

Washington University School of Medicine in St. Louis

# Executive Management Fellowship Program



Washington University in St. Louis

SCHOOL OF MEDICINE



## Thank you for your interest in the Executive Management Fellowship at Washington University School of Medicine.

We are a vital community of students, faculty and staff dedicated to excellence in patient care, medical education and research, and our culture embraces innovation and creative thinking.

Our medical school is an exciting place to be; the atmosphere is one of collegiality and collaboration fueled by the talents and energy of people who accept the challenge to lead in advancing human health.

Washington University School of Medicine is currently ranked among the top medical schools in the country by U.S. News & World Report. The school maintains one of the most dynamic and robust research enterprises in the nation and currently ranks as the fourth-largest recipient of National Institutes of Health (NIH) research funding. Initiatives include basic science and clinical and translational research projects aimed at accelerating the application of research innovations to individual treatment options for patients.

The school's full-time clinical faculty members make up Washington University Physicians, one of the largest academic clinical practices in the nation. Washington University Physicians also are the staff physicians at Barnes-Jewish Hospital and St. Louis Children's Hospital. These two fine hospitals, perennially recognized for excellence in patient care and the core teaching hospitals of BJC HealthCare, also provide a superb atmosphere for training students, residents and fellows.

At Washington University School of Medicine, we are committed to training the next generation of physician-scientists and those who will assume leadership roles in academic medicine. The Executive Management Fellowship is an extension of our belief that only through the thoughtful leadership of a diverse group of bright and talented individuals can creative solutions be found to some of the challenges at the forefront of the life sciences/health-care frontier.

The Executive Management Fellowship offers individuals opportunities to learn about and participate in the decision-making process on complex issues that shape and influence the operation and governance of a medical school in all aspects of its mission, including its research, education and patient care delivery enterprises. The experience also allows the fellow to develop an appreciation for the factors influencing the quality, access to, efficiency and competency of the health-care delivery system and to gain an in-depth understanding of the intricate working relationship between the School of Medicine and its affiliated academic medical center.

We welcome applications from individuals who are interested in learning more about leading in this dynamic environment.

**David H. Perlmutter, MD**

*Executive Vice Chancellor  
for Medical Affairs and Dean*

**Richard J. Stanton**

*Vice Chancellor for Medical Finance and Administration*

# Executive Management Fellowship Program Washington University School of Medicine in St. Louis

## Fellowship Overview

As vanguards of the nation's future generation of health-care leaders, medical schools and academic medical centers play an important role in the improvement of the health-care delivery system. Essential to their collective mission is effective leadership that fosters and embraces innovation, efficiency, safety, quality and cultural competency.

The **Executive Management Fellowship at Washington University School of Medicine** is a two-year program designed to provide participants with a thorough exposure to the operation and governance of a nationally ranked, research-based medical school and academic medical center.

Through the mentorship of senior leaders of the school, fellows engage in executive-level discussions and participatory decision-making, and are immersed in an unparalleled learning experience in an organization committed to excellence, its community and the advancement of medical care.

The experience offers the selected individual the unique opportunity to explore his or her interest in the field of health-care administration and to prepare for a leadership role in a medical school or academic medical center.

The fellow supports the dean's senior management team for the School of Medicine and participates in relevant faculty and leadership forums and other executive-level meetings in which the dean and other members of senior leadership routinely participate.

The selected fellow is an active participant in strategic planning, budgeting, capital planning and similar key administrative processes and functions. The fellow also engages in management activities and projects pertaining to strategic partnerships with the School of Medicine's hospital partners and affiliated health-care system.

The fellow will work alongside Richard J. Stanton, vice chancellor for medical finance and administration, who will serve as a mentor and provide frequent feedback and interaction.

Due to the pandemic, this past year the fellowship was remote and this could be the case moving forward. Please be aware that the experience is very engaging and the superior commitment for professional development ensures that the fellow is engaged within the culture.

## Program Structure

**Length of program:** Two fiscal years

### Year one

During the first year, the fellow will:

Shadow key executives including:

- Executive Vice Chancellor for Medical Affairs and Dean
- Vice Chancellor for Medical Finance and Administration
- Vice Chancellor for Clinical Affairs
- Senior Associate Dean for Research
- Senior Associate Dean for Education

Complete rotations related to central administrative, compliance and academic department functions in areas such as:

- Human resources
- Finance
- Faculty Practice Plan management
- Clinical/pre-clinical department executive management

- Strategic planning
- Facilities
- Central IT services
- Research administration
- Human Research Protection Office
- Billing compliance
- Clinical studies
- Student admissions
- Curriculum planning
- Medical library
- Academic departments including basic science and clinical

The fellow will identify and undertake a project that complements his or her interests and background and is of significance to the School of Medicine. The project may be completed in year one or two, depending upon the nature and complexity of the project and prior approval from the dean.

**Assessment:** The fellow will be provided a performance assessment at six-month intervals.

### Year two

In the second year, the fellow will select an area of focus intended to complement his or her interests and background and will fulfill a management operations role within a specific area of the medical school.

The Senior Management Team will complete an evaluation of the fellow during the second year of training. The fellow will have the opportunity to complete a self assessment and to provide feedback on the overall fellowship experience.

## Eligibility

The Executive Management Fellowship is open to graduates from accredited MHA, MBA, MPH or other health-care- or research-related professional programs approved by the dean.

The ideal candidate for the fellowship has completed a graduate course of study in business, public health or health-care administration in preparation for a career in health-care administration. Individuals from other educational backgrounds who are interested in exploring the field of medical school administration are also encouraged to apply.

Program participants must comply with all university and medical school policies.

## Compensation and Benefits

The fellow is paid a competitive professional-level salary as an employee of Washington University School of Medicine in a full-time, benefits-eligible position.

Upon successful completion of the program, fellows will be considered for suitable employment opportunities available within the medical center; no employment beyond the two-year period is implied.

Fellows may be removed from the program for performance- or compliance-related issues, or when it is in the best interest of the medical school or the individual.

## Application and Supporting Documentation

Submission of the following application materials is required on or before **October 7, 2022**; applications will be reviewed in a rolling format starting September 26, 2022, so please submit your application as early as possible.

- Resume or CV (two-page limit)
- Official undergraduate and graduate transcripts

- Three letters of recommendation from:
  - Program director or faculty member of applicant's academic program
  - Past or present employer
  - Reference of your choosing (preferably academic or professional)
- Personal statement (two-page limit) addressing:
  - Decision to pursue an administrative fellowship within academic medicine
  - Interest in the Executive Management Fellowship
  - Fellowship and career objectives

Incomplete applications and those received after **October 7, 2022**, may not be considered.

### Submission instructions:

Combine the application materials in a single PDF and send to:  
**ExecManagementFellowship@wustl.edu**

Please email **ExecManagementFellowship@wustl.edu** with any questions.

If you prefer to mail the materials, please send to:

Richard J. Stanton  
Vice Chancellor for Medical Finance and Administration  
Washington University School of Medicine  
MSC MSC 29-12400  
660 S. Euclid Ave.  
St. Louis, MO 63110-1093

## Important Dates

**Application deadline:** Application materials must be received by **October 7, 2022**.

**Interviews:** Phone and/or video interviews at Washington University School of Medicine in St. Louis will be granted to a select group of candidates **October 3-11, 2022**. Onsite interviews will take place **October 20 and 21**.

## **Final candidate selection: December 2022**

## **Fellowship start date: Summer 2023**

All applicants must comply with required Washington University School of Medicine policies regarding background check/drug screening/inoculations.

To build a diverse workforce Washington University encourages applications from women, minorities, individuals with disabilities and veterans. EEO/AA Employer.

For detailed information about the Executive Management Fellowship, please visit: [medicine.wustl.edu/executivemanagementfellowship](https://medicine.wustl.edu/executivemanagementfellowship).

# **About Washington University School of Medicine**

Washington University School of Medicine in St. Louis, founded in 1891, has a rich history of success in research, education and patient care. Many medical firsts and 19 Nobel laureates are associated with the School of Medicine. U.S. News & World Report consistently ranks the school among the top medical schools in the United States.

## **Clinical Practice**

The clinical practice group of the School of Medicine, Washington University Physicians, is one of the largest academic clinical practices in the nation. It is made up of more than 1,790 full-time clinical faculty representing more than 78 specialties and subspecialties in medicine and surgery. Washington University clinical specialists provide comprehensive care at more than 60 clinical office sites throughout the St. Louis area.

Washington University provides clinical services in partnership with Barnes-Jewish Hospital and St. Louis Children's Hospital, the core teaching hospitals associated with BJC HealthCare. The Alvin J. Siteman Cancer Center at Barnes-Jewish Hospital and Washington University School of Medicine is an international leader in cancer treatment, research, prevention, education and community outreach. Siteman holds the prestigious

Comprehensive Cancer Center designation from the National Cancer Institute and membership in the National Comprehensive Cancer Network.

The School of Medicine has a close affiliation with BJC HealthCare, one of the largest non-profit health-care organizations in the United States with 15 hospitals, multiple health-care service organizations and net revenue of more than \$4.65 billion. Barnes-Jewish Hospital and St. Louis Children's Hospital constitute the academic core of the BJC HealthCare system, and both hospitals are nationally ranked among an elite group of the nation's best hospitals on the U.S. News & World Report Honor Roll.

The Center for Advanced Medicine houses the School of Medicine's clinical practices based at the Medical Campus. The facility provides a convenient location for most of the clinical faculty outpatient practices.

## **Research Enterprise**

The School of Medicine maintains one of the most dynamic and robust research enterprises in the nation. During the fiscal year ending June 30, 2021, grants and contracts totaling more than \$762.3 million supported faculty research efforts at the School of Medicine. The School is one of the largest recipients of funding for research and training from the NIH, with \$575.8 million in grants from the NIH alone. Substantial additional support was provided directly to faculty investigators by the Howard Hughes Medical Institute. Gifts and grants from private sources, including alumni, individuals, foundations, corporations and other organizations, totaled \$175 million.

## **Educational Mission**

Comprehensive facilities and a world-renowned faculty provide students with a supportive environment to acquire a scientific foundation and develop the skills, attitudes, knowledge and commitments necessary to perform clinical and research activities at the highest level. Washington University School of Medicine's MD program is the nation's most selective in terms of student quality. The school's programs in physical therapy, occupational therapy, biological sciences and audiology are ranked among the top in the country. Washington University also operates one of the nation's largest medical scientist training programs, a combined MD/PhD program dedicated to educating physician-scientists.

## Washington University Medical Campus

Washington University School of Medicine, Barnes-Jewish Hospital, St. Louis Children's Hospital and the Alvin J. Siteman Cancer Center are part of Washington University Medical Campus, an urban academic medical center occupying 186 acres over 18 city blocks in St. Louis's Central West End neighborhood. The Medical Campus generates an annual economic impact of nearly \$7.6 billion for the St. Louis area, according to an economic model maintained by the St. Louis Regional Chamber.

## Our Mission

Washington University School of Medicine will lead in advancing human health through the best clinical care, innovative research and the education of tomorrow's leaders in biomedicine in a culture that supports diversity, inclusion, critical thinking and creativity.

## Our Vision

In leading the advancement of human health, Washington University School of Medicine will:

- Cultivate excellence and collegiality within an inclusive community
- Attract and develop a diverse, talented, academic workforce
- Lead the revolution in biomedicine
- Enhance our intellectual and technological environment to foster exceptionally creative research and education
- Develop and maintain excellent clinical programs to provide outstanding care
- Observe the highest standards of ethics, integrity and compassionate care
- Apply advances in research and medicine to the betterment of the human condition locally and globally

## Facts at a Glance (2021 data unless otherwise noted)

### School of Medicine

Total Revenue	\$2.9 billion
Faculty	2,743
Total Employees	12,296
Residents and Clinical Fellows	1,391

### Washington University Physicians

Patient Services Revenue	\$1.6 billion
Outpatient Visits	1,389,221

### Research enterprise

Total Grants/Contracts	\$762.3 million
National Institutes of Health (NIH) Funding	\$575.8 million
Private Gifts & Grants	\$175 million

### Total students

MD, MD/PhD	601
Audiology and Communication Sciences	73
Clinical Investigation	121
Genetic Epidemiology	24
Occupational Therapy	329
Physical Therapy	275
Population Health Sciences	24

For more information about Washington University School of Medicine in St. Louis, please visit [medicine.wustl.edu](https://medicine.wustl.edu).

## Program Administrators



### **David H. Perlmutter, MD**

*Executive Vice Chancellor for Medical Affairs  
Spencer T. and Ann W. Olin Distinguished Professor  
George and Carol Bauer Endowed Dean,  
School of Medicine*

*“Creating and sustaining a climate that is diverse and inclusive takes conscious effort and honest reflection. We are making strides in the*

*right direction. Our ambition is clear — to become an environment that supports diversity, inclusion, critical thinking and creativity — and in doing so, be the best medical school in the world and contribute to a better St. Louis community.”*

David H. Perlmutter, MD, is the executive vice chancellor for medical affairs and dean of Washington University School of Medicine in St. Louis. He has been in this role since December 1, 2015. From 1986-2001, Perlmutter was a member of the faculty of Washington University, becoming chief of the Division of Gastroenterology and Nutrition in the Department of Pediatrics and the Donald Strominger Professor of Pediatrics. From 2001-2015, he was physician-in-chief and scientific director at the Children’s Hospital of Pittsburgh, Distinguished Professor of Pediatrics, University of Pittsburgh, and the Vira I. Heinz Professor and chair, Department of Pediatrics, University of Pittsburgh School of Medicine.

Perlmutter is internationally recognized for his research on the pathobiology of alpha-1 antitrypsin deficiency, a rare disease in which a misfolded protein causes chronic liver failure and hepatocellular carcinoma. His work has led to advances in understanding the basic mechanisms of liver fibrosis and carcinoma and novel therapeutic strategies. Together with collaborators, he has discovered a pipeline of drugs that can eliminate misfolded proteins and reverse the liver disease in model organisms. One of these drugs has advanced to phase II/III clinical trials. Because these drugs act on the cellular process called autophagy, they may also be utilized for other diseases caused by misfolded proteins, including Alzheimer’s disease and other age-dependent degenerative diseases.

Perlmutter is a member of the American Society for Clinical Investigation and the Association of American Physicians. He was elected to the

National Academy of Medicine in 2008 and to the American Academy of Arts and Sciences in 2018. He is chair-elect of the American Association for the Advancement of Science Section on Medical Sciences. He has served as president of the Society for Pediatric Research and president of the board of trustees of the International Pediatric Research Foundation and has been a member of the advisory council of the National Institute of Diabetes and Digestive and Kidney Diseases. In 2013, the University of Pittsburgh Medical Center and Children’s Hospital of Pittsburgh Foundation created the David H. Perlmutter Research Endowment in his honor.



### **Richard J. Stanton**

*Vice Chancellor for Medical Finance  
and Administration*

Richard J. Stanton was named vice chancellor for medical finance and administration at the

School of Medicine in July 2021. Prior to joining Washington University in 2008, Stanton spent 30 years working in various capacities for the state of Massachusetts. Most recently he was the deputy chancellor for finance and administration at the University of Massachusetts Medical School, a position he held since 1992.

After receiving his bachelor of arts degree from Bradford College in Massachusetts, Stanton earned his doctor of law degree from George Washington University in 1976.

As vice chancellor for the School of Medicine, Stanton is responsible for coordinating all financial, administrative and capital activities. He also manages the non-academic operations and oversees all short- and long-term financial planning, information technology services, facilities management, design and construction, and related operations.



## About the Fellows



### **Hermenia Ricks, MBA**

*Executive Management Fellow, 2022-2024*

*"The Executive Management Fellowship program at Washington University in St. Louis has exceeded every expectation that I had. From day zero, you have the full support of the previous fellows, the executive leadership team, and everybody at WashU. Regardless of your professional, personal, and academic background, you will gain the foundational knowledge that sets you up on a path to success. This fellowship provides the space for you to step out of your comfort zone through proper mentorship from experienced leaders, feedback, and guidance. You will be able to leverage your expertise as you partake in various project work that fosters freedom of inquiry and expression of ideas in research, teaching, and learning."*



### **Brandon Oluyede, MSHA**

*Senior Project Manager*

*Executive Management Fellow, 2020-2022*

*"The fellowship experience at Washington University School of Medicine is phenomenal. I have learned and grown immensely during my time here. This fellowship is unique in the fact it offers exposure to a plethora of projects and rotations between finance, medicine, research, executive leadership, and more. Washington University is an amazing institution with faculty and staff that encourage professional development with the resources to support that effort."*



### **Amanda Wilkins, MHA, CPA**

*Director of Occupational Health*

*Executive Management Fellow, 2018-2020*

*"The flexibility of this program allows the freedom for the fellow to take part in any area of their interest within academic medicine — there's no shortage of exciting project work at this rapidly expanding entity! I've had the opportunity to utilize my financial background to drive key decision making in the areas of clinical care, research and graduate medical education. It is the exposure to project work throughout the tripartite mission that distinguishes this fellowship among the rest. I'm in awe of the biomedical innovation here, and each employee within this community contributes to the overarching mission of advancing human health."*



### **Nygel Williams, MHA**

*Manager of Education Administration and Finance*

*Executive Management Fellow, 2018-2020*

*"The fellowship program here has provided me the opportunity to develop as an administrator, leader, and as a person. The unique focus on education, research and clinical care has expanded my skill set, and the access to high-level leadership and mentorship is something I couldn't have gotten anywhere else."*



**Sobia Shahab, MHA**

*Manager of Business Operations,  
Department of Pathology & Immunology  
Executive Management Fellow, 2016–2018*

*“The fellowship experience here is phenomenal. During the fellowship term, I worked on a number of projects covering a multitude of*

*functions. The ability to be part of day-to-day discussions related to various facets of the organization helped me gain invaluable insights into how everything comes together to ensure the operational success of the medical school. The level of access to top leadership and their wealth of knowledge is unparalleled.”*



**Kashwayne Williams, MBA, MHA**

*Director of Clinical Operations,  
Department of Pediatrics  
Executive Management Fellow, 2014–2016*

*“The experience I gained from the fellowship completely surpassed my expectations going in. I was able to have a broad and meaningful*

*exposure across the entire spectrum of a complex organization. Such exposure provided invaluable and unique experiences only the Washington University School of Medicine Executive Management Fellowship Program can provide.”*



**Andwele Jolly, DPT, MBA, MHA**

*CEO, St. Louis Integrated Health Network  
Executive Management Fellow, 2012–2014*

*“Unlike other academic medical center fellowships, our fellowship is on the school of medicine side of the relationship, where there’s a strong emphasis on higher education, research*

*and clinical administrative management. Second, our fellowship offers an unparalleled level of exposure to senior-level management, differentiating our fellows in terms of the breadth and depth of work-level experience.”*

# The St. Louis Region



St. Louis’ renowned Gateway Arch commemorates the pioneering spirit upon which the city was founded. Generations of adventurers, immigrants and others seeking a better life have been drawn to St. Louis ever since, and the region has a population of nearly 3 million, making the Gateway to the West a thriving metropolitan area. Thanks in part to Washington University, other regional universities and key Fortune 500 corporations, St. Louis has developed into a national hub for important research and business development, especially in the fields of biotechnology and plant science.

Washington University Medical Campus is located in the cosmopolitan neighborhood of the Central West End. Forest Park — one of the largest urban parks in the United States — serves as the Medical Campus’s back yard, offering a wide spectrum of athletic and cultural facilities. The park is also home to the Saint Louis Science Center, the Saint Louis Art Museum and the 83-acre Saint Louis Zoo, all with free admission. Blues, jazz and rock bands are key attractions in local clubs, and venues near the medical center offer a wide array of choices for music and nightlife enthusiasts. Several streetscapes, including downtown’s Washington Avenue and the University City Loop, attract St. Louisans and visitors alike. Washington Avenue, with its unique 20th-century brick buildings that once housed shoe and clothing manufacturers, has come alive with restaurants, bars, boutiques, art galleries, and dramatic loft, condo and apartment living. The University City Loop continues to expand, adding more restaurants, clubs, shops and concert venues.

Consistently ranked among the nation's most affordable and best places to live and raise families, the St. Louis region offers many opportunities to watch or participate in a wide range of sports, recreational activities and cultural events. The beautiful rolling hills of the Ozark Mountain region are a short day trip from St. Louis' urban core, and the landscape offers ample opportunity to pursue an array of outdoor activities such as hiking, canoeing and spelunking in some of Missouri's more than 6,000 caves. From its lively arts community to the serene pace of everyday living, St. Louis is a city of opportunity and variety for all who choose to call it home.

For more about St. Louis, please visit:  
**[medicine.wustl.edu/about/st-louis](https://medicine.wustl.edu/about/st-louis)**  
**[www.explorestlouis.com](https://www.explorestlouis.com)**

#### **Nondiscrimination Statement**

Washington University encourages and gives full consideration to all applicants for admission, financial aid and employment. The university does not discriminate in access to, or treatment or employment in, its programs and activities on the basis of race, color, age, religion, sex, sexual orientation, gender identity or expression, national origin, veteran status, disability or genetic information. Inquiries about compliance should be addressed to the university's Vice Chancellor for Human Resources, Washington University, Campus Box 1184, One Brookings Drive, St. Louis, MO 63130. The School of Medicine is committed to recruiting, enrolling and educating a diverse student body.

Executive Management Fellowship  
Washington University School of Medicine  
MSC 29-12400  
660 S. Euclid Ave.  
St. Louis, MO 63110-1093  
(314) 747-5529

[medicine.wustl.edu/executivemanagementfellowship](http://medicine.wustl.edu/executivemanagementfellowship)



Washington University in St. Louis

---

SCHOOL OF MEDICINE