This Position Specification is intended to provide information about the position of Director of the Physician Assistant Program. It is designed to assist qualified individuals in assessing their interest in this position. The Feinberg School of Medicine is an Affirmative Action Equal Opportunity Employer.
I. ORGANIZATIONAL BACKGROUND

Northwestern University

Founded in 1851, Northwestern University is a private research-intensive institution recognized both nationally and internationally for the quality of its educational programs at all levels. The university is one of 62 members of the prestigious Association of American Universities, and its undergraduate, graduate and professional schools are consistently found in the top tier in U.S. News & World Report and other national and international rankings.

In 2011-2012 Northwestern received total research awards and grants of approximately $508.3 million. As of January 31, 2012, Northwestern’s endowment and other trust funds totaled approximately $7.3 billion.

Northwestern has 2,500 full-time faculty and a total employee and faculty complement of approximately 8,800. Faculty members include Nobel laureates, Tony Award winners, MacArthur Fellowship recipients and members of numerous honorary and professional societies, including the National Academy of Sciences, National Academy of Engineering, American Academy of Arts and Sciences and American Council of Learned Societies.

Northwestern is a charter member the Big Ten conference. It has nineteen intercollegiate athletic teams (eight men’s and eleven women’s) and numerous club sports.

Northwestern University Feinberg School of Medicine

Feinberg, one of the University’s eleven colleges and schools, is prominent among the nation’s medical schools. The school is located in downtown Chicago, in the heart of the Magnificent Mile, as are the law school, the School of Continuing Studies, and components of the Kellogg School of Management. All other schools of the university are located on the main campus in Evanston, approximately 14 miles north of downtown.

The defining mission of Northwestern University Feinberg School of Medicine is to mentor and educate students to become exceptional, compassionate and innovative clinicians, educators, and researchers. Feinberg is also deeply committed to research, patient care, and community service, all of which are intertwined with the education mission.

Feinberg accounts for more than 60% of all research across Northwestern. The collaborative medical school faculty conducts basic science, translational, and clinical research on campuses in Chicago and Evanston. Nearly 1,000 clinical trials take place at Feinberg and its affiliates every year.

The school and its affiliated hospitals have 1 million net square feet of space for academic (non-clinical) activities, of which 650,000 net square feet is for research. An aggressive building program will renovate 100,000 square feet of research space over the next 3 years with plans to
begin construction on a new research building in the near future. The school ranks 18th overall among research-oriented medical schools in *U.S. News and World Report* rankings.

The University, primarily through Feinberg, is part of the McGaw Medical Center of Northwestern University, which serves to sponsor and manage our integrated graduate medical education programs. While the majority of its activities concern graduate medical education for physicians, McGaw also serves to coordinate postgraduate fellowship training in clinical psychology and dentistry, and new programs for physical therapy and physician assistant postgraduate programs are under discussion. The institutions currently participating in McGaw Medical Center programs are:

Corporate Members  
- Northwestern University  
- Northwestern Memorial Hospital  
- Ann and Robert H. Lurie Children’s Hospital of Chicago  
- The Rehabilitation Institute of Chicago

Affiliate Members  
- Jesse Brown VA Medical Center (through its affiliation with the Feinberg School)  
- Norwegian American Hospital  
- Northwestern Lake Forest Hospital

Other institutions with Program Level Agreements  
- Cook County Health and Hospitals Systems (Stroger Hospital of Cook County)  
- MacNeal Health Network  
- Methodist Hospitals

Nearly all hospital based education and a substantial portion of ambulatory education for medical students and students in the school’s other clinical professional degree programs takes place at these institutions. The great majority of attending physicians at the McGaw Member Hospitals, and many of those at other affiliated hospitals, hold faculty appointments at the Feinberg School. Together, this comprehensive network supports more than 3,000 beds and millions of patients in and around the Chicago area.

**Northwestern Medicine**

Northwestern Medicine is our functional unit and national brand as an enterprise comprising Northwestern Memorial Healthcare (NMHC), Northwestern Feinberg School of Medicine (FSM), and the full-time faculty practice plan, Northwestern Medical Group. Northwestern Medicine has been created over the last several years around a strategic vision to become one of the nation’s top 10 academic medical centers; this encompasses the research, teaching and patient care activities of the medical center.
Primary Hospital Affiliates

Northwestern Memorial Hospital (NMH) is one of the nation’s leading hospitals, and recently ranked 6th on the 2103 U.S. News & World Report hospital Honor Roll. Every physician on the staff of NMH is a member of the faculty of Northwestern University's Feinberg School of Medicine. Located on the Chicago campus, the 854-bed hospital also includes Prentice Women’s Hospital and Maternity Center, a one million square foot, state-of-the-art hospital completed in 2007, and the Stone Psychiatry Institute. The hospital serves a population that is an ethnic and socioeconomic cross-section of the Chicago area. In 2010, NMH finalized an agreement creating Northwestern Lake Forest Hospital, a 215-bed community hospital located in Lake County, Illinois.

NMH has been highly supportive of the PA program since its inception. In addition to its role in the inpatient clinical rotations for PA students and employment opportunities offered to graduates, the hospital sponsors an Employee NU Physician Assistant Scholarship. This competitive award is a full-tuition scholarship for the second year of the PA Program, available to students who entered the PA program from previous employment in another capacity at NMH.

Ann & Robert H. Lurie Children’s Hospital of Chicago. Founded in 1882 as a free-care hospital for critically ill children, Children’s has evolved to become a referral center that attracts patients from around the world, and was ranked 9th among freestanding children’s hospitals in the 2013 U.S. News & World Report. In June 2012, the hospital moved to a state-of-the-art, 23-story hospital on the Chicago campus to provide highly specialized care for children in a family-centered environment. The facility includes the latest innovations in medical care and technology, enhanced clinical programs, and advanced research directly affecting children and their families. The hospital has 288 private inpatient beds, which include a neonatal intensive care unit, and an expanded emergency department to better respond to regional demands.

The Rehabilitation Institute of Chicago (RIC), established in 1954, is the world’s largest freestanding hospital specially designed for patient care, education, and research in physical medicine and rehabilitation. RIC has been recognized as the “Best Rehabilitation Hospital in America” every year since the establishment of the U.S. News & World Report rankings in 1991. The RIC works to improve quality of life for people with physical disabilities through patient care services, advocacy, and community outreach efforts. Its flagship hospital on the medical school’s Chicago campus has an inpatient capacity of 155 beds and serves 200 outpatients daily. Ground was recently broken for a new facility one block south of the current hospital, scheduled for completion in 2016.

Jesse Brown VA Medical Center is located on the near west side of Chicago, approximately 5 miles from the medical school. The Jesse Brown VAMC consists of a 200-bed acute care facility and four community-based outpatient clinics (CBOCs) providing care to approximately 58,000 enrolled veterans who reside in the City of Chicago and Cook County, and in four counties in northwestern Indiana. In 2010-2011, the medical center had over 8,100 inpatient admissions and 560,000 outpatient visits.
Educational Programs

The Feinberg School of Medicine and McGaw Medical Center of Northwestern University provide education and training for 700 medical students and to 1,100 residents and fellows in 70 ACGME-approved programs. There are 350 graduate PhD students in four programs in the life sciences, neurosciences, biomedical engineering, and public health-related disciplines. There are over 250 graduate professional students in the physician assistant, physical therapy and clinical psychology programs, and 200 master’s degree students in areas including public health, clinical investigation, health care quality and patient safety, and genetic counseling.

Research Programs

Research activity at Feinberg School has increased dramatically over the last dozen years, and Feinberg was cited by the Blue Ridge Medical Institute as having the largest growth in NIH rankings of any U.S. medical school from 40th in 2001 to 21st in 2012. Eight departments are ranked within the top ten for their discipline with respect to NIH funding – urology, physiology, obstetrics & gynecology, preventive medicine, dermatology, PM&R, cell & molecular biology, and neurology. Medicine and surgery are both ranked in the top 20. The school ranks in the top 25 among medical school funded by twelve institutes of the NIH, including NCI, NHLBI, NIDDK, NINDS, NICHD, and NIHGR. In FY12, the school reported over $360M of research expenditures.
II. THE PHYSICIAN ASSISTANT PROGRAM

The physician assistant program at Northwestern University Feinberg School of Medicine had its origins in discussions among the leadership about the school’s role in addressing health care manpower needs. The founding director, James Van Rhee, MS, PA-C, was recruited in early 2009, and the first students matriculated in June of 2010. The program received provisional accreditation status from the ARC-PA in 2010, and in March 2013 was granted full continuing accreditation, receiving no citations. To date two graduating classes totaling 57 students have received the Master of Medical Science degree, and the current pass rate on the PANCE is 96%. The great majority have been successful in securing the positions of their choice, either before or shortly following graduation.

There were just over 1900 applicants for the class of 30 that matriculated in June 2013. The mean GPA of matriculants was 3.65 and mean GRE scores were at the 74th (verbal) and 70th (quantitative) %iles. The mean age of these students at matriculation was 26.5 years, and 17% identified themselves as members of an ethnic or racial group under-represented in the profession.

The program is 24 months in duration, with the first 12 months devoted to classroom-based instruction. An organ system based curriculum has problem based learning (PBL) as its unifying feature and includes lecture and skills development activities with active use of patient-instructors and simulation-based educational strategies. The first year class is divided into five PBL groups comprising six students and one faculty facilitator – group composition changes every eight weeks. The second 12 months includes seven four-week rotations in the required disciplines of internal medicine, family medicine, surgery, pediatrics, women’s health, emergency medicine, and psychiatry. Each student completes four additional four-week electives, and a period of review, completion of a scholarly review, and summative knowledge and skills assessments completes the year. The members and affiliates of the McGaw Medical Center host many of the required and elective rotations, and others involve various community-based offices and Federally Qualified Health Centers throughout the Chicago metropolitan area and occasionally beyond.

The core faculty of the program includes 6.8 teaching/administrative physician assistant faculty (including the vacant directorial position), one MD medical director (0.25 FTE) and a clinical pharmacologist (0.5 FTE). Additional educational support is provided by uncompensated faculty and community physician assistants.

During its development and first two years of operation, the program was housed within the Department of Family and Community Medicine, sharing administrative and classroom space with the department’s offices in an older building on the periphery of the campus. As of September 2012, the program reports to the vice dean for education, in parallel with the MD program. In August 2013 the program’s administrative offices and classrooms relocated and now occupy renovated space in one of the main classroom buildings, adjacent to Northwestern Memorial Hospital.
THE POSITION

The Feinberg School of Medicine is proud of the progress the program has made in its first three years of operation, and seeks to become a recognized leader in physician assistant education. The new Director will be expected to actively collaborate with faculty and staff of the Feinberg School’s Center for Education in Medicine and with the faculty and staff of the Feinberg academic departments, continuing the maturation of the program’s curriculum, assessment strategies, and student life in a progressive and learner-centered manner.

The Director will be expected to maintain an established scholarly presence in the field, and will be eligible for appointment to the faculty of the Feinberg School of Medicine in the Department of Medical Education at a rank commensurate with experience and prior accomplishment.

Reporting Relationships and Staffing

The Director reports to the vice dean for education of the Feinberg School of Medicine. The vice dean also serves as chair of the Department of Medical Education. The PA Program Manager works closely with the director in supervision of PA Program staff and administrative operations. Faculty leadership in the program, in addition to the Director, includes an associate director, with direct responsibility for organizing the year one curriculum, and a director of clinical education who organizes year two. There are currently three staff reporting to the program manager, including coordinators for the year one and year two curriculum and an admissions/student programs coordinator. There are plans to add an additional administrative assistant position and to centralize the registration and student records functions under the registrar in the school’s Augusta Webster Office of Medical Education.

Michael MacLean, MS, PA-C has been serving as interim director since July 1, 2013.

Responsibilities of the Director

- Provide strategic vision and leadership for the faculty and staff of the physician assistant program.

- Recruit, develop and maintain outstanding faculty and staff

- In collaboration with the program manager, manage the personnel, facilities, and finances of the program

- Further the development of the Feinberg PA curriculum, developing a system of competency-based learning objectives specific to the learning needs of PA students and accompanying performance-based assessment strategies, and enhancing the learner-centered curricular orientation already established through the current curriculum

- Enhance and expand the clinical education opportunities for PA students through active collaboration with leadership of the MD program and others, and working with the vice
dean for education to optimize institutional affiliations for the benefit of PA student education

- Serve as a thought leader for the academic medical center on the professional role of the physician assistant, strategies for PA education, and advancement of opportunities for inter-professional education.

- Participate in the academic activities of the Center for Education in Medicine and the Department of Medical Education, collaborating with other educational leaders at Feinberg to advance the scholarly productivity, visibility and stature of Feinberg educational programs.

- Make strong efforts to recruit, support, and advance students and faculty who are women and/or minorities under-represented in the profession.

V. CANDIDATE QUALIFICATIONS

Academic and Experiential Qualifications:

- A masters or doctoral degree from a regionally accredited university in an area appropriate for PA education

- Graduation from an accredited PA program, NCCPA certification, and eligibility for license to practice in Illinois

- A minimum of five years’ teaching experience in a college/university based PA program, with experience in curriculum development and program assessment.

- Previous experience as a program director, associate director, or equivalent, and experience with ARC-PA accreditation are desirable

- A record of scholarly achievement

Personal and Professional Qualities

The successful candidate will possess:

- Superior communication abilities incorporating effective listening, written and oral skills.

- An interpersonal style that is collaborative, consistent and fosters trust, credibility and understanding, and is also respectful and supportive of faculty and staff.

- A leadership style that is inspirational, confident and committed to team building.
• Capacity for vision and innovation to deal effectively with the continually changing world of medicine and medical education.

• High level of personal and professional integrity, fairness, trustworthiness and honesty.

• Energy and enthusiasm with a strong level of optimism to motivate others.

• Appreciation and expectation for responsiveness, follow-through and accountability.

• Appropriate level of risk taking with ability to anticipate potential impact on the program, its culture and individual members.

• A management style that is decisive and effective in identifying and managing challenges, while avoiding confrontation.

• A passion and commitment for promoting diversity within the ranks of faculty, leadership, and staff.

• Mentoring skills to help individuals reach their potential.

• Consensus building and collaborative skills that allow individuals to express their opinions before a major decision is reached.
VI. ABOUT CHICAGO

Lakefront beauty and a cosmopolitan, urban cityscape surround Feinberg, which is located on Northwestern University’s 20-acre Chicago campus between the shoreline of Lake Michigan and Michigan Avenue’s Magnificent Mile. In the heart of Chicago, students and faculty can choose among world-class cultural and recreational activities just steps away from campus.

The third-largest city in the United States, the Chicago metro area is home to a population of more than 9.5 million; approximately 2.7 million of whom reside in the city. With dozens of cultural institutions, historical sites, and museums, more than 400 theaters and galleries, 20 colleges and institutions, and (at least on occasion) world-champion sports teams, Chicago offers something for every interest. Its scenic location, 77 diverse and vibrant neighborhoods, renowned architecture, and award-winning dining contribute to the city’s unique character and enhance its international reputation as a global city.

There are five other academic medical centers in the Chicago area, offering opportunities for close interactions.

Real Estate in the Greater Chicagoland Area. Feinberg works with dedicated realtors who are available to assist faculty with housing needs and to provide candidates with an understanding of the neighborhoods, suburbs and real estate opportunities. The following paragraphs describe just a few of the neighborhoods and suburbs where Feinberg faculty live.

Nearby Chicago Neighborhoods

Gold Coast. Located blocks from Feinberg, the aptly named Gold Coast is one of Chicago’s most affluent neighborhoods, where new mansions continue to spring up alongside the grand residences built by Chicago’s 19th century elite. From hotel-magnate Potter Palmer’s castle-like mansion to the Astor Street Historical District’s beautiful brownstones, the architectural riches are boundless. The neighborhood doesn’t stop with architecture, though. Residents can enjoy the gorgeous Oak Street and North Avenue beaches steps away, while the Rush and Division intersection offers a vibrant hotspot of trendy restaurants, and nightclubs.

Lincoln Park. One of the city’s most historically significant neighborhoods is also one of its most popular among both tourists and residents. Beyond its attractive neighborhoods, Lincoln Park offers attractions such as the Lincoln Park Zoo, Chicago History Museum, Peggy Notebaert Nature Museum and Lincoln Park Conservatory which draw crowds year-round, while other hidden treasures, like the spectacular Alfred Caldwell Lily Pool, are around the corner. Magnificent mansions, swank boutiques and renowned restaurants complete the rich tapestry that is Lincoln Park, a family-friendly urban community.

Hyde Park/Kenwood. As the home of the University of Chicago, the DuSable Museum of African American History, the Museum of Science and Industry and many other institutions, historic Hyde Park is a treasure trove of cultural, architectural and educational riches, and boasts some of the city’s best lakefront property. The students and professors living alongside longtime Hyde Park residents have a wealth of dining options at their fingertips, including several favorites of President Barack Obama, whose Chicago home is located in nearby Kenwood.
Chicago Suburbs Popular with Feinberg School Faculty

**Evanston.** Located just north of Chicago, Evanston offers a stunning lakefront location. As home to Northwestern University’s main campus (and in fact named after the university’s founder, John Evans), there are plentiful opportunities to enjoy the artistic, athletic, and intellectual attractions that surround a major university.

**Wilmette.** The North Shore Village of Wilmette is approximately 14 miles north of downtown Chicago, just north of Evanston and Skokie. Wilmette is an affluent, socially liberal, welcoming community that values children and education very highly; many of its families have moved here specifically for the excellent public and private schools. Wilmette has a rich array of public amenities, including an outstanding park system, beautiful public beaches, a gorgeous harbor, a public golf course, and an excellent public library. The village has a long tradition of citizen involvement in public life and boasts a wide range of charitable and civic organizations and clubs.

**Winnetka.** Located 16 miles north of downtown Chicago, Winnetka's charm derives from its varied terrain, the size, variety and tastefulness of its architecture, its one-of-a-kind shops, restaurants and services, and the nearly 3 miles of shoreline, with both public and private beaches along Lake Michigan. What's most distinctive about Winnetka, however, is the richness of its civic traditions, the quality of its public and private schools, and the intensity with which its citizens maintain and enhance its character.

**Kenilworth.** The tradition-rich Village of Kenilworth, located 15 miles north of downtown Chicago, is the newest, smallest (in both land area and population) and most affluent of Chicago's North Shore suburbs. Just shy of 2,400 residents, Kenilworth was undeveloped farmland bounded by Wilmette and Winnetka when Joseph Sears set out in the late 1880s to carve a vision of the English countryside from pastures, wetlands and woods on the shore of Lake Michigan. With flags flying from antique lampposts on the 4th of July, bingo nights, bowling league, scout troops, and a modest number of smaller homes, Kenilworth is very much a friendly, welcoming small town.

**Oak Park.** Oak Park, a near western suburb of Chicago accessible by city public transit and suburban commuter rail, is best known for its association with Frank Lloyd Wright, who designed many homes and community buildings in the village and also lived in Oak Park. Residents cherish history and value vintage and classical style. Oak Park offers good schools and family fun with the convenience of easy access to downtown Chicago. Visitors are attracted to Oak Park for its unique dining and retail shopping, but the environment of this village surrounds the residents with beautiful homes, gardens, and parks.
VII. SELECTED WEB SITES

- Northwestern University: http://www.northwestern.edu
- Feinberg School of Medicine: http://www.feinberg.northwestern.edu
- Physician Assistant Program: http://www.feinberg.northwestern.edu/sites/pa/
- Center for Education in Medicine: http://educationinmedicine.northwestern.edu/
- Northwestern Memorial Hospital: http://www.nmh.org
- Rehabilitation Institute of Chicago: http://www.ric.org
- Jesse Brown VA Medical Center: http://www.chicago.va.gov/
- Northwestern Memorial Faculty Foundation: http://www.nmff.org

Chicago Websites

- Koenig & Strey (Northwestern University’s Chicagoland real estate partner): www.koenigstrey.com
- Chicago Dining: http://www.zagat.com/chicago
- Chicago Symphony Orchestra: http://cso.org/
- Chicago Lyric Opera: http://www.lyricopera.org/
- Chicago Theater Information: www.chicago-theater.com
- Art Institute of Chicago: http://www.artic.edu/aic/
- Museum of Science and Industry Chicago: http://www.msichicago.org/
- Field Museum of Natural History: http://fieldmuseum.org/
- Shedd Aquarium: www.sheddquarium.org
- Adler Planetarium: www.adlerplanetarium.org