



UNIVERSITY of
ROCHESTER

**Vice President, Medical Center Advancement +
Senior Associate Vice President for University Advancement, URM
University of Rochester
Rochester, New York**

THE SEARCH

The University of Rochester seeks an experienced and ambitious Vice President for Medical Center Advancement and Senior Associate Vice President for University Advancement (VP/SAVP) to lead a robust fundraising and engagement program for the University of Rochester Medical Center (URMC). This is an ideal opportunity for an enterprising advancement professional seeking to build upon the strength of a highly regarded academic medical center at an esteemed institution of higher education. The search commences following the exciting appointment of [Dr. David C. Linehan](#) as new CEO and Dean of the School of Medicine and Dentistry in February 2024. The University also recently entered a formal quiet phase for a potential \$1.5 billion to \$2 billion comprehensive campaign.

Founded in 1850, the [University of Rochester](#) is one of the nation's leading research universities and is the cultural, artistic, and educational leader for the region. The University's motto, [Meliora](#), embodies the goals of the University, which are to "learn, discover, heal, create – and make the world ever better." A top national academic medical center, URM forms the centerpiece of the University's biomedical research, teaching, patient care, and community outreach missions. It encompasses UR Medicine, the University's vast clinical enterprise and home to Upstate New York's #1 Hospital per *U.S. World & News Report*; the [School of Medicine and Dentistry \(SMD\)](#); the [School of Nursing](#); and [Eastman Institute for Oral Health](#). The University's patient care enterprise, UR Medicine, includes the Wilmot Cancer Center, Strong Memorial Hospital, and Golisano Children's Hospital, the Flaum Eye Institute, along with other affiliate hospitals and clinics in the region. Over the last five years, URM has garnered more than \$1.18 billion in biomedical research funding, landing the University in the top 26th percentile of U.S. medical centers in federal research funding.

Private philanthropic support plays a critical role in the growth and sustainability of the schools, hospitals, and programs that comprise URM. To that end, the VP/SAVP will lead a strategic advancement operation that will generate philanthropy and engagement to support critical new initiatives, large-scale transformative projects, and investments in new ideas, programs, and partnerships. The VP/SAVP will report directly to Senior VP and Chief Advancement Officer [Thomas J. Farrell](#) '88, '90W as part of his executive management team, and work in close collaboration with Dr. Linehan—actively engaging him,

members of his senior leadership team, and key faculty and physicians in the fundraising and engagement process. Together, they will promote a culture of philanthropy within the URM community of grateful patients and families, donors, staff members, friends, and alumni. The VP/SAVP will manage a budget of approximately \$9.4 million and oversee a 57-person team that works in direct partnership with the University's integrated Advancement program that has raised an average of \$141 million over the past five years. URM fundraising has averaged \$70 million and over 30,000 donors annually.

The ideal candidate will have at least ten years of leadership and management experience in a complex organization (preferably in academic medicine and/or other healthcare settings); a track record of success securing significant gifts; and the exceptional interpersonal and collaborative skills required to effectively engage key leaders and other members of the larger University of Rochester community in the fundraising process.

The University of Rochester has retained Jack Gorman of Isaacson, Miller to conduct the search. All inquiries, applications, and nominations for this opportunity may be directed to the firm as indicated at the end of this document.

UNIVERSITY OF ROCHESTER

The University of Rochester is noted among top research universities as being exceptionally collaborative, and it offers both the intellectual excitement of a major research university with a top medical center and the intimacy and opportunities of a great liberal arts college. The institution enrolls more than 12,000 students annually, of whom nearly 6,000 are undergraduates. Led by [President Sarah Mangelsdorf](#), the University launched an ambitious and distinctive [strategic plan](#) in the spring of 2023, and planning is now underway for an comprehensive campaign scheduled to enter the public phase in the Fall of 2025.

The University receives more than \$475 million annually in sponsored research funding; consistently ranks among the top universities nationally in federally financed science, engineering, and medical research, and offers more than 45 doctoral programs. The University is the area's largest employer—and New York State's fifth-largest employer— with 30,000 employees (27,000 FTEs). Its annual operating budget is \$6.9 billion, its endowment exceeds \$3.5 billion, and fundraising exceeds \$100 million annually. In 2016, the University completed the \$1.2 billion Meliora Challenge comprehensive campaign, raising over \$1.37 billion, of which URM raised over \$696 million. The current target for the new campaign is \$1.5-2 billion, with the Medical Center raising \$850M or more. The campaign nucleus fund stands at \$750 million.

UNIVERSITY OF ROCHESTER MEDICAL CENTER

A leading academic medical center, URM encompasses the [School of Medicine and Dentistry \(SMD\)](#); the [School of Nursing](#); [Eastman Institute for Oral Health](#) and the University's biomedical research, teaching, patient care (UR Medicine), and community outreach missions. UR Medicine's health care delivery network is anchored by Strong Memorial Hospital, home to the region's only Level I Trauma Center; neonatal, pediatric, and adult intensive care units; a burn trauma unit; surgical transplant services; and other specialized around-the-clock care unavailable elsewhere in the community. A full spectrum of health care services is delivered through the Wilmot Cancer Institute, Golisano Children's Hospital, Flaum

Eye Institute, Strong West, as well as a broad network of physician practices, outpatient facilities, urgent care centers, lab stations, pharmacy locations, and imaging facilities. UR Medicine also includes seven community hospitals. The Medical Center has an overall budget of \$3.8 billion.

The main campus of the University of Rochester Medical Center covers over 5.4 million sq. feet of space. Strong Memorial Hospital covers 1.6 million sq. feet, the School of Medicine 2.1 million sq. feet, and the School of Nursing and the Eastman Dental Center about 100,000 sq. feet each. The faculty of the School of Medicine and Dentistry consists of approximately 1,400 full-time faculty members and 650 voluntary clinical faculty members organized into 32 departments and centers. Research faculty have attracted external funding totaling approximately \$250 million during the last fiscal year. The School of Nursing is consistently rank among the top 30 schools nationally for nursing education, and for research funding from the National Institutes of Health. Eastman Institute for Oral Health at the University of Rochester is unique among academic health centers in the United States: despite the absence of an undergraduate dental school, EIOH has an internationally recognized dental residency programs, vibrant oral biology research that is in the top tier of NIH rankings, and robust clinical services in all dental specialties with a strong community orientation.

To learn more about the University, URM, and their leaders, please see the addendum of this document or visit: www.rochester.edu.

VICE PRESIDENT, MEDICAL CENTER ADVANCEMENT + SENIOR ASSOCIATE VICE PRESIDENT FOR UNIVERSITY ADVANCEMENT

The Vice President for Medical Center Advancement and Senior Associate Vice President for University Advancement, URM (VP/SAVP) is a key member of the University of Rochester Advancement program's executive management team and oversees all URM Advancement programs. URM Advancement is responsible for seeking philanthropic gifts and directing associated engagement activity to support the CEO/Dean's vision for the institution. The position reports directly to the Senior Vice President and Chief Advancement Officer (SAVP/CAO) of the University of Rochester, who—in consultation with the Medical Center CEO/Dean—is responsible for evaluating the success of both the VP/SAVP and the Medical Center Advancement program. The VP/SAVP oversees a staff of 57 full-time employees and manages a budget of approximately \$9.4 million.

In addition to leading a unit-based program focused on raising philanthropic support for the Medical Center, the VP/SAVP is also charged with utilizing the wide-ranging resources of central University Advancement on behalf of Medical Center fundraising and engagement goals. These resources include: principal gifts, annual giving, alumni relations, communications, planned giving, corporate relations, foundation relations, and advancement services, among others.

The University of Rochester is committed to a centrally managed and coordinated advancement system under the leadership of the SAVP/CAO. Within this system, the VP/SAVP is expected to be a strong and articulate advocate for URM needs and priorities and a collegial member of the broader University Advancement team.

ROCHESTER MODEL 2030: STRATEGIC PLAN FOR UNIVERSITY ADVANCEMENT

The 2030 Rochester Model plan serves as a guide for the next stage in the program's evolution—focusing on continued excellence, strategic investment, and measurable growth—as a best-in-class advancement organization that generates and sustains charitable gifts, institutional advocacy, and broad-based engagement across the University's schools, units, and programs.

The Rochester Model is based on four main principles:

- A commitment to excellence in both engagement and philanthropy.
- A commitment to intentionality.
- Mission and values are the core of our work – Building and sustaining University relationships, resources, our reputation and values, and our mission.
- Building a culture of ownership between the University and its broad-based community – in support of the University's mission.

Major Functions and Responsibilities of the position:

Grow and Strengthen URM's Advancement Enterprise

- Assess the effectiveness and fundraising potential of the URM program; serve as architect and builder of a strategic advancement operation that will broaden and strengthen URM's outreach efforts to alumni, grateful patients, and the community, and provide philanthropic support that is sustainable, impactful, and in keeping with the mission and core values of the institution.
- Manage and lead all aspects of the URM component of the new comprehensive campaign.
- Build upon the strength of the grateful patient program; formulate strategies for the sustained growth of the program, and continue efforts to train physicians in the fundraising process.
- Provide qualitative and quantitative reports of progress and evaluate organizational functions and structures within the department.
- Strengthen relationships with existing donors; ensure that URM's stewardship of donors makes supporting the Medical Center and its schools and programs a personally fulfilling experience; convey to donors that URM and its leaders care deeply about its supporters and appreciate their contributions; demonstrate the impact their contributions have on URM.
- Play a primary role in supporting the execution and delivery of the comprehensive Rochester Model 2030, Strategic Plan for University Advancement (see addendum).
- Oversee outreach efforts to health sciences school alumni, ensure that alumni are actively and meaningfully engaged in the activities of their schools and the overall Medical Center; find ways to more fully integrate alumni relations efforts into the overall advancement function.
- Work closely with the communications team to articulate a clear and compelling case for support of URM to a variety of audiences; provide messages that project a clearly defined sense of the organization's mission, values, achievements, activities, and potential; and help raise the public profile and visibility of the institution regionally and nationally.
- Work in conjunction with and maintain regular communication with colleagues in central

University Advancement to ensure optimal level of support is available for URM priorities, clients, and unit-based officers.

Effectively Engage URM Leadership

- Support the Medical Center CEO/Dean in his role as a lead fundraiser for URM; strategize ways to maximize lifetime engagement and support from the Medical Center's most affluent prospects and supporters; ensure that the CEO/Dean is highly productive in advancement activities.
- Lead efforts to strengthen and expand URM senior leadership, physician, and faculty engagement and create effective partnerships between senior leaders, physicians/researchers/faculty members and advancement staff in to leverage philanthropic opportunities.
- Serve as the primary contact and maintain regular communication with Medical Center senior administration, deans and directors, department and institute leadership, key volunteers, the Medical Center board of directors, and other important boards and volunteer groups and ensure they are appropriately involved in advancement efforts.

Lead and Motivate the Team

- Recruit, train, and mentor a committed and productive staff that is well prepared and has the skills to meet the ongoing challenges and aspirations of URM; set clear direction and priorities for professional and administrative support personnel; promote excellence through well-defined and measurable goals.
- Ensure that staff members execute effective management strategies that result in meaningful engagement and successful solicitation of donors who provide support at all levels.
- Establish and evaluate standards of performance and professional behavior and adherence to URM organizational values for self and for staff members on an ongoing basis.

Direct Fundraising and Donor Cultivation

- Personally cultivate and successfully solicit new and existing prospects capable of making transformational gifts in support of URM, leading staff by example on the frontline.
- Formulate a keen understanding of the scientific research being conducted at the Medical Center; impactfully articulate funding priorities, URM's mission, and research milestones, in clear and compelling terms to current and prospective donors.
- Travel throughout the United States and internationally, representing URM to build relationships with donors, prospects, grateful patients, and alumni.

Other Duties

- Participate in activities of appropriate professional organizations, establishing relationships with staff in comparable institutions to participate in information exchange, professional advancement activities, and special projects.
- Perform duties and undertake projects as directed by the SAVP/CAO of the University of

Rochester and for the URM CEO/Dean.

Qualifications and Experience

The ideal candidate for the VP/SAVP role will have many of the following characteristics and experiences:

- At least 10 years of progressively responsible development experience with demonstrable success as a manager and a gift officer, preferably in a complex academic medical environment.
- Proven ability to provide management oversight, leadership, and strategic direction.
- Demonstrated success in developing and managing fundraising programs in a performance-based culture and an in-depth understanding of advancement and development programs. Must possess strong critical thinking and analytical skills.
- Superior strategic skills with a strong grasp of best practices and a holistic understanding of all aspects of advancement. Substantial experience evaluating the strengths of existing philanthropic programs and identifying opportunities for improvement.
- Personal track record of success in major and principal gift fundraising, cultivating and stewarding key donors for an institution and increasingly raising their commitments.
- Proven success in building productive, long-term relationships with senior institutional administrators, faculty, staff, volunteers, and boards.
- Superior communication skills and the ability to connect with a variety of audiences; clear and effective written and oral presentation. The experience, ability, and inclination to be an effective, outgoing representative of the University of Rochester and URM.
- Experience working in an environment serving internal and external constituents, often with shared responsibility for advancement and donor cultivation and stewardship. Ability to build relationships and collaborate across the institution, serving as a resource to others and obtaining their input. Persuasive, persistent and determined to achieve goals.
- A leadership style which creates strong teams and motivates, engages, energizes, and focuses staff on results.
- Strong management skills, including expertise in personnel management, program implementation, fiscal planning, and accountability.
- Ability to work collaboratively within a hybrid/decentralized development operation.
- Collaborative and collegial; eager and able to engage a diverse audience and build strong professional relationships. A convener who can synthesize many ideas and offer strategies and solutions that address a wide variety of goals and objectives.
- Strong personal integrity and work ethic, as well as a sense of humor and perspective.
- Record of creative and entrepreneurial staff management; the ability to build, lead, mentor, and motivate staff, and to encourage change and growth in both people and programs. A strong commitment to personal and professional development, and the ability to build a robust, autonomous, and collaborative team.
- A keen eye for operational efficiency and optimal use of resources; the ability to plan, monitor,

and manage a budget.

- A desire to deeply engage in the University, URM, and local communities. The ideal candidate will reflect and embrace the University of Rochester's emphasis on academic excellence and commitment to the important role it plays in enriching the City of Rochester.
- Bachelor's degree required; advanced degree preferred.

TO APPLY

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

<https://www.imsearch.com/open-searches/university-rochester/vice-president-medical-center-advancement-senior-associate-vice>

EOE Minorities / Females / Protected Veterans / Disabled

ADDENDUM

LEADERSHIP

David C. Linehan, MD
CEO of the University of Rochester Medical Center
Dean of the School of Medicine and Dentistry
Senior Vice President for Health Sciences

David C. Linehan was named CEO and Dean on February 1, 2024. He joined the University of Rochester in 2014 as chair of the Department of Surgery at URM, recruited from Washington University School of Medicine in St. Louis. He is also currently Associate Director for Clinical Research at the Wilmot Cancer Institute and the Seymour I. Schwartz Professor in Surgery—a faculty position he has retained.

A surgical oncologist internationally renowned for his clinical innovation and research into new treatments for pancreatic cancer, Linehan guided URM's Department of Surgery through a period of tremendous growth. Under his leadership, the surgical faculty flourished: he recruited more than 50 surgeons, bringing new talent and specialty services to Rochester; he attracted scientists and promoted the growth of surgeon-scientists, securing millions in research funding; he attracted the best and brightest trainees, continuing the Department of Surgery's legacy as a top-tier surgical training program; and he achieved significant fiscal improvements through revenue growth and prudent fiscal management. Linehan's achievements have been bolstered by his unwavering commitment to the patient, and by his focus on developing a prosperous culture where all are welcome and encouraged to succeed.

An accomplished surgeon-scientist, Linehan specializes in treating malignancies of the liver, pancreas, and biliary tract. He is recognized for studying and introducing novel and innovative therapies for patients with hard-to-treat cancers and has spent more than 20 years conducting immunotherapy research. One of his primary areas of focus is finding new ways to attack the biology of pancreatic tumors through activating anti-tumor immunity. Linehan also treats benign surgical conditions of the liver, pancreas, gallbladder, and bile ducts.

Linehan served as the Neidorff Family and Robert C. Packman Professor of Surgery at Washington University School of Medicine in St. Louis and was Chief of Hepatobiliary-Pancreatic and Gastrointestinal Surgery before coming to Rochester in 2014 as Chair of Surgery and Surgeon-in-Chief at URM. In 2018, he was named Associate Director of Clinical Research at the Wilmot Cancer Institute, where his contributions have bridged the clinic and the laboratory while building upon the institute's strengths in solid tumor treatment and research. His laboratory has been continuously funded by the National Cancer Institute for nearly two decades and, in addition to maintaining a busy surgical practice, he has established himself as a prolific bench-to-bedside researcher at Wilmot. He and his team are conducting studies on new, targeted treatments with the goal to use newly discovered drugs in combination with immunotherapy, radiation therapy, and chemotherapy to improve outcomes for pancreatic cancer patients.

In addition to being an accomplished clinician and surgeon, Linehan is noted to be a highly successful educator with a passion for training the next generation of physician-scientists. He fosters a culture of collaboration that brings physicians, allied health professionals, and basic and health services research

scientists together to focus on impactful projects that solve unmet clinical needs.

From 2017 to 2021, Linehan served as the University of Rochester Medical Faculty Group Finance Committee Chair, and currently continues as a member the Medical Faculty Group Executive Committee. Since 2014, he has served on the executive committee of the Wilmot Cancer Institute and as Chair of the Wilmot Cancer Institute Clinical Research Leadership Committee.

A graduate of Dartmouth College and the University of Massachusetts Medical School, Linehan completed his internship and residency at Deaconess-Harvard Surgical Service in Boston. He was Chief Resident in Surgery at Beth Israel Deaconess Medical Center and completed a research fellowship at Brigham and Women's Hospital in Boston. He was then the Kristin Ann Carr Fellow in Surgical Oncology at Memorial Sloan-Kettering Cancer Center in New York City.

Thomas J. Farrell, '88, '90W (MS)
Senior Vice President and Chief Advancement Officer

Tom Farrell became the Senior Vice President and Chief Advancement Officer for the University of Rochester in November 2014. In this role, he oversees a comprehensive advancement and alumni engagement operation for the entire University and the University of Rochester Medical Center.

Farrell began his career in advancement as a class fundraiser for the University of Rochester in 1990. From 1993-95, he served as director of the University's reunion major gifts program, managing multi-million dollar regional campaigns during the \$375 million *Rochester's Campaign for the 90's*. He then led the fundraising program at the University of Buffalo School of Law, before joining Dartmouth College as Director of Gift Planning. In 2001, Farrell began a 10-year tenure at the University of Pennsylvania where he managed Penn's undergraduate and individual giving program and served as a member of its senior management team responsible for coordinating all institutional advancement activity, including serving as the key planner for the \$4.3 billion *Making History* capital campaign. In 2010, Farrell joined the University of Chicago as Vice President for Alumni Relations and Development, leading a staff of 450 advancement professionals from all schools, divisions, and units, including the University of Chicago Medical Center, and planning Chicago's \$4.5 billion campaign. Prior to his current role, Farrell served as Chief Development Officer for the University of Illinois and President/CEO of the University of Illinois Foundation beginning in 2012.

Farrell earned a bachelor's degree in history and political science, and an MS in education, both from Rochester. In 2005, he completed his EdD at the University of Pennsylvania in higher education management.

BOUNDLESS POSSIBILITY: STRATEGIC PLAN

The University of Rochester is in the process of implementing a strategic plan – [Boundless Possibility](#) – that sets the collective direction and vision for the institution, including the academic medical center, for the next seven years. Its goals reflect our strengths and successes as well as the ambition many have to create a culture and environment that encourages and inspires boundless possibility. With those aspirations in mind, the University has identified five strategic goals.

- **Research Excellence and Global Reputation:** Increase our reputation as a leading global research institution by investing in innovation and growth in our areas of distinction.
- **Exceptional Undergraduate and Graduate Education:** Reimagine undergraduate and graduate education at a research-intensive institution.
- **Health Care of the Highest Order:** Reinforce and further enhance our position as a leading national academic medical center.
- **Faculty + Staff Success:** Cultivate an inclusive culture that prioritizes the well-being, development, engagement, success, and diversity of our people.
- **Sustainable Growth:** Implement a new University finance and operational model that will enable future and sustainable growth and success.

The plan will inform how the University will make decisions; allocate resources; develop the roadmap for expansion and innovation; prioritize, coordinate, and collaborate; and better tell the story of the University. The following elements are foundational to the strategic plan and were validated through the planning process, which included significant input from student, faculty, staff, and alumni leaders; members of the Board of Trustees; and community partners.