



**Search for Chair, Department of Internal Medicine
University of Michigan Medical School, Michigan Medicine
Ann Arbor, MI**

The Search

The [University of Michigan Medical School](#) (UMMS) seeks a nationally recognized, dynamic, and visionary leader to become its next Chair of the [Department of Internal Medicine](#) (DOIM). This is an opportunity to reinforce and amplify excellence in research, patient care, and education for an internationally renowned department while aligning the academic vision with clinical growth in an expanding health system. The next Chair will be a creative thinker who advocates across the missions of [Michigan Medicine](#) (MM) to empower talented faculty, staff, and learners. The Chair will be a champion of innovation and collaboration and have an inclusive leadership mindset and framework to navigate and manage multidisciplinary teams and move the department forward with an understanding of the complicated forces at play.

Since its establishment in 1850, UMMS has been a leader in academic medicine and was the first medical school in the United States to recognize the importance of a university hospital for physician instruction. It was also among the first schools to change the role of the student from passive observer to active participant in the learning process through high-caliber laboratory instruction and clerkships. Today, the school has earned its reputation as one of the nation's premier public research-oriented medical schools. It is home to over 3,850 faculty in 29 clinical and basic science departments and 4,900 staff. The school's renowned education programs currently include 692 medical students, over 1,300 residents and fellows, 896 graduate students, and 486 postdoctoral fellows. UMMS's \$746 million in annual research awards for FY22 represents a \$100 million growth since FY19. The 2023 *U.S. News & World Report* Best Medical Schools rankings place UMMS at 17th in the nation for research, with six specialties ranked in the top ten among U.S. medical schools.

MM is home to one of the largest healthcare complexes in Michigan. It is comprised of the [UM Health System](#) (which includes the C.S. Mott Children's Hospital, Von Voigtlander Women's Hospital, University Hospital, the Frankel Cardiovascular Center, Kellogg Eye Center, the Rogel Cancer Center, Chelsea Hospital, University of Michigan Health West, and Sparrow Health System), UMMS, and the Michigan Health Corporation (the legal entity that allows the Health System to enter into partnerships, affiliations, and joint ventures). The University of Michigan Medical Group (UMMG) is a physician-led organization of nearly 2,000 UMMS faculty physicians who practice evidence-based medicine to care for patients across three MM hospitals, 40 MM health centers, and other facilities throughout the state of Michigan including specialized centers. MM serves the state, nation, and world through advanced clinical care, ground-breaking research, and a broad range of biomedical education.

In more than 160 years of service to the University, the State of Michigan, and the world, UMMS has remained devoted to delivering patient-centered care, advancing medical knowledge, and nurturing faculty, students, and staff. One of the world's top public research universities, the University of Michigan (U-M) recently named [Dr. Santa Ono](#) as president. Ambitious and dynamic, Dr. Ono is a biomedical

researcher who has done pioneering work in vision. He is committed to amplifying Michigan's impact in the state and beyond. The DOIM, as an integral part of UMMS and U-M, can be a key driver of this impact.

As the largest and oldest clinical department at the UMMS, the DOIM has been a leader in the advancement of patient care, education, and research. Stewarding the tripartite mission of UMMS, the DOIM continues to set a standard of excellence for Internal Medicine departments. The department is home to 13 divisions with more than 900 dedicated faculty members and over 300 residents and fellows. The [Ann Arbor Veteran's Health Care System](#), including one of the top veteran's hospitals in the country, is two miles from the main hospital campus and a model for partnerships between VA facilities and academic medical centers.

Caring for over half the patients that come to MM, the DOIM's divisions are a unique strength of the department and UMMS. Of note, there are renowned divisions in Diabetes and Endocrinology, Geriatrics, Gastroenterology and GI Surgery, Cardiology and Heart Surgery, and Pulmonary Medicine. In 2022, the DOIM provided compassionate care via over 24,000 inpatient admissions and over 528,000 outpatient visits, while advancing knowledge and practice through nearly 4,000 manuscripts.

The Chair of the DOIM will have a deep commitment to discovery and translational science, a track record of supporting education and mentoring, a seasoned understanding of managing clinical care models, and considerable experience in the philanthropic, administrative, and budgetary efforts of an integrated medical system. Reporting to the Dean/Executive Vice President for Medical Affairs and the Executive Vice Dean for Academic Affairs, the Chair of DOIM is a key member of the UMMS leadership and Michigan Medicine. The Chair will bring expertise in operational planning to serve as both an initiator and advocate of collaborative opportunities for an institution with a diversified research funding portfolio and an expanding clinical footprint. The Chair must also have outstanding communication and interpersonal skills to set the standard for the entire leadership of the DOIM which includes Vice Chairs, Division Chiefs, and Associate Vice Chairs. They will promote diversity of thought and will implement practical approaches to enhancing teamwork and individual well-being. This adaptive and forward-thinking leader will foster an inclusive and collegial working environment to enhance career development and individual well-being. Candidates must have an MD, MD/PhD, or equivalent clinical doctoral degree, be board-certified, have a record commensurate with appointment at the rank of Professor and be eligible for licensure in Michigan.

UMMS has retained Isaacson, Miller, a national executive search firm, to assist with this search. Inquiries, nominations, and applications should be directed in confidence to the firm as indicated at the end of this document.

The Department of Internal Medicine

The Department's vision is to be the national standard of excellence for all departments of Internal Medicine in discovery, education, and clinical care - and in developing the next generation of leaders across these missions.

The Department is organized into 13 divisions, each advancing the tripartite mission. These include the divisions of [General Medicine](#), [Hospital Medicine](#), [Geriatric & Palliative Medicine](#), [Genetic Medicine](#), [Cardiovascular Medicine](#) (CVM), [Gastroenterology & Hepatology](#) (GI), [Pulmonary & Critical Care Medicine](#) (PCCM), [Metabolism Endocrinology & Diabetes](#) (MEND), [Hematology & Oncology](#), [Allergy & Clinical](#)

[Immunology](#), [Nephrology](#), [Infectious Diseases](#) (ID), and [Rheumatology](#). Each division chief is paired with a division administrator who oversees divisional operations. The Department has had remarkable growth in faculty over the past several years, particularly in the clinical track, reflecting impressive growth in clinical volume and demand at all clinical sites, including the Ann Arbor VA.

All U-M medical students rotate through Internal Medicine as part of their clinical core rotations, and students participate in research opportunities with Internal Medicine faculty throughout their education. The Medical School has a successful Medical Scientist Training Program (MSTP) with many internal medicine faculty serving as research and career mentors. The Department's internal medicine residency program includes 218 house staff and provides a categorical track, a physician-scientist track, and a primary care track with combined at the UM and VA sites. The Department sponsors 18 ACGME-accredited and one additional fellowship programs across the divisions.

The DOIM's research footprint spans basic, translational, clinical, and health policy and healthcare delivery research, with an emphasis on innovation and transformation. The DOIM has strong connection to the Institute for Healthcare Policy and Innovation (IHPI), led by Dr. John Ayanian (a DOIM faculty member), the Rogel Cancer Center, Frankel Cardiovascular Center, and multiple other centers and institutes. The ease with which faculty can collaborate across U-M departments and schools/colleges is a distinctive feature of the institution.

Researchers have access to a robust infrastructure, including equipment, core labs, testing capability, and emerging technologies with a breadth of funding sources including national agencies, foundations, and industry sponsorships. In the last year alone, DOIM researchers successfully competed for over \$215 million in research support which includes \$103 million in NIH funding. In addition, nearly 4,000 manuscripts were published by Internal Medicine faculty. Thirty VA merit grants in FY21 mark a 67% uptick in six years. The scholarly productivity and quality of excellence remain strong, and the department is surrounded by a collaborative research community.

The Department has a broad clinical footprint with clinical services spanning across its health centers. All divisions are experiencing continued growth and demand due to the reputation of being the primary destination in the region for complex medical problems. The clinical practice takes advantage of a fully integrated comprehensive medical center, where the UMMG and the DOIM collaboratively manage clinical operations. The clinical enterprise of the DOIM also relies upon the growth of MM, which has successfully integrated University of Michigan Health West and recently announced the acquisition of the Sparrow Health System. This next clinical chapter will allow MM and the DOIM to increase access to the highest level of care and to improve facilities and technology.

The Role: Chair, Department of Internal Medicine

There has been a regental-approved Chair for the Department of Internal Medicine since 1891 with the last Chair in the role for 13 years. The Chair of the DOIM manages the Department's core leadership team which consists of the Vice Chairs for Faculty Affairs, Clinical Experience & Quality, Graduate Medical Education, External Relations, Undergraduate Medical Education, Basic & Translational Research, DEI & Wellness, Clinical & Health Services Research, and Veterans Affairs. The Chair has direct oversight for all 13 Division Chiefs and works closely with Medical School and Hospital leadership.

The Chair of the DOIM initiates and implements the clinical, research, education, and financial strategies for the Department. The Chair must be a thoughtful, accessible, and personable leader that can manage multidisciplinary teams. They will be an adept manager and creative problem-solver who can inspire a large team through a period of clinical expansion while maintaining the excellence of departmental research and educational programs. The Chair will also prioritize obtaining resources for the Department through philanthropic approaches to amplify the support and recognition of the DOIM. As a key stakeholder in MM, the next Chair will be an engaged partner to other department leaders and UMMG leadership, balancing advocacy for departmental interests with the needs of MM overall, as the success of each relies on the success of both.

The Chair will be a dynamic leader with national recognition. They will have a collaborative leadership mindset and exemplify the highest degree of integrity and professionalism as a role model within the department. The successful Chair will exhibit outstanding communication skills and a deep commitment to education, research, and clinical care to effectively lead a phenomenal group of faculty, students, residents, and staff who have an alignment of mission and purpose.

Key Opportunities for the Chair of Internal Medicine

To succeed in this role, the Chair will address several key opportunities and challenges, as detailed below:

Provide skillful leadership and strategic guidance for the DOIM

The Chair of the DOIM will have strategic oversight of an internationally renowned department with a storied and prestigious past at a time of change and evolution. As the largest department of UMMS and the U-M, its success is mission critical to the institution. The next Chair must understand the components, complexities, and nuances of the tripartite academic mission. In concert with MM leadership and the department leadership of Vice Chairs and Division Chiefs, the next Chair must transparently communicate a sustainable and aligned strategic vision that will provide defined objectives and goals for each aim of the department as well as the entire department itself. These goals will allow the DOIM to remain the standard of excellence for Departments of Internal Medicine across the country.

Support the clinical care mission across Michigan Medicine

The leader of the DOIM will play a significant role as Michigan Medicine navigates immense change. With the goal of 4.5 million lives touched, Michigan Medicine recently expanded its footprint to include UM Heath-West (formerly Metro Health) and will be incorporating the Sparrow Health System. These additions expand access to clinical care throughout the region and, ultimately, statewide. Additionally, inpatient capacity will expand on the main campus when the 12-floor, 264-bed inpatient Dan and Betty Kahn Health Care Pavilion opens in fall of 2025.

The DOIM will provide physician coverage for an expanding system. In concert with UMMG leadership, the next Chair will examine how best to meet clinical needs, considering opportunities for recruitment and/or realignment of faculty. The Chair will work collaboratively to lead innovative solutions to the challenges of workforce shortages across many role groups, inpatient capacity constraints, and insufficient outpatient access to meet growing demands. With other MM leaders, they will consider how to support engagement and overall well-being of the faculty, staff, and learners. The successful candidate must have

experience managing multidisciplinary teams and pursuing complicated compromises to find win-win solutions. The Chair will be a facile and effective negotiator and a strong advocate for the DOIM within the Michigan ecosystem.

While the DOIM sits at this inflection point as it relates to clinical care, the academic mission must also be nurtured. Many faculty and staff are drawn to the DOIM for the opportunity to contribute to cutting edge research and the education of the next generation. As such, the next Chair will navigate the competing forces at play between the academic mission and the clinical mission and will keep attrition, retention, compensation, and resource allocation top of mind.

Elevate basic, clinical, and translational research

The DOIM is fortunate to have remarkable faculty who are recognized nationally for their research prowess including 53 faculty elected to the Association of American Physicians, 68 American Society for Clinical Investigation members, ten faculty elected to the National Academy of Medicine, 17 fellows of the American Association for the Advancement of Science, and eight Masters in the American College of Physicians.

Michigan's DOIM has long been a powerhouse for discovery science. With a strong medical innovation program and growth opportunities in clinical research and continuing strengths in basic and translational research, the Chair will further nurture the strong culture of cross collaboration that exists between and among faculty. Additionally, the Chair will navigate a diverse portfolio of funding streams for investigational exploration and research. With research leaders in the department, the Chair will provide mentorship and support to physician-scientists already in the department and promote the recruitment of talented physicians, physician-scientists, scientists, and staff while mindfully optimizing the composition of the department. The next Chair will embrace and propel discovery to continue to support the academic presence.

Promote and support forward-thinking educational opportunities

Faculty and staff in the department are broadly involved in all areas of medical education. In FY22, the Department of Internal Medicine provided over 2,100 weeks of inpatient education and over 2,500 half-day outpatient clinical experiences to 185 medical students during their "clinical trunk". Twenty-three percent of M4 students chose a residency in Internal Medicine or Med/Peds, and students matched exceedingly well nationally. With approximately 180 residents and 145 fellows, the DOIM graduate medical education (GME) programs are very strong. The Internal Medicine residency is ranked 7th in the nation and many of the fellowships are in the top ten. All fellowship programs are supported by T32s and the MSTP program remains strong. Of note, the department draws approximately 60% of the faculty from their own training programs. The next Chair needs to ensure that all the department's GME programs remain excellent, that trainee recruitment is diverse and inclusive, and that faculty engagement and education is appropriately valued. Mentorship and teamwork are hallmarks of UMMS, and the new Chair must embody these characteristics.

Maintain and enhance a respectful, inclusive, diverse, and equitable culture

At its core, the DOIM has a culture of respect that is essential to its members and its function. The next Chair will be an inclusive leader who will establish and maintain trust, be willing to push against the status quo, and be adept at managing uncertainty and navigating change. The Chair will have the pulse of the faculty, address faculty and staff concerns, and maintain high standards with respect to professionalism and integrity.

The DOIM has a strong [Office of DEI and Well-Being](#) that is making great strides towards a more diverse and inclusive community through their Inspiring Medicine to Promote Opportunities for Well-Being, Equity, and Diversity ([IMPOWER](#)) Council. This office and the DOIM also connect to Michigan Medicine's Office of Health Equity and Inclusion and its Wellness Office. The new Chair will work deliberately to build a roster of faculty and staff that reflect the diversity of society. It is essential that the Chair be not just an advocate but a driving force in supporting, engaging, and promoting women and historically underrepresented groups.

Ensure the financial success of the DOIM

While the department enjoys a strong financial foundation, the shifting healthcare landscape and expansion of the department and the health system have led to a reduction in the department's operating margin. The new Chair will be financially savvy and quickly understand and guide the department's financial planning. The Chair will be a thoughtful advocate and partner to UMMG leadership and will understand how to gain support from the health system while providing transparent communication to the department about institutional needs. The Chair will oversee a total budget of over \$400 million.

The University of Michigan, UMMS and Michigan Medicine have a devoted community of patients, alumni/ae and donors. Last year the DOIM brought in \$21.1 million in philanthropic funding and sustained 127 endowed professorships. The Chair has and will continue to provide leadership in development activities for the DOIM.

Qualifications and Characteristics

The successful candidate must have an MD, MD/PhD, or equivalent clinical doctoral degree with board-certification, and have significant experience as a clinical leader and in leading clinical program development. The candidate must have an outstanding record of scholarly accomplishment and a portfolio of either clinical investigation, translational research, basic laboratory studies, and/or health-services research. The candidate must also have a strong commitment to education across a broad spectrum of learners. The candidate must have a record commensurate with appointment at the rank of Professor and be eligible for licensure in Michigan. The Chair will also possess most, if not all, of the following qualities and characteristics:

- Exceptional leadership skills, with the proven ability to foster a spirit of unity and collaboration
- Excellent interpersonal skills to build and maintain relationships with faculty, administration, trainees, and medical, nursing, and technical staff
- Excellent oral and written communication skills

- Experience working in a highly matrixed environment and proven effectiveness in a complex system of distributed leadership
- Demonstrated commitment to valuing and actively promoting diversity
- Demonstrated ability to function effectively, collaboratively, transparently; a strong and facile negotiator in a complex, dynamic environment with multiple stakeholders
- A detailed and nuanced understanding of both research and clinical practice in internal medicine
- A respectful, inclusive, compassionate, and supportive management style
- Demonstrated experience in recruiting and retaining top faculty, fellows, and residents through active mentorship
- Demonstrated contributions to the continuum of medical education that spans undergraduate, graduate, and continuing medical education
- Exceptional planning and organizational skills, superb follow-through, and timely task completion
- Demonstrated capacity to win the loyalty of staff and earn credibility with colleagues
- A demonstrated record of strong financial, budgeting, and resource management skills
- Personal qualities that include creativity, flexibility, adaptability, tenacity, courage, a sense of humor, and unquestionable integrity

Ann Arbor, Michigan

The vibrant and active city of Ann Arbor is a cultural hub and urban oasis in the heart of the Midwest that is consistently rated as one of the nation's top college towns. It is no surprise to residents that a recent publication named Ann Arbor as #1 among "[Best Places to Live in the U.S.](#)" In addition to its world-class university, Ann Arbor is home to high-tech research companies and charming neighborhoods with a rich mix of cultures. People from across the country and around the world come to Ann Arbor to study, work and thrive. Downtown Detroit—with its eclectic mix of entertainment and professional sports—is less than an hour's drive away, and Detroit Metro Airport (DTW) offers a nearby (half-hour from Ann Arbor) gateway to the globe.

Although geographically small, the Ann Arbor area is perhaps most renowned for its cultural offerings and nightlife. It boasts a vibrant arts sector with renowned galleries, museums, and arts non-profits as well as theatrical and musical organizations, such as the Ann Arbor Symphony. The University Musical Society is among the top four university presenters in the nation and features 70–80 performances by world-class artists each season, such as the Berlin Philharmonic, Ballet Preljocaj, and the Royal Shakespeare Company. From independent bookstores and cutting-edge art exhibits to performances by local, regional, and international artists, there are abundant opportunities to enjoy arts and culture throughout the community. Every July, the award-winning Ann Arbor Art Fair transforms the campus and downtown into an art gallery featuring thousands of juried artists and drawing nearly 500,000 visitors. The Ann Arbor Summer Festival hosts a month-long schedule of performances each June, many of which are outdoors and free. Additionally, athletics is woven into the fabric of U-M. The University boasts 29 NCAA Division 1 teams (14 men's and 15 women's) as well as 35 club sports.

To Apply:

All inquiries, nominations, and applications should be directed in confidence to:

Jamie Sands, Partner
Natalie Leonhard, Partner
Jane McInerney, Senior Associate
Melissa Kumi, Associate
Lileana Sethares, Search Coordinator
Isaacson, Miller

<https://www.imsearch.com/open-searches/university-michigan-medical-school/chair-department-internal-medicine>

Electronic submission of materials is strongly encouraged.

Michigan Medicine seeks to recruit and retain a diverse workforce as a reflection of our commitment to serve the diverse people of Michigan and to maintaining the excellence of the University. We welcome applications from anyone who would bring additional dimensions to the University's research, teaching, and clinical mission, including women, members of minority groups, protected veterans, and individuals with disabilities. The University of Michigan is committed to a policy of nondiscrimination and equal opportunity for all persons and will not discriminate against any individual because of race, color, national origin, age, marital status, sex, sexual orientation, gender identity, gender expression, disability, religion, height, weight, or veteran status. The University of Michigan is an Equal Employment Opportunity/Affirmative Action Employer.