



## LEADERSHIP PROFILE

NORTHEAST OHIO MEDICAL UNIVERSITY  
**PRESIDENT**

*Prepared by:*

Karen E. Otto

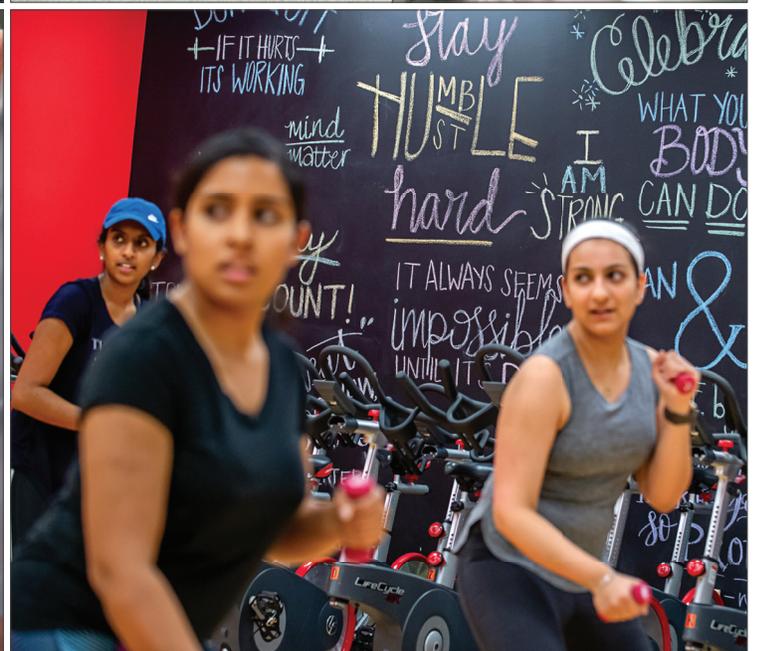
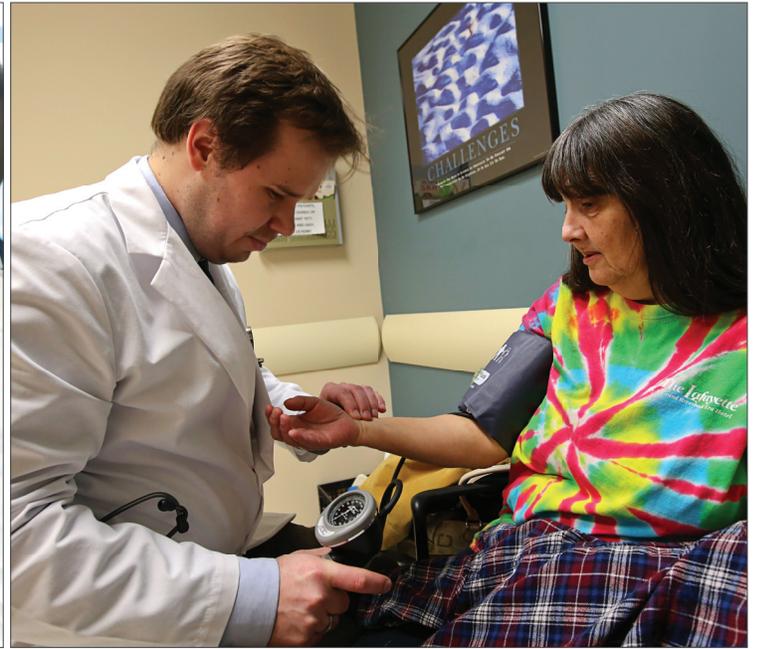
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## THE OPPORTUNITY

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Northeast Ohio Medical University (NEOMED) is seeking a visionary and inspirational President reporting to the Board of Trustees to lead the University into the future as the Northeast Ohio's preeminent public health sciences university. This opportunity is available due to the planned retirement of Jay Gershen, D.D.S., Ph.D., who has served NEOMED as President since 2010.

NEOMED, located in Rootstown, Ohio, is a community-based, public, academic health sciences university focused on the interprofessional training of health professionals. With nine higher education and 24 clinical partners, NEOMED is poised to become the national leader in community-based interprofessional and health sciences education. The University offers a Doctor of Medicine (M.D.) degree; a Doctor of Pharmacy (Pharm.D.) degree; a Doctor of Philosophy (Ph.D.) degree and a Master of Science (M.S.) degree, each in integrated pharmaceutical medicine; a Master of Science (M.S.) degree in health-system pharmacy administration; a Master of Arts (M.A.) degree in medical ethics and humanities; a Master of Public Health (M.P.H) degree; and certificates in medical ethics and humanities, and global health. A professional master's degree and a Master of Science (M.S.) degree in modern anatomical sciences have recently been approved and will be enrolling students in the fall of 2019.

The next President will bring a forward-thinking vision for NEOMED and lead innovative efforts to achieve the institution's mission to improve the health, economy and quality of life of the diverse communities of Northeast Ohio through education, research and service. Strategies to accomplish NEOMED's mission will include:

- Educate a diverse health professions student body
- Champion the success of the students and alumni
- Attract and retain top faculty talent
- Establish a national reputation for excellence in research programs that bring value to the population of Northeast Ohio and beyond
- Build academic programs to meet regional health care workforce needs
- Oversee the expansion of NEOMED's campuses in Northeast Ohio and beyond
- Solidify and bring value to clinical and university partnerships across the Northeast Ohio region
- Create the philanthropic vision and energy necessary to launch NEOMED to its next stage of national prominence

As the administrative leader for NEOMED, the ideal candidate should have demonstrable experience as an exceptional and inspirational communicator; possess a high degree of personal integrity and professionalism; exhibit financial acumen in complex environments; and be able to represent the institution to a wide range of constituents. Experience with forming public-private partnerships; collaborating with clinical health system partners to advance health professional education, research and clinical care; and fundraising are all essential requirements for being a successful candidate. The next President must lead the organization with an inspiring passion and creative thinking for advancing NEOMED's

mission in the midst of a changing health care and educational landscape. The national executive search firm Witt/Kieffer is assisting NEOMED with this presidential recruitment. For information on how to make a nomination, express interest, or apply, please see the end of this document.

## INSTITUTIONAL OVERVIEW

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### OVERVIEW

Founded in 1973 to meet Northeast Ohio's critical need for primary care physicians, Northeast Ohio Medical University (NEOMED) opened its historical Portage County campus under its former name, Northeastern Ohio Universities College of Medicine (NEOUCOM). In 1977, the University welcomed its inaugural class of medical students, which consisted of 42 students from a consortium of state universities in Northeast Ohio — The University of Akron, Kent State University, and Youngstown State University.

In 2005, the NEOMED Board of Trustees established a College of Pharmacy to address the region's shortage of pharmacists in both community and hospital pharmacy settings. The opening of the College of Pharmacy with its first class in 2007, as well as the establishment of the College of Graduate Studies in 2009 effectively made NEOUCOM, a former college of medicine that served three universities, an academic health center and an independent health sciences university. The hiring of Jay A. Gershen, D.D.S., Ph.D., as President of the University in 2010, served as a catalyst for a newfound trajectory for innovation, consolidating NEOUCOM's commitment to the Northeast Ohio community, and creating the possibility for establishing public-private partnerships with regional health care institutions and the business community.

In 2011, NEOUCOM's name was changed to Northeast Ohio Medical University (NEOMED), representing its new status as a single University with three colleges of its own. Today, with the University's mission and community base, NEOMED has grown through collaboration. In addition to its three colleges (College of Medicine, College of Pharmacy and College of Graduate Studies), NEOMED has nine higher education partnerships and pathways with other colleges and universities. NEOMED's annual operating budget is approximately \$64,000,000.

NEOMED's mission is clear and is deeply embedded in its cultural fabric. "Through education, research and service, NEOMED will improve the health, economy and quality of life of the diverse communities of Northeast Ohio."

### UNIVERSITY STRATEGIC PLAN

In December 2017, the NEOMED Board of Trustees endorsed a new strategic plan to guide the University during the next five years. This plan focuses on four major goals: Assure Excellence of the Academic Programs; Advance High Impact Research; Transform Clinical, University and Community Partnerships; and Build Institutional Vitality and Sustainability. Visit [neomed.edu/strategicplan/](http://neomed.edu/strategicplan/) to learn more.

## EDUCATIONAL PROGRAMS

NEOMED offers the following degree and certificate programs: Doctor of Medicine (M.D.) degree program; Doctor of Pharmacy (Pharm.D.) degree program; Health-system Pharmacy Administration, M.S. degree; Integrated Pharmaceutical Medicine, M.S. degree; Integrated Pharmaceutical Medicine, Ph.D. as well as M.D./Ph.D. and Pharm.D./Ph.D. dual degrees; Master of Public Health degree program and Medical Ethics & Humanities, M.A. degree and certificate. NEOMED also offers a certificate in Global Health. In the fall of 2019 students may enroll in both a professional master's degree and M.S. degree in modern anatomical sciences. In addition, NEOMED has collaborated with Kent State University since 1986 in educating Ph.D. and M.S. students in biomedical sciences.

NEOMED is fully accredited by the Higher Learning Commission (HLC). The University's next site visit is in 2023. The M.D. degree program is accredited by the Liaison Committee on Medical Education (LCME) with the next comprehensive site visit March 2019. The Pharm.D. degree program is fully accredited by the Accreditation Council for Pharmacy Education (ACPE) with the next comprehensive site visit in 2024-2025.

## COLLEGE OF GRADUATE STUDIES

The College of Graduate Studies provides career paths in bioethics, public and community health; health-system pharmacy administration; medical ethics and humanities; integrated pharmaceutical medicine – a discipline concerned with the discovery, development, delivery, and evaluation of drug entities.

## COLLEGE OF MEDICINE

NEOMED's College of Medicine is in its fifth decade of developing physicians for and from Ohio. Many of the students focus on patient-centered care in underserved areas, making great use of the College's partnerships which offer teaching hospitals and facilities with more than 30 regionally located health systems and major universities.

## COLLEGE OF PHARMACY

From lab and classroom to business and provider services, the College of Pharmacy at NEOMED is redefining the practice of pharmacy with interprofessional education; emphasis on patient-centered care and cultural competency; advocacy for provider status and medication adherence; focused pharmaceutical science research; and advanced team-based training.

## FACULTY, STUDENTS AND ALUMNI

In 2018, 82 campus-based faculty members combined with 2,663 clinical, preceptor and graduate studies faculty to serve NEOMED's students. The clinical and preceptor faculty consist of health care professionals who instruct and mentor students in hospitals, pharmacies, practice centers, and other settings to offer students a rich and diverse array of clinical training opportunities.

The University's total enrollment consists of nearly 1,000 future medical professionals; over 80% of the students are from Ohio, with more than half remaining in or returning to

the region to live and practice as physicians and pharmacists. The Fall 2018 entering class included 160 students enrolled in the College of Medicine, 98 in the College of Pharmacy and 29 in the College of Graduate Studies. Of the 930 total students currently enrolled, they identify as follows: American Indian/Alaska Native (2), Asian (260), Black or African American (51), Hispanic/Latino (26), White (540), Two or More Races (40), Unknown (41). Fifty-three percent (489) of student population identify as women; 441 identify as men.

NEOMED has graduated 4,384 students (dual degrees not included) – 3,822 from the College of Medicine, 528 from the College of Pharmacy and 34 from the College of Graduate Studies. NEOMED alumni work in more than 50 fields of health care and for nearly 200 health care institutions and pharmacies across all 50 states plus Canada and the U.S. Virgin Islands. Many of our graduates hold leadership positions at some of the nation's best clinical and higher education institutions.

## RESEARCH AND INNOVATION

NEOMED advances innovation and research in health care through six research focus areas that are of paramount importance to both the mission and well-being of Northeast Ohio communities:

- Community-Based Mental Health Research
- Hearing Research
- Heart & Blood Vessel Disease Research
- Musculoskeletal Research
- Diabetes, Obesity and Metabolism Research
- Neurodegenerative Disease and Aging Research

In Fiscal Year 2018, NEOMED received approximately \$16.5 million in new and continuing sponsored projects awards with total expenditure of \$16.3 million (\$12.2 million research expenditures). Currently, there are 188 active research, public service and training grants of which 56 are with the National Institutes of Health (NIH).

Additional funding sources include: Substance Abuse and Mental Health Services, Ohio Department of Mental Health and Addiction Services, Health Resources and Services Administration, American Heart Association, Centers for Disease Control, Peg's Foundation, U.S. Department of Justice, as well as other industries, foundations and hospitals.

NEOMED's Research, Entrepreneurship, Discovery, and Innovation Zone (REDIzone<sup>®</sup>) is a model statewide Innovation Hub. The REDIzone enables innovators of medical technology to take their research from concepts to reality by fostering such innovation and technology commercialization with physical space for early-stage biomedical companies. The business incubator provides early-stage companies access to many of the state-of-art research assets of the University. The REDIzone, created in 2014, is located in The Timken Foundation of Canton Innovation Corridor, on the NEOMED campus. The REDIzone's mission is to support private companies to drive economic prosperity in the Northeast Ohio region.

## CAMPUS FACILITIES

In 1973, Rootstown, Ohio, was selected as the site for the Northeastern Ohio Universities College of Medicine because of its central location among the consortium universities and clinical campuses. Significant campus infrastructure investment has been made since 1973 resulting in the Rootstown campus possessing outstanding, modern facilities to support its mission of education, research and service. Major campus renovations in the last decade include the creation of a 130-station multidisciplinary laboratory and 25-station pharmacy practice laboratory that are equipped with the most advanced instructional technology.

The Research and Graduate Education Building was constructed in 2012 with over 81,000 square feet of integrated state-of-the-art research laboratory space, furnished with the most up-to-date technology, equipment and research tools available, supporting collaborative research among basic and clinical scientists.

In 2013, construction was completed on the Village — three separate buildings, each containing fully furnished apartments, which can accommodate up to a total of 339 students and faculty. This project provided the first on-campus student housing in the University's history, which was instrumental in the transformation of NEOMED's campus and student experience.

In 2014, the NEOMED Education and Wellness (NEW) Center opened. This 177,000 square-foot mixed-use facility was made possible through a public-private partnership among NEOMED, Signet Development and Integrated Wellness Partners. The NEW Center provides a state-of-the-art fitness facility; physical therapy, pharmacy and physicians' offices; and conference and event space, catering and management.

A dynamic and innovative component of the NEW Center is a STEM + M (for medicine) public high school: Bio-Med Science Academy, which was launched in 2012. The Academy is the only STEM high school in the country to be located on the campus of an academic health sciences university and is already ranked among the highest performing public high schools in Ohio.

With over \$12.5 million in support from Ohio's Facilities Construction Commission, NEOMED is preparing to break ground in the spring of 2019 on an 88,000 square-foot Medical Office Building, which will connect to the NEW Center. The four-story addition will provide ample space for the Bio-Med Science Academy growing student population. The main level will provide for medical office space that will be available for lease and the second floor will house the relocated and expanded Wasson Center for Clinical Skills Training, Assessment, and Scholarship. In addition, ground will be broken in the Spring of 2019 on renovations to the south corridor of the University to create state of the art pedagogical spaces for students and faculty. Renovations will also begin to build-out additional research laboratory space on the 4th floor of the Research and Graduate Education Building.

## NEOMED FOUNDATION

The NEOMED Foundation's mission is to strengthen the financial capacity of NEOMED to broaden access to high quality medical, pharmacy and graduate education. The foundation was established in 1978 and is a 501c3 tax-exempt organization. A 30-member board of directors govern the Foundation.

The Foundation launched "*Shine On*" in 2013. *Shine On* was a comprehensive fundraising campaign with a goal of raising \$40,000,000 for advancing students, innovation, research, and community health. This ambitious goal was more than ten times NEOMED's previous largest campaign. The campaign focused on support for scholarships, capital needs, research and academic programs infrastructure. The campaign closed Sept. 8, 2018 at NEOMED's One Shining Evening Gala, where a fundraising total exceeding \$44 million (10% over goal) was announced. The gala alone raised nearly \$250,000 for student scholarships.

## ROLE OF THE PRESIDENT

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The President serves as the chief executive officer of NEOMED and is responsible for ensuring the University delivers outstanding academic programs to its students and utilizes its resources effectively with integrity to fulfill its mission. The President reports directly to the Board of Trustees and is ultimately responsible to the Board for the supervision and administration of all matters pertaining to the University and its colleges and programs.

As chief executive, the President is the chief internal and external advocate and voice for NEOMED's programs, students and faculty. The President is the liaison between NEOMED's faculty, students and staff to the Board of Trustees. As such, the President fosters communication with and among all trustees and NEOMED's community. The President also respects the priorities of and furthers the initiatives of the Board. The President is responsible for successful development and implementation of NEOMED's strategic and budget plans to the Board of Trustees that advance the University's goals; implements the development of major policies; and keeps the Board apprised of significant issues and conditions that have implications for the University.

The President serves in an ex-officio capacity (without vote) on the Board of Trustees and all Board committees; but may not serve as chair. Currently reporting to the President are:

- Chief of Staff and Secretary, Board of Trustees
- Vice President for Human Resources and Diversity
- General Counsel and Chief Technology Transfer Officer
- Vice President for Academic Affairs and Dean, College of Pharmacy
- Vice President for Administration and Finance
- Vice President for Advancement and NEOMED Foundation President
- Vice President for Government and External Affairs
- Vice President for Health Affairs and Dean, College of Medicine
- Vice President for Research and Dean, College of Graduate Studies

## ROLES AND RESPONSIBILITIES

NEOMED is seeking highly motivated, energetic, visionary candidates whose work ethics will advance the mission and priorities of the University through partnerships and collaborations in the complex milieu of higher education. The successful presidential candidate will:

- Be the chief advocate for NEOMED student success.
- Ensure the mission and vision are directly reflected in a meaningful and practical strategic plan that contains measurable goals and operational objectives.
- Serve as the chief spokesperson for NEOMED.
- In conjunction with the executive leadership team, establish and oversee an organizational structure that provides guidance and oversight to meet the strategic goals of the organization.
- Work with the Board of Trustees and other senior leaders to establish an effective communication strategy throughout the organization.
- Create and support a culture of collaboration and integration that ensures excellent education and research which fosters innovation and creativity.
- Openly support policies and practices that recognize the importance of recruitment and retention, development, diversity and talent management to ensure the leadership, staff, and faculty required for a successful university.
- Ensure financial strategies are in place that take into consideration the market and fiscal forces at the state, regional and federal levels to achieve and maintain strong financial health.
- Understand, embrace and enhance NEOMED's commitment to community engagement, innovation and interprofessional education.
- Create strong and sustainable partnerships with regional health care systems that will bring value to both NEOMED and the health systems.
- Strengthen and advance the synergistic academic partnerships with regional public universities and other educational partners in Northeast Ohio to further health sciences education and community needs.
- Collaborate with the other public university presidents on the Inter-University Council of Ohio (IUC) to facilitate the development of common interests and concerns of its members and to assist in sustaining and improving the quality of public higher education. The IUC, which consists of 14 public universities, also engages in public relations, research and government liaison work on behalf of its members.
- Build dynamic partnerships with the regional business community to ensure that NEOMED is a vital partner for Northeast Ohio's economic development.
- Effectively build successful governmental relationships with local, regional, state and national leaders to further NEOMED's mission and vision.
- Build a dynamic infrastructure to personally engage alumni and philanthropic donors to support and advance NEOMED's programmatic goals.

## OPPORTUNITIES AND EXPECTATIONS FOR LEADERSHIP

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Recognizing the dynamic environment that a 21st century, publicly-supported and community-invested university of the health sciences faces, the next President of NEOMED will have singular focus on supporting the success of students entrusted to their care while concentrating on the following priorities:

### ***Establish NEOMED as the national leader in community-based health sciences education.***

The next President is expected to leverage NEOMED's geographic location and extensive partnerships with local Northeast Ohio universities, regional health systems and political bodies to ensure that NEOMED achieves its vision to be the premier community-based interprofessional health sciences university in the United States. Under the new President, NEOMED will become the model of a publicly-supported academic health sciences university with extensive clinical, university, business and community partnerships. The President of NEOMED will be the chief external and internal spokesperson for NEOMED's aspirational goals to achieve excellence.

### ***Strengthen NEOMED's educational and research capacity to advance its mission.***

NEOMED's mission to recruit, educate and retain health care professionals in the Northeast Ohio region has been met with great success. Given this success, there remains opportunities to add new programs that will favorably impact the community. The President will ensure continued accreditation and certification of programs for each of the colleges and the University, as well as regulatory compliance for research. The new President will sustain and foster new academic partnerships within the state of Ohio and leverage the opportunity to jointly pursue state funding and private resources. With the significant investments and infrastructure enhancements to promote research, including building support for faculty, students and clinical partners, NEOMED has become an incubator for basic, clinical and translational research in rural and urban underserved communities. This has resulted in significant external funding that is expected to further increase.

### ***Enhance NEOMED's organizational culture to ensure sustainability, transparency, and innovation.***

The next President will need to lead from the "front" for both external and internal constituencies. The President will need to continue the momentum that NEOMED has achieved over the last decade. With the growth in buildings, enrollment and academic programs, the next President must also ensure that the administrative structure, workforce, services, processes and budgeting are designed to support the current University as well as to anticipate future growth and development. NEOMED's success has been the result of innovation and flexibility. The next President will build on the University's strengths while ensuring the sustainability of quality academic and research programs and institutional personnel and physical plant.

***Advocate for NEOMED’s resource needs among multiple constituencies to ensure institutional objectives are being met.***

NEOMED recently closed an aggressive comprehensive University campaign that provides support for student scholarships, community health, facilities, and innovation and research. The next President is expected to build upon the successful *Shine On* campaign, and will need to work closely with the Board, senior leadership, alumni, elected officials and community partners to align resource development with strategic priorities. The President will be expected to identify new sources of revenue and lead NEOMED’s fundraising activities.

***Build effective clinical partnerships that bring value to the education and research programs at NEOMED and to its partners.***

Recognizing that NEOMED is a free-standing academic health sciences university with limits to its currently available revenue streams, it is imperative that the next President build and sustain strong clinical partnerships and Ohio’s political networks to ensure that NEOMED is recognized as a vital component of Northeast Ohio’s future growth and development. Strong and vibrant clinical and political support is required for NEOMED to meet its mission of providing high quality, affordable health sciences educational programs that serve the population of Northeast Ohio and preserves the quality of students who enter and the graduates who leave NEOMED.

## CANDIDATE QUALIFICATIONS

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The ideal candidate for the presidency will embrace the vision and mission of NEOMED as the leader in community-based health sciences education. The successful presidential candidate will require a strong background in community engagement; must understand how health sciences education contributes to the well-being of communities in which they reside; and must display an ability to obtain the resources required for these objectives to be accomplished. Respecting the history and culture of NEOMED, while simultaneously leading towards a dynamic future, will require the next President to have superb communication skills and a high level of community engagement both internally and externally.

The candidate should have a strong track record of inclusivity and collaborative leadership that facilitates change management in creative ways. In so doing, the individual must possess personal character that places institutional interests above self-interest. Ideal candidates should have a track record of positioning public institutions of higher education in ways that enable them to thrive in the 21st century. They must be able to effectively communicate among multiple groups the reasons why innovation, entrepreneurial opportunities and risk should be embraced to advance NEOMED’s mission.

***Education/Certification Requirements***

An appropriate undergraduate degree with an advanced terminal degree required (such as M.D., Ph.D., Pharm.D., M.B.A, M.H.A, J.D., etc.) or the equivalent combination of education and experience.

### ***Knowledge and Work Experience Requirements***

- A minimum of 10 years of progressively responsible senior leadership roles ideally gained in an academic or health care environment.
- Experience as a successful future-thinking executive/administrator in a complex and dynamic institution with a regional and/or national reputation for excellence.
- A demonstrated commitment to diversity and cultural inclusivity.
- Possesses strong financial acumen and budgeting experience within complex organizations, ideally knowledgeable of public financing.
- Experience with effective board management.
- Expertise at building internal and external relationships and have a demonstrated track record of fostering collegial relationships with faculty providers, nationally prominent academic figures, physician leaders, pharmacy leaders, diverse management teams, community organizations, and state and local government.
- Excellent communication skills and demonstrated interpersonal skills that allow for openness, effective problem resolution and ethical decision-making.

### ***Personal Values and Qualities***

- Exhibit core values of personal integrity, empathy and understanding of the shared culture that has come to define NEOMED.
- Possess the capacity to “think ahead” and “boldly” address the strategic challenges that a public academic health sciences university faces in the 21st century.
- Think strategically in a dynamic environment that requires flexibility, collaboration, vision and ability to make timely decisions.
- Strong emotional intelligence whereby personal leadership is characterized by the ability to engender trust, hope and optimism among faculty, students and staff.
- Seek solutions to conflict that empower others to take ownership of problems, and respect and affirm the dignity of others.
- Sophisticated interpersonal and business skills that enable successful collaborations to form and that will benefit all parties.
- Demonstrate comfort with ambiguity, possess a positive perspective, able to inspire and empower others.

## **THE COMMUNITY**

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### ***Northeast Ohio communities including Akron, Canton, Cleveland, Kent and Youngstown***

Situated in the center of Northeast Ohio, NEOMED is in close proximity to four metropolitan areas: Cleveland, Akron, Canton and Youngstown. These cities hold some of the most reputable health care systems in the country and the world. As a university committed to training physicians, pharmacists and health researchers, NEOMED holds unique opportunities to connect and partner with these hospitals in areas such as education and research, to improve the lives and experiences of our students, faculty, staff and the communities we serve.

Aside from health care, each metropolitan area offers its own benefits: Cleveland hosts

several professional sports teams including the Cleveland Browns, Cleveland Cavaliers and Cleveland Indians. The city also offers diverse neighborhoods like Ohio City, Little Italy, Tremont, and Downtown; and newly spurred economic growth thanks to multiple major renovation and revitalization projects in areas such as Public Square and the Flats. Akron features several billion-dollar corporations, the only National Park in Ohio, and hundreds of miles of hiking/biking trails. Canton has a fast-growing arts community, and is the home of Pro Football, including the Pro Football Hall of Fame, Johnson Controls Hall of Fame Village and the yearly Enshrinement Festival. And Youngstown is full of history and some of the best suburbs in the region. The metropolitan areas also comprise Kent, a university town that has undergone an extensive revitalization and is known as a place of both culture and commerce. In addition, it is home to approximately 20 parks and preserves and hosts a number of diverse festivals throughout the year. There is truly something for everyone in Northeast Ohio. NEOMED embodies this sentiment and we make sure there is a place for everyone here, too.

NEOMED is committed to its partnership with each of our neighboring metropolitan areas. Most of our students, faculty and staff hail from the region, lending their experiences to a university that is just as diverse as the communities that surround it. We are active members of the Greater Cleveland Partnership, Greater Akron Chamber, Canton Chamber of Commerce, Kent Area Chamber of Commerce and Youngstown/Warren Chamber of Commerce, with Board representation at each.

## TIMELINE

Potential interview dates for this position have been outlined as follows:

- Presentation of qualified candidates to the search committee: April 23, 2019
- Round one interview dates: May 15-17, 2019
- Round two interview dates: Early June, 2019

Selected candidates should plan to hold the above dates in the event they are invited by the committee to participate in the interview process.





## PROCEDURE FOR CANDIDACY

Inquiries, nominations and applications are invited. Review of applications will commence immediately and will continue until the position is filled. For fullest consideration, applicant materials should be received by April 9, 2019. Candidates should provide a resume and/or curriculum vitae, a letter of application that addresses the responsibilities and requirements described in the Leadership Profile, and the names and contact information of five references. References will not be contacted without prior knowledge and approval of candidates. These materials should be sent electronically via e-mail to the NEOMED's consultants, Chris Colenda, M.D., Joyce De Leo, Ph.D., or Karen Otto at [NEOMEDPresident@wittkiewfer.com](mailto:NEOMEDPresident@wittkiewfer.com). Inquiries and questions concerning this search may be directed to Annette Klappauf, 630.575.6145 [aklappauf@wittkiewfer.com](mailto:aklappauf@wittkiewfer.com)

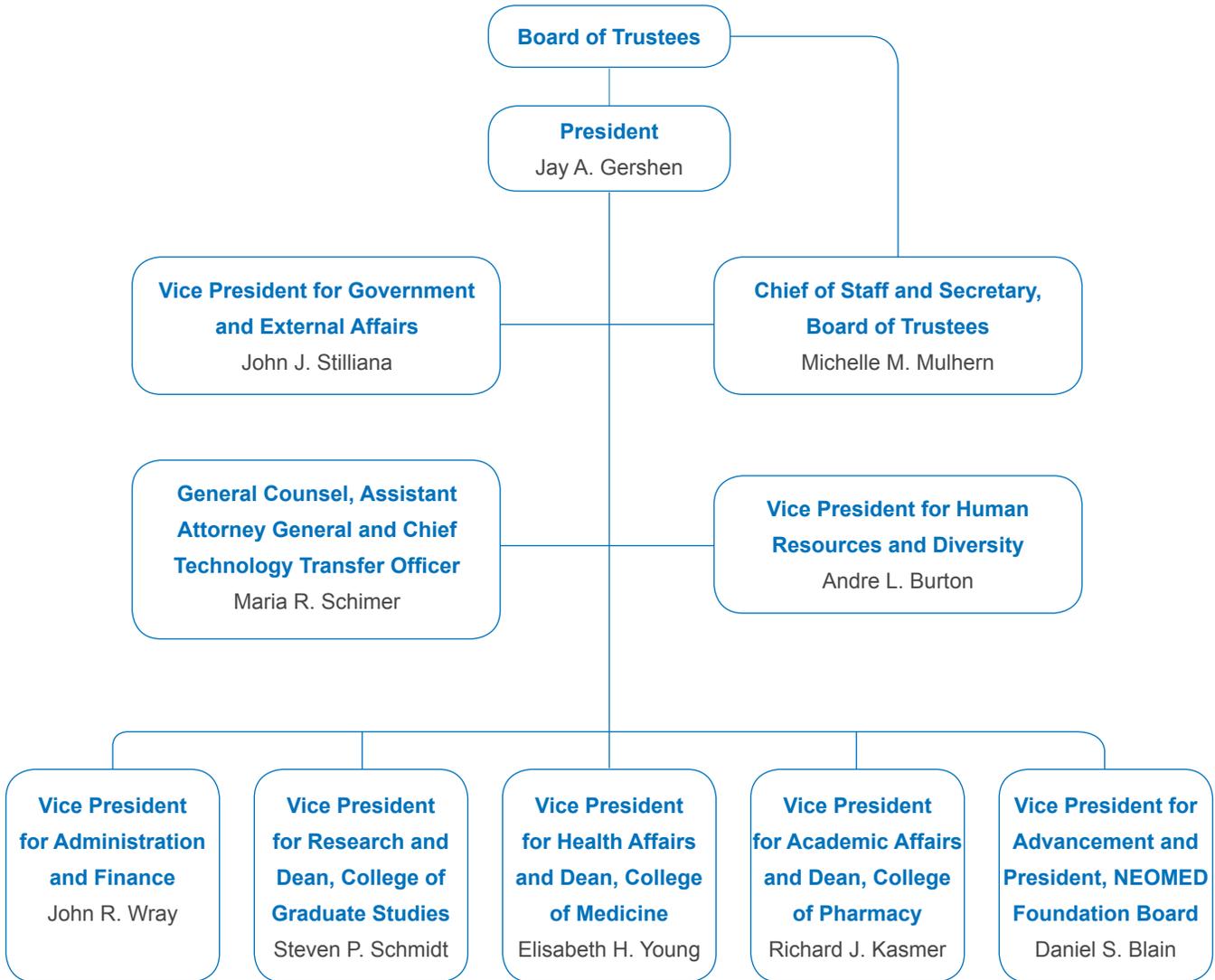
Application materials submitted to NEOMED for employment opportunities are subject to disclosure under the Ohio Public Records Law.

*The Northeast Ohio Medical University 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 Northeast Ohio Medical University 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.

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# ORGANIZATION CHART



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