



**VICE CHANCELLOR FOR HEALTH AFFAIRS  
AND  
DEAN, SCHOOL OF MEDICINE**

**THE UNIVERSITY OF MISSISSIPPI MEDICAL CENTER**

**WITT/KIEFFER**

**OCTOBER 2009**

**These position specifications provide information about  
The University of Mississippi Medical Center and the position  
of Vice Chancellor.**

**It is designed to assist qualified individuals  
to assess their interest in the position.**

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## **THE ORGANIZATION**

### **UNIVERSITY OF MISSISSIPPI MEDICAL CENTER**

The University of Mississippi Medical Center (UMMC) in Jackson is the health sciences campus of the University of Mississippi. The state's only academic health center, UMMC's mission is to train health care professionals, provide exemplary patient care and expand the body of basic and applied medical knowledge. The elimination of disparities in health care that negatively impact the health status of some segments of the state's population is a major institutional goal. The Medical Center opened in Jackson in 1955 as a full four-year medical school and teaching hospital, but its origins go back to the parent campus of the University of Mississippi in Oxford where a two-year medical school was established in 1903. Since 1955, four more schools have been added: the School of Nursing, the School of Health Related Professions, the School of Dentistry, and the School of Graduate Studies in the Health Sciences. Pharm.D. students with the University of Mississippi School of Pharmacy, based on the Oxford campus, complete the final two years of their clinical training on the UMMC campus.

The Medical Center functions as a separately funded, semi-autonomous unit responsible to the chancellor of the University of Mississippi, who reports to the Mississippi Board of Trustees of State Institutions of Higher Learning (IHL). Per the state constitution, IHL governs all eight state institutions of higher learning in Mississippi. UMMC's Chief Executive Officer is the Vice Chancellor for Health Affairs.

Fall 2009 enrollment on the health sciences campus totaled 2,412. Of that number, 466 are medical students; 146 are dental students; 477 are nursing students; 506 are house staff or fellows; 578 are in health related professions; 186 are in graduate programs; and 26 are in certificate training programs. Mississippi residents made up 87 percent of the student body, and represented 77 of the state's 82 counties. UMMC employs 8,522 people (7,920 FTEs).

### **PHYSICAL PLANT**

UMMC is located on a 164-acre campus in the heart of Jackson, the state's capital city. Beginning in 1995, a \$350 million construction program, the largest expansion program in the history of higher education in Mississippi, was designed to replace an outdated physical plant and add new hospital facilities. The new flagship adult hospital opened in December 2006, the pediatric hospital in 1997; the women's and infants' hospital in 1999; the critical care hospital in 2001; and a pediatric surgical addition in 2004. Other recent construction includes:

- An addition to the Christine L. Oglevee Building (the School of Nursing) which doubled the size of that structure
- Two public parking garages
- The Norman C. Nelson Student Union
- The School of Health Related Professions Building
- A classroom wing for the School of Medicine
- Arthur C. Guyton Research Complex
- Pediatric outpatient clinics

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A renovated emergency department and a new heart and vascular center, ambulatory care center, cancer center, imaging center and medical education building are in various stages of planning and development.

## UNIVERSITY OF MISSISSIPPI HEALTH CARE

University of Mississippi Health Care (UMHC) is an umbrella organization that combines the University Hospitals and Health System (UHHS) and University Physicians (UP), the medical faculty practice plan.

UHHS is comprised of the teaching hospitals for all UMMC educational programs and serves as a 722-bed diagnostic and treatment referral center for the entire state. Inpatient admissions total approximately 28,000 annually. Outpatient and emergency department visits exceed 250,000 per year. The UHHS system includes:

- University Hospital (for adult, non-critical patients)
- Winfred L. Wiser Hospital for Women & Infants (ob-gyn and newborn care)
- Blair E. Batson Hospital for Children (general and specialty pediatrics and pediatric surgery)
- Wallace Conerly Hospital for Critical Care
- Jackson Medical Mall (location of teaching and subspecialty clinics as well as the Cancer Institute)
- University Hospital – Holmes County, Lexington, Mississippi
- University Hospital – Nursing Home, Durant, Mississippi

Within UHHS is the state's only designated level I trauma center and specialized hospital services. Those services include:

- an interventional MRI
- the only level III neonatal intensive care unit in the state
- separate medical, surgical, cardiac, neuroscience and pediatric ICUs
- the state's only children's hospital with a dedicated pediatric surgery suite
- a heart station for diagnosis and treatment of heart disease
- a heart failure program linked to LVAD and heart transplantation
- heart, kidney, cornea and bone marrow transplant programs
- a comprehensive stroke unit
- state-of-the-art radiological imaging systems
- a sleep disorders laboratory
- an *in vitro* fertilization program
- Select Specialty Hospital (Cardiology, GI, Sleep Disorders) – I-55 North in Jackson
- special pharmaceutical services
- a telemedicine program serving the state with emergency services and psychiatry
- a comprehensive inpatient and outpatient dialysis program

University Physicians is the multi-specialty physician faculty practice plan. It is the official employer of the physicians in addition to their faculty employment by UMMC. UP manages and funds all ambulatory care practice sites via a tax on clinical revenues. As part of this role, UP manages billing and appointment scheduling. The practice plan collects revenues on behalf of

the faculty practice and pays its expenses. Previously, each department had its own professional limited liability company (PLLC), but the groups were consolidated into one PLLC with a single tax ID number effective January 1, 2008. The chairs of the clinical departments sit on the executive committee with one member serving as president.

University Physicians Medical Pavilion is a practice site for many subspecialties of UP. The structure, which is more than 80,000 square feet, adjoins the James D. Hardy Clinical Sciences Building, the home of a number of medical offices. A large multi-specialty ambulatory clinic will come online in the adjoining Rankin County suburbs in 2010.

The UP Pavilion was the first freestanding clinic in the United States to employ the “mall design” in the delivery of outpatient health care with all basic services in one location. The common waiting areas under a skylight roof are spacious and comfortable. All the specialty clinics open onto the mall.

Patients may receive most of the services and procedures they require within the Pavilion, which has its own full-service lab, *in vitro* fertilization lab, full-service radiology suite and a full-service pharmacy. A fully equipped physical therapy room is adjacent to the orthopedics clinic. A full range of cardiology testing is also available in the Pavilion, including echocardiograms and nuclear stress testing.

#### **JACKSON MEDICAL MALL**

In 1996, prominent members of the local community in Jackson approached the Medical Center administration with the idea of buying the Jackson Mall, built in 1969, and transforming it into a medical mall.

Many of the Medical Center’s specialty teaching clinics are now located at the Jackson Medical Mall in what was once retail space. The clinics are housed in 191,000 square feet of completely new and renovated space. Nearly all of the medical specialties are represented with clinics at the mall, as well as the Cancer Institute. Services include gynecologic oncology; radiology with its own dedicated MRI, CT and PET; mammography; radiation oncology; a cardiopulmonary rehab center; a diabetes education center and an artificial kidney unit.

The mall is also home to the ACT Center (“A Comprehensive Tobacco treatment, education and research center) and the Jackson Heart Study, which is the largest longitudinal study of risk factors for heart disease in African Americans ever undertaken.

**THE UNIVERSITY OF MISSISSIPPI SCHOOL OF MEDICINE**

The School of Medicine faculty currently totals 650 (605 FTEs). This fall the school accepted a first-year class of 120, with plans to continue growth over the next several years to a first-year class of 150. There are approximately 500 residency and fellowship positions. The institution sponsors 40 accredited residency programs, many of which are affiliated with G.V. (Sonny) Montgomery Veteran's Affairs Medical Center (VAMS). Located adjacent to the Medical Center campus, the VAMS has 136 hospital beds and 120 nursing home beds.

In 1955, Dr. David Pankratz, School of Medicine dean, oversaw the move from Oxford to Jackson. He had been recruiting a brilliant cadre of young department heads who succeeded in establishing excellence in research and clinical training as school hallmarks. Two of those – Dr. Arthur C. Guyton and Dr. James D. Hardy – made the young Medical Center a leader in the international scientific arena. Dr. Guyton, chairman of physiology and biophysics, wrote the famous **Textbook of Medical Physiology**, the best-selling physiology textbook of all time, used by medical students all over the world. Dr. Hardy, chairman of the Department of Surgery, began to set up labs for research on organ transplantation as soon as the Medical Center opened. In 1963, he and his team performed the world's first lung transplant followed in 1964 by the world's first heart transplant.

Medical Center researchers have traditionally focused on the major health problems that affect Mississippians disproportionately – hypertension, problem pregnancies, heart disease and diabetes. Dr. Herbert Langford was an early pioneer in elucidating the role of diet in hypertension and ethnic differences in blood pressure readings. His early prominence in hypertension provided a framework for future large epidemiological studies of blood pressure. The current Jackson Heart Study, the largest study of cardiovascular disease risk factors in the African-American population ever undertaken, rests on that foundation. The study is presently led by Dr. Herman Taylor, professor of medicine. The Medical Center, Jackson State University and Tougaloo College are partners in the National Heart Lung and Blood Institute-sponsored study, funding for which was continued in 2005 with contracts of \$54.3 million. The JHS has allowed collaboration between UMMC and a number of other scientific institutions and institutes, bringing leaders in the field to the campus on a regular basis.

Dr. Guyton, while working on his textbook, also made some fundamental discoveries about the cardiovascular system that have led to changes in the way certain clinical conditions are treated worldwide. His influence was pivotal in establishing his department as an international leader in cardiovascular physiology and holder of the longest-running grant in the history of the National Institutes of Health.

Students who earned a doctorate or did a postdoctoral fellowship in the physiology department here also have gone on to distinguish themselves. Twenty-nine have become chairs of physiology departments around the world. Six presidents of the American Physiology Society have come from this department.

Hypertension has always been a subject of intense clinical interest and high productivity at the Medical Center. Dr. Guyton's key research attracted many other nationally known clinicians

who wanted the chance to collaborate with him. One such clinician was Dr. John Bower, who established the state's first hemodialysis unit at the Medical Center and one of the original dialysis units in the nation. Over the years, a core group of both clinicians and basic scientists have done pivotal work on the interrelationship between renal function and hypertension and in obesity and hypertension. The Center for Excellence in Cardiovascular-Renal Disease brings all of these investigators together. The ARIC study of hypertension, the forerunner of the Jackson Heart Study, continues under the leadership of Dr. Tom Mosley, professor of medicine.

Faculty in the medical school have been actively involved in leadership of professional and scientific organizations at the national level. These include service as president of the American Heart Association, president of the American Medical Association, president of Gynecologic Surgeons, president of the Association of Professors of Medicine, leadership in a number of other professional and scientific organizations including the American College of Physicians, American College of Obstetricians and Gynecologists, American Medical Association, and the American College of Allergy, Asthma and Immunology, among many others. Faculty members have also served on and had leadership roles in the Association of American Medical Colleges, American Board of Internal Medicine, American Board of Medical Specialists, and the American Board of Allergy and Immunology. Faculty have or presently serve on a variety of NIH study sections.

Faculty in the medical school have a major interest in health care disparities and in solving health care delivery problems in rural underserved populations. Dr. Warren Jones heads the Mississippi Institute for the Improvement of Geographic Minority Health. The Department of Pediatrics is a participant in the National Children's Health Study and the Departments of Family Medicine, Medicine and Emergency Medicine have active outreach programs in underserved areas of Mississippi. These programs involve medical education as well as service with an emphasis toward encouraging graduates to consider practice in underserved areas.

Quality medical practice by university faculty has been recognized by over 100 listings in Best Doctors in America as well as numerous other listings in Who's Who in Health Care, America's Best Doctors and other listings.

#### **THE UNIVERSITY OF MISSISSIPPI SCHOOL OF NURSING**

The School of Nursing was founded in 1948 as a Department of Nursing, offering the first baccalaureate program in the state. Since that time, its more than 2,000 graduates have cared for the people of Mississippi in hospitals, clinics, and at home. The School of Nursing initiated the state's first master's program in nursing in 1970 and its first collaborative doctoral program in 1998. Its educational programs are accredited by the Commission on Collegiate Nursing Education (CCNE).

UMMC's School of Nursing, the only Nursing School in the state of Mississippi to be located on an academic health sciences campus, continues to create new and innovative ways to provide care to Mississippians. The school's nurse-run primary care clinic was the first in the state and provides real-life learning experiences for students, as well as a site for faculty practice. The

school also developed a primary care clinic in a local elementary school and recently added a mobile clinic van as a partnership with the faith community and rural Mississippi.

### **THE UNIVERSITY OF MISSISSIPPI SCHOOL OF DENTISTRY**

Since its establishment in March 1973, the University of Mississippi School of Dentistry has met its legislated missions of educating general dental practitioners for Mississippi, providing continuing education for the state's dental health professionals, conducting dental research and providing dental service for the state. As the only dental school in the State of Mississippi, the school represents a leading site for the delivery of state-of-the-art dental care.

The School of Dentistry offers a course of instruction leading to the degree of Doctor of Dental Medicine (D.M.D.). This program is accredited by the American Dental Association Commission on Dental Accreditation. The School also offers a Master of Science and a Doctor of Philosophy degree in Biomedical Materials Science.

School of Dentistry graduates comprise approximately 40 percent of the active practicing dentists in Mississippi, while more than 70 percent of the school's graduates practice in Mississippi. Two postdoctoral programs – a general practice residency with six residents and an advanced education in general dentistry with five residents – strongly support and enhance the school's missions.

### **THE UNIVERSITY OF MISSISSIPPI SCHOOL OF HEALTH RELATED PROFESSIONS**

The State Institutions of Higher Learning board authorized the School of Health Related Professions (SHRP) in 1971 to provide a source of trained, competent allied health personnel to meet the needs of the State of Mississippi; provide consultant services to allied health educational programs; aid in the development of appropriate cooperative education programs for allied health personnel; and provide continuing education programs for allied health personnel.

Since its inception, SHRP has provided health related education to over 2,500 students. SHRP offers baccalaureate programs in clinical laboratory sciences, cytotechnology, dental hygiene, health sciences, and health information management. SHRP also offers a Master of Occupational Therapy and a Doctor of Physical Therapy. With over 500 students, SHRP is committed to providing the best possible education to Mississippi's future health care providers.

### **THE UNIVERSITY OF MISSISSIPPI SCHOOL OF GRADUATE STUDIES IN THE HEALTH SCIENCES**

The School of Graduate Studies in the Health Sciences was established in 2001 by the IHL. The Graduate Programs in the Health Sciences previously operated under the auspices of the Graduate School of The University of Mississippi. The goals of the School of Graduate Studies in the Health Sciences are to (1) train highly qualified researchers who will make significant contributions to the scientific literature, (2) educate those who will train the next generation of biomedical scientists and health care professionals; and (3) foster the spirit of scientific inquiry.

The School of Graduate Studies in the Health Sciences offers graduate education leading to the Doctor of Philosophy (Ph.D.) and/or Master of Science (M.S.) degrees in Anatomy, Biochemistry, Biomedical Materials Science, Clinical Health Sciences, Microbiology, Neuroscience, Nursing, Pathology, Pharmacology & Toxicology, and Physiology & Biophysics. The Graduate School also offers a Master of Science degree in Biomedical Sciences for the Maternal/Fetal Medicine and Professional Portal tracks. These broad-based and contemporary educational programs prepare students for a wide range of career opportunities in research, education, industry, governmental service (state and/or federal) and, if desired, for other educational experiences, advanced training, or practice.

**THE UNIVERSITY OF MISSISSIPPI SCHOOL OF PHARMACY**

The College of Pharmacy is located on the main campus in Oxford, Mississippi. Clinical programs are housed on the UMMC campus under the leadership of an Associate Dean for Pharmacy. These programs are integrated with those of the School of Medicine through the Department of Medicine and hospital departments.

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**Websites of Interest**

University of Mississippi Medical Center <http://www.umc.edu/>

University of Mississippi Health Care <http://umhc.com/>

University Physicians <http://up.umc.edu/>

School of Nursing <http://son.umc.edu/>

School of Dentistry <http://dentistry.umc.edu/sda/servlet/Home>

School of Health Related Professions <http://shrp.umc.edu/>

School of Graduate Studies in The Health Sciences <http://graduate-school.umc.edu/index.html>

Human Resources <http://hr.umc.edu/>

**THE UNIVERSITY OF MISSISSIPPI VISION STATEMENT**

*A Great Academic Health Sciences Center ....  
Dedicated to Improving Lives*

- To exhibit steadfast dedication to achieving the highest standards of performance in all of our missions – education, research, and health care
- To educate outstanding health care professionals
- To be a leading health sciences research center that improves human health through discovery, leadership and innovations
- To be the preferred hospitals and clinicians in the Southeast and recognized nationally
- To be the employer of choice, committed to recruiting and retaining high performing individuals
- To embrace diversity in all of our missions
- To find solutions to the challenges of health disparities in Mississippi and the nation
- To promote the value of professionalism and life long learning in all employees, faculty, and students
- To enhance the economic development of the state

**THE POSITION****Summary**

The Vice Chancellor for Health Affairs and Dean, School of Medicine, (VCHA/Dean), The University of Mississippi Medical Center (UMMC) is responsible for the leadership and management of the health science campus. The VCHA/Dean will recognize the responsibility UMMC embraces for the health and welfare of the entire state of Mississippi and the unique opportunities and challenges that correspond to those responsibilities and how this intimately relates with the teaching, clinical and research missions. The VCHA/Dean must be a visionary leader with the ability to take UMMC to the foremost level of performance in education, patient care and research by (1) providing leadership for the strategic direction of UMMC and assuring the financial success of the academic and clinical health enterprise; (2) working in collaboration with the senior management team and providing leadership to: (i) ensure that all patient care activities are provided at the highest level of quality and service, (ii) enhance the quality of the education and training experiences for students and residents, (iii) stimulate faculty scholarship and research and drive faculty recruitment, retention and development. The VCHA/Dean will also support and drive philanthropic efforts, seeking resources from private individuals and corporate entities. The VCHA/Dean performs an essential role in building strong relationships with government entities locally, regionally and nationally, seeking their support for UMMC. Finally, the VCHA/Dean is responsible for promoting and protecting UMMC's image with the general public and furthering its relationships with the communities it touches.

**Reporting Relationships**

The Vice Chancellor for Health Affairs and Dean, School of Medicine reports to the Chancellor of The University of Mississippi.

The following positions report directly to the VCHA/Dean:

- Chief Executive Officer, University Hospitals and Health System and Associate Vice Chancellor for Health System
- Associate Vice Chancellor for Academic Affairs and Chief Academic Officer
- Associate Vice Chancellor for Clinical Affairs and President, University Physicians
- Associate Vice Chancellor for Research
- Associate Vice Chancellor for Administrative Affairs and Chief Administrative Officer
- Associate Vice Chancellor for Multicultural Affairs
- Associate Vice Chancellor for Financial Affairs and Chief Financial Officer
- Associate Vice Chancellor for Nursing
- Director, UMMC Cancer Institute
- Vice Dean, School of Medicine
- Department Chairs, School of Medicine
- General Counsel
- Chief Public Affairs and Communications Officer
- Chief of Staff, Office of the Vice Chancellor

The deans of the schools of nursing, dentistry, graduate studies, and health related professions, and the associate dean of the school of pharmacy report to the associate vice chancellor for academic affairs.

**Responsibilities**

The specific responsibilities of the VCHA/Dean include the following:

- Coordinates the teaching, technical, administrative and service functions of the Medical Center;
- Supervises the preparation of the annual budget of the Medical Center for submission to the Chancellor of the University and thus to the Board;
- Recommends to the Chancellor and the Board of Trustees of State Institutions of Higher Learning the teaching, technical and administrative personnel of the Medical Center;
- Supervises all Medical Center deans, the hospital director and other key administrators;
- Submits reports to the Chancellor and the Board as may be required;
- Develops immediate and long-range plans for the orderly growth of the institution in relation to the needs of society, the capabilities of the state and the mission of the Medical Center;
- Represents the Medical Center as a whole at ceremonies and academic functions;
- Coordinates the professional relationships between the Medical Center and accrediting and professional associations, colleges and medical centers of other institutions;
- Signs all contractual agreements for the Medical Center;
- As Dean of the School of Medicine, coordinates and supervises the work of the faculty, coordinates the programs with other aspects of health education, directs the development and implementation of a curriculum designed to meet the goals of the School and University, maintains appropriate balance of teaching, research and service.

## GOALS AND OBJECTIVES

The goals and objectives to be achieved by the VCHA/Dean include:

- With the understanding that the success of UMMC is tied to the growth and success of the University overall, build strong, credible relationships across UMMC, including the Medical Center's schools, the Hospitals and Clinics, and University. Develop team-oriented relationships with administrative and academic executives, the Chancellor of the University, as well as the Board of Trustees of State Institutions of Higher Learning.
- Develop and articulate a compelling vision for UMMC's future that is focused on growth, communicating this vision internally and externally and creating a level of excitement and enthusiasm for UMMC's teaching, research and clinical missions. This will include:
  - Identifying ways, building upon existing scholarly activities, to increase the amount of research (basic, translational, and clinical) conducted so that UMMC's national rank is elevated.
  - Evaluating opportunities for future growth and expansion of the clinical activities, and continuing the marketing of clinical programs which offer unique services and/or mission critical services.
  - Developing a plan and corresponding budget that will strengthen UMMC's infrastructure, such as information technology, human resources and physical plant.
  - Increasing efforts to promote transparency in all UMMC business operations
  - Assessing existing educational programs and identifying those which should be expanded as well as opportunities to create new programs.
- Identify ways in which UMMC can prominently lead efforts to address health care disparities in the state of Mississippi.
- Maintain a visible and accessible presence within UMMC and the University, as well as with state and national leadership.
- Participate in and support all philanthropic activity in order to substantially increase the funding base, secure major gifts and maintain outstanding relationships with donors. Sustain and cultivate new donors and benefactors to UUMC and the University.
- Advocate for additional state funding to support UMMC's clinical, education and research missions.
- Ensure that the positions and salary support exist to recruit new employees and retain strong talented staff.
- Recognize and strengthen the vital connection between the growth of graduate medical education programs to the state's physician workforce.

## **CANDIDATE QUALIFICATIONS**

### **Education**

- An M.D. degree or an earned doctoral degree with proven scholarship and accomplishment in a health sciences discipline.
- A record of academic and professional achievement which will qualify for professorship.
- Board Certification in an ACGME approved training program.
- An M.B.A. or Master's Degree in Management with emphasis on health care or advanced training and experience in related fields is a plus.

### **Experience**

- Previous service as a senior health care executive with operational experience and a record of success in complex settings, preferably in an academic health care environment.
- Experience as a dean, vice dean or associate dean, or major departmental chair will enhance candidacy.
- Demonstrated ability to interact effectively with political/legislative bodies (i.e., state legislature). Strong experience with the complex relationships inherent in a state- owned, academic health center.
- Development and implementation of strategic, long-term growth and transformative initiatives that repositioned and strengthened the operational, financial, and/or clinical performance of an organization. Successful leadership and implementation of system-wide initiatives.
- Experience with the strategic planning for major campus expansion is desired.
- Strong understanding of academic faculty, and programs, combined with the ability to nurture and grow such programs.
- A track record of establishing and maintaining an organizational climate that models inclusion, transparency, mutual respect, openness and clarity of purpose. This includes a visible comfort with and desire to interact with people at all levels in the organization.
- A track record of high levels of operating performance and substantial quality improvement efforts, with emphasis on raising operating efficiencies and effectiveness, holding people accountable for achievement of specific goals and objectives.
- Experience with development and fund raising for large capital projects and programmatic support.

### **Personal Characteristics**

The VCHA/Dean should possess the following personal attributes and characteristics:

- Integrity – possess the highest level of integrity and reputation for honesty and fairness.
- Leadership Skills – capable of motivating others, dealing with diverse viewpoints and absorbing feedback; confident in style to foster the building of a team, and open to receiving advice. An appreciation of how to lead both clinical and academic endeavors with unique challenges and opportunities.
- Vision – to shape an organization and able to convey and marshal support for a clear, shared vision. Also, the personal charisma to drive the vision.
- Communication and Interpersonal Skills – positive interpersonal interaction with demonstrated diplomacy and accessibility. The communication style must be compatible, open, and consistent and foster trust, credibility and understanding. Must have extensive experience with public speaking. Overall, the successful candidate must possess an impeccable personal and professional reputation.
- Political Astuteness – necessary to orchestrate, optimize and constructively balance the interests of a number of different constituencies.
- Strategy and Creativity – possess the talent to visualize and develop the steps necessary to achieve desired results. Capable of recommending and developing processes for change within realistic timeframes. Must be personally comfortable with change.
- Diversity Oriented – demonstrated commitment and genuine appreciation for different cultures, traditions and sensitivity to the unique issues which face minorities in education and research.
- Decision Making – demonstrated ability to implement decisions with good judgment, thoughtfulness and flexibility.
- Team Builder – a collaborator to lead and motivate staff to perform optimally.
- Good Humor/Cheer – possess an engaging personal style which fosters the celebration of individual and institutional goals with a self-effacing, cheerful attitude.

## COMMUNITY OVERVIEW

Forget everything you thought you knew about Mississippi and discover the scenic state that is legendary for its hospitality and warm, friendly people. Wherever you travel in the state, from the Hill Country to the Coast, from the Delta to the Heartland, a genuine southern "welcome" greets you at every corner. Mississippi's diverse landscape is only one example of the diversity that you'll find within its borders. It is home to excellence in the arts, technology, commercial ventures, health care advances, and a commitment to educational achievement. It is home to a broad range of enterprises including casinos, ship-building, service industries, agriculture, commercial fishing, and manufacturing such as the recently opened Nissan plant. Mississippi has produced a diverse multitude of prominent talent including William Faulkner, Eudora Welty, Leontyne Price, John Grisham, B. B. King, Walter Anderson, Faith Hill and Morgan Freeman, just to name a few.

Mississippi is home to a wide array of music, artisans, museums, art galleries, theatres, and every type of delightful cuisine imaginable. It is also home to celebrations of its numerous ethnic backgrounds and cultures with festivals and special events all year round. Whether you prefer country or city living; golfing on championship courses or sail boating on Jackson's 33,000 acre reservoir; attending the International Ballet Competition held in Jackson or wandering through a museum or historical site; Mississippi truly has something for everyone. Majestic trees, fresh air, short commutes, and a lower cost of living can all be found in this lush, beautiful state where everyone is considered a neighbor and hospitality is a lifestyle. You and your family can choose this pleasant way of life in Mississippi, while you enjoy a rewarding career working with medical professionals considered leaders in their field.

There's no better way to sample the South than Jackson, Mississippi. A blend of the old and the new, Jackson offers glimpses of the past while looking ahead to the future. From fabulous history, art and science museums to world-class exhibits and performances, Jackson is a secret full of surprises.

Mississippi's Capital City is conveniently located at the crossroads of Interstate 55 (north-south) and Interstate 20 (east-west) in the heart of our "Hospitality State." As the center for the Metro Jackson area, home to more than 425,000 people, the city of Jackson is steeped in history, music, performing arts, sports, and our truly Southern way of life.

Although less than 8,000 people lived in the Jackson area at the turn of the century, its population began accelerating rapidly after 1900, and it is now one of the dynamic growth areas of the Sunbelt. In 2009, the population of the Jackson metropolitan area rose to 537,285. It is a major distribution center with a prime location equal distance between Memphis and New Orleans, north-south, and between Dallas and Atlanta, east-west.

As a major distribution center, efficient transportation facilities are a must. Eight major air carriers – American Eagle, ASA, Comair, Continental Express, Delta, Northwest AirlinK, US Airways Express, and Southwest Airlines provide service in the Jackson International Airport and Hawkins Field. The Illinois Central Gulf Railroad and scores of major truck lines provide freight service to all parts of the nation.

Eleven hospitals, including the University of Mississippi Medical Center, provide diagnosis and treatment for nearly every possible physical and emotional ailment. Every major church denomination is represented in the city and there are more than 400 houses of worship scattered throughout the 105 square miles of community. An excellent public school system is an integral part of the area, and seven colleges and junior colleges are located within 15 miles of Jackson's center.

Jacksonians are extremely proud of their famed southern hospitality and quality of life. Community support is strong for the Mississippi Symphony Orchestra, the Mississippi Opera, New Stage Theatre and a professional baseball team, along with the Mississippi Museum of Art, the Natural Science Museum, Agriculture and Forestry Museum, and the Smith-Robertson Museum and Cultural Center, along with the Old Capitol Museum and other venues. Jackson is the United States host city to the International Ballet Competition every four years.

Gourmet dining and nightlife sparkle on the Jackson scene. Many races and ethnic groups provide the city with cuisine that is truly international. One can choose Greek, Continental, Italian, Chinese, Japanese, French, Mexican, Thai, Russian, or good old Southern cuisine.

Jackson is a city with wonderful citizens, who are dedicated to providing the energy to meet today's challenges and to make Jackson one of "America's Most Livable Cities." The city is conveniently located and is a three hour drive from Birmingham, New Orleans and the Gulf Coast.

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