



Senior Vice President for Development
Columbia University Irving Medical Center
New York, New York

THE SEARCH

Rooted in its storied history as the world's first academic medical center, Columbia University Irving Medical Center (CUIMC) aspires to transform human health by driving discovery, advancing care, and educating leaders. Under the leadership of [Katrina Armstrong, MD](#), CEO of CUIMC/Dean of the Faculties of Health Sciences and Interim President of Columbia University, the institution now seeks an aspirational and highly experienced fundraising leader to serve as the next senior vice president (SVP) for development.

CUIMC provides international leadership in basic, preclinical, and clinical research; medical and health sciences education; and patient care. The medical center trains future leaders and includes the dedicated work of physicians, scientists, public health professionals, dentists, and nurses at the Vagelos College of Physicians and Surgeons, the Mailman School of Public Health, the College of Dental Medicine, the School of Nursing, the biomedical departments of the Graduate School of Arts and Sciences, and allied research centers and institutions. CUIMC is home to the largest medical research enterprise in New York City and State and one of the largest faculty medical practices in the Northeast. CUIMC's major teaching hospital affiliates are NewYork-Presbyterian Hospital and the New York State Psychiatric Institute, both of which share its campus.

The SVP will report directly to Dr. Armstrong and work in close partnership with [Amelia Alverson](#), Executive Vice President for University Development and Alumni Relations (OAD). Leading a team of 97 advancement professionals across four schools, the SVP will oversee enterprise-wide clinical, research, and academic fundraising efforts that yielded \$621.5 million in Fiscal Year 2024. The SVP has direct oversight of 71 staff members in the Vagelos College of Physicians and Surgeons with five direct reports and a \$14.7 million operating budget responsible for raising \$604.3 million in Fiscal Year 2024. As the medical center enters the second year of a five-year strategic plan, the SVP will partner with Dr. Armstrong and key leaders to drive philanthropic growth and design and fund high impact opportunities across CUIMC's five strategic priorities: build the best environment for its people, create the clinical care model

of the future, drive discovery to transform human health, elevate education across the continuum, and prioritize partnerships to advance community health.

The next SVP will lead and inspire the team to meet ambitious goals and develop strategies to educate and engage all members of the CUIMC community—faculty, staff, alumni, grateful patients, volunteers, and senior administrators—in development efforts. The ideal candidate will have at least 15 years of senior-level management experience in a complex organization—ideally an academic medical center that includes both grateful patient fundraising and basic/translational science and research fundraising. This leader will have a strong track record of success personally cultivating and stewarding principal and transformational gifts with exceptional interpersonal and collaborative skills. The ability to motivate a complex team and engage key leaders in the fundraising process will be critical to success, as well as a demonstrated commitment to CUIMC’s “CARES” values centered on civility, acceptance of differences, respect for all, ethical behavior, and supportive environments.

CUIMC has retained the services of Jack Gorman of Isaacson, Miller—a national executive search firm—to assist in conducting this search. All inquiries, applications, and nominations for this position should be directed to Isaacson, Miller as indicated at the end of this document and will be held in the strictest confidence.

Overview of CUIMC

Vagelos College of Physicians and Surgeons: Founded in 1767, [Columbia’s Vagelos College of Physicians and Surgeons](#) was the first school in the United States to award the MD degree, and its legacy of innovation continues. In 2018, it became the first medical school in the nation to replace student loans with scholarships for all students who qualify for financial aid. At the heart of medical education is the 100,000-square-foot, 14-floor Vagelos Education Center with a simulation center, anatomy lab, and classroom and study spaces. Faculty are among the best-funded researchers in American medical schools, and for eight consecutive years, the college’s grant funding from the National Institutes of Health (NIH) has outpaced growth of the NIH budget.

College of Dental Medicine: Founded in 1916, [Columbia’s College of Dental Medicine](#) is a leader in applying clinical, research, and public policy approaches to oral health issues. Its Center for Precision Dental Medicine is at the forefront of providing personalized dental services, with 48 dental chairs for patient care and instruction, simulation training equipment, and technology to advance data sciences. The college is also the largest provider of primary and specialty oral health care in the northern Manhattan communities of Harlem, Washington Heights, and Inwood. Additionally, among nursing schools, it is the number one recipient of grant funding from the NIH.

School of Nursing: Founded in 1892, [Columbia’s School of Nursing](#) was the first to award a master’s degree in a clinical nursing specialty and is the nation’s oldest continuous program in nurse midwifery. The school’s seven-floor, 68,000-square-foot nursing building with a simulation lab provides a learning

environment to prepare students for the ever-changing demands of today's clinicians, researchers, and educators. The school also operates the Nurse Practitioner Group, a primary care faculty practice serving midtown Manhattan, Morningside Heights, and Washington Heights.

Mailman School of Public Health: Founded in 1922, [Columbia's Mailman School of Public Health](#) has programs in more than 100 countries and is a leader in HIV/AIDS, public mental health, environmental health, global health, and urban health. Nearly 40 percent of full-time Mailman faculty hold joint or interdisciplinary appointments in 34 Columbia departments, schools, and centers. Among schools of public health, it is the sixth-largest recipient of grant funding from the National Institutes of Health. The school has more than 20 research centers, including the Center for Infection and Immunity, ICAP at Columbia, and the Robert N. Butler Columbia Aging Center.

Patient Care: CUIMC is a leader in providing comprehensive patient care and offers a range of general and specialized medical, dental, and nursing services. The medical center has more than 2,000 physicians, surgeons, dentists, and nurses in more than 100 locations throughout the New York City metro area. Last year, CUIMC treated 456,653 unique patients across two-million visits. Visit [ColumbiaDoctors](#) to learn more about patient care, or visit the list of all [CUIMC hospital affiliates](#).

Strong Ties to NYC: CUIMC is proud of its strong relationship with the surrounding Washington Heights community, of which many members have roots in the Dominican Republic and other Spanish-speaking countries. The [CUIMC Office of Government and Community Affairs](#) serves as the primary liaison between the medical center and the community. Its medical center has many active research and clinical programs in northern Manhattan, including Harlem, Washington Heights, and Inwood.

For more information on CUIMC, Columbia University, and key leadership, please visit the addendum of this document.

SENIOR VICE PRESIDENT FOR DEVELOPMENT

Reporting directly to Dr. Armstrong and serving as a key member of her senior leadership team, the SVP will develop an overarching strategic vision for development at CUIMC, building upon a foundation of success and a robust infrastructure to support and elevate a comprehensive, best-practices enterprise. The SVP will engage potential donors with existing affinity, as well as creatively seek to identify unaffiliated individuals to harness the full breadth of the many cases for support that CUIMC's work presents. Internally, this leader will be responsible for shaping the culture, securing the talent, and effectively communicating within CUIMC development to promote collaboration and partnership between and among academic and medical fundraising teams across the university that are both donor-centric and serve the best interest of the institution.

Following are the responsibilities and duties of this role:

Strengthen a World-Class Development Operation

- Assess the effectiveness and potential of CUIMC's existing development operation; serve as architect and builder of a strategic enterprise that will broaden and strengthen outreach efforts and provide philanthropic support that is sustainable, impactful, and in keeping with the mission and core values of CUIMC.
- Articulate a clear and compelling institutional case for support that connects with a variety of audiences, highlighting both the breadth and depth of CUIMC's work; craft messages that project a clearly defined sense of its mission, values, achievements, activities, and potential.
- Craft and implement a comprehensive, multi-year advancement strategy that will drive philanthropic support for institutional priorities to substantially and sustainably higher levels; inspire and challenge the CUIMC community to meet significant annual fundraising increases.
- Provide strategic direction, support, and leadership to fundraising staff, modeling success and mentoring staff in order to execute effective prospect strategies and maximize philanthropic revenue.
- Develop a strategy to maintain alliances with current donors while launching a systematic initiative to identify and cultivate an expanded principal and transformational donor pipeline.
- Evaluate organizational functions and structures within the organization; provide qualitative and quantitative progress reports.
- Ensure meaningful stewardship; convey to donors that CUIMC and its leaders care deeply about its supporters and appreciate their contributions; demonstrate the impact of their support.
- Build collaborative partnerships and work in coordination with leadership across the enterprise; catalyze academic and healthcare leaders, faculty, clinicians, and staff to develop multi-disciplinary funding initiatives that position CUIMC for transformational gifts.

Leadership Support and Engagement

- Guide and support the Dean/CEO/Interim President in her role as chief spokesperson for CUIMC, serving as an adviser and co-strategist in cultivating and soliciting transformational gifts; ensure that she is professionally and effectively staffed regarding fundraising activities and that her time is optimally utilized.
- Lead efforts to strengthen and expand senior, academic, and clinical leadership engagement, providing the necessary resources and tools to leverage philanthropic opportunities and communicate effectively with donor audiences.
- Cultivate strong working relationships with academic, clinical, and administrative leadership across the organization; ensure that development is seen as a collaborative, proactive, and trustworthy partner capable of professionally addressing opportunities and concerns.

- Serve as a member of the Dean/CEO/Interim President's leadership team, a dedicated group that provides a collaborative leadership voice; engage in the articulation and implementation of strategic institutional priorities, ensuring alignment between development goals and organization-wide strategic priorities.

Frontline Fundraising and Donor Cultivation

- Continue to identify new prospects capable of making principal and transformational gifts; formulate creative cultivation plans to engage them in the organization's activities, and successfully execute effective solicitation strategies that lead to transformational (eight- and nine-figure) commitments; engage, guide, and lead executive leaders and key volunteers in each stage of the development process.
- Develop a nuanced understanding of CUIMC's research enterprise, as well as its leading medical training, clinical care, and community engagement programs; be able to articulate the mission, funding opportunities, and research milestones in clear and compelling terms to a broad array of constituents.
- Serve as the key institutional liaison and strategist for high-capacity donors, personally cultivating, soliciting, and stewarding a portfolio of principal and transformational gift prospects.

Management and Leadership

- Recruit, train, and mentor a committed and productive staff that is well prepared to meet CUIMC's ongoing challenges and ambitious development goals; grow the team to an appropriate size and set clear direction and priorities; promote excellence through well-defined and measurable goals.
- Assess current staff effectiveness and overall organizational structure, identifying areas where restructuring and additional investment may be required; advocate for resources to adequately staff and support an ambitious strategy for development at CUIMC and compellingly articulate the return on investment.
- Establish annual performance objectives, metrics, and standards in an environment of best practices; utilize contemporary analytics to project, measure, and report on progress against goals.
- Maintain a leadership style that is open and fluid; inspire, empower, and motivate staff through active communication and delegation, placing staff members' work in the context of the organization's mission and strategic priorities.
- Foster a welcoming and inclusive work environment that recognizes and rewards performance, supports new ideas and risk-taking, builds confidence, encourages interaction and teamwork.

Experience and qualifications:

- A deep appreciation for the history, achievements, and aspirations of CUIMC and Columbia University, and the ability to effectively articulate institutional mission, relevance, and excellence to a diverse audience.
- A minimum of 15 years of progressively responsible development leadership experience, ideally including significant experience working in academic medicine; experience serving on a senior leadership team and contributing at the strategic level; depth of knowledge of best practices in all key areas of advancement, including campaign planning and implementation.
- A track record of success personally cultivating, soliciting, and stewarding gifts of at least eight figures from individuals, foundations, and corporations; a high level of comfort and effectiveness working with high-net-worth individuals.
- Experience elevating an existing development program, using metrics and best practices, resulting in a transformative increase in philanthropic revenue for an institution; significant strategic planning and program execution experience.
- Imaginative, creative problem-solver with strong critical thinking and analytic skills; data-driven decision-maker; impeccable attention to detail with superb follow-through; naturally curious and able to recognize connections and opportunities.
- The political savvy to navigate a complex academic medical and university community, including leveraging the time of senior leadership; the desire and ability to build bridges and strong collaborative relationships across an organization with diverse constituencies; an interest in serving as a resource to others and obtaining their input.
- A track record of success leading programs across fundraising for basic/translational science as well as from grateful patients, including knowledge of HIPAA and its requirements for development activities; discretion with donor and prospect information.
- A transparent, collaborative, and accessible leadership style; proven success leading and managing staff and volunteers; history of recruiting and developing top talent.
- Sharp eye for operational efficiency and optimal use of resources; substantive understanding of budgets.
- Decisive, with a proven ability to translate ideas into action, take thoughtful risks, and achieve results; ability to adapt to and lead through ambiguity with a high degree of autonomy and responsibility; persuasive, persistent, and determined.
- High degree of integrity, character, and emotional maturity, demonstrating respect for individuals at every level of an organization; humility, a sense of humor, and balance; an outgoing, optimistic personality.
- Exemplary interpersonal communications skills; superior written and oral communication skills, including translating scientific content for a lay audience; confident, assured public speaker.
- Bachelor's degree required.

APPLICATIONS, INQUIRIES, AND NOMINATIONS

This search is being led by Jack Gorman with Grace Zakim and Lisa Clayton. For more information, to make a nomination, or to apply for this role, please visit:

<https://www.imsearch.com/open-searches/columbia-university-irving-medical-center/senior-vice-president-development>

Columbia University Irving Medical Center is an equal opportunity, affirmative action employer.

ADDENDUM

LEADERSHIP

Katrina Armstrong, MD

Interim President

CEO, Columbia University Irving Medical Center

Dean of the Faculties of Health Sciences and Executive Vice President for Health and Biomedical Sciences, Columbia University

Katrina Armstrong, MD, is interim President of Columbia University. She also leads Columbia University's health and biomedical sciences campus, serving since 2022 as Chief Executive Officer of the Columbia University Irving Medical Center. She is Executive Vice President for Health and Biomedical Sciences for Columbia University and the Harold and Margaret Hatch Professor of the University.

She received a BA degree in architecture from Yale University where, through her architecture and pre-med studies, she learned how social, environmental, and structural forces influence individual well-being and outcomes. She financed her undergraduate degree through scholarships, loans, and working in the Freshman dining hall. She chose to pursue a career in medicine given its commitment to bring science and humanism to the pursuit of better outcomes for all.

After graduation she spent a year at the National Institutes of Health in a laboratory studying diabetes and eye disease before beginning medical school at Johns Hopkins University. Her time at medical school and residency training at Johns Hopkins was defined by the height of the HIV epidemic, where she experienced firsthand the potential of scientific discovery to save lives and the critical importance of everyone having access to the benefits of those discoveries. As chief resident she focused on transforming the medical educational experience for fellow and future residents. After her residency, Dr. Armstrong moved to the University of Pennsylvania, where she pursued further research training, earned a master's degree in clinical epidemiology, and joined the faculty in the School of Medicine.

At the University of Pennsylvania, Dr. Armstrong built a research program focusing on medical decision-making, quality of care, and cancer prevention and outcomes. Her laboratory bridges the fields of epidemiology, psychology, economics, and genetics, among other disciplines, with the aim of understanding how to advance scientific discovery and innovation to improve outcomes and eliminate inequity. Through innovative research, Dr. Armstrong has helped transform understanding of cancer, genomics, and health care disparities. She has identified ways to improve cancer care using observational data, modeling, and personalized medicine. Her work has focused on cancer risk and prevention in Black and Latinx patients, examined racial inequities in genetic testing and other services and analyzed the roles that segregation, discrimination, and distrust play in the health of marginalized populations. Her most recent research studied disparities in rural areas and included partnerships with Lakota tribal communities and organizations in western South Dakota.

As a tenured faculty member at the University of Pennsylvania, Dr. Armstrong also designed and led courses on clinical decision-making and established a master's degree in health policy research. Over her 17 years as a faculty member at Penn, Dr. Armstrong took on a series of leadership roles, with the goal of bringing together the diverse strengths of the University to address major societal challenges. In service of this goal, she became the director of research at the Leonard Davis Institute of Health Economics, the chief of general internal medicine, the associate director of the Abramson Cancer Center, and the co-director of the Robert Wood Johnson Clinical Scholars Program.

In 2013, Dr. Armstrong was recruited to Harvard University to lead the Department of Medicine at Massachusetts General Hospital. At Harvard, she was the Jackson Professor of Clinical Medicine at Harvard Medical School and Professor of Epidemiology at the T.H. Chan School of Public Health. Dr. Armstrong was the first woman physician-in-chief at Massachusetts General Hospital when she joined Harvard in 2013. In that Department, she oversaw the work of 2,000 faculty, residents, and fellows in 10 clinical divisions and 11 research units. She led the department's undergraduate and graduate medical education programs and founded the Center for Educational Innovation and Scholarship to promote scholarship and new approaches to medical education. She developed a new educational program, called the Pathways program, that linked science and clinical training to drive discovery and cure and a training program in rural health leadership. She demonstrated a commitment to educating, recruiting, and retaining diverse talent by creating programs devoted to pipeline development, flexible career pathways, coaching, mentorship, and sponsorship.

Over the course of her career, Dr. Armstrong's accomplishments have been recognized by election to the National Academy of Medicine, the American Academy of Arts and Sciences, the Association of American Physicians, and the American Society for Clinical Investigation. She has been honored with awards that include the Outstanding Junior Investigator of the Year Award from the Society of General Internal Medicine, the Outstanding Investigator Award from the American Federation of Medical Research, and the Alice Hersh Award from Academy Health.

P. Roy Vagelos, MD '54
Chair, CUIMC Board of Advisors

CUIMC is governed by a 62-member board of advisors, led by P. Roy Vagelos, MD. Dr. Vagelos received his AB degree in 1950 from the University of Pennsylvania, where he was elected to Phi Beta Kappa, the academic honor society. He received his MD from Columbia University in 1954 and was elected to Alpha Omega Alpha, the medical honor society. From 1954 to 1956, he completed his internship and residency at Massachusetts General Hospital in Boston. From 1956 through 1966, he served at the National Heart Institute, in Bethesda, Maryland, holding positions in cellular physiology and biochemistry, first as senior surgeon and then as head of Section of Comparative Biochemistry, both in the Laboratory of Biochemistry. It was during this time that he started his fundamental research on lipid metabolism and discovered the acyl carrier protein (ACP), a key factor in this process. In 1966, Dr. Vagelos joined Washington University in St. Louis, Missouri, as chairman of the Department of Biochemistry and Molecular Biophysics of the

School of Medicine, where he founded and became director of the University's Division of Biology and Biomedical Sciences. In so doing, he established an unprecedented model for the fusion of a medical school with an undergraduate department of biology, a model that many other universities would soon emulate.

Dr. Vagelos joined Merck in 1975 as senior vice president of research and became president of its research division in 1976. From 1984 until 1994, Dr. Vagelos served as chief executive officer of Merck & Co., Inc. At Merck, Dr. Vagelos led the effort to ensure that Mectizan, an anti-parasitic medication that prevents and treats river blindness, would be provided free around the world—saving the sight of hundreds of millions of people.

Dr. Vagelos served on the Board of Trustees at the University of Pennsylvania from 1988 until 1999, acting as its chair from 1995 to 1999 and chair of the Executive and Nominating Committees, as well as a member of the undergraduate financial aid committee and the Agenda for Excellence Council. Upon his retirement from the Board, he was named Trustee Emeritus. He is currently chair of the Board of Advisors of Columbia University Vagelos College of Physicians and Surgeons, and retired chairman of Regeneron Pharmaceuticals, Inc.

Dr. Vagelos is the author of more than 100 scientific papers and an elected member of the National Academy of Sciences, as well as the National Academy of Medicine, American Academy of Arts and Sciences, and American Philosophical Society. For his seminal work on ACP and leadership of Merck, Dr. Vagelos was awarded the American Chemical Society's Enzyme Chemistry Award in 1967 and the National Academy of Sciences' Chemistry in Service to Society Award in 1995. He also was inducted into the National Business Hall of Fame in 1995. In 1998, the University of Pennsylvania School of Arts and Sciences bestowed upon him its Distinguished Alumni Award in recognition of his lifetime achievements in the sciences and humanities, and in 1999 he was honored by the Franklin Institute with the Bower Award for Business Leadership for his role in eradicating river blindness.

Amelia J. Alverson

Executive Vice President for Development and Alumni Relations

Amelia Alverson is the Executive Vice President (EVP) for University Development and Alumni Relations, leading Columbia's fundraising efforts and outreach to alumni worldwide. She has more than three decades of senior-level advancement experience in academic medicine and higher education. As EVP she leads a team of more than 465 advancement professionals. She was the architect and leader of *The Columbia Commitment*, a campaign to raise \$5 billion in five years – the most ambitious year over year campaign in the history of higher education ultimately raising \$5.6 billion. She was also responsible for the University's first-ever \$1 billion cash year in 2018, making Columbia only the third university in history to surpass \$1 billion in cash in a single year, previously achieved by Harvard and Stanford. She also led the team to two \$1 billion years in total commitments, a level of success not previously accomplished by the University.

Prior to 2014, she served as Senior Vice President (SVP) for development at Columbia University Medical Center (CUIMC). Under her leadership, CUIMC raised more than \$2 billion as part of the *Columbia Campaign*. She also served as development lead on multiple transformational gifts. Before joining Columbia in 2009, she was Vice President of Development at Stanford Hospital & Clinics where she built a development team and laid the foundation for the successful campaign for the new Stanford Hospital.

In addition, she was Assistant Chair for Development at the Mayo Foundation. She also served as Associate Dean for Development at the Feinberg School of Medicine raising \$500 million as part of *Campaign Northwestern*. She began her advancement career at the University of Illinois where she ultimately served as interim Associate Chancellor for Institutional Advancement and Vice President for the University of Illinois Foundation.

CUIMC DEVELOPMENT

CUIMC's development operation is dedicated to cultivating relationships with grateful patients, alumni, donors, and partners to advance the mission of the medical center and further its role as a global leader in patient care, research, education, and community service. The enterprise raises funds through major gifts, annual giving, and events for a variety of areas including clinical and research programs; professorships to support the recruitment and retention of faculty; student financial aid; research fellowships; and capital projects. More information on CUIMC's philanthropic priorities can be found [here](#).