



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)—the #1 ranked children's hospital in the nation—seeks a seasoned, results-driven, and aspirational fundraising professional to serve as the next assistant vice president of development (AVP). Reporting to and collaborating closely with CCHMC's new senior vice president of development (SVP), Sharon Marine, the AVP has a unique opportunity to significantly impact and elevate the fundraising success of the top children's hospital in the nation. In partnership with key colleagues, the AVP will implement best practices and further the sophistication of the philanthropic operation, raising sights and positioning Cincinnati Children's to successfully achieve ambitious fundraising goals. Leveraging CCHMC's global impact, the AVP will make significant strides in expanding donor pipelines and engagement by maximizing the significant untapped potential of CCHMC's regional, national, and international constituents. Bringing greater visibility and affinity to Cincinnati Children's, the AVP will amplify opportunities to fund CCHMC's best-in-class care and groundbreaking research, which spans the strategic areas of basic, translational, and clinical science, aimed at uncovering the developmental origins of disease to help predict and prevent childhood disease and chronic adult conditions.

U.S. News & World Report has ranked Cincinnati Children's among the Top 5 Best Children's Hospitals for over a decade. In 2023-2024, the hospital ranked #1 in the nation and in the Top 10 for all specialties. Cincinnati Children's is also one of the top two recipients of pediatric research grants bestowed by the National Institutes of Health. With new executive leadership in place, 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.

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. The plan capitalizes on recent expansion and growth, including a newly opened 249-bed critical care building, which adds a new emergency department, operating rooms, and spaces to support patients and families. Dynamic new 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 strategic plan's success, CCHMC aims to double 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.

Serving as a critical member of the development leadership team, the AVP will lead fundraising initiatives across major and principal giving, planned giving, foundation relations, auxiliary giving, and prospect development and research. Together with Cincinnati Children's leadership, the AVP will determine, execute, and report on fundraising and campaign priorities and continue to enhance and maximize grateful family philanthropy programs. Working closely with the development leadership team, the AVP will strengthen the impact of CCHMC's existing development teams and programs by breaking down silos and implementing the policies, procedures, and practices to better integrate and foster greater collaboration, partnership, and alignment to achieve Cincinnati Children's ambitious goals.

The AVP will possess at least ten years of development experience, preferably within a complex academic medical setting. They will be a proven major and principal gift strategist, with a track record of securing seven-figure gifts, and a strong working knowledge of best practices across the industry. The AVP will have strong leadership and decision-making skills, as well as the instinct and ability to develop recommendations and data-informed strategies for fundraising success consistent with the overall development of the strategic plan and fundraising priorities of the medical center. The successful candidate must be an active listener who exhibits the credibility, emotional intelligence, judgment, and sophistication to effectively engage and partner with key internal and external constituents, including highest-level volunteers and donors. They must possess superb communication and negotiation skills, the ability to speak credibly and compellingly about cutting-edge medical research and clinical programs, the political savvy to navigate a complex healthcare enterprise, and the desire and resiliency to build bridges and strong collaborative relationships across a diverse body of physicians, faculty, staff, donors, and patient families. The successful candidate must also possess a deep appreciation and passion for the mission of CCHMC.

Cincinnati Children's has retained the services of Rachel Ellenport 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.

CINCINNATI CHILDREN'S HOSPITAL MEDICAL CENTER

Cincinnati Children's is ranked as the top children's hospital in the nation, earning the number one spot in the prestigious *U.S. News & World Report's* 2023-2024 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 neonatology (#1), cancer (#1), diabetes and endocrinology (#1),

urology (#1), gastroenterology and GI surgery (#2), pulmonology and lung surgery (#2), nephrology (#3), orthopedics #3), neurology and neurosurgery (#4), and cardiology and heart surgery (#7).

Cincinnati Children's employs 1,097 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 2023, the hospital had approximately 1.65 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.

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.

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. *U.S. News & World Report* ranked the Department of Pediatrics at the University of Cincinnati College of Medicine as the second-best pediatric program at a medical school in the United States, tying with Harvard Medical School. 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 senior leadership team, the AVP will shape strategies to create a robust culture of major and principal gift philanthropy (gifts of \$50,000 - \$10,000,000+). They will develop and implement major and principal gift fundraising initiatives, as well as planned giving, foundation relations, auxiliary giving, and prospect development and research. They will work to ensure the effective engagement and training of members of the executive team, division chairs, institute directors, physicians, researchers, trustees, and other volunteers in fundraising efforts. In collaboration with the SVP and fellow senior leaders in the division, the AVP will co-lead the departmental strategic planning process for fundraising success. The AVP will lead a team of 37 staff with three direct reports. In Fiscal Year 2023, Cincinnati Children's development team of approximately 52 professionals raised more than \$65 million in gifts and pledges.

Duties & Responsibilities

Strategic Leadership and Management:

- In collaboration with the SVP and fellow AVP, lead departmental strategic planning process for fundraising success.
- Support the SVP and the senior philanthropic advisor (SPA) in the development of strategic fundraising initiatives and the solicitation of transformational gifts.
- Leverage trustees and their networks to identify and cultivate new major gift prospects.
- Supervise, mentor, and co-create strategies and goals with the senior director of development, the director of gift planning, and the director of auxiliaries.

Fundraising and External Relations:

- Secure gifts from a small portfolio of high-capacity prospects and donors.
- Develop cultivation strategies for each individual and/or foundation, meet annual targets for solicitations and proposals presented, resulting in new major and principal gifts.
- Represent the medical center to the community, external constituents, and other critical relationships as requested by the SVP.
- Accompany gift officers on visits when it is most beneficial to the cultivation and solicitation process.
- Manage and support high-level volunteers on peer solicitation and fundraising activities.
- Creatively utilize events, leadership, and clinical staff speaking engagements and communications to increase donor engagement with CCHMC.

Interdepartmental Relations:

- 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.

Gift Planning:

- In collaboration with the director of gift planning, develop, implement, and refine innovative estate and gift planning strategies to increase realized and planned philanthropic support.

Qualifications & Experience

- Ten or more years of development experience within a complex 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.
- Demonstrated success in personally cultivating, soliciting, and stewarding major and principal gifts at the seven-figure level and working with high-capacity prospects and donors.
- 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.

CINCINNATI

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>.

TO APPLY

CCHMC has retained Isaacson, Miller, a national executive search firm, to assist in this search. Rachel Ellenport is leading the search with Grace Zakim, Bryce Ervin, and Lisa Clayton. For more information, to make a nomination, or to apply for this role, please visit:

[https://www.imsearch.com/open-searches/cincinnati-childrens-hospital-medical-center/
assistant-vice-president-development](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.

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 the leadership of Davis, 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.

Tina L. Cheng, MD, MPH
Director, Cincinnati Children's Research Foundation
Chief Medical Officer, Cincinnati Children's Hospital Medical Center

Tina L. Cheng, MD, MPH, was named chair of the Department of Pediatrics at the University of Cincinnati College of Medicine, the new chief medical officer at Cincinnati Children's Hospital Medical Center, and director of the Cincinnati Children's Research Foundation in 2020. Cheng joined CCHMC from Johns Hopkins Hospital and the Johns Hopkins College of Medicine where she was the Given Foundation Professor of Pediatrics and director of the Department of Pediatrics at the Johns Hopkins University School of Medicine. She also served as the Pediatrician-in-Chief of the Johns Hopkins Hospital, Charlotte Bloomberg Children's Center, and director of Pediatrics for Johns Hopkins Medicine.

Cheng is an elected member of the prestigious National Academy of Medicine (formerly the Institute of Medicine), past chair of the Committee on Pediatric Research of the American Academy of Pediatrics, and past president of the Academic Pediatric Association. She serves on the National Advisory Panel of the NIH All of Us Research Program, a historic effort to gather data from one million Americans to accelerate research and improve health through precision medicine.

Cheng did her undergraduate work at Brown University and earned her MD. She completed her pediatric residency at the University of California, San Francisco, including a year as chief resident at San Francisco General Hospital. She went on to get her master's in public health (epidemiology) and do a preventive medicine residency at the University of California, Berkeley, as well as a fellowship in general academic pediatrics at the University of Massachusetts Medical Center. For more than 15 years, she has been a principal investigator of the NIH-funded P20 DC Baltimore Research Center on Child Health Disparities, where she has developed award-winning, community-integrated models of care to address the needs of vulnerable families.

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.