

New York, New York

Position Specification

Vice President, Communications and Marketing

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Prepared by

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This Position Specification is intended to provide information about NYU Langone Medical Center and the position of Vice President, Communications and Marketing. It is designed to assist qualified individuals in assessing their interest.

Opportunity and Summary of Position

Opportunity

The opportunity exists to join a high performance leadership team at NYU Langone Medical Center, and lead the organization's award-winning communications team which includes responsibility for advertising, marketing and branding; public relations; publications; internal communications (including executive communications), as well as oversight of website and intranet design. A strong platform for the brand has been established over the past three years. Expectations of the new vice president are to advance that work to include marketing for key service lines and new initiatives and evaluating NYULMC's social media presence, as well as continue to move advertising and internal and external communications to the next level.

The position requires a creative and visionary executive who appreciates the unique environment of a world-class organization that excels at its missions to provide high quality clinical care and a superb learning environment and nurture scientific discovery.

Successful candidates must have strong intellect consistent with the organization's culture, a highly creative and forward-thinking approach to strategic communications, advertising and marketing, and be politically savvy both inside and outside the organization. Being true to one's convictions and adhering to professional standards of practice and excellence are key, as is the ability to adapt to changing priorities and incorporate the input of other leaders and stakeholders, including the board, physicians, scientists, and other members of the NYULMC community. A proven track record and previous executive experience in the key areas of responsibility are required, as is the ability to effectively lead a creative team for excellence and maximum output.



Summary of Position

The Vice President of Communications and Marketing is responsible for the development and implementation of research-based, strategically driven internal and external communications programs that optimize NYULMC's relationship with the entire range of its constituents: faculty, staff, board, donors, influencers, referring physicians, and patients, current and future. He/She

will be expected to work with senior leadership and all levels of academic, administrative and professional staff to develop and execute an integrated and successful communications strategy, which includes a strong brand identity, positive media image, and effective advertising programs.

This executive will be accountable for executing communications programs and activities that enhance the recognition and acceptance of NYU Hospitals Center and NYU School of Medicine as a local and nationally and internationally recognized academic medical center that excels in patient care, research and medical education. He/She will oversee a full-service communications team established to provide NYULMC creative solutions for communicating information to the marketplace. The NYULMC Office of Communications produces a number of programs and newsletters including:

- "News and Views", a bi-monthly tabloid targeted to patients and visitors
- "NYU Physician", the alumni magazine of NYU School of Medicine
- "RUSK: Capturing the Momentum of Rehabilitation Medicine", a publication targeted at
- physiatrists nationwide
- "Excellence", the medical center's annual report
- "Research Report", an annual report for the medical center's research enterprise

The Vice President of Communications and Marketing reports directly to the Dean and CEO, Robert I. Grossman, MD. The Vice President will lead a team of approximately 23 professionals and be responsible for a budget of roughly \$14 million. The Department Table of Organization is attached as Appendix A.

The Vice President of Communications and Marketing will have the opportunity to work with a highly motivated and entrepreneurial leadership team to help position NYULMC at the forefront of the academic medical center community—locally, and nationally. It is the vision of the Dean and CEO to unify and create a shared identity among the many divisions and facilities that comprise NYULMC.





Goals and Objectives – Measures of Success

The following goals and objectives – measures of success, have been identified for attention and focus during the early tenure of the new Vice President of Communications and Marketing:

Advertising, Marketing and Branding

- Develop an understanding and appreciation for the missions, structure, and relationships within and among the medical center, the School of Medicine, and related entities.
- Assess the current work of the Department and identify opportunities for enhanced impact, expanded reach for communications, and optimization of market opportunities.
- Work collaboratively with NYULMC's senior leadership team to develop an overall
 communications strategic plan across all channels of communications that includes both an
 internal and external focus consistent with the institution's strategic and operational
 priorities.
- Implement the innovative strategic communications plan and budget to position NYULMC in the most positive, productive way in an exceptionally competitive environment and field, understanding that "the market" reaches far beyond the New York metropolitan area.
- Work closely with the Office of Strategic and Business Development Initiatives, who has
 responsibility for analyzing financials, volume, Payor mix, market segmentation, etc. in order
 to facilitate business decisions by senior leadership.
- Conduct market research to evaluate, quantitively and qualitatively, the impact of marketing
 and corporate communications programs on perceptions of patients, physicians and the
 general public. This research forms the foundation of the strategic marketing and
 communications plan and is conducted at least bi-annually.
- Develop marketing plans that consist of media and publication strategies which target patients and physicians. Ensure strategies target populations to increase sense of connectivity through the use of advertising in order to positively influence decisions to utilize the services of NYU Langone Medical Center.
- Lead market research initiatives to understand outside perceptions of the organization and
 the competitive landscape, in order to drive marketing strategies accordingly. Conduct
 additional analyses through the use of focus groups, outside marketing firms, etc. to assess
 patient physician views, demographics, and opinions regarding various services, as it relates
 to marketing potential.
- Collaborate with the Office of Physician Referrals, Corporate Wellness and Physician networking in order to share data, to maximize potential for volume growth through advertising in the market.

Public Relations

- Enhance the recognition of the School of Medicine within the academic community, improving its reputational scores as measured by U.S. News and World Report. For 2012, NYU was ranked #26.
- Cultivate and foster ongoing working relationships with members of the press and Identify and pitch newsworthy stories to journalists' representative of all three mission areas.
- Advance NYULMC's presence in the media by developing a broad spectrum of proactive media relations campaigns and elevating the availability of NYULMC subject matter experts who may serve as information resources.
- Identify opportunities for NYULMC and its leadership to be featured as experts on medical/health issues of general interest; work with SIRIUS leadership to collaborate on marketing the SIRIUS satellite radio talk show initiative.
- Create and execute a formal media training program to prepare NYULMC representatives in advance of media appearances/interviews.
- Serve as the principal spokesperson for the institution, as appropriate. Alternatively, identify the appropriate spokesperson relative to each major issue.
- Develop and implement a crisis communications plan to ensure that the institution is ready
 for and able to anticipate and manage media coverage of potential crises. Serve as an
 internal consultant, educating and orienting faculty and management on the value and
 benefit of proactive communication and media exposure.

Internal Communications

- Publish the medical center's semi-weekly e-newsletter distributed to the entire medical center community of faculty and staff.
- Work with the leadership team to further develop vehicles targeted to faculty and staff that
 highlight individual or departmental successes, promote professional development, and
 convey pertinent information on a timely basis. Routinely consult with the leadership team
 on ways to convey and manage information to anticipate sensitivities and employee
 concerns.
- Maintain responsibility and accountability for the strategy and design of the intranet in keeping with the larger internal communication plan.

Publications

- Oversee the preparation and production of internal and external communications, press releases, executive speeches and other critical communications materials.
- Monitor tone and content of communications to ensure consistency and advancement of NYULMC's philosophy and desirable image.
- Ensure consistency in the message and "look" of materials and presentations across departments, divisions, and institutes.

Branding/Advertising

- Effectively manage any external advertising agencies and provide necessary direction on strategy and execution.
- Develop materials and programs that are sensitive and welcoming to the NYULMC community—an ethnically and culturally diverse group of faculty, staff, patients and other constituents.
- Ensure that communication materials are inclusive and promote minority groups by leveraging internal resources including executive, faculty, and department leadership whose focus serves minority populations.
- Work closely with department chairs and faculty in order to identify opportunities to showcase NYULMC research and clinical programs. Assist faculty in identifying research or clinical activities of potential interest to the public and create channels that increase exposure and heighten awareness of NYULMC.
- Create and enhance branding/image/graphics standards to be used institution-wide.
- Develop marketing initiatives that generate public support for institutional initiatives.
- In collaboration with the SVP and Vice Dean, Human Resources, design and implement an employee brand strategy that is closely linked to the successful NYULMC brand.

Web/Interactive

- Maximize electronic media outlets, including website; oversee design and content for high level "About Us" pages, as well as Departmental microsite with media policies, brand center, etc and, working with outside consultants as needed.
- In collaboration with the IT department, develop a more sophisticated website and web
 presence which focuses on the views of the patient by providing better health related
 information to consumers and providers; continually refining the marketing strategies
 utilizing the Internet. Ensure that the web pages are current, patient and community
 friendly, and interactive.

Develop a social media strategy that assists patients, physicians, families and the general
public in accessing real-time information yet protects the integrity of the University.
NYULMC needs to continually assess improve its use of technology to ensure it reflects the
University's overall excellence and sophistication as an institution.

Management/Leadership

- Serve as an effective and collaborative member of the Senior Leadership team, recognizing
 that the organization's success is best achieved when the team is in alignment both on goals
 and on the plans to execute those goals.
- Assess existing communications and marketing staff, structure, policies and procedures.
 Outline the strategic priorities for the office and develop an action plan and infrastructure that results in a more strategically aligned approach to marketing and communications.
- Attract, mentor and motivate capable managers and professionals, and lead a communications staff within a complicated organization.
- Establish the team's short- and long-term goals of the department in support of NYULMC's mission. Articulate goals to staff and delegate responsibilities, ensuring that all programs are mission-driven.
- Collaborate with departments that may have their own designated marketing resources, integrating and assimilating them into the marketing team.
- Encourage ongoing training and professional development for team.
- Ensure appropriate coordination across department sections to plan and implement new programs.
- Effectively manage the System's budget for marketing and communications and develop and utilize a measurement system that evaluates quantitatively and qualitatively the impact of the marketing and communication programs.
- Effectively manage multiple projects and changing priorities.
- Analyze complex problems, balancing competing agendas and apply sound judgment to decision making.
- Achieve desired results through the use of available budget, proper contacts, and efficient decision making.
 - o Propose, prepare, manage, and monitor departmental budget.
 - o Make maximum use of technology to facilitate achievement of goals.

Core Values

Oversee an ongoing program to define, communicate, and integrate NYULMC's core values
into communications generated both internally and externally. The goal is to promote a
collaborative culture that is more responsive to patients, physicians, scientists, nurses, and
staff, while creating a more productive work environment.

Professional Development

Participate in appropriate professional organizations to enhance professional growth.
 Regularly participate in external conferences and internal educational activities. Maintain familiarity with best practices, trends, issues, and advances in public relations, marketing, and communications.

Collaboration/Consensus Building

- Establish personal and professional credibility, gain respect, and build trust with the
 executive team, management team, board, faculty and staff. The Vice President of
 Communications and Marketing should be recognized as an important representative of
 NYULMC who understands and is responsible for the organization's constituents.
 - Foster a service orientation within the Department and nurture collaborative relationships with other NYULMC departments.
 - Cultivate positive working relationships with clinical and research departments and institutes throughout the organization.
 - o Position the department as a central resource.
 - Take an active role in strategic planning.
 - Work in partnership with the Development Department to support ongoing fundraising activities as well as special and capital campaigns.
 - Represent NYULMC as a member of the university-wide marketing and communications team.

Candidate Qualifications

The successful candidate will meet the following criteria:

- A demonstrated track record of progressive leadership experience in all aspects of strategic communications, including advertising, marketing and branding; public relations and crisis communications; publications and internal communications, in a large, complex institution, preferably in healthcare.
- Deep and broad experience in organizations of high regard, with the entire range of marketing and communications techniques and best practices.
- Results-oriented—success in building and improving marketing and communications within an organization along multiple paths while maximizing the use of resources.
- Credibility as a highly identifiable, engaged leader known for driving creativity, innovation, and teamwork; able to instill these values throughout the organization.
- Proven success in working cooperatively and strategically in a team environment. Ability to influence and interact with all levels of senior leadership, professional, clinical, technical, academic, and administrative staff.
- Working knowledge/understanding of scientific/biomedical/health-related issues, and the ability to translate substantive technical information into lay terms.
- Excellent interpersonal skills.
- Ability to manage staff across a decentralized organization to work across multiple
 institutions and divisions with a diverse group of faculty and staff while meeting the needs
 of various internal interest groups.
- Influence to attract and motivate capable professionals and effectively manage department finances.
- Ability to work effectively with high-powered and knowledgeable volunteer board members and major donors.
- Outstanding communication skills, both oral and written.
- Excellent knowledge and experience with the Internet and how to maximize its use to leverage an institution's brand identity.

Personal Characteristics

- Exceptional judgment and maturity.
- High energy, self-motivation, creativity, and "can-do" spirit.
- Emotionally intelligent and empathetic; ability to relate to a wide range of people in an equally wide range of circumstances
- High degree of personal initiative with flexibility to manage multiple projects with changing priorities.
- An entrepreneurial spirit.
- A good listener who is able to not only hear diverse points of view, but to allow them to influence his/her own thinking.
- Able to take the input of others and use it to shape the work of the Department.
- Innovative, creative and willing and able to be bold.
- Sensitive to the unique.
- Unflagging attention to detail to ensure highest quality, factually accurate communications.
- A well-developed sense of humor.

Education

Undergraduate degree is required. Ideally, a graduate degree in a related field or equivalent combination of education and experience is preferred.

New York City Market

While for most healthcare organizations, their immediate geographic region defines their market, such is not the case for NYULMC. With national rankings and benchmarks influencing the decisions of patients, faculty, and students, the market for NYULMC is increasingly broad as evidence by: www.whynotthebest.org. The leadership of NYULMC has national and indeed, international acclaim in its sights.



Mission and Overview of NYU Langone Medical Center

Mission

- To serve
- To teach
- To discover

NYULMC is committed to making world class contributions that place service to human health at the center of an academic culture devoted to excellence in research, patient care, and education.

Vision

A World Class Patient-Centered Integrated Academic Medical Center

Core Values

- Performance
- Respect
- Integrity
- Diversity
- Excellence



The Organization

Located in the heart of New York City, NYU Langone Medical Center (NYULMC) is one of the nation's premier centers of excellence in healthcare, biomedical research, and medical education.

In addition, NYU Langone Medical Center offers ambulatory-care services in various Manhattan neighborhoods, the outer boroughs, Long Island, New Jersey and Westchester County, bringing services directly to where our patients live and work. NYU



Langone's medical students, residents, and faculty also provide patient care at Bellevue Hospital Center, the nation's oldest public hospital, and the Medical Center is affiliated with Woodhull Hospital in Brooklyn, Governeur Healthcare Services in Manhattan, and the New York Harbor Veterans Affairs Medical Center.

The Medical Center's trifold mission to serve, teach, and discover is achieved on a daily basis through the seamless integration of an academic culture devoted to excellence in patient care, education, and research.

The origins of NYULMC date back more than 160 years to the founding of NYU School of Medicine in 1841. Since those days, NYU physician and researchers have made countless contributions to the practice and science of healthcare, from the establishment of the first outpatient clinic in the U.S. just after the Civil War, to the creation of the first department of rehabilitation medicine in the 1940's, to Dr. Baruf Benacerraf's Noble prize-winning studies of the genetics of the immune system in the 1960's.

That legacy of innovation continues today with state-of-the-art clinical programs in virtually every medical specialty and subspecialty, including aging and dementia; arthritis and rheumatology; breast, skin, and prostate cancer; child mental health; ear, nose and throat disorders; epilepsy; kidney and liver transplantation; minimally invasive cardiovascular surgery; neurology and neurosurgery; reconstructive and plastic surgery; stroke; and weight-loss surgery, among other areas.

As an integral part of an academic medical center, NYULMC's clinical services are continually informed and enhanced by hundreds of ongoing basic and clinical research projects. Laying the foundation for further advances in healthcare, NYULMC has opened the Joan and Joel Smilow Research Center, part of a major initiative in translational research that promises to speed the transfer of laboratory discoveries to the patient's bedside.

In a 2006 survey by *New York Magazine*, NYULMC was named among the top three overall best hospitals in the New York City Metro Area, with high rankings in a number of specialties, including cardiac care, cancer, and orthopedics.

NYULMC has also been recognized by the Leapfrog Group—a business consortium representing 34 million employees from Fortune 500 and other companies dedicated to improving patient safety and quality—as one of the top 50 hospitals in the nation.

NYULMC's high rankings are largely due to its expert and caring staff. Hundreds of NYU physicians appeared in *New York Magazine's* most recent list of the region's "Best Doctors", while Tisch's nursing staff has been singled out for Magnet Status by the American Nurses Credentialing Center, a recognition of excellence accorded only three other hospitals in New York City.

Patient Care

In a culture of humanist that emphasizes treating the whole person and not simply the disease, NYU Langone Medical Center is renowned for evidence-based clinical care across a wide array of specialties. Our five key clinical areas are:

Cardiac & Vascular

The Cardiac & Vascular Institute (CVI) is a world leader in cardiovascular care. CVI's cardiac surgeons pioneered minimally invasive heart surgery and mitral valve repair and continue to pave the way in development of new techniques and procedures for treating heart rhythm disorders, aortic aneurysms, and congestive heart failure. Our cardiac and vascular physicians work collaboratively with our cardiac rehabilitation team to ensure patients move seamlessly from diagnosis and treatment to the rehabilitation phase of their care.

Cancer

The NYU Cancer Institute, a National Cancer Institute—designated cancer center, is recognized for translating knowledge about the roots of cancer into innovative therapies and advanced cancer care in a setting where the patient comes first. With three outpatient cancer centers — the Clinical Cancer Center, the Stephen D. Hassenfeld Children's Center for Cancer and Blood Disorders, and the Joel e. Smilow Comprehensive Prostate Cancer Center — we provide care that is simultaneously compassionate and state of the art. Our patients have access to not only the latest prevention, screening, diagnostic, treatment, genetic counseling, and support services for cancer, but also broad access to cutting edge clinical trials.

Musculoskeletal

At the core of NYU Langone's expertise in musculoskeletal diseases and conditions and rehabilitation are the Hospital for Joint Diseases (HJD) and Rusk Institute of Rehabilitative Medicine. Both have been repeatedly recognized by *U.S. News & World Report* as among the best in the nation. Rusk has been ranked one of the top 10 rehabilitation programs in the country – and number one in New York State – for more than 20 years, while HJD is ranked as one of the top 11 orthopaedic programs.

In addition, a new specialized Outpatient Surgery Center expands the scope of our services. The center, adjacent to the main campus, is dedicated solely to orthopaedic procedures and boasts four operating rooms. Our orthopaedic surgeons are leaders in minimally invasive and robotic knee, hip, and spine surgery, and with our rheumatologists, are pioneering new treatments for arthritis. And as the birthplace of rehabilitation medicine, Rusk continues to set

the global standard for rehabilitation care for every stage of life and every phases of recovery on both an inpatient and outpatient basis.

NYU is also home to a new Center for Musculoskeletal Care, an outpatient facility occupying 110,000 square feet, which – as the largest facility of its kind in the country – will integrate research, clinical practice, rehabilitation, and wellness services for conditions involving the spine, arthritis, autoimmune diseases, sports injuries, and total joint replacement under one roof.

Neurology and Neurosurgery

US News & World Report has recognized our expertise in these areas and has names us one of the top 10 hospitals for neurology and neurosurgery for the past three years. Our neurologists are experts in the diagnosis and treatment of a broad spectrum of neurological diseases and deliver integrated care to patients who have had a stroke or are living with epilepsy, cerebrovascular disease, dementia, genetic and degenerative diseases, nerve and muscle problems, headache and pain syndromes, and movement disorders. We are also home to the largest multiple sclerosis program in New York.

Our department of neurosurgery offers the most advance technology and surgical techniques available and our expertise encompasses surgery for brain tumors, brain aneurysms and vascular malformations, spine ailments, epileptic seizures, and deep brain stimulation for Parkinson's disease. In an environment of cutting-edge research and medical education, the department's interdisciplinary team is world renowned for highly specialized treatments and procedures. We are one of only a few hospitals on the East Coast to use the Leksell Gamme Knife, which allows our neurosurgeons to remove deep seated tumors, vascular malformations, and other sites of dysfunction with outstanding results.

Children's Services

From neonatal and pediatric and adolescent care, and from routine well-baby visits to intricate cardiac surgery on newborns, NYU Langone offers a virtual children's hospital, giving out young patients access to specialized care from a multidisciplinary team of talented and dedicated neonatal specialists, pediatricians, and pediatric surgeons. General pediatrics, neonatal intensive care, pediatric orthopaedics, pediatric congenital cardiac surgery, childhood cancers, and child and adolescent psychiatry services – just a few of the areas where NYU Langone excels – are all provided in a compassionate, family-centered environment.

NYU Langone also treats the full range of medical conditions in outstanding programs including our Fertility Center, Weight Management Program (including bariatric surgery), Institute for Reconstructive Plastic Surgery, Robotic Surgery Center, Cochlear Implant Center, Sleep Disorders Center, and programs ranging from maternal-fetal medicine to Alzheimer's disease.

Plans are underway to build a new pediatric emergency room as well as a Children's Hospital within the future new hospital pavilion, targeted to be open in 2017, which will ensure the perspective of the child is at the center of all decisions related to the construction and planning process to ensure integration across the continuum of care.

Research

With over 50 centers, 29 academic departments, and 533,000 square feet of research space, NYU Langone boasts scientists who have produced groundbreaking discoveries, some of which have led to Nobel Prizes, and all of which have helped advance the diagnosis and treatment of the disease.

Cancer Institute

The research mission of the NYU Cancer Institute is to discover the origins of cancer and use that knowledge to eradicate the personal and societal burden of cancer in our community and around the world. The Cancer Institute specializes in translational research programs in melanoma, genitourinary cancers, and breast cancers, among other areas. Its basic research programs are devoted to cancer immunology, stem cell biology, and environmental and molecular carcinogenesis. Our researchers are highly regarded for their studies of the complex cellular pathways leading to cancer, which may provide new targets for treatment. New programs in neuro-oncology, developmental therapeutics, and cancer healthcare disparities have expanded research and treatment capabilities, and clinical trials are currently evaluating vaccines and new tools for detection and treatment.

Clinical and Translational Science Institute

The Clinical and Translational Science Institute (CTSI), a collaborative effort with the New York City Health and Hospitals Corporations, is designed to develop ways to more rapidly advance science from the lab t the patients and out to the community, and to explore the underlying cause of health disparities. The



CTSI supports the education, training, and development of scientists so that they can conduct the investigations necessary to bring scientific advances to patients. By enhancing ties between NYU and HHC researchers and the community, it helps enable these scientists to identify health problems and apply their knowledge to promote new developments and evidence-based medicine within communities, thereby reducing healthcare disparities.

Neuroscience Institute

The Medical Center is ushering in a new era of neuroscience, expanding on our existing strength and extensive expertise in neuroscience research, focused on the goal of understanding the role of the nervous system in health and in disease. The new Neuroscience Institute is a collaborative enterprise of clinicians and scientists from across the Medical Center and New York University, encompassing a wide range of related disciplines including developments genetics, molecular systems, and behavioral and clinical neuroscience.

Skirball Institute of Biomolecular Medicine

The Skirball Institute of Biomolecular Medicine conducts basic research in the cellular and molecular mechanisms that underlie the way organisms function in four areas: development genetics, molecular neurobiology, immunology and pathogenesis, and structural biology. It is home to some 275 researchers, including 27 principal investigators from a diverse range of

specialties – creating a fertile ground for multidisciplinary collaboration. Such collaborations and the research of individual investigators have led to important discoveries in many areas, such as autoimmunity and origins of allergic diseases, cell migration, specification and renewal, cell polarity, the structural basis of signal transduction and membrane transport, neural differentiation, synapse formation, and neural networks.

NYU School of Medicine

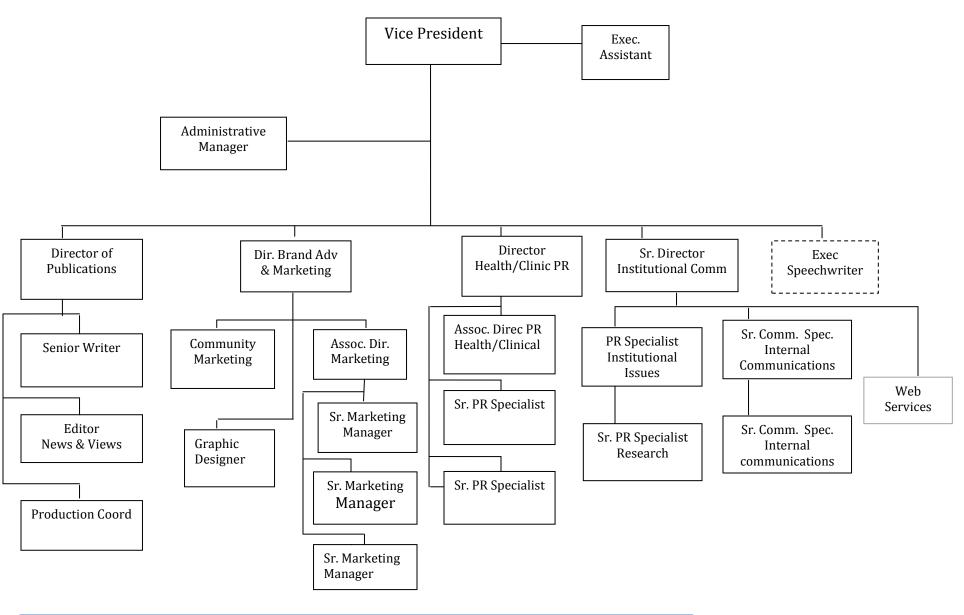
NYUSOM has a proud history that goes back to 1837 and includes initiation of, and participation in, many of the major events in American medicine through two centuries. Clinical instruction was started in Bellevue Hospital in 1847, and in 1861, Bellevue Hospital Medical College was founded when a college building was erected on the hospital grounds.



As part of a "biomedical corridor" extending from 23rd to 34th Streets along Manhattan's East River Drive, our institution is guided by the promise of "translational medicine," in which scientific discoveries are urgently translated into innovative treatments for patients. To create an environment worthy of rapid medical advances, we are constructing new research and clinical facilities. These state-of-the-art facilities will serve as the home for our physician-scientists who are the intellectual foundation of the School. In addition, we are recruiting a new generation of scholars and teachers who have established national and international reputations. And we are admitting some of the nation's best and brightest students, many of whom will become tomorrow's leaders in the medical profession.

Today the Medical School boasts 1,360 full-time faculty and 2,175 part-time faculty. There are 26 Endowed Professorships, 975 Residents/Fellows, 68 M.D. / Ph.D. Candidates and 4,788 Post-Graduate Registrants.

Appendix A OFFICE OF COMMUNICATIONS and PUBLIC AFFAIRS



Timeline and Interview Process

Potential interview dates for NYU Langone Medical Center in New York, New York have been outlined as follows:

 Paper presentation of qualified candidates to NYU Langone Medical Center by Witt/Kieffer will take place in July, with interviews to be scheduled during the month of July. It is anticipated that the process will be completed by the end of Summer 2012.

Selected candidates should be aware of the timeline above in the event they are invited to participate in the interview process.

Procedure for Candidacy

Please direct all nominations and resumes to Kimberly A. Smith and Rachel B. Polhemus through the office of Wendy McLeod preferably via e-mail to wendymcleod@wittkieffer.com.

Wendy McLeod
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