The College of Human Medicine (CHM) at Michigan State University invites applications and nominations for Dean. The College seeks an outstanding individual to oversee a major expansion in biomedical research at MSU as part of a university-wide commitment to grow and strengthen research in science, technology, engineering and math at MSU. This individual will be expected to foster the growth of collaborative partnerships across the statewide campuses of CHM (especially East Lansing, Grand Rapids and Flint), the different Colleges within the University, and with the health system partners throughout the state. The University's commitment to dramatically expand research within these College communities is reflected by the recent and ongoing construction of new research facilities including the new MSU Public Health Center (Flint), the Institute for Quantitative Health Sciences and Engineering (East Lansing) and the MSU Grand Rapids Research Center (scheduled to open in 2017.)

In order for the new Dean to direct this expansion of CHM, he or she will be expected to develop new programs and enhance existing programs by recruiting faculty through the University's Global Impact Initiative (http://research.msu.edu/global-impact/) while also helping the College increase its endowment to create new Chairs through the University’s “Empower Extraordinary” Campaign (http://givingto.msu.edu/empower/). The opportunities to foster the recruitment of top talent, grow the research mission, oversee the implementation of a new medical school curriculum and develop new resources to grow the College are numerous and exciting. Through bold leadership, the successful individual will significantly enhance the national and international reputation of CHM and MSU. Reporting to the Provost and based out of the College’s headquarters in Grand Rapids, CHM seeks a dynamic visionary and collaborative physician with a strong record of research, teaching, and clinical care who will identify resources to support the ambitions of the College, and serve as an effective external advocate.

Founded in 1964, CHM is nationally recognized as a pioneer in community-based medical education. This is an exciting opportunity to lead a medical college with a unique model of education and patient care while continuing to build a robust and rapidly expanding research program. This individual will continue to secure CHM’s future as one of the nation’s top community-based innovative providers of medical research and of education.

Michigan State University (MSU), a Big Ten university founded in 1855, is one of the nation’s premier land-grant institutions and a member of the Association of American Universities. Under the leadership of MSU, the expansion of the research enterprise and medical education has emerged as a central focus of the University’s vision for the future titled, “Bolder by Design.”
The College of Human Medicine was an early innovator in problem-based learning, and has earned a national reputation for its history of advancement and excellence in medical student education. CHM was founded under what was then an innovative idea: that medicine can and should be taught where people live, work and need medicine—not in the typical medical school “ivory tower.” CHM faculty continue the tradition of collaboration with community partners on seven campuses throughout the State of Michigan, not only to educate the next generation of physicians, but also to pursue cutting edge research and deliver high quality healthcare.

The scope of research has rapidly expanded over the last five years. Federally sponsored research increased by over 30 percent during this time period. The College’s externally sponsored research funding was in excess of $50 million in 2014. This growth has been achieved by new hires, re-energized faculty, and new support systems at both the college and university levels. Additionally, the potential for epidemiological research is heightened by the expansion of the University and College in Flint, Michigan, with an orientation towards public health research. It is expected that this positive trajectory will continue.

CHM has built a robust network of clinical partners across the state of Michigan in order to provide students with comprehensive training in clinical settings that parallel the environment in which most physicians practice. The seven sites include: Flint, Grand Rapids, Lansing, Traverse City, Midland Regional, Southeast Michigan, and the Upper Peninsula. CHM is a critical component of MSU’s extensive health care enterprise, which also includes the College of Osteopathic Medicine, the College of Veterinary Medicine, and the College of Nursing.

MSU welcomes applications and nominations for this appointment and has convened a search committee to recommend finalists to the Provost and President. The University is being assisted in the search by the executive search firm Isaacson, Miller. Inquiries, referrals, curricula vitae and cover letters should be sent electronically and in confidence as directed at the conclusion of this document.

**Role of the Dean for the College of Human Medicine**

Reporting to the Provost of Michigan State University, the Dean will play a critical leadership role in shaping and implementing the overall strategy for the College of Human Medicine to grow and facilitate innovation in research, clinical care and teaching. The Dean will oversee a budget of $110 million including a $4.3 million endowment. This individual holds a seat on the executive team of the MSU Health Team. S/he also receives input from the Dean’s Student Advisory committee and the College Advisory Council where members are elected for a two-year term with half of the College Advisory Council being elected each year.

The Dean oversees 23 Chairs and Directors of various clinical and basic science departments, Senior Associate Deans for Academic Affairs, Research, Planning, Finance & Administration, Faculty Affairs, Diversity & Inclusion, Clinical Affairs and an Associate Dean for Prevention and Public Health.

The Dean will serve as a leader and advocate for faculty and students. The dean will embrace the mission of a large, land grant public institution with a strong history of collaboration and outreach orientation. In addition to the mission to support education, research, patient care, service, diversity and care of the medically underserved, CHM has established five core values: 1.) Commitment to the Community 2.) Integration across Mission Elements and Partnerships 3.) Stewardship of Resources 4.) Engagement of People and 5.) Innovation in Action. The Dean
will work in partnership with the College of Osteopathic Medicine, the College of Veterinary Medicine, and the College of Nursing in order to foster intra-school collaborations. This individual will be a strong advocate for philanthropic and state support and will foster an environment of collaboration, transparency, and integrity to strengthen CHM's statewide model.

**Opportunities and Challenges for the Dean of the College of Human Medicine**

In order to realize the full potential for CHM and to improve the future of healthcare delivery across the state of Michigan and beyond, the Dean must address the following key challenges and opportunities:

**Enhance research productivity within the College**

By strengthening its research program, CHM has an opportunity to be a leader in advancing the knowledge base of prevention, control, and treatment of disease. The increased recruitment of high-quality NIH-funded researchers to the College over the past 5 years has been significant. Research is currently being conducted at existing and new research centers in East Lansing and Grand Rapids and in the clinical and basic science departments and communities. As a community-based medical school, CHM has an opportunity to enhance its collaborative, multidisciplinary, and multi-community research that capitalizes on the unique distributed campus system. CHM department chairs and directors have recently inventoried and codified existing priority areas of research to aid with decisions on how to best make strategic investments to benefit the College. These areas of research include but are not limited to: neuroscience, reproductive science and development, women and children’s health, bioengineering and imaging, cancer and cell therapy, chronic diseases, geriatrics, infectious diseases, occupational and environmental medicine, pharmacology and drug discovery, population health, population genomics, health services research, as well as public health and healthy behaviors. Determining how to prioritize and direct limited resources to these programs will be a key area of concentration for a new dean.

**Foster a unifying vision for the College of Human Medicine**

The College of Human Medicine has been working to identify its unique strengths in teaching, research, and clinical care. The next Dean will take the lead in engaging constituencies and continuing to develop a unifying vision for the college that will be embraced and implemented by faculty and staff. The Dean will galvanize the efforts of the faculty and staff to build and strengthen internal and external partnerships that both respond to the needs of the communities served in Michigan and improve the health and vitality of the medical school. The University has increased its expectations and available resources to expand and improve biomedical research programs. The College seeks a visionary and consultative leader who can lead faculty members and community physicians in developing a coherent identity for the College that simultaneously takes advantage of historical achievements and existing efforts while developing aspirational but realistic goals.

**Sustain and enhance educational excellence**

CHM has a history of developing innovative learning models that change the national landscape of medical education. In the 1970s, the college introduced problem-based learning as part of a revolutionary new curriculum. Today, CHM is once again at the forefront of medical education with the new Shared Discovery Curriculum being implemented in the fall of 2016. The Dean will
need to oversee the successful implementation of the new medical school curriculum while also encouraging the growth of research-based graduate education within the College.

**Recruit, retain, and nurture a diverse faculty and student body**

CHM has successfully recruited students from diverse genders, ethnic, racial and socio-economic communities and is a leader nationally in promoting diversity and inclusion in education, research, outreach, clinical service, community service, and community collaborations. The Dean must embrace and continue to promote this strong culture of diversity and inclusion between and among CHM’s students, faculty, staff and administration.

**Forge strong external clinical relationships and serve as an ambassador for the College of Human Medicine in the broader community**

MSU is a national model for how academic medical schools can effectively build a new, innovative model of care. The next dean will need to embrace patient care, achieve financial sustainability, improve the quality and quantity of clinically skilled faculty and integrate programs across mission areas and among units. In order to meet these patient care milestones, it will be critical for the next dean to bring a proven track record of successful collaborations in order to continue to build relationships with community health systems and partners and promote interaction between them. The next dean along with the Senior Associate Dean for Clinical Affairs will be tasked with tracking and improving patient experiences and outcomes to strengthen and support clinical relationships across the state of Michigan. S/he will work closely with hospital and community leaders to determine areas where strengths and future potential intersect in order to create shared programs that offer mutual investment and benefit. The Dean will also review the current model and develop a strategy that takes into consideration the formidable resources of the community hospital partners.

**Develop sufficient resources to support the ambitions of the College**

CHM has enjoyed programmatic and steadily increasing research growth that it will need to sustain as well as seek new funding for further growth and development. These new activities include: the launch of Shared Discovery Curriculum which will begin in fall of 2016; an alliance that has been formed with Seoul National University; and the development of numerous new programs such as the one-year geriatric fellowship and the launch of the rural community health program and the overall commitment to team-based research. The College has a budget of over $110 million that is comprised of general funds, college program support, partnership funds, endowments & gifts, clinical operations and subsidies as well as university allocations. The Dean will need to look for innovative ways to attract new funding streams as well as opportunities for creating greater operational efficiencies.

**Serve as an effective external advocate and representative for the College**

CHM enjoys a very generous philanthropic community that is very invested in its mission and continued success. The Dean will serve as the external ambassador for the College, raising the profile of CHM in Michigan, the region, and nationally and will engage philanthropic donors and alumni to strengthen relationships with the many affiliates at MSU. The Dean must be comfortable and skilled working with the external community to develop relationships that attract funding from public donors, foundations, and other investors.
**Qualifications and Characteristics**

The successful candidate must be licensed or license-eligible to practice medicine in the State of Michigan and be board certified or have equivalent qualifications in compliance with the medical staff credentialing processes. The successful candidate will have at least 10 years experience in a medical school setting, in accordance with LCME oversight. The candidate must have a strong published research portfolio either in clinical investigation, basic laboratory studies, health services research, or medical education. The successful candidate will ideally bring experience in medical education administration at the undergraduate, graduate, and/or continuing education level. The candidate must meet requirements for appointment as full professor within the College.

While no one candidate will possess them all, the successful candidate will bring many of the following skills and qualities:

- Board certification with an accomplished academic and clinical career, a strong research record, and eligibility for licensure to practice medicine in the State of Michigan;
- A vision for the future of community-based academic medical centers and the broad opportunities and threats facing them;
- A commitment to MSU's land-grant mission and CHM's community-based medical school model;
- Leadership presence, organizational savvy, communication abilities, and interpersonal skills to advance the College's agenda, increase its national visibility, and convey its mission, values, and needs both internally and externally;
- Accomplishments in research and scholarship with a scholarly record commensurate with appointment at the rank of full professor in the College;
- Proven track record as a consummate collaborator with a variety of constituents internally and externally;
- Integrity, having demonstrated the highest standards of ethical behavior;
- A record that includes clinical, educational, and administrative experience in graduate and undergraduate medical education, ideally gained within an academic medical environment with independent/affiliate hospitals;
- A record of academic achievement, research, and publications, including demonstrated ability to attract external funding; experience aiding the research of others;
- Ability to mentor junior faculty, collaborating broadly on research, and building the research capacity of a diverse college;
- Energy and creativity as a leader who can inspire faculty, students, and staff, while building pride in and commitment to the College's vision;
- Experience managing finances and the business aspects of a department or healthcare enterprise; comfort and expertise in financial budgeting, and resource management skills;
- Proven effectiveness in a complex system; experience developing clear systems and organizational structures and then delegating appropriately;
- Personal commitment to and the requisite skills in advancing diversity;
- A record of leadership in academic and professional organizations on a national level; a thought leader in academic medicine.
Location

This position is based in Grand Rapids, Michigan, located along the Grand River about 40 miles east of Lake Michigan. In 2010, the Grand Rapids metropolitan area had a population of 774,160. The city and surrounding communities are economically diverse, and contribute heavily to the health care, information technology, automotive, aviation, and consumer goods manufacturing industries, among others. The Grand Rapids Metro area has more LEED-certified buildings per capita than any other city in the U.S. To learn more about Grand Rapids, please visit: http://www.experiencegr.com/.

The Dean will also spend significant time in East Lansing as well as the other community locations as needed to develop collaborations and advance the department’s state-wide mission. For more information, please visit, http://humanmedicine.msu.edu/.

To Apply

Michigan State University has retained Isaacson, Miller to assist the Dean of the College of Human Medicine Search Committee in its identification and review of candidates. Screening of applications will begin immediately and will continue until the search is successful or closed. Inquiries, referrals, and resumes with a cover letter should be sent by e-mail and in confidence to:

Denise O’Grady Gaffney, Vice President
Jamie Sands, Senior Associate
www.imsearch.com/5627

MSU is an affirmative action, equal opportunity employer. MSU is committed to achieving excellence through a diverse workforce and inclusive culture that encourages all people to reach their full potential. The university actively supports partner accommodations and encourages applications and/or nominations of women, persons of color, veterans and persons with disabilities.

BACKGROUND

Michigan State University

Founded in 1855, Michigan State University is a leading land-grant university and an innovator in research, teaching, and applications of knowledge. The University was established to make higher education available for the benefit of society and the public good and was the model for the Morrill Land-Grant Colleges Act of 1862. MSU has evolved into a world-class university, offering a full spectrum of programs and attracting gifted professors, staff members, and students. The University has been an elected member of the Association of American Universities since 1964.

MSU enrolls some 50,000 students (38,700 undergraduate and 11,300 graduate and professional students) from all 50 states in the United States and 130 other countries and employs more than 10,000 faculty and staff members. The diverse student body is 17 percent underrepresented minorities and 15 percent international. MSU has over 500,000 living alumni worldwide.
MSU offers over 200 programs of study at the bachelor, master’s, and doctoral levels. Major academic units include the College of Agriculture and Natural Resources, College of Arts and Letters, The Eli Broad College of Business and The Eli Broad Graduate School of Management, College of Communication Arts and Sciences, College of Education, College of Engineering, College of Human Medicine, College of Law (affiliated), James Madison College, College of Natural Science, College of Nursing, College of Osteopathic Medicine, College of Social Science, and College of Veterinary Medicine.

MSU faculty have received national and international recognition, including membership in the National Academy of Sciences, National Academy of Education, and American Academy of Arts and Sciences, as well as Dreyfus, Fulbright, Guggenheim, MacArthur, Sloan, and other major awards. The faculty are the driving force behind the University’s growing reputation as a national leader in scientific research and development.

Sponsored research totaled approximately $528 million in FY 2014; 49 percent of funding was from federal agencies, with the Department of Energy and the National Science Foundation. Several major research initiatives involve large-scale facilities and multi-disciplinary efforts across multiple colleges. These include the Facility for Rare Isotope Beams, the Great Lakes Bioenergy Research Center, the National Superconducting Cyclotron Laboratory (NSCL), the Michigan Agricultural Experiment Station, the MSU-Department of Energy Plant Research Laboratory, and the Food Safety and Toxicology Center.

Named President in early 2005, after many years of distinguished leadership service at MSU, Dr. Lou Anna K. Simon is leading the University to new levels of achievement through her vision, “Bolder by Design.” The Design preserves and advances MSU’s land-grant values by enhancing quality throughout the institution and provides a broad platform for each college to advance the University missions. Dr. June Pierce Youatt was appointed as the Provost in 2014 following a long career at the University. An MSU graduate, her initiatives include the creating of campus “neighborhoods” which foster academic success, civic and social engagement, health and wellness, and intercultural development by providing innovative, integrated student support services.

**The College of Human Medicine**

The College of Human Medicine was founded with the mission to “serve the people” by educating physicians for the state of Michigan. First accredited by the LCME as a four-year degree-granting medical school in 1967, CHM graduated its inaugural class in 1972 and is now ranked among the nation’s top 70 medical schools in primary care and top 100 in research by *U.S. News & World Report*.

CHM is one of 26 self-designated community-based medical schools in the country, most of which were founded in the 1970s in response to recognized community needs for primary care physicians and in keeping with a number of core principles: primary care focus, patient-based teaching, modest research involvement, and clinical education in community hospitals and health systems. Today, the College of Human Medicine is developing a research intensive portfolio that is based on the needs of the communities served, and a comprehensive approach to the education of the next generation of physicians that includes the appropriate mix and interface between primary and specialty care. From the curricular perspective, additional areas are emerging as highly relevant to patient care, including health policy, patient safety, clinical quality management, clinical process improvement, system-based practice, information technology, as well as clinical and health systems research.
The College’s nine clinical departments are: Family Medicine, Medicine, Neurology and Ophthalmology, Obstetrics, Gynecology and Reproductive Biology, Pediatrics and Human Development, Psychiatry, Surgery, and Radiology, and Emergency Medicine. Divisions that report directly to the Dean’s office include Radiology and Biomedical-Imaging, Clinical Neuroscience, Psychiatry and Behavioral Medicine, and Public Health. CHM also includes the departments of Epidemiology and Biostatistics and Translational Science and Molecular Medicine. The four basic science departments shared with three other colleges at MSU, include Biochemistry and Molecular Biology, Microbiology and Molecular Genetics, Pharmacology and Toxicology, and Physiology. CHM is also home to the Center for Ethics and Humanities in Life Sciences, the Office for Medical Education Research and Development, and the Institute for Health Policy. The Colleges of Human Medicine and Osteopathic Medicine jointly administer the departments of Psychiatry, Radiology, and Neurology and Ophthalmology.

CHM now admits 190 students per year from over 6800 applicants and the current student enrollment is more than 800. The diversity of the student body places it in the top 10 percent of medical schools in the nation and sixth in the nation for social mission. CHM has more than 300 paid faculty and over 4,000 volunteer community physicians; a record 320 physician faculty members are recognized on the Best Doctors in America list. It is affiliated with 73 graduate medical education programs and more than 1,000 residents serving in 27 inpatient institutions in six communities with 10,000 hospital beds, 300,000 admissions per year, as well as associated outpatient activity. CHM alumni number over 3,700 and more than half of these physicians have remained in Michigan to practice medicine.

Over the last 10 years, CHM has managed an ambitious strategy of reinvigoration and reinvention through a scientific and educational expansion including relocating the College headquarters to Grand Rapids, Michigan. The greater Grand Rapids community and the institutions of the region of West Michigan have partnered with MSU to build a medical education facility and a robust research portfolio. Overall, more than $150 million has been contributed to the education and research missions of the College in the last five years, resulting in the establishment of college headquarters and a four-year medical student campus in Grand Rapids, a doubling of overall CHM student enrollment, and the growth of the academic program. Over $90 million was raised through private funding to build the new CHM headquarters in Grand Rapids, the Secchia Center. Named for MSU alumni Ambassador Peter F. and Joan Secchia, the 180,000 square foot, LEED gold certified building is a world-class center for medical education. In June 2015, MSU announced plans to build the Grand Rapids Research Center near the Secchia Center in downtown Grand Rapids. The $88 million, 160,000 square foot research center will open in 2017 and will eventually house as many as 44 principal investigators and their research teams in future years.

A Statewide Model

The MSU College of Human Medicine is working to bring the concept of community-based medical education into the top tier of medical schools and is moving to an explicit, statewide organizational model to more fully leverage its unique strengths. CHM is broadening and deepening its educational and research mission across the state through the generous support and aligned vision of its partner institutions in communities throughout Michigan.

As part of the Grand Rapids initiative, MSU has developed a more fully articulated strategic alliance with Spectrum Health System, a critical partner in its goals for the newly expanded campus. Spectrum Health offers a full continuum of care through Spectrum Health Hospital
Group which is comprised of nine hospitals including the state-of-the-art Helen DeVos Children’s Hospital. Together, Spectrum Health and MSU have established an investment fund to support joint research recruitment activities and the build-out of an expanded research infrastructure in Grand Rapids.

CHM launched its public health program and Masters in Public Health degree on MSU’s main campus in East Lansing in 2008. The degree is designed to be available to non-traditional students through online course work and community-based curriculum, research, and practicum, to identify, understand, and address the unique health care needs of local families. MSU recently embedded the public health program in downtown Flint. Among the core goals for the expanded public health program in Flint is for the city to develop a national research reputation in the field of public health. Several recent hires of nationally acclaimed researchers is already helping to achieve this goal.

CHM imagines a future where, through its complex statewide web of partner relationships, it will wield a broader impact on health care quality and access for the people of Michigan while providing exceptional educational environments and research opportunities to both faculty and students.

**Research**

CHM focuses on collaborative, multi-disciplinary, and multi-community research that takes advantage of its unique, broadly distributed campus system. The College pursues both clinical research that can be practically applied as well as basic research through its department of Translational Science and Molecular Medicine and with the life sciences departments affiliated with CHM. Each CHM campus is a vital component of the research system and has its own research director and infrastructure through which research is conducted independent of CHM as well as with CHM units and investigators. The Michigan State University Grand Rapids Research Center will be a multi-story research center that will fuel the growth of West Michigan’s knowledge economy and will house core laboratories for advanced microscopy, bioinformatics and analytic instrumentation to be used by scientist’s from across the region. A new research facility devoted to bioengineering is nearing completion on the East Lansing campus and will be home to the new Institute for Quantitative Health Sciences and Engineering, a joint venture of the Colleges of Human Medicine, Engineering and Natural Science.

**Education**

CHM is recognized nationally for its excellence in and commitment to patient-centered education and is internationally known as a leader in university-based, community-integrated medical education. The CHM faculty include full-time MSU faculty as well as active affiliated faculty who are practicing physicians, residents, fellows, researchers, and allied health care professionals. These faculty resources offer the students access to a large selection of specialty and sub-specialty rotations.

CHM has recently completed an innovative curriculum redesign known as the Shared Discovery Curriculum. It is based on an integrative approach to the basic and clinical sciences and bioethics within a framework marked by early clinical experience based in primary care. Learning communities of students with faculty, interdisciplinary experiences, and robust competency-based assessment are planned. The Shared Discovery Curriculum combines science and experience, providing a relevant sequence for learning medicine.
The students’ clinical experiences occur across the state in outpatient and inpatient settings that serve many of Michigan’s most underserved and vulnerable residents. CHM students now pursue their first two years of medical education at either MSU East Lansing or MSU Grand Rapids. Grand Rapids classes are held in the Secchia Center and East Lansing classes are held on the main MSU campus. The use of technology allows large-group sessions to be shared between the two campuses, with presenters at either site. In Grand Rapids, faculty include MSU-employed as well as clinicians from Spectrum Health, Mercy Health, and other affiliated practices. Clinical experiences in the third and fourth years follow with a series of required and elective clerkships at one of MSU’s community-based programs in Flint, Grand Rapids, Lansing, Traverse City, Midland Regional, Southeast Michigan, and the Upper Peninsula.

The College is the sponsor or affiliate sponsor of 46 residencies and 27 fellowships throughout the statewide campus, training more than 1,000 residents and fellows. Grand Rapids is home to 13 residencies and 9 fellowships and Lansing offers 9 residencies and 5 fellowships. Teaching medical students is an integral part of these graduate programs, and the residents/fellows hold volunteer clinical appointments through their respective department at MSU.

Graduate programs are offered in collaboration with other MSU academic units in Biochemistry and Molecular Biology, Microbiology, Physiology, Genetics, Neuroscience, Pharmacology and Toxicology, as well as Epidemiology and Biostatistics. Master’s programs are also offered in Bioethics, Humanities, and Society; and in Public Health. The MD/PhD program is generously supported by Spectrum Health and currently has 15 students. A joint program with the Van Andel Research Institute is also available, and faculty from both institutions teach in both PhD programs.

Oversight and local governance of graduate medical education is provided directly at two campuses, Traverse City and Midland, and through community corporation partnerships in the Flint Area Medical Education (FAME), Grand Rapids Medical Education Partners (GRMEP), Lansing Graduate Medical Education Inc. (GMEI), and the Upper Peninsula Regional Campus. Each is involved in graduate and undergraduate medical education, the local clinical enterprise, and research activities and opportunities.

The Center for Ethics and Humanities in the Life Sciences (CEHLS) has been integral to the College’s strong humanities and ethics content. CHM has developed and implemented a competency-based educational continuum that is based on the ACGME competencies. Additionally, CHM has simulation facilities in multiple campuses including the Learning and Assessment Center (LAC) in East Lansing the CHM Simulation Center at the Secchia Center in Grand Rapids, a 25,000 square feet of state-of-the-art programming that spans birth through death, with suites outfitted for surgery/anesthesia, pediatrics, and geriatrics, and simulation space in the CHM facility in Flint.

**Finances**

Revenues for the College of Human Medicine totaled $194 million in FY 2015. This represents a 2% five-year annualized growth rate, driven primarily by increases in grants, endowments and gifts, and general funds. Despite continuing budget pressures at the state level, the College continues to pursue a strategy that sustains its educational and research programs while building its clinical practices and affiliations in East Lansing, Grand Rapids, and throughout Michigan.
Among the challenges to net profitability for the clinical practice is the absence of a formal clinical affiliation agreement with some of its hospital partners, the lower reimbursement rates in mid-Michigan, and the operational costs associated with the current faculty practice plan. A central goal of the College is to strengthen the financial stewardship and CHM leadership is actively exploring a more formalized affiliation with certain key clinical partners.

**Clinical Activities and Faculty Practice Plans**

CHM’s physician faculty offer primary care and specialty health care services to the greater Lansing community. CHM works with the affiliated hospitals of its community campuses throughout the state to deliver clinical care, to conduct research, and to provide clinical education for students.

The MSU Health Team is the multi-specialty medical practice comprised of 230 teaching faculty from MSU’s College of Human Medicine, College of Osteopathic Medicine, and College of Nursing. It includes 14 clinical departments, as well as many allied health professionals. The providers practice at office locations throughout the greater Lansing area, and serve patients from Mid-Michigan, and beyond. The largest clinical practice, the MSU Clinical Center, located on the MSU campus offers multiple primary and sub-specialty services, as well as a pharmacy, laboratory and radiology services. Physicians treat patients at both Lansing area hospitals. For more information on MSU Health Team please visit: [https://www.healthteam.msu.edu/](https://www.healthteam.msu.edu/)

Please refer to the appendix for a more detailed description of the CHM’s clinical partners.
Appendix: Michigan State University – College of Human Medicine – Sampling of Partners

Family Health Center (East Lansing) is located in the MSU Clinical Center and is the Department of Family Medicine’s primary faculty practice site where a team of 11 family physicians, three nurse practitioners and other staff provide the full spectrum of primary care services for patients in the East Lansing area. This is also a teaching site for the College of Human Medicine and the College of Nursing. [https://www.healthteam.msu.edu/ClinicDetails.aspx?ID=11116054](https://www.healthteam.msu.edu/ClinicDetails.aspx?ID=11116054)

Genesys Health System (Grand Blanc) GHS, a member of Ascension Health, is a group of affiliated medical campuses, outpatient centers, primary care locations, and ancillary health care organizations with a mission and history of improving the community's health for more than 90 years. As the leading health care provider in mid-Michigan, Genesys is anchored by a 21st century inpatient facility - Genesys Regional Medical Center at Health Park in Grand Blanc, Michigan - one of the first medical centers of its kind built both clinically and architecturally around a patient-focused care philosophy. [http://www.genesys.org/](http://www.genesys.org/)

Helen DeVos Children's Hospital of Spectrum Health is located in Grand Rapids, Michigan and was created in 1993 to fill a critical gap in care for infants, children and adolescents in West Michigan. Helen Devos Children’s Hospital is a regional referral center dedicated to improving the health and lives of children and their families.

On January 1, 2011, DeVos Children’s opened a state-of-the-art children’s hospital building on the Spectrum Health Medical Center Campus. The 206-bed, 14-floor, 464,000 square foot facility has 200 pediatric physicians in more than 50 pediatric specialties and programs. The new hospital has changed the skyline and has raised the profile of children’s health in Grand Rapids. The hospital has become a referral center serving patients throughout Michigan with approximately 7,600 inpatient admissions, 38,000 pediatric emergency room visits and 192,000 outpatient visits annually.

DeVos houses the region’s only bone marrow transplant program, is one of only 115 nationally accredited cystic fibrosis centers in the U.S., is the nation’s 10th largest neonatal center, and is the only full-service pediatric radiology department in Western Michigan. The hospital also has a Level 1 trauma center with pediatric surgeons available around the clock.

The Grand Rapids Medical Education Partners/Michigan State University Pediatric Residency Program at Helen DeVos Children's Hospital offers a complete experience with community-acquired disease as well as specialty-oriented exposure to the broad array of pediatric disease. Currently, forty pediatric residents from Michigan State University train at the Helen DeVos Children’s Hospital and in the community of Grand Rapids. [http://www.helendevoschildrens.org/](http://www.helendevoschildrens.org/)

Hurley Medical Center is located in Flint, Michigan on the east side of the state. Hurley Medical Center was founded in 1908 by James J. Hurley with one very clear and simple mission: to provide a modern hospital for the people of Flint and Genesee County. Hurley is a 443-bed premier public teaching hospital recognized as a regional leader in advanced specialized health care. Every year, more than 20,000 people choose Hurley for their inpatient hospital care and the Emergency Department handles over 80,000 annual emergency cases. Featured specialties and services include a hemophilia treatment center, neurology, oncology/hematology, sickle cell clinic, burn unit, asthma clinic and pediatric diabetes education program. [http://hurleymc.com/](http://hurleymc.com/)
UP Health System - Marquette (UPHSM) is a federally designated Regional Referral Center for Michigan's Upper Peninsula (UP). UPHSM is the region's Level II Trauma Center and has been named by Thomson Reuters as a 50 Top Cardiovascular Hospital. Marquette General has earned the Gold Seal of Approval from The Joint Commission for Primary Stroke Centers and the Blue Distinction for Spine Surgery from Blue Cross Blue Shield of Michigan. As a 315-bed specialty care hospital, UPHSM provides care in 65 specialties and subspecialties. The medical staff consists of 200 doctors with 1,800 employees who care for approximately 9,000 inpatients and more than 350,000 outpatients a year. UP Health System-Marquette’s major services include its Heart Institute, Cancer Center, Brain and Spine Center, Rehabilitation Center, Behavioral Health, Digestive Health, Weight Loss Center, and Family Birthing Center. [http://www.mgh.org](http://www.mgh.org)

Mary Free Bed Hospital & Rehabilitation Hospital originated in 1891 when a small group of Grand Rapids women recognized the need for medical care for patients of limited financial means in the community. It has grown to offer rehabilitation programs for patients with brain injury, stroke, spinal cord injury, cancer, Parkinson's, and multiple sclerosis, as well as pediatric, sub-acute, deconditioned, orthopedic, and amputee programs. MFRBH develops collaborative relationships with other Michigan hospitals making services available to more patients. In December 2015, the state-of-the-art Mary Free Bed YMCA opened, serving as an international model for inclusion. Steady progress in the areas of social services, technology, clinical research and facility improvements has led to its emergence as a nationally recognized hospital complex devoted exclusively to providing comprehensive rehabilitation services for adults and children. [http://www.maryfreebed.com/](http://www.maryfreebed.com/)

McLaren Regional Medical Center (Flint) McLaren Flint is a nonprofit, 378-bed tertiary teaching facility located in Flint, Michigan, that serves the medical needs of residents in greater Genesee County and mid-eastern Michigan. McLaren Flint is affiliated with the Michigan State University College of Human Medicine in its medical residency programs, including family practice, internal medicine, general surgery, orthopedic surgery, and radiology. McLaren Flint also maintains a hematology/oncology fellowship program in partnership with Michigan State University and a surgical oncology fellowship. McLaren Regional Medical Center's Family Medicine Residency is a new and vibrant family medicine program. Residents learn to provide continuous, comprehensive care from the critical emergencies to the ambulatory setting, allowing residents to develop both office and hospital procedure skills compatible with the practice in rural areas as well as urban or suburban settings. Residents benefit from an excellent balance between clinical autonomy and quality supervision. [http://www.mclaren.org/Flint/Flint.aspx](http://www.mclaren.org/Flint/Flint.aspx)

Mercy Health Saint Mary’s Campus, a member of the new Mercy Health, is an integrated network of health care excellence offering a unique combination of capabilities to deliver a health care experience that is more complete and personally satisfying. Mercy Health Saint Mary’s is committed to offering the latest technology and most highly skilled physicians in a holistic, patient-centered environment and has earned a reputation as a progressive leader in cancer care, neuroscience, orthopedics, diabetes and endocrine care, kidney transplants, and integrative medicine.

The network encompasses more than 2,500 employees; a 344-bed, The Joint Commission-accredited teaching hospital; the Lacks Cancer Center, the area's only dedicated cancer hospital; Saint Mary's Southwest; The Wege Center for Health and Learning; the Center for Diabetes and Endocrinology; the Hauenstein Neuroscience Center, which houses the area's
most comprehensive neuroscience program and state-of-the-art Emergency and Trauma services; three fitness centers; five community outreach centers; and affiliations with home health care, rehabilitation services, and the area’s premier primary care network, Mercy Health Physician Partners. Mercy Health Saint Mary’s is a member of Catholic Health East-Trinity Health, one of the country’s largest Catholic health care systems.

http://www.mercyhealthsaintmarys.com/welcometosaintmarys

**MidMichigan Health** is a non-profit health system, affiliated with the University of Michigan Health System. Headquartered in Midland, Michigan, it covers a 15-county region with medical centers in Midland, Alma, Clare and Gladwin, plus urgent care, home care, nursing homes, physicians, medical offices and other specialty health services. [http://midmichigan.org](http://midmichigan.org)

**Munson Healthcare** is a regional, nonprofit health care system providing direct access to nearly 700 physicians, representing more 50 specialties. Munson Healthcare is comprised of seven hospitals located throughout northern Michigan — Kalkaska Memorial Health Center (Kalkaska), Mercy Hospital Cadillac (Cadillac), Mercy Hospital Grayling (Grayling), Munson Medical Center ( Traverse City), Otsego Memorial Hospital (Gaylord), Paul Oliver Memorial Hospital (Frankfort), and West Shore Medical Center (Manistee). Services are also available at Munson Community Health Center ( Traverse City) and Mercy Community Health Center (Prudenville). Munson Healthcare offers a continuum of health care services to people from 24 counties. [http://www.munsonhealthcare.org](http://www.munsonhealthcare.org)

**Pine Rest Christian Mental Health** provides professional behavioral health services that are rooted in Christian values. A team of highly specialized clinicians and professionals dedicated to high-quality, outcome-driven practice provides an exceptional care experience. Care is available for a wide array of mental health conditions including stress, depression, ADHD, addictions, substance abuse, senior care services, etc. Depending on the severity of needs, Pine Rest offers inpatient hospitalization, partial hospitalization, outpatient counseling, residential services, and consultation liaison—psychiatry and psychology. They also offer specialty services such as Behavioral Health Solutions, bringing creative solutions and behavioral health expertise to help clients meet their goals in behavioral health. Services also include Community Outreach programs, a Speakers Bureau, Support Groups and a Clinical Pastoral Education program. [https://www.pinerest.org/home](https://www.pinerest.org/home)

**The Right Place** is West Michigan’s leading economic development organization, offering confidential, comprehensive services in the region. Since its beginning in 1985, The Right Place has assisted thousands of West Michigan companies, to invest more than $4 billion in capital and create more than 40,000 jobs throughout the region. It works with a number of health care providers in West Michigan, including Holland Hospital (Holland), Mary Free Bed Rehabilitation Hospital (Grand Rapids), Mercy Health Muskegon (Muskegon) Metro Health (Allendale), Michigan Medical, P.C. (Grand Rapids), North Ottawa Community Health System (Grand Haven), Mercy Health Saint Mary’s (Grand Rapids), Spectrum Health, West Michigan Cancer Center (Kalamazoo), and Zeeland Community Health (Zeeland). [http://www.rightplace.org/](http://www.rightplace.org/)

**Sparrow Health System** is one of mid-Michigan’s most comprehensive health care organizations. Established in 1896, Sparrow is a leader in quality, compassionate, cost-effective health care and is nationally recognized for this achievement. Sparrow Health System is a network of hospitals and subsidiaries that service all health care needs. Sparrow has a formal affiliation with Michigan State University’s three human health colleges. Sparrow includes two
Lansing campuses, Sparrow Clinton Memorial Hospital in St. Johns, Sparrow Ionia Hospital in Ionia, and an affiliate hospital, Carson City Hospital. The health system has dozens of satellite care centers.

Sparrow Hospital in Lansing is a 600-bed facility with over 30,000 annual admissions, 4,000 births, and houses the Regional Center for pediatrics. Services include cancer care, Level 1 trauma care, the State of Michigan's first Comprehensive stroke center, bariatric surgery program, neuro-interventional program (in conjunction with MSU), high-risk obstetrics and neonatal intensive care, home health and hospice care, an interdisciplinary geriatric assessment center, neuro-intervention services, epilepsy monitoring unit, neurology residency, multiple clinical neurology fellowships, and the Sparrow Specialty Hospital (LTACH). Sparrow has recently built a new 10-floor west wing tower which features state-of-the-art critical care units, a Heart and Vascular Center of Excellence, medical/surgical units with all private rooms, and six modern surgical suites. The emergency department has tripled in size and now includes a separate pediatric emergency room and four trauma rooms. [http://www.sparrow.org/](http://www.sparrow.org/)

**Spectrum Health System** is a not-for-profit system of care dedicated to improving the health of families and individuals. With corporate offices located in Grand Rapids, Michigan, and a footprint that covers the entire state, Spectrum Health provides high quality, high value care to millions of individuals and includes a medical center, regional community hospitals, a dedicated children's hospital, a multi-specialty medical group, affiliated physicians, and a nationally recognized health plan, Priority Health.

Spectrum Health provides inpatient and outpatient services at a variety of locations throughout Michigan through its 17,800 employees and 1,500 physicians. The medical center is in the heart of downtown Grand Rapids, putting patients and visitors within walking distance of specialized treatment facilities. Community hospitals are located in East Grand Rapids, Fremont, Greenville, Lakeview, Reed City, and Zeeland. Spectrum Health is west Michigan's largest provider of post-acute care, including skilled nursing, long-term acute, home, and residential care.

Spectrum Health is comprised of 12 hospitals, including Helen DeVos Children’s Hospital; 183 ambulatory and service sites; more than 3,400 physicians and advanced practice providers, including 1,400 members of the Spectrum Health Medical Group; and Priority Health, a health plan with about 658,000 members. Spectrum Health is West Michigan’s largest employer, with 23,800 employees. The organization provided $283 million in community benefit during its 2015 fiscal year. Spectrum Health is the only health system in Michigan to be named one of the nation’s 15 Top Health Systems® by Truven Health Analytics for 2015. This is the fourth time the organization has received this recognition. [http://www.spectrumhealth.org](http://www.spectrumhealth.org)

**Van Andel Institute (VAI)**, established by Jay and Betty Van Andel in 1996, is an independent research and educational organization based in Grand Rapids, Michigan. VAI is dedicated to preserving, enhancing and expanding the frontiers of medical science, and to achieving excellence in education by probing fundamental issues of education and the learning process. VARI, the research arm of VAI, is dedicated to probing the genetic, cellular and molecular origins of cancer, Parkinson and other diseases and working to translate those findings into effective therapies. This is accomplished through the work of over 200 researchers in 18 on-site laboratories and in collaborative partnerships that span the globe. [http://www.vai.org](http://www.vai.org/)