Position Specification

Association of American Medical Colleges

Chief Medical Education Officer

Private and Confidential
Position Specification

Our Client
Founded in 1876 and based in Washington, D.C., the Association of American Medical Colleges (AAMC) is a not-for-profit association dedicated to transforming health care through innovative medical education, cutting-edge patient care, and groundbreaking medical research. Its members comprise all 145 accredited U.S. and 17 accredited Canadian medical schools; nearly 400 major teaching hospitals and health systems, including 51 Department of Veterans Affairs medical centers; and more than 80 academic and scientific societies. Through these institutions and organizations, the AAMC represents 148,000 faculty members, 83,000 medical students, and 115,000 resident physicians. AAMC members deliver over one-fifth of the nation’s clinical care; conduct half of federally funded biomedical research; and train 70 percent of the nation’s physicians.

Through its many programs and services, the AAMC serves and leads the academic medicine community to improve the health of all by supporting the entire spectrum of education, research, and patient care activities conducted by its member institutions. The AAMC and its members are dedicated to the communities they serve and steadfast in their desire to earn and keep the public’s trust for the role they play in improving the nation’s health. The AAMC and its members envision an educational continuum that produces the medical workforce for today’s and tomorrow’s health needs; a health care system that is high quality, safe, equitable, and affordable; a national commitment to discover new knowledge that continually improves health; and a culturally competent, diverse, and prepared workforce that leads to improved health and health equity.

To achieve this vision, the AAMC and its member medical schools and teaching hospitals must lead the efforts to improve the nation’s health care system. With a unique role in educating and training tomorrow’s doctors and other health professionals, a track record of innovation, and the ability to discover, disseminate, and evaluate new scientific knowledge, the academic medicine community can lead the changes that will improve our nation’s health.

The AAMC is committed to engaging actively with its member institutions – by providing the tools members need and working with them to carry out their change agendas – to meet the challenges ahead. Its work is focused in four strategic impact portfolios:

- **Policy and Advocacy:** The AAMC is the leading voice of the nation’s medical schools and teaching hospitals with the public and before Congress, federal regulatory agencies, and the executive branch.
- **Learning and Leadership:** The AAMC helps individuals within academic medicine grow and learn in their professional roles and develop their leadership capacities.
- **Member Capacity Building:** The AAMC accelerates the capacities of medical schools and teaching hospitals to tackle their biggest challenges.
- **Services for Aspiring and Current Physicians:** The AAMC plays a continuous role in the educational and career development of health professionals from their first inspiration until retirement.
The AAMC is self-described as embodying three organizations in one. First, it is a traditional membership association that seeks to advance the needs of its diverse and influential membership; secondly, it is a technology-intensive services organization that provides operational support for the administration of every phase of medical education across the country. And, finally, it serves as a think tank that increasingly is providing direction to its members and the health care industry broadly about the future needs of academic medicine and the industry that it shapes.

The AAMC is committed to translating association priorities into successful outcomes that deliver value to its members and improved health for all. For more information about the AAMC, see its website at www.aamc.org.

Recent AAMC History

The day-to-day operations of the AAMC are managed by Darrell G. Kirch, M.D., a distinguished physician, educator, and medical researcher who joined the organization in July 2006 after 13 years of involvement with the AAMC as a medical school dean at two member medical schools and leader of a university health system. During his tenure, Dr. Kirch has transformed the AAMC’s leadership team, recruiting new executives to lead integrated efforts across programmatic areas with a sense of common purpose. Soon after his arrival, Dr. Kirch undertook a broad evaluation of the operating infrastructure of the association and critically enhanced the technology foundation for delivery of its critical products and services.

The AAMC prides itself on being an organization not only guided by its mission statement, but also by its values. The association’s Values Statement identifies the core principles that staff agree should guide their daily work. The Culture Statement clarifies how staff commit to work together.

The AAMC Values Statement

“The AAMC Values Statement identifies the core principles that we agree should guide our daily work: As an employee of AAMC, I agree to act ethically, value everyone, and take responsibility. Along with my colleagues, I strive to pursue innovation, collaboration, and excellence.”

The AAMC Culture Statement

“The AAMC Culture Statement is our commitment to offering a rewarding workplace with opportunities for personal and professional growth. The Association of American Medical Colleges (AAMC) is more than the sum of its employees’ efforts, ideas, and passion for improving the health of all. At the AAMC, we commit to being an organization that unites mission-driven staff, diverse in their experiences, talents, and approaches to solutions. The AAMC offers a rewarding workplace with opportunities for personal and professional growth. We agree to cultivate a respectful environment where employees and their work are valued for the contributions they make to the organization. We hold ourselves and others accountable in our words and actions to these values. Together, we strive for excellence in supporting the missions of our member institutions.”

Organizational Competencies: The AAMC is committed to fostering ongoing employee learning, recognizing that this learning facilitates effectiveness, maximizes employee potential, and fuels
commitment that creates the synergy for continuous adaptability, sustainability and the source of competitive advantage.

In 2015, the AAMC adopted the Korn Ferry Leadership Architect competency framework. The competencies provide identifiable behaviors that can be used to support career development or performance evaluation of existing staff, or in the selection of new employees. Through a series of employee focus groups, six competencies were identified as core to success for all employees at the association. These core competencies are:

- Ensures Accountability: Holding self and others accountable to meet commitments.
- Collaborates: Building partnerships and working collaboratively with others to meet shared objectives.
- Instills Trust: Gaining the confidence and trust of others through honesty, integrity, and authenticity.
- Communicates Effectively: Developing and delivering multi-mode communications that convey a clear understanding of the unique needs of different audiences.
- Customer Focus: Building strong customer relationships and delivering customer-centric solutions.
- Decision Quality: Making good and timely decisions that keep the organization moving forward.

The core competencies have been embedded in the association’s annual performance review process and competency-based interview guides are being made available for open searches.

In May 2014, the AAMC moved into its new headquarters in the Mount Vernon Square neighborhood of Washington, D.C. Located at 655 K Street, NW, the building includes a destination learning center for AAMC members and brings the AAMC’s more than 600 employees under one roof.

**Medical Education Mission**

The Medical Education Cluster is central to the AAMC mission. The AAMC works to ensure that the medical education and advanced preparation of physicians from pre-med studies to continuing medical education meets the highest standards to keep pace with the changing needs of patients and the nation’s health care system. To further support the missions of medical education, care delivery, research, and diversity and inclusion, the new Chief Medical Education Officer (CMEO/Chief) will work to:

- Advance a continuum approach to medical education that inspires learners to serve the public, promote health, and improve care;
- Encourage and support commitment to meaningful interprofessional education across the continuum; and
- Leverage the integration of a competency-based framework across the continuum of medical education.
The AAMC has developed a core set of medical education initiatives that focus on key constituencies:

- **Curriculum and Assessment** – Sample initiatives include, Competency Based Learning, Core Entrustable Professional Activities (EPAs) for entering residency, Education in Pediatrics Across the Continuum (EPAC), Tool for Assessing Cultural Competency Training, Behavioral and Social Sciences Foundations for Future Physicians, and Medical School Objectives Project.
- **Supporting Faculty and Administration** – Sample initiatives include, Aligning and Educating for Quality, Medical Academic Performance Services (MedAPS), Continuing Education and Improvement, Admissions Initiative, Holistic Review, Continuing Education Directory, and Faculty Forward.
- **Interprofessional Efforts** – Sample initiatives include, relationship with the Interprofessional Education Collaborative (IPEC), and Core Competencies for Interprofessional Practice.

The Role
The Chief Medical Education Officer leads the AAMC’s efforts to improve the health of all by focusing on educating tomorrow’s physicians, through a competency-based model across the continuum, to best serve our nation’s patients. AAMC strives to help lead the transformative change that is occurring in the nation’s health care system and convey the imperative for change in medical education, as well as, create a new lifelong learning process to best meet tomorrow’s health needs. The AAMC will significantly influence the health care workforce that leads to improved health and health equity in the future.

Reporting to the President and CEO, Darrell Kirch, M.D., the Chief Medical Education Officer will serve on the Leadership Team in a collaborative, strategic, and inspiring fashion. S/he will be expected to visibly demonstrate the values of the AAMC while working as part of a team to advance the broader mission and initiatives of the AAMC. The Chief will have direct responsibility for a team of approximately 35 people. S/he will be responsible for grooming a team that thrives on a culture of passion, teamwork, and accountability of results. S/he will serve as a role model to work collaboratively across the association to aggregate AAMC and academic success. The Chief also will represent the AAMC’s mission and initiatives, serving as the spokesperson to outside organizations to champion medical education.

The AAMC Leadership Team organizational chart is included for your review.

**Reporting Relationships**

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<tr>
<th>CMO reports to:</th>
<th>President and CEO</th>
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<tr>
<td>CMO supervises:</td>
<td>Senior Director, Competency-based Learning and Assessment</td>
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<td>Senior Director, Continuing Education and Performance Improvement</td>
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Senior Director, Medical Education Online Services
Senior Director, Educational Affairs
Director, Medical Education
Administrative Specialist

CMEO relates to:
The balance of the AAMC Leadership Team
The AAMC members, including medical schools, teaching hospitals and health systems, and academic societies
External stakeholders related to the entire medical education continuum

Major Responsibilities

The Chief Medical Education Officer will be responsible for:

*Current Programming Oversight* – The AAMC has a wide array of programs and capabilities in place. An initial assessment of the activities, practices, and results will be important. The ongoing support and nurturance of the programs is a central accountability for the new CMEO. It will be important to assess whom the programs serve, how they are valued, and the impact they make in the overall medical education landscape. This foundational assessment will serve as the basis for ongoing program prioritization and development. (See sample initiatives above.)

*Industry Leadership, Innovation, and New Program Development* – With a passion to drive significant impact in the evolving medical education landscape, the Chief must convey credibility and leadership. Industry reconnaissance, innovation, and creativity will serve as the foundation of new program development. Working with stakeholders, both internally and externally, the Chief will serve as a convener of innovators and promote new programs and services to enable change. Demonstrated results in executing strategies, leveraging data, and successfully implementing new program development is necessary.

*Intra-AAMC Coordination* – The range of programming across medical education, health care affairs, research, and academic affairs functions is quite complex across the AAMC. The Chief will be responsible for identifying the synergies across the organization and creating an environment that instills a spirit of collaboration to make a greater impact by working in alignment across the association. A proven ability and intuitive style to leverage assets, knowledge, and relationships are imperative. Developing talent and building teams that share the collaborative spirit and zeal to drive meaningful impact will be critical.

*External Liaison* – The Chief has the responsibility for developing and maintaining superior relationships with key AAMC constituents, such as AAMC’s Council of Deans, Group on Educational Affairs, and other groups, councils, and organizations; and other external stakeholders, such as organizations representing the regulatory community (assessment, licensure, accreditation, certification), the Interprofessional Education Collaborative, and foundations and other funding organizations. A key component of the role...
is interprofessional organizational relationship development and representing the mission and values of the AAMC while also conveying a sense of understanding and support of/for constituents.

*Talent Acquisition and Development* – Recruitment, development, and retention of staff is a baseline requirement for the Chief. In addition, the ability to inspire others, bring out the best in individuals and mentor talent for extraordinary success are essential. Being accessible to staff both inside his/her team and across AAMC is critical to success.

**Candidate Profile**
In terms of the experience, performance, and personal strengths required for the position, we would highlight the following:

*Education/Experience*

The Chief Medical Education Officer will:

- Have at least 15 years of medical education/curriculum development experience in a complex academic medical environment.
- Be an MD, MD/PhD, or PhD who brings a strong record of personal academic accomplishment and contribution in the medical education field.
- Be board certified in his/her specialty.
- Have established a distinguished, nationally recognized, academic career, including a significant leadership role within a complex, multifaceted school of medicine or academic medical center.
- Possess a strong commitment to continued diversification of the faculty and student body of medical schools, with a record of recruitment and retention of women and under-represented minorities.
- Have demonstrated leadership developing and engaging staff and effectively managing the needs of a team as well as building a pipeline.
- Have strong managerial skills and proven ability to lead in a matrix organization.
- Be willing to relocate to Washington, D.C.

**Key Leadership Strengths**

The Chief Medical Education Officer must be able to:

- Establish a vision and strategy for the future of medical education that reflects the evolving nature of health care, changing U.S. demographics, and needs of the academic community.
- Convey executive acumen and leadership to instill a vision both internally and externally and solicit the investments and resources required to implement the strategy.
- Be viewed as a change agent to create sustainable success and drive the continued development of the programs, while also inspiring others to join the efforts.
- Identify, leverage, and integrate resources across the AAMC to optimize program development.
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- Be capable of advocating for the medical education mission internally as well as for the AAMC’s initiatives externally.
- Assert AAMC as the leader in the medical education field and convey expertise as well as a pragmatic orientation to successfully implement new programs.
- Bring strong external liaison skills to work collaboratively with other organizations to align interests and create meaningful impact while also reinforcing the AAMC’s commitment to the advancement of medical education across the continuum.
- Possess an understanding of international medical education models and the potential impact on medical education in the U.S.

Personal Characteristics

The Chief Medical Education Officer must be:

- Passionate about continuing to improve medical education, relishing the opportunity to be a visible change agent and champion for the academic medical community.
- Visionary and strategic, inspiring others to engage in extraordinary efforts to create a plan to achieve great success (both internally and externally).
- An outstanding communicator and collaborator who is able to work cooperatively with others across organizations to achieve shared objectives; ability to partner with others to get work done; able to gain trust and support of others.
- A servant leader, who prioritizes the needs and demands of AAMC’s internal and external constituents.
- A driver of change, who has the leadership presence that commands respect and influence across AAMC’s diverse constituencies, as well as the skill set to create sustainable change.
- A proven executive leader who will execute and champion association-wide strategy, policies, and change efforts.
- An entrepreneurial spirit, who is not afraid to take risks.
- A person of the highest personal and professional ethics and integrity. A professional who has specifically demonstrated the following values: acting ethically including putting the interests of one’s organization above one’s own needs; demonstrating valuing everyone including staff, peer and other colleagues; taking responsibility for one’s work commitments, actions, mistakes, and failures.
- Willing and able to travel (approximately 20-30% time commitment).
- An outstanding communicator.

The AAMC is an equal opportunity, affirmative action employer. The AAMC is committed to the policy of an equal employment opportunity in recruitment, hiring, career advancement, and all other personnel practices. The AAMC will not discriminate on the basis of race, color, religion, national origin, age, sex, disability, veteran status, or sexual orientation.
To receive full consideration, interested individuals should submit a Letter of Interest and Curriculum Vitae to the Russell Reynolds team by Monday, January 25, 2016. The AAMC commits to the full confidentiality of any interested individuals.

Interested individuals should make note of the confirmed interview dates and plan to make themselves available:
• 1st-Round Interviews – April 5-6, 2016 (Chicago, IL)
• 2nd-Round Interviews – April 25, 27, and 28, 2016 (Washington, DC)

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