



TEXAS

The University of Texas at Austin

Senior Associate Vice President & Chief Development Officer for Medical Affairs

The University of Texas at Austin

Austin, Texas

THE SEARCH

As the [University of Texas at Austin](#) (UT Austin) launches a monumental healthcare initiative to accelerate and expand into a world-class academic medical center for education, research, and patient care, the medical enterprise seeks an audacious and seasoned healthcare development professional to serve as the inaugural senior associate vice president and chief development officer for medical affairs (SAVP/CDO). The uniqueness of this newly created and senior-level position cannot be overstated, as the SAVP/CDO will assume a critically important charge to lead philanthropy for a rapidly evolving academic medical operation at one of the nation's premier and most innovative public research universities.

The establishment in 2014 of the Dell Medical School (Dell Med), the first ground-up medical school built at a top-tier American research university in 50 years, is arguably the most consequential project ever undertaken by the UT System and marks the beginning of a new era in healthcare delivery in Austin. In August 2023, the UT System Board of Regents – joined, among others, by Governor Greg Abbott, UT Austin President Jay Hartzell, and Dell Medical School Dean Claudia Lucchinetti – announced plans to embark on the next era for innovative care in Austin by expanding the University of Texas at Austin Medical Center (UTMC) and its presence in Austin's burgeoning medical district, filling a critical void in quaternary care in the city and across Central Texas.

With construction anticipated to conclude in 2030, UTMC is an emerging academic health system that will revolutionize the delivery of healthcare. Anchored by Dell Med, UTMC will transform access to essential care with the creation of a visionary campus that includes a UT Austin tertiary hospital, the world renowned University of Texas MD Anderson Cancer Center (MD Anderson), and a globally renowned research university working together to achieve healthcare excellence. UTMC will offer a seamlessly integrated model of care, expertly coordinated across providers and accessible to everyone in the community. Its commitment to people and patients is at the heart of everything UTMC does, supported by a digital-first approach using technology, data, and artificial intelligence to provide care, prevent disease, and promote health. UTMC will deliver an exceptional patient experience made possible by harnessing the powerful intersection of health, care, and technology.

Over the next decade and beyond, this multi-billion-dollar effort will be supported with funds from the UT System, MD Anderson, and, importantly, the philanthropic support of UT Austin alumni, friends, industry partners, and community members whose generosity will account for \$500 million toward funding this \$2.5 billion cornerstone project. Such philanthropic support will ensure that patients benefit from the convergence of research breakthroughs, the best and brightest physicians, and the advancements in care they provide. For Central Texas patients who currently choose to travel elsewhere – to Houston, Dallas, or beyond – to receive specialty care, UTMC will make it increasingly possible for them to receive the care they need much closer to home. Already with more than 480 physicians in training since its inception just over a decade ago, Dell Med is actively recruiting top talent from prestigious medical enterprises nationwide and aspires to attract at least 250 new physicians in the coming years across the full spectrum of sub-specialties which UTMC will offer.

The inaugural role of SAVP/CDO necessitates a bold, experienced, and dedicated healthcare fundraising professional capable of constructing a best-in-class development operation comparable to and deserving of the excellence in patient care and research endeavors that UTMC will undoubtedly deliver, as well as the full breadth of the university's Medical Affairs priorities and aspirations. Reporting to Dr. Claudia Lucchinetti, and working in close collaboration with the university president's office and Vice President for Development (VP) David Livingston, this senior leader will devise and guide a comprehensive fundraising and engagement strategy to attract funding to this historic initiative from potential donors with existing affinity, as well as creatively identify unaffiliated individuals to harness the full breadth of the many cases for support that Medical Affairs represents. Given the nascence of Dell Med's alumni population, with just five graduating classes, critical to success will be the SAVP/CDO's ability to foster productive and collaborative relationships with academic and administrative leaders across the university and with colleagues in Texas Development – those centrally based and especially development leaders embedded in the colleges, schools, and units – to unlock the full philanthropic potential of UT Austin's alumni and friends in support of strategic priorities for Medical Affairs, most immediate of which is the construction of UTMC. As such, the SAVP also serves as a critical member of the VP's senior leadership team, serving as a senior representative on behalf of Medical Affairs among Texas Development.

The SAVP/CDO will expeditiously scale and dramatically elevate the productivity of the current fundraising and engagement operation, transforming it into a sustainable program with a robust infrastructure. Additionally, the SAVP/CDO will expand existing activities into a model grateful patient program. Development for Medical Affairs will reflect the core values of the institution, and the division will be grounded in a foundation of success and committed to strengthening an institutional culture of philanthropy. In so doing, the SAVP/CDO will engender trust among Dell Med physicians and researchers to best represent their departmental needs and philanthropic aspirations to the broader donor community and serve as an advocate on behalf of UTMC, helping to inform and educate internal and external constituents on its importance and prominence in the community and beyond. This cross-collaborative approach also presents a significant opportunity to elevate UT Austin's interdisciplinary giving at the intersections of healthcare, business, engineering, artificial intelligence, and boundless other industry sectors.

With at least 12 years of leadership experience in best-in-class development operations, including a depth of healthcare or academic medical fundraising expertise, the ideal candidate must possess an extensive track record of co-creating institutional strategies to achieve ambitious fundraising goals; be able to create a results-oriented work environment that promotes collaboration and achievement; and demonstrate a high level of agility, adaptability, ingenuity, and perseverance. Given the nascence of UTMC and Dell Med's development enterprises, the successful candidate must demonstrate a proven track record of successfully working within a dynamic, ambiguous, and fast-paced environment to measurably elevate both the productivity and professionalism of a fundraising operation with tremendous potential to grow. The ideal candidate must be a proactive self-starter who operates with a sense of urgency, and thinks strategically, analytically, and entrepreneurially to transform new ideas into executable and enduring programs. With extraordinary communication and negotiation skills, the political savvy to navigate a complex academic and healthcare community, and the ability to build bridges with all members of an operation across a university and budding medical enterprise, the successful candidate will possess a deep understanding of and passion for the mission and goals of an outstanding comprehensive research university, as well as a dedication to advancing the vision of an academic medical center. A bachelor's degree is required.

UT Austin has retained Ms. Rachel Ellenport of the national executive search firm Isaacson, Miller to assist in conducting this important recruitment. All inquiries, nominations, and applications should be directed to Isaacson, Miller as indicated at the end of this document and will be held in the strictest confidence.

ABOUT THE UNIVERSITY OF TEXAS AT AUSTIN MEDICAL CENTER

With a new, state-of-the-art hospital, alongside a new MD Anderson hospital and with the academic and research expertise of UT Austin, the [University of Texas at Austin Medical Center](#) (UTMC) will cement Austin as a premier destination for healthcare, filling a critical void in comprehensive care in what has historically been a fragmented healthcare environment across the growing city. UTMC combines the university's distinct expertise in areas such as engineering and robotics with one-of-a-kind assets, such as the fastest supercomputer on any U.S. university campus and the world's premier computational science program, offering a unique convergence of talent, capabilities, and circumstance. Furthermore, UTMC will deepen the strong partnership between UT Austin and MD Anderson, a collaboration that has led to groundbreaking advances in cancer detection, diagnosis, and treatment. This combined impact will be further enhanced by having the only MD Anderson Cancer Center located on a research university campus.

Physicians who are global leaders in the fields of oncology, cardiology, neurology, and much more will have enhanced access to the latest advances produced in laboratories across UT Austin's campus. Frontline clinicians will collaborate to address patients' needs in real time with the researchers tasked with solving them, and UT Austin's top scientists will have a direct pipeline to clinical trials that test and validate their discoveries. These collaborations will drive faster advancements and innovation, translating to tangible benefits for patients.

Said President Jay Hartzell about the establishment of UTMC, “We won’t simply be building a traditional academic medical center, or one that exists on an island. We have an opportunity that is unique in Texas and only possible at a few places in the world – to build an academic medical center that is linked to a top research university and that is driven by innovations in technology, digital health, data science, artificial intelligence, robotics, materials science, and more.” Dr. Claudia Lucchinetti, dean of Dell Medical School and senior vice president for medical affairs at UT Austin, went on to say, “We are leaning into the future and laying the critical groundwork for health system transformation – with world-class, integrated, patient-centered care as our North Star.” The ceremonial groundbreaking for UTMC is anticipated to take place in Fall 2025, and construction is estimated to be completed by 2030. The university hospital will have roughly 250 beds and offer a full spectrum of medical services including neurology, cardiology and vascular health, musculoskeletal, transplant, and internal medicine to support the key services.

DELL MEDICAL SCHOOL

In 2012, voters in Travis County approved a [proposition](#) to raise revenue to support healthcare services, paving the way for UT Austin to establish a medical school, the first top-tier research university to do so in nearly 50 years. The following year, the Michael & Susan Dell Foundation made a landmark \$50 million commitment to the university over 10 years to build a leading medical school, and in 2014, [Dell Medical School](#) set the stage for transformative healthcare innovation in Austin. Dell Med welcomed its first class of 50 students in 2016 and reached full accreditation in 2020 by the Liaison Committee for Medical Education. Students benefit from Dell Med’s robust curriculum – created from scratch to train a new kind of doctor – opportunities to earn a dual degree, mentorship from national experts, and partnership with members of the local health ecosystem. Dell Med currently partners with Ascension Seton to provide clinical experiences and training in a range of specialties which will evolve through the establishment of UTMC, affording opportunities for select clinical training to take place on-site within the new medical enterprise, as well as students in training to become social workers, pharmacists, and nurses.

Since its inception, Dell Med has graduated more than 230 doctors who are making a difference in healthcare across the country, with half the debt of the average U.S. medical student; trained over 900 residents and fellows who have contributed millions of hours of care to the community; expanded the residency and fellowship programs, tripling the number to 48; and cared for nearly 100,000 patients at UT Health Austin by developing successful programs in ophthalmology, musculoskeletal care, women’s health, neurosciences, and more. Importantly, Dell Med learners continue to contribute to Central Texas even after completing their studies. Of the 578 graduates of Dell Med residency and fellowship programs who have immediately entered practice since 2015, nearly half have stayed in the community and region. Likewise, nearly half of the 230-plus doctors who have graduated from Dell Med’s M.D. program since 2020 have stayed in Texas for residency, with one in five graduates staying right in Austin.

Dell Med has also recruited more than 480 new physicians to Central Texas, spanning the full spectrum of medical specialties, from world-renowned healthcare and academic medical enterprises such as Mayo Clinic, Cleveland Clinic, and Stanford Medicine. This figure is anticipated to continuously and expeditiously grow to more than 700 physicians in preparation for the establishment of UTMC. In addition to the unique

opportunity to join a burgeoning academic medical institution from the ground up, many of these physicians are attracted to the potential for interdisciplinary partnerships between Dell Med and UT Austin's cutting-edge research units and centers, such as the Oden Institute for Computational Engineering and Sciences.

Health Starts Here Strategic Plan

[Health Starts Here](#) is the 2024-2030 strategic plan for the University of Texas at Austin Medical Center, anchored by Dell Med. The plan identifies the strategic priorities of today while serving as a roadmap for UTMC's future: a world-class academic medical center that sets the standard for excellence in integrated, multidisciplinary patient care, pioneers research with meaningful impact, leads innovation in medical education, and catalyzes life sciences entrepreneurship. *Health Starts Here* is aligned with [Change Starts Here](#), UT Austin's 10-year strategic plan to become the highest-impact research university in the world. *Health Starts Here* gives shape to the university's initiative to improve health and well-being, and to Dell Med's vision of defining the future of health.

Claudia F. Lucchinetti, M.D.

[Claudia F. Lucchinetti, M.D.](#), serves as dean of Dell Medical School and senior vice president for medical affairs at The University of Texas at Austin. In these roles, she oversees Dell Med's work in education, research, and clinical care, including operations at UT Health Austin, Dell Med's clinical practice, and leads the university's comprehensive healthcare strategy. She also holds the Frank and Charmaine Denius Distinguished Dean's Chair in Medical Leadership.

A neurologist with specialization in neuroimmunology and experimental neuropathy, Dr. Lucchinetti is an internationally recognized expert in the clinical and neuropathological underpinnings of the broad spectrum of inflammatory demyelinating diseases, including multiple sclerosis, neuromyelitis optica, and MOG antibody associated disease. Dr. Lucchinetti came to Austin from Mayo Clinic in Rochester, Minnesota, where she was dean of clinical and translational science and director of the Center for Clinical and Translational Science. She also served as chair of the Department of Neurology and chair of the neurology enterprise subspecialty council, where she oversaw strategic and operational responsibilities across Mayo Clinic sites nationwide. She was the Eugene and Marcia Applebaum Professor of Neurosciences at Mayo Clinic Alix School of Medicine, where she remains a professor of neurology. Additionally, she served on the Mayo Clinic Board of Governors and Board of Trustees. She earned her medical degree from Rush Medical College in Chicago and, after an internship at Rush-Presbyterian-St. Luke's Medical Center, completed a neurology residency and a fellowship in neuroimmunology at Mayo Clinic College of Medicine and Science.

ROLE OF THE SENIOR ASSOCIATE VICE PRESIDENT & CHIEF DEVELOPMENT OFFICER FOR MEDICAL AFFAIRS

Reporting to Dr. Claudia Lucchinetti and serving as a key member of her senior leadership team, the SAVP/CDO will develop a strategic vision for development for Medical Affairs, most immediately devising strategies to deliver on a \$500 million philanthropic goal in the context of the \$2.5 billion comprehensive project to construct UTMC by 2030. Leveraging the passion and commitment of the Longhorn community, as well as the influx of industry partners in Austin, the SAVP/CDO will build upon the existing program, just a decade in its existence, to strengthen and transform the development function into a philanthropic enterprise of unsurpassed effectiveness through the implementation of creative and cross-collaborative fundraising strategies, clear and achievable goals, accountability measures, and data-informed risk-taking and decision-making.

Specifically, the SAVP/CDO will exponentially enhance the infrastructure and organization of the Medical Affairs' development division to further coalesce, fully mobilize, and exponentially grow the existing team of 30 professionals to lead a coordinated fundraising operation that fully integrates across UT Austin, Dell Med, UTMC, and Texas Development. With a broad institutional perspective, and through open and proactive channels of communication across campus, this individual will forge strong and effective partnerships to leverage philanthropic engagement opportunities, particularly those at the principal and transformational gift levels.

KEY OPPORTUNITIES AND CHALLENGES FOR THE SAVP/CDO

Build a World-Class and Sustainable Development Operation

- Assess the effectiveness and potential of Medical Affairs' emerging development operation; serve as architect and builder of a strategic enterprise that will broaden and strengthen outreach efforts in immediate support of the \$500 million capital project and for the long-term, and provide philanthropic support that is sustainable, impactful, and in keeping with the mission and vision of UTMC.
- Articulate and continue to refine a clear and compelling institutional case for support that connects with a variety of audiences, highlighting both the need for and importance of UTMC in the local community and beyond; inspire, challenge and raise philanthropic sights of the UT Austin and Central Texas communities to meet significant annual fundraising goals in support of a historic initiative that will change the landscape and delivery of healthcare in the region.
- In close collaboration with senior leaders and physician partners, develop a strategy to maintain alliances with current donors while launching systematic initiatives to identify and cultivate an expanded principal and transformational donor pipeline in support of UTMC's construction.
- Build collaborative partnerships with colleagues in the president's office and Texas Development, working in coordination with leaders across the enterprise to unlock the full philanthropic potential in support of Medical Affairs' priorities and, most immediately, the construction of

UTMC; catalyze academic and healthcare leaders, faculty, physicians, and staff to develop multidisciplinary funding initiatives that result in transformational gifts.

- Evaluate organizational functions and structures within the development enterprise; provide qualitative and quantitative progress reports to the dean and senior leaders.

Leadership Support and Engagement

- Guide and support the dean in her role as chief spokesperson for UTMC, serving as an advisor 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, representing the full range of specialties and research endeavors across UTMC.
- Cultivate strong working relationships with academic and medical leaders across the organization; ensure that development is seen as a collaborative, accessible, proactive, and trustworthy partner capable of professionally addressing opportunities, concerns, and new ideas.
- Serve as an active and contributing member of the dean's leadership team; engage in the articulation and implementation of strategic institutional priorities, ensuring alignment between development goals and organization-wide strategic priorities.
- Similarly, serve as a collaborative member of the VP's senior leadership team, further integrating in Texas Development and playing a key role in priority setting and decision making.

Fundraising and Donor Cultivation

- Direct a high-performing, donor-centric, transformational giving program, employing critical thinking and creative strategies aligned with Medical Affairs' fundraising priorities and aggressively advancing fundraising outcomes to a minimum of \$300 million per year.
- Lead the development, growth, and implementation of high-performing principal, major, planned, and annual giving programs using fundraising best practices, resulting in a robust and sustainable grateful patient fundraising program.
- Serve as the key institutional liaison and strategist for high-capacity donors – independently or in collaboration with the appropriate university colleagues, as the situation requires – personally cultivating, soliciting, and stewarding a portfolio of principal and transformational prospects and donors.
- Build and manage an outstanding and strategic donor relations program that inspires philanthropy and recognizes donor contributions, including communications, stewardship, recognition, and events in partnership with Dell Med and university communications, marketing, and branding that leverages innovative approaches to digital, analytics, and AI capabilities.

Management and Leadership

- Lead an exponentially growing team of development professionals to meet Medical Affairs' ongoing challenges and ambitious development goals; in the long-term, 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 Medical Affairs development and compellingly articulate the return on investment.
- Establish annual performance objectives, metrics, and standards in an environment of best practices and high achievement; 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 within 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, and encourages collaboration and teamwork.

QUALIFICATIONS AND CHARACTERISTICS

- A minimum of 12 years of progressively responsible development leadership experience, ideally including significant experience working in healthcare or 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 development, including campaign planning and implementation.
- A deep appreciation for the history and achievements of UT Austin and Medical Affairs, as well as the aspirations and importance of Dell Med and UTMC, and the ability to effectively articulate institutional mission, relevance, and excellence to a broad audience.
- Experience elevating a nascent development program, using metrics and best practices, resulting in a transformative increase in philanthropic revenue for an institution; significant strategic planning and program building experience.
- The political savvy to effectively navigate a complex academic medical and university community, including leveraging the time and talents of senior leaders; the natural inclination and ability to build bridges and strong collaborative relationships across an organization with wide-ranging constituencies to maximize philanthropic potential.
- 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 benefactors.

- Ingenuity and creative problem-solving skills with strong critical thinking and analytic abilities; data-driven decision maker; impeccable attention to detail with superb follow-through; naturally curious and able to recognize connections and opportunities.
- A transparent, collaborative, and accessible leadership style; proven success leading and managing staff and volunteers; history of recruiting, developing, and retaining top talent.
- The ability to thrive in a fast-paced environment by efficiently managing multiple tasks and competing priorities simultaneously while consistently meeting high performance standards and exceeding expectations.
- Exemplary interpersonal communication skills; superior written and oral communication skills, including translating scientific content for a lay audience; confident, assured public speaker.
- Decisive, with a proven ability to translate ideas into action, take thoughtful risks, and achieve short- and long-term results; ability to adapt to and lead through ambiguity with a high degree of autonomy and responsibility; persuasive, persistent, and determined.
- A track record of success leading fundraising efforts for basic and translational science as well as from grateful patients, including knowledge of HIPAA and its requirements for development activities; discretion with donor and prospect information.
- Knowledge of the application of artificial intelligence, analytics, machine learning, and data to inform decision making and drive philanthropic outcomes.
- A sharp eye for operational efficiencies and optimal use of budgetary resources.
- A high degree of integrity, character, and emotional maturity, demonstrating respect for individuals at every level of an organization.
- Bachelor's degree required; master's degree preferred.

APPLICATIONS, INQUIRIES, AND NOMINATIONS

Screening of complete applications will begin immediately and continue until the completion of the search process. Inquiries, nominations, referrals, and CVs with cover letters should be sent via the Isaacson, Miller website below. Electronic submission of materials is strongly encouraged.

<https://www.imsearch.com/open-searches/university-texas-austin-medical-center/senior-associate-vice-president-chief>

Rachel Ellenport, Partner
Nicole Poe, Managing Associate
Megan Gorman, Managing Search Coordinator

The University of Texas at Austin, as an equal opportunity/affirmative action employer, complies with all applicable federal and state laws regarding nondiscrimination and affirmative action. The university is committed to a policy of equal opportunity for all persons and does not discriminate on the basis of race, color, national origin, age, marital status, sex, sexual orientation, gender identity, gender expression, disability, religion, or veteran status in employment.

ADDENDUM A: LEADERSHIP

David Livingston

Vice President for Development

David Livingston serves as vice president for development at the University of Texas at Austin, a position he assumed in August 2023. A proud and passionate Longhorn, Livingston joined UT Austin in 2003 and has demonstrated a deep commitment to building the vision, infrastructure, and culture within Texas Development to harness the passion and potential of alumni, friends, and supporters.

During his two decades at UT Austin, Livingston has held progressive roles at the university, college, and school levels, and has been a critical contributor to Texas Development's growth by building fundraising teams across campus. Over the course of his tenure, Livingston has dedicated much of his time ensuring a positive culture for the development team, in which all employees can thrive and succeed, and he has been the lead relationship manager and gift strategist for some of UT's largest gifts during the multi-billion-dollar *What Starts Here* campaign and beyond.

Cheryl Hadaway

Interim Senior Associate Vice President & Chief Development Officer for Medical Affairs

Cheryl Hadaway currently serves as interim senior associate vice president and chief development officer for medical affairs. Hadaway is Mayo Clinic's emeritus chief development officer and chair, with deep experience and a record of achievement spanning practice, research, and education. She has a reputation for building high-performing teams, driving growth to record levels, and collaborating across a large, highly matrixed organization.

ADDENDUM B: AUSTIN, TEXAS

[Austin](#), the capital of Texas, is located in Central Texas along the Colorado River with three large lakes located within the city limits. According to 2024 census data, Austin is the 11th most populous city in the United States, with nearly one million residents, and the second-fastest growing region in the country. Austin's economy is diverse and continuously on the rise, especially as engineering and computer science graduates from UT Austin provide a steady stream of employees to fuel Austin's technology and defense industry sectors. The region's rapid growth earned it the distinction as the eighth "Best Place for Business and Careers" by *Forbes*.

Residents of Austin enjoy an immense array of art, culture, restaurants, and leisure activities. With its official slogan of "The Live Music Capital of the World," Austin has a vibrant live music scene with more music venues per capita than any other city in the nation. For outdoor and sports enthusiasts, Austin boasts an abundance of parks and recreation sites. Given the mild climate year-round, residents regularly

enjoy walking, swimming, rock-climbing, kayaking, mountain biking, and hiking. With more than 80 miles of bike lanes, Austin is also known as the most bicycle-friendly city in Texas.