



MEDICAL SCHOOL

ADVANCING A HEALTHIER WISCONSIN ENDOWMENT

LEADERSHIP PROFILE

**Director, Advancing a Healthier Wisconsin Endowment
and Senior Associate Dean, MCW Medical School**



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Table of Contents

The Opportunity	1
Advancing a Healthier Wisconsin Endowment	2
Position Summary	5
Goals and Objectives	6
Candidate Qualifications	7
Living in Milwaukee and Wisconsin	9
Procedure for Candidacy	10
Appendix – AHW Checkpoints	11

The Opportunity

The Advancing a Healthier Wisconsin Endowment (AHW) seeks a strategic and influential leader to serve as its next Director. The incumbent of this position also holds the title of Senior Associate Dean in the Medical College of Wisconsin (MCW) School of Medicine (SOM). This is an extraordinary opportunity to lead a premier foundation which has the vision to promote Wisconsin to be the healthiest state in the nation. AHW provides support for community programs, research and education initiatives and growth of an outstanding health care workforce with the overarching goal of improving the health of Wisconsin communities. The Director of AHW will be a strategic thinker and possess skills to build consensus among a diverse set of stakeholders. The director must also be able to lead effectively in an academic medical center setting, be outcome-oriented, an excellent communicator and act in a transparent manner.

AHW is dedicated to changing lives for a healthier Wisconsin through serving as a partner with community-based health initiatives and through investing in strategic research and education initiatives spearheaded by MCW faculty. A fundamental principle of AHW is that the greatest impact is achieved through the combined power of research, education, public health, policy and system change. AHW launched its first funded initiatives in community health, research and education in 2004 and over \$243 million has been awarded to more than 400 initiatives dedicated to improving the health of the people of Wisconsin. AHW recently launched a cross-cutting initiative that brings together the strengths of community with MCW research and educational programs to address breast and lung cancer disparities in Wisconsin. It has also committed to investing \$20 million to improve behavioral health outcomes in the state. AHW's initial value of \$318.6 million was awarded to the SOM at MCW in 2004 and totaled \$467 million in May 2018 through MCW's stewardship.

MCW is a private, health sciences academic institution located in Milwaukee, Wisconsin. MCW consists of a SOM with campuses in Green Bay and central Wisconsin as well as Milwaukee, a Graduate School of Biomedical Sciences and a Pharmacy School. MCW is a major national research center ranking in the top third of U.S. medical schools in NIH funding and is the second-largest research institution in Wisconsin.

Candidates must possess an MD, PhD, or equivalent terminal degree in a field relevant to biomedical research, education of those in health-related professions, public health or related fields that would allow a faculty appointment in the SOM at MCW. The successful candidate will be distinguished in a relevant research field or practice and will demonstrate progressive leadership experience in fields relevant to the assigned responsibilities in an academic medical center setting. The experience of the candidate should include program design and development, and networking. Importantly, the candidate should possess a history of engagement with community partners and aligning academic and community priorities to conduct impactful research and/or develop programs that impact community health and systems of care. Exceptional communication, consensus building and strategic skills are essential, as is a clear vision for advancing the health of populations through community partnerships, innovative research and effective educational programs.

The national executive search firm Witt/Kieffer is assisting MCW with this leadership recruitment. For information on how to make a nomination, express interest, or apply, please see the end of this document.

Advancing a Healthier Wisconsin Endowment

AHW, stewarded by the SOM at MCW, was established in 2004 with funds resulting from the conversion of Blue Cross/Blue Shield United of Wisconsin from a nonprofit organization to a for-profit corporation.

Driven by a vision for a healthier Wisconsin, AHW reaches statewide, propelling the most promising work and ideas to build a healthier Wisconsin for generations to come. A short video of AHW's story can be viewed [here](https://ahwendowment.org/AHW/Who-We-Are/Our-Story.htm) (https://ahwendowment.org/AHW/Who-We-Are/Our-Story.htm).

AHW seeks to weave health into the fabric of communities by translating research across the spectrum; transforming education of health professionals; and by bringing new resources to Wisconsin. In addition to the cross-cutting investments to address breast and lung cancer disparities and in improving behavioral health outcomes, AHW has served as a catalytic partner in innovative biomedical research, education and community health for the benefit of Wisconsin residents.

Recent examples of AHW's catalysis of biomedical research include:

- Dissecting protein quality control pathways in ALS
- Genetic mapping and gene identification in acute kidney injury
- An MCW program for personalized breast cancer care treatment
- Immune cross-talk in pregnancy and preterm birth
- Reprogramming tumor reactive T cells to treat high risk hematological malignancies

In transforming education:

- Expanded medical education through supporting the start-up of the Green Bay and Central Wisconsin campuses
- Created new and strengthening existing graduate degree programs in public and community health
- Supported the establishment of the MCW Pharmacy School

And in transforming community health:

- Improved breast cancer screening rates in a Native American community
- Influenced the passing of the Child Passenger Safety Law
- Helped Milwaukee achieve the Well City USA designation from the Wellness Council of Wisconsin
- Increased access to medications for 6,500 people
- Reduced binge drinking through policy change

Mission, Vision & Guiding Principles

Mission

The mission of the Advancing a Healthier Wisconsin Endowment is to serve as a catalyst for positive change in the health of Wisconsin communities. The AHW Endowment will seek to generate this change by working closely with our many partners across the state.

Vision

The vision is bold: that Wisconsin becomes the healthiest state in the nation.

Guiding Principles

Collaboration

Collaborative partnerships are essential to achieving the goal of improved health. Sustaining health improvement in communities requires the cohesive work of many; and innovations in research and education are largely driven by collaboration by experts from many disciplines.

Transformation

AHW is committed to supporting initiatives working to change systems of care and prevention to improve health; supports the discovery of new knowledge that contributes to improved diagnosis, treatment and prevention of disease; and works to create a more effective health and public health workforce.

Stewardship

AHW is committed to stewarding its financial resources so that they benefit Wisconsin residents in perpetuity. Therefore, both AHW and its funded partners work diligently to ensure that funds are used efficiently and effectively to pursue the AHW's mission and vision.

Organization, Governance & Stewardship

In March of 2000, The Wisconsin Commissioner of Insurance issued an [Order](#) that serves as the guiding document for AHW. The Order specifically authorized the distribution of the funds to the stewardship of the SOM. The Order states that, "There is no doubt that the medical school...[is] capable of establishing such an accountability structure...to ensure that the focus of the conversion funds will remain on broadly promoting the public health of the Wisconsin population" (p. 16, OCI Order). The SOM at MCW is committed to the responsible stewardship of AHW and has established appropriate accountability structures to ensure there is no "drift from the purpose of the conversion funds" (p. 10, OCI Order).

The Order determined that 35 percent of the conversion proceed funds were to be used to directly improve public health in Wisconsin, with the remaining 65 percent used for research and education to improve health. These funds are subject to a variety of administrative processes and audit oversight which require attention by the Director in consultation with the Dean of the SOM and the President of MCW.

The [Consortium on Public and Community Health](#) (Consortium) is the oversight body for the public and community health funds and is made up of nine members – four members selected from nominees by statewide and community health care advocacy organizations, four members who represent the SOM, and a final member selected by the insurance commissioner.

For the oversight and distribution of the research and education component, MCW created a [Research and Education Advisory Committee](#) (REAC), with six MCW members. REAC provides oversight for AHW investments in biomedical, translational and population health research, as well as in programs to enhance educational opportunities for the health and public health workforce. MCW Board of Trustees approves all recommendations from REAC for disbursement of the funds.

The Director currently supervises [16 staff](#) members including three program directors and seven program officers.

Five-Year Plan

AHW has recently completed its next five-year plan, *Changemaking for a Healthier Wisconsin*. The plan focuses on catalytic philanthropy and seeks to achieve impact by creating conditions that achieve a measurable impact on key health issues or problems. AHW will invest in high-impact, promising work; connect people, research, and academics across sectors and communities; and influence how ideas and knowledge become action. The 2019-2023 plan will direct approximately \$100 million in investments spanning basic science to translational to community and policy research.

A short video describing AHW work through changemaking can be viewed [here](https://ahwendowment.org/AHW/What-We-Do/Changemaking.htm).
(<https://ahwendowment.org/AHW/What-We-Do/Changemaking.htm>)

The 2019-2023 Five-Year Plan can be found [here](https://ahwendowment.org/AHW1/5YearPlans/2019-2023_Five_Year_Plan.pdf).
(https://ahwendowment.org/AHW1/5YearPlans/2019-2023_Five_Year_Plan.pdf)

Medical College of Wisconsin

Medical College of Wisconsin employs a diverse group of thought leaders in science, medicine, education and community engagement working together to build a healthier world. This year marks MCW's 125th anniversary, having been founded as the Wisconsin College of Physicians and Surgeons on May 20, 1893.



Approximately 1,400 students are educated at MCW in the MCW SOM, MCW Pharmacy School, and MCW Graduate School. MCW also trains more than 700 physicians in residency, more than 200 physicians in fellowship and 130 research postdoctoral fellows. The MCW School of Medicine in Milwaukee and campuses in Green Bay and Central Wisconsin provide an innovative, rigorous and immersive curriculum that prepares our graduates with a deep understanding of the healthcare needs in their communities.

As Wisconsin's largest private research institution with over \$233 million invested in research last year, its scientists lead biomedical and population health advancements through laboratory research, clinical trials and community-engaged research. MCW has 14 dedicated research centers and institutes and ranks in the top third of all U.S. medical schools in NIH research support. More than 2,800 research studies, including clinical



trials, conducted in MCW's FY 2017. In addition, MCW had 50 new discoveries and inventions last year and has 56 technology license agreements with pharmaceutical, biotechnology, imaging, medical device and software companies.

LARGEST
MULTI-SPECIALTY
 PHYSICIAN PRACTICE
 IN WISCONSIN



~2.6 MILLION
 PATIENT VISITS ANNUALLY

MCW's faculty and practitioners care for approximately 540,000 patients of all ages annually at Children's Hospital of Wisconsin, Froedtert Hospital, Zablocki VA Medical Center and other hospitals and clinics in Eastern and Central Wisconsin. Adult patient care is provided at 8 health systems, 12 hospitals and 50 clinics throughout Wisconsin through the Medical College Physicians group practice. Pediatric specialty care is provided at more than 40 specialty clinic locations through Children's Specialty Group, a joint venture with Children's Hospital of Wisconsin., and primary and specialty care at 34 health centers and clinics through the Froedtert & the Medical College of Wisconsin Community Physicians, a joint clinical practice group with Froedtert Health. Additionally, MCW faculty and staff are engaged in more than 2,400 community outreach activities, involving more than 600 community partner organizations.

Detailed information on MCW can be found at: <https://www.mcw.edu/MCW>

Position Summary

The Senior Associate Dean in MCW's SOM and Director (Director) is the strategic and operational leader of AHW, tasked with leading AHW's fulfillment of its vision. In these roles, the Director reports directly to the Dean of the SOM who has authority over this individual's employment, advancement and compensation. This individual is responsible, together with the Consortium on Public and Community Health (the Consortium), REAC, MCW Board of Trustees, and under guidance of the Order of the Insurance Commissioner (the Order), for ensuring that AHW remains focused on the goal of improving the health of Wisconsin residents through sustained dedication to its mission and the quality of all its programs and activities.

Specifically, this requires the director to:

- Serve as the visionary leader of AHW through guiding the development and implementation of the AHW strategic plan; and engage in consensus building to ensure that all stakeholders are in alignment with the strategic plan.
- Work collaboratively with the Dean of the SOM, Consortium, REAC, MCW faculty and leaders, and community partners to advance AHW's goals through catalytic philanthropy.
- Oversee the messaging of AHW's mission and impact, and ensure the broad dissemination of AHW's work to further its goal of catalytic philanthropy and actively identify new opportunities, partnerships and strategies to further AHW's impact.

- Develop opportunities to promote the continuum of basic science to policy research in improving health in Wisconsin, its communities, and beyond.
- Direct the evaluation of the effectiveness of investments against the Strategic Plan and in accordance with AHW vision, mission and guiding principles.
- Oversee the programs and operational budget of AHW; effectively lead, guide and mentor the AHW team including the direct oversight of AHW's program directors.
- Work closely with the Consortium to ensure AHW fulfills its mandate for responsible management and disbursement of the public and community health funds and with REAC for the responsible management and disbursement of the funds for research and education investments that improve health.
- Ensure proper policies and accountabilities are in place to prevent any drift from the purpose of the conversion funds.
- In partnership with MCW's administrative offices, oversee the monitoring of compliance with all pertinent financial, tax and auditing requirements, and oversee the production of required communications of AHW activities under Wisconsin open record laws.
- Share best practices, goals, and identify opportunities for statewide alignment with University of Wisconsin School of Medicine and Public Health in Madison's Wisconsin Partnership Program around both organization's shared mission.
- Maintain a public presence for AHW, locally and nationally with appropriate governmental and community agencies, nonprofit organizations and other foundations.

Goals and Objectives

The following goals and objectives have been identified as priorities for this position:

- Improve health outcomes in the state of Wisconsin through catalytic philanthropy, and measure and demonstrate these outcomes.
- Lead Implementation of the 4th Five Year Plan 2019-2023 through specific and measurable strategic objectives.
- Build and sustain a strong network of relationships with community, education and research, and government leaders, as well as philanthropy and policy experts to further AHW goals.
- Leverage partners beyond AHW and MCW to achieve greater impact to improve health.
- Increase AHW's visibility as an influencer in Wisconsin's health landscape especially at the state level and among decision-makers.

- Create opportunities for AHW to lead at the national level by disseminating outcomes and metrics of success through publishing and national meeting presence.

Candidate Qualifications

The successful candidate will demonstrate passion for the mission and vision of AHW and have a strong track record of scholarship and research appropriate for faculty appointment in the SOM.

In addition, candidates should possess the following qualifications, skills and experience:

Qualifications

- Minimum of an MD, PhD, or equivalent terminal degree in a field relevant to biomedical research, education of those in health-related professions, public health or related fields that would allow for a faculty appointment in SOM at MCW.

Skills

- Proven skills in strategic and visionary planning for complex organizations.
- Outstanding communication skills and track record of communicating complex priorities to varieties of stakeholders.
- Ability to build consensus and bring community and academic stakeholders together to achieve mutually beneficial goals.
- Ability to lead and work effectively with diverse, experienced, volunteer advisory boards and to lead and inspire a professionally expert staff.
- Politically savvy, with a forward-thinking, entrepreneurial, and creative approach to catalytic philanthropy.

Experience

- Experience working as part of a multidisciplinary team and working effectively with persons from diverse cultural, social and ethnic backgrounds.
- Progressive leadership experience in fields relevant to the assigned responsibilities in an academic medical center setting, as well as a broad background (e.g., academic, policy, practice experience) with deep and comprehensive understanding of program design and development, systems and networking.
- History of engagement with community partners and aligning academic and community priorities to conduct significant research and/or develop programs which impact community health and systems of care; ideally, experience as a catalyst and influencer in health innovation and improvement

- Advanced knowledge and understanding of the assessment of health needs and the addressing of health disparities, as evidenced by experience with authentic community / affected population engagement.
- Experience working within regulatory guidelines to ensure effective stewardship of funds.

Living in the Milwaukee Area & in Wisconsin

The metro Milwaukee area is located 90 miles north of Chicago on Lake Michigan's western shore. It is an affordable, comfortable place to live, conduct business and raise a family; big enough to be exciting and uncongested enough to get around in easily. It is safe, friendly and clean. Milwaukee's many neighborhoods have much charm, and its beautiful parks are world famous, and its surrounding suburbs and towns offer a variety of living options

The seven counties making up the metro area for Milwaukee in southeastern Wisconsin are Kenosha, Milwaukee, Ozaukee, Racine, Walworth, Waukesha and Washington, with more than 1.5 million people. Nestled along a magnificent bluff overlooking Lake Michigan, the scenic Milwaukee downtown is home to botanical gardens, a world-class symphony orchestra, museums, a ballet company, a theater district, the Milwaukee Bucks, the Milwaukee Brewers, and many fine restaurants. The Lake and its harbors are skirted by scenic parklands and provide first class opportunities for boating enthusiasts. Milwaukee County is also known for its "Grand Necklace of Parks" totaling more than 140, which offers picnic facilities, cross-country skiing and ice-skating.

Originally settled by European ethnic groups, the Milwaukee area today has reached majority minority status with more than half of the residents identifying themselves as African American or Hispanic. The Milwaukee metro area is a diverse home to faith communities of many religions and denominations representing the waves of international immigration and the history of U.S. migration. It is comprised of many diverse cultures, which are celebrated and paid homage to in several ways. There are festivals, restaurants, galleries, dance troupes and theaters that showcase every ethnic culture that call the metro area home. Milwaukee is home to Mexican Fiesta, Indian Summer and PrideFest. All of these festivals are located on the shores of Lake Michigan on the beautiful Henry Maier Festival Grounds, which also hosts the world's largest music festival, Summerfest.

Milwaukee's metro area has a long tradition of educational excellence at all levels, with excellent public and private schools. Wisconsin is also a recognized leader in post-secondary education. Milwaukee's 20 institutions of higher learning enroll over 97,600 students and grant more than 17,000 degrees and certificates annually. Metro Milwaukee is home to 14 colleges and universities (bachelor's degree or higher) and six, two-year colleges (associate's degree and technical certificate institutions). It has one of the highest per capita student populations in North America, ranking 6th among US and Canadian cities in number of college students per 100 residents. Wisconsin's public vocational education system, the nation's first and considered one of its finest, maintains three area colleges.

Milwaukee is also home to the international headquarters of six Fortune 500 companies. Service and managerial jobs are the fastest-growing segments of the Milwaukee economy, and health care makes up 27 percent of the jobs in the city. A recent study ranked Milwaukee as the 15th most walkable of the fifty largest US cities.

For additional information, please visit:

<http://www.mmac.org>

<http://www.visitmilwaukee.org>

<https://www.niche.com/places-to-live/search/most-diverse-neighborhoods/m/milwaukee-metro-area>

<https://www.travelwisconsin.com/>

<https://onmilwaukee.com/>

Procedure for Candidacy

Please direct all nominations, inquiries and applications to Jeff Schroetlin and Dr. Joyce De Leo, preferably via email to AHW@wittkieffer.com; or via phone at 630-575-6972. Information that cannot be sent electronically may be forwarded to:

Jeff Schroetlin or Joyce De Leo, PhD
Witt/Kieffer
2015 Spring Road, Suite 510
Oak Brook, Illinois 60523
Phone: 630-990-1370

The Medical College of Wisconsin values diversity and is committed to equal opportunity for all persons regardless of age, color, disability, ethnicity, marital status, national origin, race, religion, sex, sexual orientation, veteran status or any other status protected by law.

The material presented in this leadership profile should be relied on for informational purposes only. This material has been copied, compiled, or quoted in part from Medical College of Wisconsin documents and personal interviews and is believed to be reliable. While every effort has been made to ensure the accuracy of this information, the original source documents and factual situations govern.

Appendix

ADVANCING A HEALTHIER WISCONSIN ENDOWMENT

Checkpoints Toward Progress

SINCE 2004 **\$243** MILLION INVESTED **390** PROJECTS STATEWIDE

SELECT IMPACTS

- Strengthened science literacy and public engagement in science through citizen deliberation methods
- Created community engagement toolkit for health needs assessments

SELECT IMPACTS

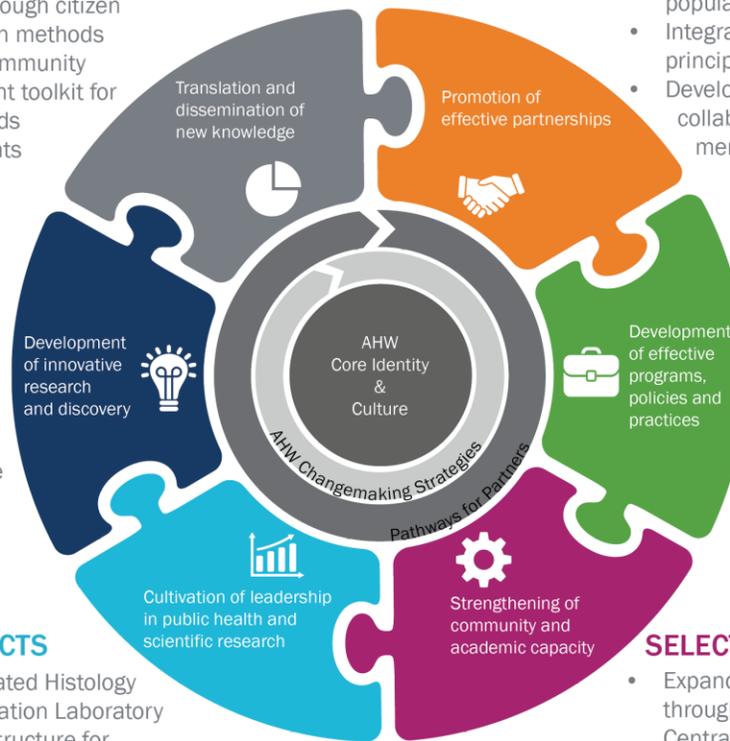
- Created Food Hubs to distribute healthy food to underserved populations
- Integrated trauma-informed principles into child welfare system
- Developed community/school collaboration to support youth mental health challenges

SELECT IMPACTS

- Advanced research in Alzheimer's disease
- Improved care in radiation therapy of brain cancer
- Improved quality of life and longevity of those with sickle cell disease

SELECT IMPACTS

- Led to passing of Child Passenger Safety Law
- Reduced binge drinking through policy change
- Led to Milwaukee receiving Well City USA honor
- Supported creation of statewide 911-assisted CPR initiative



SELECT IMPACTS

- Established dedicated Histology and Tissue Preparation Laboratory
- Established infrastructure for human embryonic stem cell core
- Recruited key research experts
- Strengthened Wisconsin Free and Charitable clinics infrastructure

SELECT IMPACTS

- Expanded medical education through creation of Green Bay and Central Wisconsin campuses
- Created new and strengthened existing graduate programs in public and community health
- Created School of Pharmacy

LEADING INITIATIVES STATEWIDE



ADVANCING BEHAVIORAL HEALTH INITIATIVE

A \$20 million, 8-year investment bringing together 10 community coalitions from across Wisconsin to address pressing mental health needs within their communities



ELIMINATING CANCER DISPARITIES INITIATIVE

A \$20 million, 8-year investment aimed at bridging research and public health efforts to reduce and eliminate lung and breast cancer disparities statewide

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