer Center and participate in development of MCW-wide strategic plans, interscholastic programs, and a strong academic and clinical community.
- Serve as the principal spokesperson for the Cancer Center, reflecting and improving its standing within the local, state, national and international health communities.
- Provide leadership that results in growth and enhanced excellence of the Cancer Center consistent with the effective use of available and new resources and leveraging resources available elsewhere throughout the enterprise.

Required Professional Credentials

- An Internationally renowned Cancer researcher with a M.D., M.D./Ph.D. or Ph.D. degree who has a sustained record of substantial peer reviewed funding by NIH.
- Qualifications to fulfill the MCW criteria for a senior faculty appointment.
- Distinguished record of achievement in laboratory or clinical cancer related research.
- Demonstrated success in leadership of cancer research programs with management experience in a Cancer Center preferred.
- A demonstrated ability to lead, advocate, and advance the missions of the Cancer Center – research, clinical care, and education.
- Capable of generating new resources through partnerships, alliances, new programs and research success.
- Effective communication skills (written and oral).
- A style that fosters and supports change and innovation, with an ability to delegate yet maintain overall control and to set high standards.
- A desire to work collaboratively with other leaders of the medical school and the Cancer Center as a partner to advance academic goals.
- Strong interpersonal skills that engender cooperation and collaboration among groups of diverse interests and backgrounds; a consensus builder.
- Ability to participate in development and fundraising activities.

Other Personal Characteristics

Personal Values and Style:

- Experience in and/or commitment to fostering racial, ethnic and gender diversity in the student body, faculty, administration and community.

- Ability to maintain the dignity of students, faculty and all employees; commitment to integrity and honesty.
- Keen intelligence, high energy and unimpeachable personal and professional integrity.

Ability to Work with People:

- An open and direct communication style and a collegial presence that encourages consensus building and cooperation.
- The ability to work effectively with diverse groups, resolve conflict and manage ambiguity.
- The ability to earn the respect of colleagues, and recruit, retain and develop outstanding academic faculty and leaders.
- A caring person with a positive approach to problem solving.

Commitment:

- Willingness to drive a long-term program to realize fully the goals and objectives of the Medical College.
- Dedication to and valuing of a diversity of people, with a strong commitment to advancing the careers of women and minorities.

Compensation:

Compensation arrangements are competitive and commensurate with both experience and achievement. The Medical College of Wisconsin is an Equal Opportunity Employer.

As an equal opportunity and affirmative action employer, Medical College of Wisconsin recognizes the power of a diverse community and encourages applications from individuals with varied experiences, perspectives and backgrounds.

If you are interested, please provide your *curriculum vitae* and a cover letter to:

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