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Vice President Compliance and Risk Management

Leadership Profile

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***Prepared by: Werner Boel, LL.M.,
Linda Komnick and Keshia Harris***

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The Opportunity

The Medical College of Wisconsin (MCW) seeks an experienced, collaborative, and proactive leader to serve as its next Vice President Compliance and Risk Management (Vice President). This is an exciting opportunity to lead and manage the compliance, internal audit, and risk management functions of one of the nation's premier freestanding and private academic health sciences institutions that is widely recognized for advancing academics, training, education, clinical care and research

Located in Milwaukee, WI, MCW provides excellence in training and education for physicians, scientists, pharmacists and health professionals including graduate and undergraduate medical education programs, basic and translational research initiatives and overall clinical excellence. MCW is a major national research center ranking in the top third of U.S. medical schools in NIH funding, and is Wisconsin's largest private research institution and the cornerstone of the Milwaukee Regional Medical Center campus. MCW is home to approximately 6,200 faculty and staff. Nearly 5,400 faculty and staff work at the Milwaukee Regional Medical Center campus. Over 2,000 physicians from the community serve as volunteer faculty. MCW is the eighth largest private employer in the metro Milwaukee area. MCW also has regional campuses in Green Bay and Wausau, Wisconsin.

MCW has a strong and abiding commitment to ensure compliance with the regulatory requirements that govern the organization's missions of Education, Research, Patient Care, and Community Engagement. MCW's Compliance and Risk Management Department is comprised of the following four offices: internal audit, clinical compliance, research compliance, and risk management.

Reporting directly to the President and CEO of MCW, the Vice President will provide oversight and strategic direction to the organization's compliance, internal audit, and risk management programs. This executive will provide guidance to MCW's senior leadership team and Board of Trustees about the organization's clinical compliance, research compliance, internal audit, and risk management policies and activities. The Vice President will play critical roles in proactively developing and optimizing relationships throughout MCW and its partner institutions, continuing to maintain a culture that actively seeks input from the department to further optimize day to day operations and minimize exposure to risk. The Vice President will understand the balance and recommend strategies for appropriately managing organizational risks while ensuring the continued efficient and effective operations of MCW. The Vice President serves as a role model for ethical management behavior and promotes an awareness and understanding of transparency, positive ethical principles and compliance with federal and state laws in all areas of the organization.

The successful candidate must have a Bachelor's degree while a Master's degree or Juris Doctorate is strongly preferred. Candidates should be knowledgeable of all elements of corporate compliance and risk management in relationship to healthcare delivery, and higher education, including strategy, business planning, operations, and finance. In addition, candidates should have experience overseeing internal audit and investigating audit results. The successful candidate will be a transparent and collaborative leader comfortable spearheading and supporting change in a complex environment.

Position Summary

The Vice President Compliance and Risk Management will lead MCW's corporate compliance, internal audit, and risk management functions. This executive will lead the development and implementation of MCW's compliance and internal audit programs. The Vice President will provide compliance and risk management guidance to MCW's senior leadership team regarding all aspects of current or new rules and regulations; create policies, procedures and strategic advice to minimize risk exposure; and identify and implement best practices. They will oversee audits and review findings and implement required training or education to help ensure continued compliance with rules, regulations or MCW policies. The Vice President will inform and advise senior management about deficiencies and lead the preparation and presentation of the annual Corporate Compliance Report to the President and CEO, the MCW Corporate Compliance Committee and the MCW Board of Trustees Audit Committee.

This leader also will provide guidance and counsel about risk management, and about creating policies and procedures to minimize MCW's risk exposure. The Vice President will proactively manage all aspects of risks related to the clinical practices by developing risk identification and mitigation mechanisms. In addition, the Vice President will manage the strategic responses to all risk incidents, provide consultation to patient safety and patient quality review committees, partner with the Office of General Counsel in managing professional liability claims by developing overall strategy, and establish MCW's process for responding to subpoenas. Other responsibilities within risk management include, but are not limited to, managing regulatory responses; developing educational risk management programs; managing the organization's medical liability insurance program; and when possible and prudent, coordinating and aligning policies and practices with MCW's key health system partners.

Reporting Relationships

The Vice President Compliance and Risk Management will report directly to the President and CEO of the Medical College of Wisconsin, John R. Raymond, Sr., M.D. This Vice President will lead a team of 17 employees. Direct reports include the following:

- Director, Corporate Compliance
- Director, Risk Management

Responsibilities

The successful Vice President Compliance and Risk Management candidate will:

- Provide leadership, vision and direction for MCW's Corporate Compliance Department which includes internal audit, clinical compliance, research compliance and risk management.
- Establish and maintain an integrated risk management framework for all aspects of risk across MCW. Address specific areas of increased risk exposure by recommending process improvement or other mitigation strategies.

- Conduct enterprise risk assessments ensuring that all applicable risks, including but not limited to Audit and Compliance risks, are appropriately identified and addressed. Implement risk metrics and reports, including losses and incidents, key risk exposures and early warning indicators.
- Ensure Internal Audit and Compliance conducts fair and objective audits, reviews and/or other evaluation techniques to ensure internal controls are in place and effective, to monitor compliance and to assist in the reduction of identified problem areas.
- Oversee audits, reviews, and special projects including scheduling, issue identification, methods, results and recommendations; inform and advise MCW senior management on matters pertaining to external regulatory or contractual audits as appropriate.
- Provide leadership with assurance that concerns are investigated to respond to internal and external reports of privacy, cyber security and cyber security incidents or breaches, malfeasance, non-compliance with laws or regulations and that corrective actions and risk mitigation efforts are implemented, tracked and monitored.
- Create, maintain and revise MCW's compliance policies and programs. Periodic revision of the MCW Corporate Compliance Plan in light of changes in the organization's needs, and in the statutes, rules, regulations and requirements at the federal and state levels.
- Partner with legal, human resources, academic affairs, finance and other key stakeholders to ensure appropriate interaction and responses to inquiries, audits or investigations by regulatory bodies such as the Office of Civil Rights (OCR), Office of Inspector General (OIG), Centers for Medicare and Medicaid Services (CMS), Public Health Service (PHS) agencies including the National Institutes for Health (NIH), Department of Education (DOE) and others.
- Ensure collaboration with human resources, faculty affairs, student affairs, academic affairs, and other key stakeholders to develop and coordinate multifaceted education and training programs that focus on the elements of MCW's compliance, internal audit and risk management programs. Ensure that employees are knowledgeable of pertinent federal and state regulations standards.
- Cultivate and nurture a culture of integrity, safety, non-discrimination and inclusion consistent with the values of MCW.
- Recommend response, prevention, and disciplinary standards for compliance issues such as allegations of improper behavior, "whistleblowing" and improper governmental activities.
- Partner with the compliance, audit and risk offices of MCW's affiliate hospitals, including Froedtert Hospital, the Zablocki VA Medical Center and Children's Wisconsin, to ensure collaboration and integration on issues that impact compliance for both organizations.
- Stay current on all significant developments in the field in order to drive change and innovation across all aspects of MCW's compliance, internal audit and risk management programs.
- Provide and facilitate training and education to ensure management, faculty and staff have knowledge of and are aware of general ethics, fraud and abuse risk areas, and compliance principles, as well as specified risk areas. Enhance training programs as needed.

- Provide oversight of the research compliance activities, which includes education, auditing and monitoring, collaboratively working with the respective functions related to research compliance, such as: grants management, human and animal research, research integrity, etc.
- Provide guidance about the organization's overall insurance portfolio.
- Maintain a strong, collaborative relationship with hospital partner compliance colleagues.

Goals and Objectives

The following goals and objectives have been identified as priorities for this position:

- Collaborate with senior management and become fully integrated into the leadership team. Be a solution-oriented team player who has credibility and integrity, provides counsel and contributes broadly as a subject-matter leader and who is approachable as a trusted institutional resource,
- Articulate a vision and develop a strategic plan that will guide the future direction for compliance, internal audit and risk management and align with the overall strategic initiatives of the Medical College of Wisconsin.
- Evaluate organization-wide education programs, policies and procedures to ensure organization-wide compliance with applicable federal and state laws and regulations, especially those relating to MCW's clinical practices, research, privacy, cyber security and other areas of institutional compliance.
- Advise the senior management team regarding risk trends and make recommendations for the implementation of processes and systems to monitor and oversee key risks facing the organization.
- Continue to support and model a service-oriented culture within the department so that all employees and students feel comfortable seeking guidance from the areas of compliance.
- Maintain awareness of laws and regulations, keeping abreast of current changes that may affect the academic enterprise and healthcare providers through personal initiative, seminars, training programs and peer contact.
- Prepare reports for senior management on a regular basis. Maintain the system of management reporting that provides the enterprise with timely and relevant information on all aspects of compliance, internal audit and risk management issues. Report on matters of business ethics, legal compliance, internal audit and risk management operations of the programs.
- Serve as a collaborative partner and advisor to colleagues, researchers, physicians and board members. The Vice President will use and look at compliance, internal audit, and risk management as a means to optimize the missions of the institution, empower people to take full ownership of their decisions and readily share information and help to foster an environment of trust, transparency, integrity and respect.

Candidate Qualifications

Education/Certification

- A bachelor's degree is required while a Juris Doctorate, Master's degree from an accredited college or university in Health Care Management, Business or related field is preferred.
- CHC, CHC-F, CHRC, CHPS and/or CCEP certification preferred.

Knowledge and Work Experience

- Prefer 10 years corporate compliance, internal audit, and risk management experience in healthcare, an academic medical center, health sciences university or a comparable industry with a demonstrated understanding of corporate compliance, internal audit and risk management.
- Knowledge of the issues facing the clinical, education, and research components of an institution or organization with an understanding of and ability to adopt compliance, internal audit and risk management efforts that effectively responds to the outstanding issue.
- Expertise in all aspects of assigned functions, including development and management and successful implementation of corporate compliance, internal audit, and risk management plans; reporting systems and controls.
- Excellent working knowledge of federal and state health services regulations, including Medicare and Medicaid, third party payers, HIPAA and state privacy rules, National Institutes of Health regulations and other external agencies and businesses.
- Experience in investigating audit results and responding accordingly.
- Experience building systems, processes, policies and procedures to run a highly effective compliance and risk management program.
- Demonstrated ability to accomplish results and effectively integrate functions across units with business plans amid competing priorities in a complex multi-mission organization.
- Demonstrated ability to work effectively in teams, and to adeptly manage, mentor and nurture a staff of highly capable professionals.
- Effectively communicates and educates in a way that builds and maintains a climate of transparency, trust and inspires commitment from others to achieve organizational goals.
- Ability to work collaboratively and effectively with a wide range of faculty, management and staff, as well as representatives of regulatory agencies and businesses.
- Demonstrates and sets high standards of behavior, performance, quality, credibility and integrity. Exhibits judgment and business acumen necessary to effectively advocate for the corporate compliance and risk management agenda.
- Consistently interacts with all members of the organization in ways that enhance understanding, respect, cooperation and problem-solving.

- Recognizes the need for change; adapts to, and causes others to adapt to values, strategies, goals and plans in response to changing business conditions.
- Generates and encourages creative ideas, innovative thinking and imaginative solutions to issues or problems. Is able and willing to solve problems from various points of view and make difficult decisions.
- Understands the approaches and methods of process improvement, including planning, setting priorities, systematic performance assessment, implementation based on such assessment and maintaining achieved improvement.

Organization Overview

The Medical College of Wisconsin

Mission

We are a distinguished leader and innovator in the education and development of the next generation of physicians, scientists, pharmacists and health professionals; we discover and translate new knowledge in the biomedical and health sciences; we provide cutting-edge, collaborative patient care of the highest quality; and we improve the health of the communities we serve.

Our just cause is improving health for all. Our aspiration is to redefine health beyond healthcare. Our belief is that the only way to build a healthier world is to build it together through partnerships and innovation. Our essentiality is that our health system partners depend on MCW's differentiators to be the preferred choice for healthcare and our community depends on the resources of an academic health system to improve health.

About the Medical College of Wisconsin

MCW began as the Wisconsin College of Physicians and Surgeons, founded on May 20, 1893. On January 14, 1913, the Wisconsin College of Physicians and Surgeons and the Milwaukee Medical College merged to become the Marquette University School of Medicine. On September 30, 1967, Marquette University, due to financial constraints, terminated its sponsorship of the Medical School. Since then, the Medical School has continued as a private, freestanding institution. The name was changed on October 14, 1970, to the Medical College of Wisconsin.

MCW has more than 18,000 alumni and is financially secure with a sound balance sheet and annual operating margins typically exceeding 3.5%. Total operating revenues are approximately \$1.1 billion and MCW has \$2.2 billion in assets. Extramural awards and gifts to MCW total approximately \$160 million, in addition to \$150 million in affiliate support from Froedtert Health and Children's Wisconsin, other partners and approximately \$580 million in revenues from Medical College Physicians (MCP) and Children's Specialty Group (CSG), the two clinical practices.

MCW has approximately 6,200 faculty and staff. Nearly 5,400 faculty and staff work on the Milwaukee Regional Medical Center campus, and more than 850 work at approximately 22 other healthcare facilities in eastern and central Wisconsin. Over 2,000 physicians from the community serve as volunteer faculty. MCW is the eighth largest private employer in the metro Milwaukee area.

Patient Care Mission

MCW has the largest physician group practice in Wisconsin and the 14th largest physician group practice in the U.S. Approximately 1,600 MCW physicians and 650 nurse practitioners, physician assistants, and other healthcare practitioners care for more than 560,000 patients of all ages annually at Children's Wisconsin, Froedtert Hospital, Zablocki VA Medical Center and many other hospitals and clinics in eastern Wisconsin, representing more than 2.8 million patient visits annually.

MCW physicians and practitioners provide:

- Adult patient care at 8 health systems, 12 hospitals and 50 clinics throughout Wisconsin through the MCP group practice. MCP is comprised of over 1,200 physicians and advanced practice providers from 19 clinical departments, who care for adults in all medical specialties and subspecialties; all are employed by MCW. Care provided by MCP healthcare providers at Froedtert Hospital and the Hospital's satellite locations is marketed under the joint "Froedtert and The Medical College of Wisconsin" brand.
- Pediatric specialty care at over 40 specialty clinic locations across Wisconsin through the CSG, a multi-specialty group practice of over 600 providers, was established as a joint venture with MCW and Children's Wisconsin. CSG, the largest pediatric group practice in Wisconsin, is comprised of approximately one-third of the clinical faculty of MCW. CSG provides a critical link between the clinical expertise of Children's Hospital and Health System and the commitment to excellence in medical education and research of MCW.
- Primary and specialty care at 34 health centers and clinics across southeastern Wisconsin through the Froedtert and the Medical College of Wisconsin Community Physicians (CP), a joint clinical practice group with Froedtert Health. It is comprised of more than 425 community-based providers including 260+ primary care providers.

Froedtert Hospital

Froedtert Hospital is a 751-bed academic tertiary care facility serving as a regional referral center for advanced medical care. It is the principal adult hospital affiliate of MCW and the flagship hospital of Froedtert Health, a regional, integrated healthcare organization. Froedtert is a major teaching and research hospital with more than 1,000 medical, nursing, pharmacy and health technical students in training, and participates in over 2,000 clinical trials and research studies each year. In addition, the Hospital is one of only two Level I Adult Trauma Centers in the state. All physicians practicing at Froedtert Hospital are MCW faculty.

The delivery of high quality, safe care is embedded in the culture and at the forefront at Froedtert Hospital. This is evidenced as the Hospital is consistently recognized as a Vizient top 15 performing academic medical center. Froedtert Hospital has been ranked the most preferred hospital in Milwaukee by NRC for the past eight years; has three times achieved Magnet designation for excellence in nursing services by the American Nurses Credential Center's (ANCC) Magnet Recognition Program, and is the top ranked hospital in Milwaukee according to *US News and World Reports*.

Froedtert Hospital is located on the Milwaukee Regional Medical Center campus in suburban Wauwatosa. Campus partners are MCW, Versiti Blood Center of Wisconsin, Children's Wisconsin, the Curative Care Network and the Milwaukee County Behavioral Health Division.

Children's Wisconsin

Children's Wisconsin is a 298-bed nationally recognized pediatric hospital adjacent to Froedtert Hospital. Children's Wisconsin is a magnet accredited, Level I Pediatric Trauma Center, Level I Designated Children's Surgery Center and the region's only independent healthcare system, dedicated solely to the health and well-being of children. Over 500 pediatric specialists provide complex care in a high performing children's health system that has a total operating revenue greater than \$1 billion.

Clement J. Zablocki VA Medical Center

The Clement J. Zablocki VA Medical Center is located on 245 acres on the western edge of Milwaukee and part of VA Integrated Services Network 12 (VISN 12), which includes facilities in Iron Mountain, Michigan; Tomah and Madison, Wisconsin; and North Chicago, Hines, and Chicago in Illinois. The Medical Center delivers primary, secondary, and tertiary medical care in 196 hospital beds, and provides more than 857,000 visits annually through an extensive outpatient program. The nursing home care unit of 113 beds offers geriatric programming and the 150 domiciliary beds are the focus of programs in Substance Abuse Rehabilitation, Psychiatric Rehabilitation and Post Traumatic Stress Disorder care. Approximately \$9 million in research is conducted by MCW faculty members at the Zablocki VA.

Education Mission

There are approximately 1,400 students (972 medical students, 327 graduate students, 95 pharmacy students, and 41 Master's of Science in Anesthesia students) educated at MCW. The institution trains more than 700 physicians in residency, over 200 physicians in fellowship and 130 postdoctoral fellows.

Today, almost 50% of all physicians practicing in Wisconsin are MCW graduates.

Medical School

The MCW Medical School is dedicated to developing future physicians who are highly effective patient care providers, innovative pioneers in medical research, magnanimous mentors, and respected leaders in their communities. Campuses in Milwaukee, Green Bay and Central Wisconsin provide an innovative, rigorous and immersive curriculum that prepares MCW Medical School graduates with a deep understanding of the healthcare needs in their communities. Upon graduation, MCW students have earned a unique understanding of how the paths they have chosen contribute to the quality of life in the communities they serve.

The curriculum balances the latest technology and team-based learning models with more than a century of rich medical education traditions. In their first year of medical school, students begin clinical experiences at the region's highest quality hospitals and clinics with leading physicians in the community. The programs offer significant one-on-one attention from faculty, resulting in a more personalized approach to medical education and a supportive learning environment where students thrive.

The Medical School offers choices for students to select the medical education experience that best fits their respective lifestyles, whether they prefer to live in a large city featuring numerous arts and entertainment options, or in northeastern or central Wisconsin, where a rich cultural offering combines with limitless outdoor recreation opportunities. All three campuses offer the opportunity to live and work among a diverse population and to build friendships through student interest groups and study teams. Students will be able to apply to residency programs in these regions and eventually enter the practice of medicine in these communities. The regional campuses were designed on a partnership model in which each campus partner provides critical resources such as facilities, faculty or physicians to teach students, whereby to facilitate a reduced tuition model for students.

Graduate School

The Graduate School of Biomedical Sciences at MCW provides a world-class environment for graduate study and research training. MCW provides a rich and stimulating academic culture in which the next generation of scientists and health professionals are trained to meet the complex challenges of the 21st century. To reflect the increasing diversity of the healthcare and biomedical science professions, MCW's goal is to provide an educational environment that seamlessly integrates basic research and scholarship, clinically oriented research, applied learning, and community-based programs.

Faculty secure nearly \$160 million in research dollars annually and lead nationally recognized research centers. Within this rich research environment, the Graduate School of Biomedical Sciences offers twenty Ph.D., Master's and Certificate programs in six academic disciplines, meeting the needs of students who are beginning their careers or looking to advance in their careers.

School of Pharmacy

MCW launched a new School of Pharmacy to address the needs for future pharmacists and primary care providers across Wisconsin. The School of Pharmacy welcomed its inaugural class in 2017. The aim of the MCW School of Pharmacy is not only to educate the pharmacists of the future, but also to create new and innovative practice models and interprofessional healthcare teams that leverage the role of the pharmacist to deliver patient-centered care with improved health outcomes. The MCW School of Pharmacy is the only three-year Doctor of Pharmacy (PharmD) program in the Midwest that is located at an academic medical center, providing access to world-renowned resources at Froedtert Hospital and Children's Wisconsin and partnerships with the Clement J. Zablocki VA Medical Center for students and faculty alike. The MCW School of Pharmacy is transforming pharmacy education with cutting-edge technologies and interprofessional, team-based learning models that will produce pharmacists who are ready to engage in patient-centered care in a multitude of practice settings, including primary care. MCW's PharmD program provides students extensive exposure to a variety of clinical settings and world-class research in specialties such as precision medicine, pharmacogenomics, cancer and psychiatry.

Master of Science in Anesthesia – Anesthesiologist Assistant Program

The MCW Master of Science in Anesthesia – Anesthesiologist Assistant Program is the first in Wisconsin, and one of only 11 nationwide to train Anesthesiologist Assistants. Based at MCW's Milwaukee campus, the Program welcomed its inaugural class in August 2016. This 28-month program provides students with training from leading physician anesthesiologists and anesthesiologists, in an inter-professional setting with medical students.

Graduate Medical Education

Medical College of Wisconsin Affiliated Hospitals (MCWAH) has over 900 residents and fellows in its graduate training programs. It offers approximately 200 first-year residency positions in 21 disciplines. The residency positions are filled through the National Residency Matching Program and other specialty matching programs with graduates from medical schools accredited by the Liaison Committee on Medical Education, osteopathic medical schools or graduates who are certified by the Educational Commission for Foreign Medical Graduates. All MCWAH residency programs are fully accredited by the Accreditation Council for Graduate Medical Education (ACGME). All MCWAH fellowships are accredited by the ACGME with many other non-MCWAH fellowships accredited by the appropriate specialty society. Educational experiences for house staff in every MCWAH program are

enhanced further by contacts with faculty and house staff in other specialty areas. Clinical fellowships are open to physicians who have completed their basic residency training. Fellowship positions are available in 73 subspecialties.

The Robert D. and Patricia E. Kern Institute

The Robert D. and Patricia E. Kern Institute for the Transformation of Medical Education was established in 2017 through a \$37.8 million gift from the Kern Family and Kern Family Foundation, the largest in MCW's history, to create a new foundation for medical education. The goal of the Institute is to transform medical education across the continuum by developing students who practice the Triple Aim of Medical Education: character, competence and caring. The Institute is part of the Kern National Transformation Network, a collaboration of seven medical schools committed to driving innovation, leveraging resources and advancing nationwide change in medical education from pre-medical learning through physician practice. It is anticipated that the Kern Institute will continue to expand and inspire additional partners to build a new foundation for medical education.

Research Mission

MCW is a major national research center, in fact, the second largest private research institution in Wisconsin. In FY21, \$300 million was invested in research, teaching, training and related purposes, which will lead to improved patient care and health outcomes. MCW ranks in the top third of all U.S. medical schools in NIH research support and has a significant portfolio of other federal, non-profit, state and foundation funding that support accelerating discovery

MCW's research enterprise is focused on strategic, prioritized areas of research involving interdisciplinary collaboration among scientists and physicians with the goal of rapidly translating discoveries into advances for patient care. MCW faculty conducted more than 2,800 research studies, including clinical trials, in FY20. More information is available at www.mcw.edu/research

Technology Transfer

The Office of Technology Development (OTD) is responsible for managing the discoveries, inventions, and other intellectual property assets of MCW and advancing these assets from Patents to Patients®. MCW has robust research and clinical programs that generate a strong pipeline of technologies available for licensing in therapeutics, diagnostics, diagnostic imaging, medical devices, and research tools. MCW's technology portfolio includes: 258 active technologies covered by more than 400 pending and issued US and foreign patents, and research and development affiliations with 49 campus institutions, healthcare organizations and government groups in Wisconsin and elsewhere.

Community Engagement Mission

The Institutions community engagement mission is about building productive partnerships with communities in Wisconsin and beyond. Through these partnerships and the relationships that sustain them, MCW and its community collaborators work together to have a greater impact on addressing Wisconsin's critical health needs.

MCW is one of four medical schools to ever receive the Carnegie Community Engagement Classification. MCW's community engagement mission is to partner with public and private organizations to enhance learning, research, patient care and the health of the community. MCW faculty are engaged in more than 2,100 community outreach activities, involving more than 600

community partner organizations, according to the MCW Office of Community Engagement's recent faculty survey, which tracks activities in education, research, advocacy, clinical care, outreach, publications, events, and awards.

The MCW Community Engagement Core provides a broad range of services, including mentoring, consulting and infrastructural support in community engagement to further develop MCW's capacity to collaborate with communities. Programs include a Health Science Shop, project facilitation services, community education programs and a Seed Grant Program. The Community Engagement Core is a primary resource and catalyst for community engagement projects for both MCW and community partners, and will influence how effectively MCW addresses health equity and social disparities across Wisconsin.

Advancing community engagement in research is a major focus involving community leaders and citizens. Student research teams, community lecture series and courses in community engagement for faculty, staff and students are among the many activities to advance translation of research to improved patient care.

Advancing a Healthier Wisconsin Endowment (AHW)

The Advancing a Healthier Wisconsin Endowment (AHW) was established through funds resulting from the Blue Cross/Blue Shield United of Wisconsin's conversion to a for-profit corporation and launched its first funded initiatives in community health, research and education in 2004. The Endowment's initial value of \$318.6 million now totals \$467 million through MCW's stewardship. AHW has awarded more than \$247 million to more than 400 initiatives dedicated to improving the health of the people of Wisconsin.

Milwaukee Regional Medical Center (MRMC) Campus

MCW is one of six organizations working in collaboration on the MRMC campus. Other campus organizations include: Froedtert Hospital, Children's Wisconsin, Versiti Blood Center of Wisconsin, the Curative Care Network and the Milwaukee County Behavioral Health Division. MCW and its Medical Center affiliates employ approximately 17,000 people on campus.

For additional information on the Medical College of Wisconsin, go to www.mcw.edu.

The Community

Milwaukee, Wisconsin

Located along the Lake Michigan shoreline, Milwaukee, Wisconsin, is one of America's great cities, combining a dynamic urban community with a rich cultural heritage with access to parks, rivers, and other outdoor recreation. Milwaukee was ranked in the **top 3 of "Up-And-Coming" places to live in the United States** by *U.S. News & World Report*. It is home to corporate headquarters for industry leaders including Northwestern Mutual, Johnson Controls, Manpower, Harley Davidson, and others. Milwaukee is a popular venue for sailing, windsurfing, kitesurfing, ethnic dining, and cultural festivals; the city is recognized for its museums, fine dining and hotels, four professional sports teams (the Milwaukee Brewers baseball team, the Milwaukee Bucks basketball team, the Milwaukee Admirals hockey team, and the Milwaukee Wave soccer team), gardens and parks, iconic breweries and craft beer, and Milwaukee County Zoological Gardens.



Milwaukee is a city that cherishes its roots; you will see revitalized architecture throughout downtown, and a parade of summer festivals celebrate the diverse cultures that made the city what it is today. But Milwaukee is also a city that is growing and changing. From major construction projects like a brand-new arena and streetcar, also known as The Hop, to the revival of streets and neighborhoods around the city, there is a new energy in the air.

Ideal Location:

Situated on the western shores of Lake Michigan, one of the five Great Lakes, it is a 90-minute drive from downtown Chicago, a five-hour drive from Minneapolis-St. Paul and Indianapolis, and slightly more than an hour away from Madison, the capital of Wisconsin. Wisconsin's fabled North Woods and Michigan's Upper Peninsula are just three hours away. But you don't have to travel that far to find plenty to do in the metropolitan area, which consists of five counties: Milwaukee, Waukesha, Ozaukee, Washington, and Racine.

Freshwater Capital of the World:

There is a reason they call Lake Michigan a Great Lake: it's one of the largest freshwater lakes in the world. Milwaukee takes its name from Native American words meaning "gathering place by the waters" and "the good land" and today, Milwaukee lives up to those meanings. Throughout the 1900s, Milwaukee had a series of mayors who were dedicated to preserving Milwaukee's parks and green space. Today, Milwaukee is home to 1,400 acres of beaches and parkland adjacent to the water, including Bradford Beach, located downtown, which was named one of Travel Channel's Top 11 City Beaches. In fact, over a dozen parks in Milwaukee offer beach access to the lake, including the Henry Maier Festival Park, home to the world's largest music festival, Summerfest.

Arts & Culture:

Milwaukee is a cultural center offering a wealth of opportunities to attend plays, operas, symphonies, and chamber music, thanks to an arts community that is well supported by metro-area residents. Among comparable metro areas, only Nashville, Orlando, Minneapolis-St. Paul, and Chicago have more performing arts groups per 100,000 people. And no city, except Los Angeles, raises more private money for the arts than Milwaukee. The city is home to the Milwaukee Symphony Orchestra, the Milwaukee Ballet, the Florentine Opera, the Milwaukee Repertory Theatre, and the Skylight Theatre.



The **Milwaukee Center Theater District** is home to the Milwaukee Repertory Theater, which operates three venues: the Quadracci Powerhouse, Steimke Theater, and the Stackner Cabaret. The district also includes the Pabst Theater, a national historic landmark that provides musical and theatrical entertainment in an elegant setting; the Riverside Theater, a popular music venue; and the Miller High Life Theater. The Marcus Center for the Performing Arts offers several venues for performing artists, including the 2,300-seat Uihlein Hall. Large shows are held at the outdoor American Family Insurance Amphitheater or BMO Harris Pavilion which are located at the Henry W. Maier Festival Park. The Broadway Theatre Center, located in Milwaukee's trendy Third Ward, is the home of The Skylight Opera and the Milwaukee Chamber Theatre.

Celebrating a decade of bringing the best in independent and international film to Milwaukee audiences, the annual **Milwaukee Film Festival**, which runs in October. Feature films, shorts, screenings, post-film conversations, panels, and parties round out the 15-day festival. More than 300 films will be shown at multiple venues.

Outdoor Recreation:

From soaking up the summer sun to hitting the trails after a fresh snowfall, Wisconsin has no shortage of activities for every season. Sparkling lakes, quiet woodland areas, and prairie vistas can be found throughout Waukesha, Ozaukee, Racine, and Washington counties.

All told, the greater Milwaukee area features 17,700 acres of county parkland, more than 60 public and private golf courses, and more than 240-miles of bikeways and hiking paths. **Did You Know?**



The 2020 Ryder Cup will be played on The Straits at Whistling Straits in Wisconsin, the host of the 2004, 2010, and 2015 PGA Championships.

Boating and fishing are major activities on both Lake Michigan and the many beautiful inland lakes. Charter boat captains are always eager to take people out onto the "local ocean" to land perch, steelhead, coho, or chinook salmon. Sailing is also very popular. The South Shore Yacht Club's annual Queen's Cup

Race attracts more than 240 yachts per year for the Wisconsin-to-Michigan race. For more casual sailors, sailboats and windsurfing equipment can be rented at **McKinley Park Marina** just east of downtown Milwaukee.

The Milwaukee area is home to a variety of farmers markets that offer everything from fresh, locally grown produce to arts and crafts. They are great places to savor fresh produce, see people, and enjoy the outdoors. One of the oldest and most popular is the award-winning **West Allis Farmers Market**.



The Milwaukee Public Market is a unique downtown food, shopping, and social nexus. Filled with unique selections of artisan and ethnic products, freshly made foods, and eating areas, it is one of Milwaukee's premier destinations, attracting more than 1.7 million visitors per year. The market also showcases a variety of cooking classes in **The Madame Kuony Demonstration Kitchen**. Instructors include Public Market vendors, local chefs, and nationally known cookbook authors.

Experience Milwaukee:

Milwaukee is the hub of the metropolitan area. The **30th largest city in the nation**, it is known for its cleanliness, beauty, and diverse population. It is a community with a big-city soul and a small-town heart. Milwaukee is both accessible and affordable. Home prices have appreciated conservatively, avoiding the wild swings that have plagued other housing markets. Because of Milwaukee's "melting pot" heritage, there is a variety of neighborhoods from which to choose, each with its own distinctive flavor. These quiet, residential neighborhoods are scattered throughout the city, often distinguished by parks and small commercial districts.

Growth & Expansion:

A new NBA arena. A new streetcar. A new gateway to the lakefront. New construction, hotel conversions, transit upgrades: things are changing in Milwaukee – fast! It is an exciting time in the city, and this new growth promises even better things to come over the next five years.

Milwaukee is revolutionizing urban transport with new options like bikeshares, rideshares, a new Bus Rapid Transit route, the RiverWalk, and the streetcar. The city also continues to utilize its waterways and green spaces to open miles of trails, bike paths, and watercraft-friendly riverfront.



Milwaukee is considered one of the most walkable and safe downtowns in the country. With dozens of attractions, museums, restaurants, and the lakefront all located within 1.5 miles of the Wisconsin Center, located in the heart of downtown Milwaukee. In addition to safe, sustainable, and clean streets maintained by Milwaukee's Downtown Ambassadors, you'll find 3 miles of RiverWalk, an ADA accessible path that runs parallel to the Milwaukee River. The Milwaukee RiverWalk winds through the heart of the city, tying together three distinct riverfront neighborhoods — the Historic Third Ward, Downtown, and Beerline B – and bringing you to the doorstep of some of the city's best restaurants, brewpubs, shops, and nightlife. Or, if you need even more water, you can enjoy miles of car-free lakeshore path that includes scenic vistas and local hot spots like Discovery World, the Milwaukee Art Museum, Veterans Park, and Bradford Beach, named a top beach in the country by *USA Today*.

Innovation & Industry:

Buzz words like “innovation” and “forward thinking” are getting a lot of hype, but in Milwaukee, it’s just how we do things. A city of makers, inventors, creators, builders, and brewers, we are always trying to find the best ways, the newest ways, and the smartest ways to get the job done.

Milwaukee’s manufacturing, technology, healthcare, and brewing industries are alive and thriving, as are its startups, culinary, arts, and hospitality businesses. Companies have come together and reached out to associations, schools, and trade groups to work together and generate new ideas and invest in the people making those ideas come to life. Milwaukee CEOs recognize that good ideas can come from anyone and that Milwaukee’s workforce is what keeps us pushing ahead and leading the way. The startups and the maker culture have come out of the backrooms and into the boardrooms.

One organization, [NEWaukee](#), has made a living as a social architecture group, bringing people together from all walks of life to collaborate, innovate, and share a cold one. [Gener8tor](#) is an angel investment group for startups and provides mentors and advisors in addition to cash. [The Commons](#) exists solely as an innovation accelerator, connecting emerging entrepreneurs and established businesses together while teaching skills necessary in the current job climate. It’s part of the [Greater Milwaukee Committee’s MiKE](#) (Innovation in Milwaukee) initiative.

Did You Know?

- Named one of America’s Friendliest Cities in 2017 by *Travel & Leisure* magazine and the Coolest Midwest city in 2018 by *Vogue* magazine.
- Milwaukee is the 30th largest city in the nation.
- **Notable Firsts:** During the 1850s and '60s many inventors tried to produce a workable typewriter, but none succeeded until 1867, when Milwaukee's Christopher Latham Sholes and inventors Carlos Glidden and Samuel W. Soul patented a **writing machine**. Milwaukee's A.O. Smith Corp., which went from making bicycle frames to automotive frames in 1903, mechanized Henry Ford's assembly-line process in 1913, becoming the first company to **mass-produce auto frames**.
- **Ecology Initiatives:** Milwaukee is known as a [Water Centric City](#), where technology, policy, infrastructure, and thought leadership combine to show global leadership in the field.
- **City Growth & Development:** A \$5 billion surge in investment in construction projects, continued improvements to award-winning civic projects like the Milwaukee RiverWalk, and dedication to turning beloved pieces of the past into the best of the future bring a fresh face to Milwaukee.
- Opened in August 2017 adjacent to the new arena in downtown, the \$31 million **Froedtert & the Medical College of Wisconsin Sports Science Center** is a state-of-the-art science and sports performance lab and training center, built privately by the Milwaukee Bucks. In 2019, Froedtert & MCW health network became the [Official Health Care Partner of Bucks Gaming](#).



- Milwaukee is home to more than 160 cultural resources or properties listed in the National Register of Historic Places. The city has developed expertise in restoring original buildings, giving them new life and purpose, to preserve this important element in the unique character of Milwaukee.
- **Climate:** Lake Michigan, one of the largest freshwater lakes in the world, moderate temperatures in the Milwaukee area, taking the sizzle out of the summer sun and warming winter winds.
- **Education:** Wisconsin values education and nowhere is this clearer than in its system of colleges and universities. More than 68,000 students are enrolled each year in the more than two dozen public and private four-year schools serving the five-county Milwaukee area.
- Sitting on top of the former Wisconsin Gas Company (626 E. Wisconsin Ave.) in downtown Milwaukee is a **"flame" that forecasts the coming weather**. Gold means it will get colder, red means it will get warmer, and blue means the weather will stay the same. A flashing light means precipitation is on the way, so grab a hat or an umbrella.
- **Milwaukee, the City of Festivals, holds more festivals than any other city in the United States.**
- Once known as the "Beer Capital of the World" due to its many breweries, Milwaukee is now a leader in the ever-evolving art of craft brewing thanks to inventive, local brewers who offer a wide variety of distinctive brews.

Find out why MCW students, faculty, and employees take pride in calling [Milwaukee home](#).

For additional information, please visit:

<http://www.mmac.org>

<http://www.visitmilwaukee.org>

<https://www.niche.com/places-to-live/search/most-diverse-neighborhoods/m/milwaukee-metro-area>

<https://www.travelwisconsin.com/>

<https://onmilwaukee.com/>

Procedure for Candidacy

Please direct all nominations and applications to Werner Boel, Linda Komnick and Keshia Harris, through the WittKieffer Candidate Portal by clicking [here](#). Candidates can also find this portal via the WittKieffer website at www.wittkieffer.com and select the "Become a Candidate" button. If you have trouble logging into the portal, please contact Keshia Harris directly at kharris@wittkieffer.com.

Keshia Harris
WittKieffer
Atlanta, GA
Phone: 678.302.1555

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