SpencerStuart

Position and Candidate Specification

GEISEL
— SCHOOL OF —
MEDICINE
AT DARTMOUTH

Geisel School of Medicine

Dean

January 2025
Assignment: 73995-001

About Dartmouth

Geisel School of Medicine

Dartmouth

Dartmouth, founded in 1769, is a cohesive and inclusive community that serves as a hub of intellectual and personal growth, and a gateway to worldwide study and research in the spectacular setting of Hanover, New Hampshire. Dartmouth's 4,500 undergraduates and 2,300 graduate and professional students are guided by over 1,000 faculty who are both leading researchers and scholars who love to teach.

At Dartmouth, education happens not only within traditional academic departments, but also where they intersect. The Faculty of Arts & Sciences brings together more than 40 departments and programs that constitute Dartmouth's liberal arts core. The graduate and professional studies programs reside in some of the most admired centers of learning in the country—the Geisel School of Medicine, the Guarini School of Graduate and Advanced Studies, the Thayer School of Engineering, and the Tuck School of Business. Students— both undergraduate and graduate—do not just listen to great scholars, they become partners in research and learning. Sixty percent of undergraduates pursue independent research with faculty mentors. Dartmouth is also a Carnegie Classified R1 research university.

For FY25, Dartmouth forecasts a $1.5 billion baseline in operating expenses, and an endowment of over $8 billion for investment and spending initiatives. In FY23, Dartmouth's sponsored research awards, excluding financial aid, were $170 million.

Dartmouth is governed by an engaged, diverse board of trustees composed of the President of the College, the Governor of New Hampshire (ex-officio), 16 Charter Trustees elected by the board, and eight Alumni Trustees, nominated by alumni and elected by the board.

Frequently ranked one of the most beautiful colleges in America, the Dartmouth campus, located on traditional, unceded Abenaki homelands, is renowned throughout the world for its mountain vistas, towering pines, and pastoral setting in the deep green Upper Connecticut River Valley. That natural splendor lends a significant layer to the community's compelling sense of place.

Mission
Dartmouth educates the most promising students and prepares them for a lifetime of learning and of responsible leadership through a faculty dedicated to teaching and the creation of knowledge.

Core Values
- *Dartmouth expects academic excellence and encourages independence of thought within a culture of collaboration.*
- *Dartmouth faculty are passionate about teaching our students and are at the forefront of their scholarly or creative work.*
- *Dartmouth embraces diversity with the knowledge that it significantly enhances the quality of a Dartmouth education.*
- *Dartmouth recruits and admits outstanding students from all backgrounds, regardless of their financial means.*
- *Dartmouth fosters lasting bonds among faculty, staff, and students, which encourage a culture of integrity, self-reliance, and collegiality, and instill a sense of responsibility for each other and for the broader world.*
- *Dartmouth supports the vigorous and open debate of ideas within a community marked by mutual respect.*

For more information, please visit Dartmouth's website.

Audrey and Theodor Geisel School of Medicine

The Audrey and Theodor Geisel School of Medicine at Dartmouth (Geisel), founded in 1797, strives to improve the lives of the people it serves: students, patients, and local and global communities. The school builds healthier communities through innovations in research, education, and patient care. As the fourth oldest medical school in the nation, Geisel has consistently been at the forefront of innovation, leading advances in education, healthcare, health policy, and research. Geisel's educators and academic leaders nurture the education and development of new generations of diverse leaders to address the complex challenges prominent in medicine, science, and healthcare delivery.

Geisel is comprised of 21 academic departments: Anesthesiology, Biochemistry and Cell Biology, Biomedical Data Science, Community and Family Medicine, Dermatology, Emergency Medicine, Epidemiology, Medical Education, Medicine, Microbiology and Immunology, Molecular and Systems Biology, Neurology, Obstetrics and Gynecology, Orthopedics, Pathology and Laboratory Medicine, Pediatrics, Psychiatry, Radiation Oncology and Applied Sciences, Radiology, Surgery, and The Dartmouth Institute for Health Policy and Clinical Practice.

Each year, increasing numbers of highly qualified applicants (8,370 in the current cycle) compete for 96 spots in the entering MD class. There are currently 410 students enrolled in the Geisel School of Medicine Doctor of Medicine program, inclusive of students pursuing

their MD, MD-MBA, MD-MEng, MD-MS and MD-PhD degrees. Geisel also offers graduate health sciences and public health education, with more than 150 students enrolled in masters' degree programs in biomedical sciences, public health, healthcare administration, and healthcare delivery sciences.

Consistent with Geisel's storied and prestigious history, a spike protein variant discovered at the School of Medicine helped unlock the key to COVID-19 vaccines. Technology developed by a team of faculty, postdoctoral researchers, and graduate students at Geisel was paramount in bringing to market the vaccines that prevented millions of hospitalizations and deaths. This groundbreaking scientific discovery epitomizes Geisel's culture of innovation and collaboration. Dartmouth plans to reinvest the revenue generated from the discovery back into the institution's research and education enterprise to fund work that can save even more lives.

The Geisel School of Medicine also played a significant role in the development of *Commitment to Care*, Dartmouth's comprehensive approach to student mental health and wellness. This includes the addition of a new senior leadership position, the Chief Health and Wellness Officer, reflecting the institution's dedication to the physical and mental health and wellbeing of students, faculty, and staff.

Mission
To address global health problems through research and discovery, the evaluation and improvement of health systems, and the education of future physicians and scientists.

Vision
- *To set the standard in educating physicians, scientists, and educators to improve health both locally and globally.*
- *To cultivate a diverse and inclusive community that enriches learning, fosters innovation, and tackles complex healthcare challenges.*
- *To generate and disseminate new knowledge that leads to effective therapies and improved healthcare delivery.*

Research
Well-known for its commitment to teaching, excellence in clinical care, and a strong sense of collegiality, the Geisel School of Medicine is also a comprehensive research institution. Currently, total research funding at Geisel totals approximately $100 million. The Geisel School of Medicine is also the number one provider of mentored research opportunities for Dartmouth undergraduate students, with over 200 undergraduates conducting research in Geisel labs per year.

The faculty at the Geisel School of Medicine is nationally recognized for its research excellence, demonstrating leadership in diverse fields such as genetics, bioinformatics, population health, cancer, cystic fibrosis, neuroscience, psychiatry, and healthcare delivery science research, among others. Recently, former Geisel School of Medicine

professor and geneticist Victor Ambros won the 2024 Nobel Prize for his work in the discovery of microRNA. The faculty roster includes 17 Fellows of the American Association for the Advancement of Science and three members of the prestigious National Academy of Sciences. Faculty succeed as entrepreneurs as well; recent successes include founding companies (e.g., IST, CairnSurgical, TrytonMedical) and creating multidisciplinary accelerators (e.g., Dartmouth Innovations Accelerator for Cancer).

The Geisel School of Medicine is well-positioned to continue pioneering innovation and research. Recent initiatives include a $14 million estate gift to transform the future of digestive health, a $4 million grant to support youth and families impacted by substance use disorder and mental health, and a $3 million federal grant to study improvements in life expectancy for the mentally ill.

The Geisel School of Medicine at Dartmouth is home to constituent elements that work to improve lives locally and globally (* indicates NIH Center of Excellence designation):
- ALS Center
- C. Everett Koop Institute at Dartmouth
- Center for Health Equity
- Center for Imaging Medicine
- Center for Implementation Science
- Center for Learning and Professional Development
- Center for Molecular Epidemiology
- Center for Precision Health & Artificial Intelligence (CPHAI) at Dartmouth
- Center for Program Design and Evaluation at Dartmouth (CPDE)
- Center for Quantitative Biology (NIH COBRE)*
- Center for Surgical Innovation
- Center for Technology and Behavioral Health*
- Children's Environmental Health & Disease Prevention Research Center
- Dartmouth Biomedical Engineering Center for Orthopaedics
- Dartmouth Centers For Health and Aging
- Dartmouth Cancer Center (DCC)
- Dartmouth Cystic Fibrosis Research Center (NIH COBRE)*
- bioMT: Institute for Biomolecular Targeting (NIH COBRE)*
- Managing Epilepsy Well Network (CDC) and HOBSCOTCH Institute for Cognitive Health and Wellbeing
- National Center for Post-Traumatic Stress Disorder
- New Hampshire IDeA Network of Biological Research Excellence (NH-INBRE)*

Geisel also has strong collaborative research relationships within Dartmouth, including many with the Thayer School of Engineering. In August 2024, Dartmouth received a $31 million "Cancer Moonshot" award from the US Department of Health and Human Services to develop novel Technologies for precise Tumor Removal. This competitive award was made possible through extensive collaborations across Geisel, Thayer, the Dartmouth

Cancer Center, Dartmouth Health, and the Center for Surgical Innovation. Dartmouth has a distinctive history in optical imaging and biomedical engineering to improve cancer detection and guide surgical interventions, largely through Geisel-Thayer collaborations such as this one.

Importantly, Dartmouth is home to the **Dartmouth Cancer Center (DCC)**, one of only 57 National Cancer Institute-designated comprehensive cancer centers in the United States. The Dartmouth Cancer Center provides a positive environment for treatment, cure, and recovery for patients with all forms of cancer. The Center has 250 active research projects led by 162 cancer research scientists from across Dartmouth, supported by nearly $70 million in annual grants from federal and other sources.

The Cancer Center is also a world leader in cancer prevention and control research, seeking to identify nutritional, environmental, and lifestyle factors. In 2022, the Byrne Family Cancer Research Institute was founded with a $25 million dollar gift to fund and actualize bold innovations and provide them to patients and physicians who need them most, to expand clinical trials and research tools and technology, and to support the recruitment and retention of PhD and physician researchers. Together with Geisel's clinical partner, Dartmouth Health (DH), DCC currently manages more than 450 active interventional and non-interventional clincial trials across a wide range of research in basic, clinical, translational, and healthcare delivery science, as well as applied research projects focused on contemporary challenges in numerous medical specialties.

For more information, please visit About Dartmouth Cancer Center.

Education
At the Geisel School of Medicine, graduates become well-rounded physicians—individuals who excel in the foundational sciences, provide exceptional clinical care, contribute to new knowledge, and strive to enhance healthcare delivery systems.

In addition to the traditional Doctor of Medicine program, Geisel offers a variety of dual-degree options, including:
- Master of Engineering and Doctor of Medicine (MEng-MD) with the Thayer School of Engineering
- Physician-Scientist (MD-PhD)
- Doctor of Medicine and Master of Business Administration (MD-MBA) with the Tuck School of Business
- Doctor of Medicine and Master of Public Health or Master of Science (MD-MPH or MD-MS)

Geisel offers a breadth of interdisciplinary educational experiences that facilitate a deeper understanding of how public and health policy and the social drivers of health impact individuals and their communities. By fostering curiosity, providing experiential learning, supporting interdisciplinary scholarship, and facilitating strong and long-lived mentoring

relationships, the Geisel faculty help develop the skills and connections necessary to make a meaningful impact on healthcare at clinical, community, regional, and national levels.

With a focus on areas such as health policy, quality improvement, research analysis, and more, Geisel also provides accelerated on-campus, online, and hybrid degree programs that present various pathways for achieving career goals in healthcare delivery and health policy:

- Master of Public Health (On-Campus, Hybrid, or Online)
- Master of Science in Epidemiology
- Master of Science in Healthcare Research
- Master of Science in Health Data Science (On-Campus or Online)
- Master of Science in Implementation Science (Online)
- Master of Science in Medical Informatics
- Master of Healthcare Delivery Sciences with the Tuck School of Business
- Master of Health Administration with the Tuck School of Business
- Master of Public Health and Master of Business Administration (M.P.H.-M.B.A.) with the Tuck School of Business

PhD degrees are conferred by the Guarini School of Graduate and Advanced Studies at Dartmouth; Geisel provides funding to support doctoral programs listed below and Geisel faculty manage and govern these programs, provide didactic teaching, and serve as thesis supervisors for over 200 PhD students:

- Molecular & Cellular Biology
- Integrative Neuroscience
- Quantitative Biomedical Sciences
- Health Policy and Clinical Practice

Clinical Partnership

Geisel's clinical partner is **Dartmouth Health**, an academic health system comprised of Dartmouth Hitchcock Medical Center (DHMC)—New Hampshire's only academic medical center, located in Lebanon—as well as community hospitals, clinics, and healthcare services; it is an integral partner but a distinct entity from Geisel.

Geisel's faculty practice plan resides within the Dartmouth Health corporate structure, with academic appointments through Geisel. Dartmouth Health is New Hampshire's most expansive provider of care and largest private employer. Primarily serving New Hampshire and Vermont, as well as patients from across northern New England, Dartmouth Health is a non-profit, fully integrated healthcare delivery network of more than 2,000 providers practicing in virtually every area of medicine and serving a patient population of nearly 2 million.

Dartmouth Health financially supports and operates its own clinical academic portfolio which includes Graduate Medical Education (GME), Continuing Medical Education (CME), and a sponsored research portfolio; together, Geisel and DH total over $130 million in sponsored research. DHMC offers 49 accredited GME programs training nearly 400 residents and fellows annually. Dartmouth Health's Center for Learning and Professional Development also offers diverse and innovative learning opportunities to enable healthcare professionals to improve their knowledge, skills, and behavior.

In August 2024, DHMC received a $28 million, seven-year grant from the National Institutes of Health to fund projects that will speed the implementation of proven medical innovations as part of a national consortium of biomedical research centers. This Clinical and Translational Science Award (CTSA) will fund Dartmouth SYNERGY, also known as the Dartmouth Clinical and Translational Science Institute, a joint initiative that includes Dartmouth Health, Geisel, and Thayer School of Engineering, and collaborating institutions in Northern New England. SYNERGY joins 60 other CTSAs in the United States and is one of eight with a significant focus on rural healthcare delivery.

Dartmouth Health's hospitals and clinics offer a breadth of specialties, with dedicated staff and health teams who bring experience, research, and individual attention to every interaction. Dartmouth Health includes:

- Nine community hospitals and clinics
- Dartmouth Hitchcock Medical Center (DHMC)
- Dartmouth Cancer Center
- Dartmouth Health Children's, which includes the state's only children's hospital and provides advanced, comprehensive pediatric, and adolescent services
- Nursing, rehabilitation, hospice, and personal healthcare services

For more information, please visit Dartmouth Health's website.

Affiliated Teaching Hospitals
Clinical rotations for Geisel medical students take place in a range of medical centers in New England and across the U.S. Geisel's primary affiliated teaching hospitals include the Dartmouth Hitchcock Medical Center; the Veterans Affairs Medical Center in White River Junction, Vermont; Sutter Health California Pacific Medical Center in San Francisco, California; and the Indian Health Service medical centers.

In addition to Dartmouth Health, students complete clinical clerkships in Dartmouth-affiliated teaching hospitals in Alaska, Arizona, California, Connecticut, and Maine. Fellowships from the Dartmouth International Health Group and from Geisel's newly established Center for Health Equity help Geisel medical students to explore healthcare opportunities—and needs—throughout the world.

Veterans Affairs Medical Center—White River Junction, Vermont

The Veterans Affairsv (VA) Medical Center, located 15 minutes from Geisel's campus, is consistently rated as one of the best VA hospitals in the country. The VA Medical Center's outstanding clinical and research environment provides a robust experience for the hundreds of Geisel medical students and residents training there each year. The VA Medical Center includes the National Center for Post-Traumatic Stress Disorder, the VA Outcomes Group (a division of Geisel's Dartmouth Institute for Health Policy and Clinical Practice), and the Yasinski Research Building, which houses labs that receive over nine million dollars in annual research support.

Sutter Health California Pacific Medical Center
Geisel's longstanding partnership with Sutter Health's California Pacific Medical Center (CPMC) offers third- and fourth-year medical students the opportunity for excellent clinical training in the heart of San Francisco at one of the largest private, not-for profit, academic medical centers in California. CPMC is part of Sutter Health, an integrated health system that cares for three and a half million patients in Northern California and trains hundreds of residents and fellows across the region.

Indian Health Service
Geisel and the Indian Health Service have a long, rich history of partnership in medical education, and a shared commitment to improving lives in underserved communities. For many years, Geisel has sent students to clerkship sites at Indian Health Service medical centers and facilities in Fort Defiance and Tuba City, Arizona, and in Shiprock, New Mexico.

For more information, please visit Geisel School of Medicine's website

Position Summary   Geisel School of Medicine

The Dean of the Geisel School of Medicine provides leadership and vision to the school's academic programs, clinical partnerships, curriculum development, research enterprise, and faculty, staff, and student development. The Dean will (1) oversee the medical school facilities, departments, and centers; (2) continue to build strong, collaborative relationships within the school, across Dartmouth, and with external partners; (3) develop innovative programs across all mission areas; (4) recruit outstanding faculty and staff; (5) be a distinctive voice and representative of the medical school in the various regional and national communities; (6) increase funding from federal and other sources to expand the research mission; and (7) pursue philanthropic support from existing and potential supporters. The Dean will receive a clinical appointment at Dartmouth Health and serve as the system's Chief Academic Officer.

Key Relationships

Reports to	Provost, with regular interation with the President
Direct reports	Executive Dean, Administration and Finance Senior Associate Dean for Clinical Affairs Senior Associate Dean, Clinical & Translational Research Senior Associate Dean, Foundational Research Dean of Educational Affairs Dean of Faculty Affairs Chief of Staff Center and Institute Directors/Chairs Clinical Department Chairs Foundational Science Department Chairs
Other key relationships	Dartmouth Health CEO (as Chief Academic Officer) Faculty Council Geisel School of Medicine's Board of Advisors Geisel School of Medicine Dean's Academic Board Vice Provost, Research Other Dartmouth Deans and senior leaders

Key Responsibilities

- Oversee all education and research functions, all clinical and foundational science departments, and the appointment of Geisel School of Medicine faculty.
- Continue to advance the academic mission and identify priorities for investment in the research/education portfolio.
- Participate in creating, syndicating, and executing Geisel's strategic direction.
- Set and achieve research and education targets across all departments, ensuring that student success, educational outcomes, and the overall experience are reflective of the values, goals, and commitment of the institution.
- Coordinate with Chairs and DH Service Line Directors to hold all faculty members accountable for research and education-related performance goals and standards.
- Support institutional responsibilities to improve health equity for all patients, regardless of socioeconomic factors or geographic location.
- Align educational programs with the clinical enterprise.
- Work with existing and potential philanthropic supporters and serve as the public representative of the school, as necessary.

Desired Outcomes

- Build on the existing research portfolio by recruiting, mentoring, and developing outstanding physician-scientists and science faculty, growing NIH funding, and further expanding basic, translational, and clinical research.
- Lead the development of a shared Geisel-Dartmouth Health research enterprise that fundamentally advances discovery across both institutions.
- Elevate the overall academic stature of the Geisel School of Medicine to become a leading and highly sought after medical school in the U.S., enhancing the school as an innovative educational environment, where student success, outcomes, and experience are reflective of the academic reputation of Dartmouth.
- Evolve teaching and funding agreements with clinical partners and training sites.
- Develop Centers of Excellence that integrate research, education, and clinical care.
- Increase engagement of the faculty.
- Promote and support collaborative research, scholarly activities and networking across Dartmouth's graduate and undergraduate programs, to broaden academic contributions of the school to the larger university. Promote a culture of belonging and diversity by recruiting, supporting, and retaining students and faculty from groups historically underrepresented in medicine and science.
- Promote a culture of excellence and belonging by recruiting, supporting, and retaining students and faculty from groups underrepresented in medicine and science.
- Partner with the President, Provost, and development team to strengthen relationships with existing donors and to cultivate potential new sources of philanthropy.

Candidate Profile

Geisel School of Medicine

The Dean of the Geisel School of Medicine is an exciting opportunity to lead the continued growth, achievement, and recognition of the School. The successful candidate will: (1) bring a substantial record of leadership and achievement in academic medicine, medical education, and medical/healthcare/life sciences research; (2) demonstrate the ability to steward medical school resources effectively; (3) understand, appreciate, and support the development of high-quality clinical, education, and research programs; (4) create and support distinct academic and clinical partnerships; and (5) further solidify Geisel's reputation as a leader in academic healthcare. To best serve in this complex and demanding role, the successful candidate will possess a background of administrative experience in environments that rely upon vision, teamwork, planning, delegation of authority, and measure of accountability. Above all, the Dean will present a scientific vision, a strong grasp of clinical operations, and an entrepreneurial style and track record of innovation and success to succeed as a leader within one of the world's most preeminent institutions of scholarship and service.

Ideal Experience

Medical Education Leadership
Progressive and broad administrative leadership experience in an innovative environment for medical education. Experiences may include leadership at the departmental, institute, program, or central administrative level at an accredited medical school, e.g., issues related to budgets and grants management, research development, and the operation of clinical enterprise/health system clinical partnerships.

Faculty Development
Successful experience recruiting, developing, and mentoring talented junior and senior faculty members and building high-performing teams.

Community Engagement
Successful track record of building relationships and cultivating partnerships with leaders and constituents in the communities served by the institution, with experience serving as the public face of an institution or unit.

Commitment to Equality
Demonstrated commitment to academic excellence and experience encouraging the open exchange of ideas within a culture of mutual respect. Strong record of advancing and

modeling institutional commitment to inclusion and building a culture of mutual respect and belonging.

Academic Credentials

Recognized achievement in clinical, educational and/or research pursuits that would warrant appointment as a tenured full professor; MD, PhD, or MD/PhD and appropriate board certification required, with additional degrees, certification, or licensure expected.

Critical Leadership Capabilities

Strategic Collaboration

The next Dean will possess the ability to understand and thrive in a highly relationship- and consensus-driven organization. Key elements of a successful approach will include:

- Balancing numerous competing needs to make the best strategic and tactical decisions for Geisel and Dartmouth.
- Working with all stakeholders in a diplomatic fashion and being able to reach mutually agreeable solutions.
- Engaging at the highest levels with leaders and representatives of the School's institutional partners.
- Maintaining effective relationships with alumni, state, and national medical professional organizations, government representatives, community partners, and other stakeholders.
- Promoting the consideration of diversity and inclusion in all School initiatives, and championing diversity in health care, in part by articulating the value of a diverse workforce and its value in addressing health equity needs.

Driving Results

In a dynamic and evolving environment, the Dean must lead with a bias for action and accomplishment, developing and implementing strategies that advance the mission of Geisel by:

- Developing a clear vision and strategy consistent with Geisel's mission and best practices.
- Encouraging innovative approaches to transform medical education and graduate training, e.g., curricula, technologies, and teaching/learning methodologies.
- Encouraging the growth and further development of research that supports the innovative, multi-disciplinary culture of Geisel and further integrates the research enterprise with clinical services.
- Demonstrating commitment to interdisciplinary and interprofessional activities.
- Contributing as a senior leader of Dartmouth.

Leading People

Within a large, complex academic health sciences setting, the Dean will inspire, motivate, and hold accountable their leadership team, as well as colleagues, stakeholders, and influencers throughout Geisel, by:

- Motivating individual team members, empowering them to initiate projects or strategic objectives, and encouraging ownership of leadership roles based on insight into individual motives and ability.
- Providing vision, leadership, and management for the academic and research enterprises.
- Setting clear expectations for faculty contributions in collaboration with Geisel leaders.
- Developing a culture that respects, values, and promotes diversity and inclusion.
- Demonstrating interest and aptitude in individual mentorship while developing cohesive teams that leverage individual skills for a better collective outcome.
- Setting a personal standard and institutional expectation of the highest integrity and ethical behavior.

Search Process

Dartmouth and the Geisel School of Medicine are being assisted in this process by Spencer Stuart. We welcome nominations or expressions of interest. If you wish to submit your own application materials or nominate someone to serve as Dean, please send an email message with supporting materials to: GeiselDean@SpencerStuart.com. For full consideration, please submit materials or initiate outreach by February 7, 2025.

Dartmouth College ("Dartmouth"), inclusive of all its schools and faculties, does not discriminate on the basis of sex, race (actual or perceived), color, religion, age, disability, status as a veteran, national or ethnic origin, actual or perceived shared ancestry or ethnic characteristics, or citizenship or residency in a country with a dominant religion or distinct religious identity, familial status, marital status, sexual orientation, gender identity, gender expression, or any other category protected by applicable law, in the administration of its educational policies, admission policies, scholarship and loan programs, employment, or other school administered programs.