



Assistant Vice President of Development
Cincinnati Children's Hospital Medical Center
Cincinnati, Ohio

THE SEARCH

Cincinnati Children's Hospital Medical Center (Cincinnati Children's or CCHMC)—one of the top-ranked children's hospitals in the nation—seeks a strategic and collaborative fundraising professional to serve as the next assistant vice president of development (AVP). Reporting to CCHMC's senior vice president of development (SVP), Sharon Marine, and working closely with her senior leadership team, the AVP will have a unique opportunity to significantly impact and elevate the operational efficiency and fundraising success of the development program. This is an exceptional opportunity for a high-performing and relationship-driven leader to contribute to the evolution and modernization of the development division through the implementation of best practices, team and capacity building, calculated risk-taking, and the application of data-driven strategies that will inform and drive philanthropic growth across the enterprise.

In 2020, Cincinnati Children's unveiled *Pursuing Our Potential Together*, a long-term aspirational plan to accelerate how CCHMC will continue to transform child health between now and the hospital's 150th anniversary in 2033. Dynamic leadership and an expanding physical footprint enhance the hospital's ability to serve the most medically complex patients locally and globally, while creating significant opportunity for new transformational philanthropy. To drive the success of its strategic plan, CCHMC aims to double its current annual gifts and pledges to more than \$100 million by its 150th anniversary in 2033. CCHMC is investing in increased development personnel, data analytics, and volunteer management to reach this goal sustainably through year-over-year philanthropic growth.

The AVP will play a critical role in achieving such growth, with direct leadership of 27 dedicated professionals responsible for development operations and annual giving programs, including donor relations and stewardship, data analytics, database management, annual giving and direct marketing, corporate relations, community giving, and special events. The AVP will bring a broad institutional perspective to the role and, as a key member of the development leadership team, will champion inclusive leadership by breaking down silos and fostering collaboration, partnership, and alignment across cross-

functional teams. To meet CCHMC's ambitious objectives, this leader will apply data-informed insights, performance metrics, and industry best practices to guide and drive strategic direction for the development department. Through innovative and personalized stewardship practices, the AVP will help deepen relationships between Cincinnati Children's and its constituents.

With at least 10 years of development experience in successful development operations, preferably within a complex academic medical or university setting, the ideal candidate will possess a growth mindset and demonstrate a high level of integrity, trust, and resourcefulness. This individual will have proven success navigating a team through change, maximizing and facilitating team achievement, and providing professional development opportunities to grow and retain talent. The ideal candidate will possess a strong track record of building upon an existing program to reach new levels of impact and cultivating a team culture that is proactive, integrated, and service-oriented. Additionally, the next AVP will be a superior communicator with the ability to formulate effective messaging for various audiences, both externally and internally, serving as a visible representative of the medical center within the community. The successful candidate must be able to articulate a deep appreciation and passion for the mission of CCHMC.

Cincinnati Children's has retained the services of Rachel Ellenport and Grace Zakim of Isaacson, Miller, the national executive search firm, to conduct the search. Inquiries, nominations, and applications may be directed to the search firm as indicated at the end of this document.

ABOUT CINCINNATI CHILDREN'S HOSPITAL MEDICAL CENTER

Cincinnati Children's is ranked among the top children's hospitals in the nation, earning a spot in the prestigious *U.S. News & World Report's* 2025-2026 Honor Roll. With remarkable expertise in all facets of pediatric health, Cincinnati Children's placed among the nation's premier children's hospitals in all 10 pediatric specialties, including cancer (#1), diabetes and endocrinology (#1), gastroenterology and GI surgery (#1), pulmonology and lung surgery (#2), orthopedics (#3), neonatology (#4), urology (#4), neurology and neurosurgery (#5), nephrology (#6), and cardiology and heart surgery (#11). With a strategic focus on groundbreaking research, CCHMC is among the top two recipients of pediatric research grants bestowed by the National Institutes of Health. External research funding has grown exponentially, increasing from \$131 million to more than \$300 million annually over the last 10 years. The hospital continues to boldly deliver on its mission to improve child health and transform the delivery of care through fully integrated, globally recognized research, education, and innovation.

Cincinnati Children's employs 1,160 faculty and more than 19,000 individuals. With more than 750 registered beds, Cincinnati Children's is one of the top five largest U.S. children's hospitals. In 2024, the hospital had approximately 1.7 million patient encounters, treating patients from all 50 U.S. states and more than 60 countries.

With an unwavering focus on patient care, leadership at Cincinnati Children's has executed an ambitious strategic plan that has led to unprecedented growth and expansion in clinical operations, [research](#), [community engagement](#), and [educational programs](#) in the past decade. The growth of its network and services has allowed Cincinnati Children's to make significant investments in new facilities.

In 2021, Cincinnati Children's completed its largest expansion in medical center history. The 600,000-square-foot Critical Care Building (CCB) adds 249 rooms and a state-of-the-art emergency department, expanding services for the most fragile children and those with complex chronic medical conditions, including patients needing newborn and pediatric intensive care, cardiac care, and bone marrow transplants. Significant upgrades and expansions of facilities and infrastructure (including [mental health care](#), cancer care, and neighborhood urgent care) will increase access and enhance the experience for patients, families, and employees. Moreover, the Cincinnati Children's Liberty Campus includes a [Proton Therapy Center](#), one of only two such centers in the world owned by a children's hospital. This \$120 million investment reflects a deep commitment to providing children with the most sophisticated, effective cancer treatment available.

Please visit www.cincinnatichildrens.org for more information on the [institutes and centers](#) and [key programs](#) and see the addendum of this document for profiles of its leadership.

University of Cincinnati Affiliation

The University of Cincinnati Department of Pediatrics consists entirely of staff members from Cincinnati Children's Hospital Medical Center. The department includes Cincinnati Children's in-house physicians, researchers, and other individuals who hold academic appointments at the University of Cincinnati College of Medicine. Within the past decade, the pediatrics program has consistently been ranked among the top five in the nation.

ASSISTANT VICE PRESIDENT OF DEVELOPMENT

A critical member of the development leadership team and direct report to the SVP, the AVP will build and strengthen cross-departmental relationships to enhance communication, eliminate silos, and drive organizational effectiveness. The AVP will be responsible for co-designing the strategic plan for the department and will oversee the implementation of strategies to create a robust culture of philanthropy at CCHMC. The AVP will be involved in high-level decision-making, as well as developing goals, policies, procedures, and employee development for the department.

The AVP will lead a cross-functional team of 27 professionals, including five direct reports, across donor relations and stewardship, data analytics, database management, annual giving and direct marketing, corporate relations, community giving, and special events. In leading the team, the AVP will provide clear direction and oversight of all department activities to develop and achieve annual goals, including budgeting, planning, and staff development.

KEY OPPORTUNITIES AND CHALLENGES FOR THE ASSISTANT VICE PRESIDENT OF DEVELOPMENT

Strategic Leadership and Innovation

- Reporting to the senior vice president of development and chief philanthropy officer, serve as a member of the senior leadership team, contributing to the overall strategy, leadership, and direction of Cincinnati Children's Development Department.
- Oversee critical revenue-generating programs across corporate relations, cause marketing, events fundraising, Children's Miracle Network, annual giving, direct marketing, and ephilanthropy.
- Shape and drive forward-thinking strategic plans that result in philanthropic growth, particularly in the areas of corporate relations, annual giving, and event fundraising.
- Develop and execute innovative strategies to elevate development operations, integrating research, data, and technology to build a leading advancement model that maximizes donor engagement and fundraising impact.
- Serve as the key lead in the adoption of data-informed fundraising strategies across the entire department, ensuring the development operation has the resources and capabilities in place to support a best-in-class operation.
- Introduce strategies around innovative and personalized stewardship, further integrating and supporting best-in-class donor relations efforts to demonstrate impact and enhance engagement of donors at all levels with Cincinnati Children's.
- Oversee the strategy, planning, and execution of fundraising events, ensuring alignment with organizational goals, maximizing donor engagement, and driving revenue growth.

Staff Management and Development

- Lead with empathy and emotional awareness, building a culture of psychological safety that encourages open dialogue, healthy challenge, and authentic collaboration.
- Foster an environment that rewards risk-taking and creativity and strives for excellence through best practices and implementation of new ideas.
- Maintain an open, adaptable leadership style that builds confidence, promotes collaboration, and fosters strong teamwork. Empower team members through clear communication and thoughtful delegation.
- Oversee accountability for the financial management and revenue reporting functions for the development department. Partner with the SVP and finance to develop, implement, evaluate, and manage both annual and campaign planning budgets in order to achieve development goals and objectives.

Engagement with Key Partners

- Represent the medical center to the community, external constituents, and other critical relationships as requested by the SVP.
- Serve in an executive capacity as department representative as requested by the SVP with the board of trustees, executive team, senior management, physicians and faculty, internal committees, family relations, marketing and communications, legal, accounting, finance, and real estate.

QUALIFICATIONS AND CHARACTERISTICS

- Ten or more years of development experience within a complex environment, such as an academic medical center or university setting, including five years of management and supervisory experience of comparably-sized teams.
- The ability to establish a team- and goal-oriented environment through the use of best practice methodologies, strategic guidance, and mentorship. Expert knowledge and experience in managing and communicating performance expectations, professional development, and shared goals for a team of professionals.
- Demonstrated expertise and strong working knowledge of fundraising, stewardship, and communication/marketing best practices for development.
- Strong leadership and decision-making skills; the instinct and ability to develop recommendations and strategies for fundraising success consistent with the overall development strategic plan and fundraising priorities of the medical center.
- Demonstrated experience utilizing data and metrics to inform strategy and as a foundation for development programs; impeccable attention to detail and superb follow-through.
- Demonstrated experience interfacing respectfully with individuals at all levels within the organization, including physicians, faculty, and senior executives, in addition to the ability to relate to diverse age and demographic backgrounds.
- Demonstrated diplomacy, tact, and professional demeanor; the capacity to manage a wide range of relationships and complex situations.
- Superior written and oral communication skills with the ability to succinctly communicate a vision and process to senior leaders and other key audiences and constituents.
- A willingness to adapt to the complexities of a large academic medical institution.
- Creativity, flexibility, and a high level of responsiveness.
- Bachelor's degree is required; advanced degree preferred.

COMPENSATION AND LOCATION

Compensation will be commensurate with experience. CCHMC also offers excellent benefits, including health, dental, and vision insurance.

Cincinnati is one of America's most vibrant and beautiful river cities. Located on the north bank of the Ohio River, metropolitan Cincinnati includes Northern Kentucky and the southeast corner of Indiana. Over two million people make their home in the tri-state hub of southwestern Ohio. Rich in history and tradition, Cincinnati offers all the allure of a larger metropolis while maintaining its charm and small-town character. The city is home to three major league sports teams (Cincinnati Red baseball, Cincinnati Bengals football, and FC Cincinnati soccer), the Flying Pig Marathon, great dining options, a vibrant arts and theatre scene, the Cincinnati Symphony Orchestra, opera and ballet companies, historic architecture, beautiful parks, and countless family-friendly opportunities. Cincinnati is a hidden jewel in the Midwest; its diverse economy (six Fortune 500 companies and seven Fortune 1000 companies have their headquarters in Cincinnati), affordable housing, high-quality schools, and excellent universities and colleges make Cincinnati the ideal location for an extraordinary quality of life. For more information about Cincinnati, please visit <http://www.cincinnaticonnection.com> and <https://www.cincinnatichildrens.org/about>.

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.

Rachel Ellenport, Partner
Grace Zakim, Managing Associate
Maureen Bogdan, Associate
Isaacson, Miller

<https://www.imsearch.com/open-searches/cincinnati-childrens-hospital-medical-center/assistant-vice-president-development>

CCHMC is an Equal Opportunity Employer. Qualified applicants will receive consideration for employment without regard to race, color, religion, sex, national origin, age, genetic information, physical or mental disability, military or veteran status, sexual orientation, or other protected status in accordance with applicable federal, state, and local laws and regulations

This document has been prepared based on the information provided by Santa Clara University. The material presented in this leadership profile should be relied on for informational purposes only. While every effort has been made to ensure the accuracy of this information, the original source documents and information provided by Santa Clara University would supersede any conflicting information in this document.

ADDENDUM

Leadership

Steve Davis, MD, MMM President and CEO

Steve Davis, MD, was named president and CEO of Cincinnati Children's Hospital Medical Center, effective November 22, 2021. He previously served six years as chief operating officer. Davis was the driving force behind the medical center's largest expansion ever, a \$600 million Critical Care Building that opened in 2021 for patients with cancer, heart ailments, or other complex conditions. It also features a state-of-the-art emergency department, which serves residents of Cincinnati and surrounding neighborhoods.

A pediatric critical care physician, Davis came to Cincinnati Children's in 2015 because he wants to change the world of healthcare—for children in Cincinnati and beyond. In 2021, Davis helped Cincinnati Children's launch HealthVine—a network of pediatric care providers and organizations. It coordinates excellent, equitable, and value-based care and support services for about 135,000 children and their families across Southwest Ohio. Amid the pandemic, Davis helped coordinate the response of local hospitals. As co-chair of the Regional COVID-19 Steering Committee (March 2020-December 2021) and co-chair of the Hamilton County Test and Protect COVID-19 Project, Davis helped create policies and procedures to ensure care for patients and safeguard hospital workers. Also under Davis' leadership, Cincinnati Children's ramped up telehealth visits during the pandemic. Many clinical areas now offer telehealth appointments via the CincyKids Health Connect app. Intended for patients who don't require an in-person visit, the app provides easier access to care for more kids.

In January 2022, Davis became vice chair of an international network of more than 140 pediatric hospitals – the Children's Hospitals' Solutions for Patient Safety. The network's efforts have saved more than 18,000 children from serious harm and trimmed an estimated \$421.9 million in healthcare costs.

After receiving a bachelor's degree from Johns Hopkins University in Baltimore in 1984, Davis earned a medical degree in 1989 from the University of Vermont. He was a medical resident at Pittsburgh Children's Hospital from 1989-92 and chief resident there from 1992-93. Davis completed a fellowship in pediatric critical care medicine at Johns Hopkins Hospital in 1996. In 2012, Davis received a master's degree in medical management from the Heinz College at Carnegie Mellon University in Pittsburgh, where he serves on the faculty and teaches leadership development. He earned a master's in strategic leadership from Michigan State University in 2020.

Sharon Marine Senior Vice President of Development; Chief Philanthropy Officer

Sharon Marine was named Senior Vice President of Development and Chief Philanthropy Officer of Cincinnati Children's in 2023. She is responsible for the vision, strategy, leadership, and implementation of all philanthropic programs at Cincinnati Children's. She partners closely with the CEO, trustees, hospital

leadership, physicians, and researchers to develop fundraising objectives, secure transformational support and make a significant impact in pediatric healthcare.

Marine has more than 30 years of experience in philanthropy and donor relations. Prior to Cincinnati Children's, she served as Senior Vice President at Grenzebach Glier and Associates, following a five-year tenure as Vice President of Alumni Relations and Development at the University of Chicago. While at the University of Chicago, she developed, led, and implemented programs that contributed to the successful completion of a historic \$5.4 billion capital campaign – raising more than \$2.7 billion in new gifts and commitments during her tenure.

Marine has also held leadership roles in development at Cornell University, the Stanford Graduate School of Business, and the University of Pennsylvania's Wharton School. A graduate of Brown University, she has served as a volunteer for the Council for the Advancement and Support of Education (CASE), where she co-chaired the AMAtlas Advisory Committee and previously served as a faculty member for the Institute for Chief Development Officers.