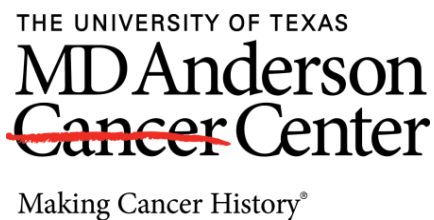


Position Specification for

President
The University of Texas MD Anderson Cancer Center
Houston, Texas



May 2017



THE UNIVERSITY of TEXAS SYSTEM
FOURTEEN INSTITUTIONS. UNLIMITED POSSIBILITIES.

THE OPPORTUNITY

The University of Texas MD Anderson Cancer Center, one of the world's most-respected centers devoted exclusively to cancer patient care, research, education and prevention, is seeking a new president to succeed Ronald A. DePinho, M.D., who stepped down in March 2017 to return to a faculty position after five and a half years in the leadership role.

U.S. News & World Report's "America's Best Hospitals" survey has ranked MD Anderson as the top hospital in the nation for cancer care nine of the past 10 years. Located on the Texas Medical Center campus in central Houston, MD Anderson provided cancer care for nearly 135,000 patients in 2016.

At MD Anderson, important scientific knowledge gained in the laboratory is rapidly translated to clinical care. In FY 2016, the institution invested more than \$787 million in research, an increase of 22% in the past five years. MD Anderson ranks first in the number of research grants awarded and total amount of grant funds provided by the National Cancer Institute (NCI). The institution holds 10 NCI Specialized Programs of Research Excellence (SPORE) grants.

In the area of education, more than 7,000 trainees, including physicians, scientists, nurses and allied health professionals, take part in MD Anderson educational programs. The institution's School of Health Professions awards degrees in 10 bachelor's programs and two master's programs in allied health disciplines. Almost 1,700 clinical residents and fellows come to MD Anderson each year to receive specialized training in the investigation and treatment of cancer. Nearly 400 graduate students are working on advanced degrees at the MD Anderson/UTHealth Graduate School of Biomedical Sciences, and more than 1,800 research trainees are learning from experts at MD Anderson.

MD Anderson's next President will be a licensed physician possessing an M.D. degree with significant clinical practice experience demonstrated by leadership in the delivery of specialized health care services; distinction in scholarship and practice; a strong scientific background; a substantial commitment to patient care, education, and research; management experience appropriate to overseeing a \$4.5 billion enterprise of about 20,000 employees. The President will convey well-established leadership, communications, and interpersonal skills along with a genuine passion for MD Anderson's mission to prevent, treat, and eliminate cancer.

The President will have an established record of respect for colleagues as well as be a thought leader capable of influencing healthcare delivery. The President will have demonstrated ability to delegate authority to content experts as well as convey expectations of accountability. The President will have the ability to inspire confidence and foster creativity.

MD ANDERSON CANCER CENTER: AN OVERVIEW

History

The University of Texas MD Anderson Cancer Center was created by the Texas Legislature in 1941 as a component of The University of Texas System. MD Anderson is one of the nation's original three Comprehensive Cancer Centers designated by the National Cancer Act of 1971 and is one of 47 NCI-designated Comprehensive Cancer Centers.

The original state appropriation of \$500,000 was matched by the MD Anderson Foundation of Houston, which also provided temporary quarters for the new institution and a permanent building site in the Texas Medical Center. UT regents placed the new cancer center in Houston and named it for Monroe D. Anderson, a cotton merchant, to acknowledge the foundation's generosity.

MD Anderson has been led by only four presidents in its 70-year history: R. Lee Clark, M.D. (1946-1978); Charles A. LeMaistre, M.D. (1978-1996); John Mendelsohn, M.D. (1996-2011); and Ronald A. DePinho, M.D. (2011-2017). Marshall E. Hicks, M.D., currently serves as the institution's first President *ad interim*.

Mission, Vision and Values

MD Anderson's institutional strategy is built upon a statement of mission, vision and core values:

Mission: The mission of The University of Texas MD Anderson Cancer Center is to eliminate cancer in Texas, the nation and the world through outstanding programs that integrate patient care, research and prevention, and through education for undergraduate and graduate students, trainees, professionals, employees and the public.

Vision: We shall be the premier cancer center in the world, based on the excellence of our people, our research-driven patient care and our science. We are Making Cancer History®.

Core Values: Caring, Integrity, Discovery

MISSION PRIORITIES

Patient Care

Since 1944, more than 1.2 million patients have turned to MD Anderson for cancer care in the form of surgery, chemotherapy, radiation therapy, immunotherapy or combinations of these and other treatments. This multidisciplinary approach to treating cancer was pioneered at MD Anderson.

In FY 2016, more than 135,000 patients sought cancer care at MD Anderson, 41,000 of whom were new patients. Approximately one-third of these patients come from outside Texas seeking the research-based care that has made MD Anderson so widely respected. More than 7,500 were enrolled in 1,200-plus clinical trials exploring innovative treatments in 2016, making MD Anderson's cancer clinical trials program one of the largest of its kind.

MD Anderson's main hospital has 665 inpatient beds and clinical teams provided 1.4 million outpatient clinic visits, treatments and procedures; more than 524,000 diagnostic imaging procedures; nearly 68,000 surgery hours; and more than 12 million pathology/laboratory medicine procedures last year. The institution is accredited by The JCAHO, and its nursing program holds Magnet Recognition Program status from the American Nurses Credentialing Center.

MD Anderson earned its first Magnet Recognition award in 2001 for exceptional professional nursing that translates into excellent patient care and clinical quality outcomes.

In the past year, MD Anderson has provided more than \$287 million in uncompensated care to Texans with cancer. This figure includes unreimbursed costs of care for patients who either have no insurance or are underinsured, or whose care was not fully covered by government-sponsored health programs.

Research

Important scientific knowledge gained in the laboratory is rapidly translated into clinical care at MD Anderson. In FY 2016, the institution invested more than \$787 million in research, an increase of 22% in the past five years. Research support comes from a variety of sources, including: private industry grants and contracts (\$89 million), philanthropy and foundations (\$166 million), state funding allocated for research (\$67 million), federal grants and contracts (\$155 million) and internal funding allocated for research (\$309 million).

MD Anderson ranks first in the number of grants awarded and total amount of grants given by the NCI. The institution holds 10 NCI Specialized Programs of Research

Excellence grants: brain, genitourinary, leukemia, lung, multiple myeloma, melanoma, ovarian, prostate, thyroid and uterine. The research program is considered one of the most productive efforts in the world aimed solely at cancer. In FY 2016, MD Anderson received nearly \$90 million in grant funding from the Cancer Prevention and Research Institute of Texas (CPRIT), and more than \$360 million since the agency's first fully operational year in FY 2010.

Within the last few years, MD Anderson opened the 12-floor, 615,000-square-foot Sheikh Zayed Bin Sultan al Nahyan Building for Personalized Cancer Care on its main campus to house the Sheikh Khalifa Bin Zayed Al Nahyan Institute for Personalized Cancer Therapy; the Sheikh Ahmed Bin Zayed Al Nahyan Center for Pancreatic Cancer Research; and molecular diagnostics, histocompatibility and molecular pathology research laboratories. The building was made possible by a \$150 million gift from the Khalifa Foundation. Among the research facilities now fully functional on MD Anderson's South Campus, is the Red and Charline McCombs Institute for the Early Detection and Treatment of Cancer. Representing one of the most aggressive expansions of research in the institution's history, the institute comprises six unique centers of excellence on the 116-acre University of Texas Research Park about 1.5 miles from MD Anderson's main campus. The McCombs Institute's centers include: Metastasis Research Center; Center for Cancer Immunology Research; Center for Radiation Oncology Research; Center for Advanced Biomedical Imaging, Center for Targeted Therapy, Center for RNA Interference and Non-coding RNAs; and Center for Global Cancer Early Detection.

Education

In FY 2016, more than 7,000 trainees, including physicians, scientists, nurses and allied health professionals, took part in educational programs. The institution's School of Health Professions awards degrees in 10 bachelor's programs and two master's programs in allied health disciplines. In collaboration with the UT Health Science Center at Houston, MD Anderson awards M.S., Ph.D., and M.D./Ph.D. degrees at The University of Texas MD Anderson Cancer Center UT Health Graduate School of Biomedical Sciences.

Nearly 1,700 clinical residents and fellows come to MD Anderson each year to receive specialized training in the investigation and treatment of cancer. More than 1,800 research fellows are trained in MD Anderson's laboratories. In addition, thousands of health professionals participate in continuing education and distance-learning opportunities. MD Anderson also provides education programs for patients, survivors, caregivers and those at an elevated risk of cancer.

Accreditation by the Commission on Colleges of the Southern Association of Colleges and Schools affirms MD Anderson as a major teaching institution and recognizes the faculty for their influential role in educating graduate and undergraduate students. The

School of Health Professions currently offers 12 formal programs; many with unique status and are professionally accredited by NAACLS, JRCERT, and CAHEP. Also noteworthy is the institution's 77 Graduate Medical Education (GME) programs; MD Anderson is accredited by the ACGME as a Sponsoring Institution and has maintained continued accreditation for more than 20 years.

Prevention

MD Anderson continues to set the standard in cancer prevention research and the translation of new knowledge into innovative, multidisciplinary care. Its Cancer Prevention and Population Sciences division is dedicated to: ending cancer through pioneering research into the roles that biologic, genetic, environmental, economic, behavioral and social factors play in cancer development; investigating various types of interventions to prevent or reduce cancer risk; and improving cancer care delivery, safety availability and affordability.

Through the Duncan Family Institute for Cancer Prevention and Risk Assessment, the division is investing in promising new research directions and integrating basic research and clinical studies to accelerate their translation from the lab to the clinic to the community.

The Lyda Hill Cancer Prevention Center provides cancer risk assessments; screening exams based on genetics, age and gender; and personalized risk-reduction strategies, including lifestyle-based interventions and chemoprevention.

RESOURCES

People

MD Anderson employs about 20,000 people, including 1,700 faculty members. A volunteer corps of nearly 1,000 onsite, trained volunteers and about 2,100 offsite trained survivor volunteers (*myCancerConnection*) contributed more than 121,000 hours of service in FY 2016. Faculty, staff and volunteers are dedicated to the core values of caring, integrity, and discovery.

The organization was recognized in 2016 by Becker's Healthcare as one of the "150 Great Places to Work in Healthcare" and made Forbes' list of "America's Best Employers."

MD Anderson's faculty is among the most esteemed in the nation. It includes five National Academy of Sciences members, four Academy of Arts and Sciences fellows, eight members of the Health and Medicine Division of the National Academies of Sciences and more than 40 American Association for the Advancement of Science fellows.

Facilities

With faculty and staff working in more than 140 buildings in the greater Houston area and in central Texas, MD Anderson is the largest freestanding cancer center in the world. The Texas Medical Center physical plant covers more than 16 million gross square feet, featuring the latest equipment and facilities to support growing needs in outpatient and inpatient care, research, prevention and education. The main building complex includes an in-patient pavilion with 661 beds, two research buildings, outpatient clinic buildings, plus two faculty office buildings and a patient-family hotel nearby.

Completed construction projects since 2011 include the addition of 12 floors that can accommodate more than 300 new inpatient beds in Alkek Hospital on the North Campus; two new research buildings on the South Campus as part of the McCombs Institute; and MD Anderson's first facility on its mid-campus, a 25-story building to support current office space and future growth needs.

In addition to its main campus in the Texas Medical Center, MD Anderson operates and oversees two research campuses in Bastrop County, Texas.

Finance

MD Anderson's FY 2017 operating revenue budget is \$4.5 billion. More than 89% of the institution's revenue is produced through the operation of the hospital and clinics, with approximately 7% coming from restricted grants and contracts. The largest expense category is personnel, at approximately 58% of total operating expenses. In FY 2016, the institution experienced a negative operating margin, but with non-operating revenues including among other sources, over \$200 million in state appropriations, over \$135 million in gifts in support of operations, and over \$90 million of investment income, the institution experienced a positive change in net position of nearly \$500 million. In FY 2017, concerted efforts are underway to improve the operating margin, including a 4% reduction in force, are expected to produce a balanced operating performance, with continuing strong non-operating results.

The Regents'-approved 2017–2022 Capital Improvement Program for MD Anderson totals \$1.0 billion and makes up 16% of the UT System Capital Improvement Program. Institutional management approves and manages capital projects quarterly based on the most up-to-date financial and operating statistics. In addition to facilities projects, MD Anderson's FY 2017 budget for information technology-related capital is \$23 million.

Currently, MD Anderson has approximately \$1.0 billion in long-term debt. This debt primarily supports the construction of revenue-generating or expense-saving capital construction projects, along with certain capital equipment. Research facilities are

constructed largely with cash from the operation of the hospital and clinics and with philanthropy. All debt is issued through The University of Texas System, whose bonds are rated AAA by S&P and Fitch and Aaa by Moody's. UT System's bond rating is materially supported by MD Anderson's strong financial performance.

State Support

The State of Texas General Revenue (GR) appropriation of \$185.2 million in FY 2016 accounted for 6.7% of the total operating budget. GR provides critical support for infrastructure, patient care, research, and education programs. A portion of state support also offsets the cost of Un-sponsored Charity Care provided to medically indigent Texans with cancer who require the specialized services of MD Anderson.

MD Anderson maximizes its leveraging of state funding. The institution generates \$22.8 additional dollars for cancer patient care, education and research for each \$1 of state GR. The institution generates more than \$34 in research support for every \$1 of GR from the state for research, which illustrates a sound investment for the State of Texas.

MD Anderson received a permanent \$100 million endowment from the Legislature in 1999. The fund provided \$5.3 million per year for support of tobacco-related research programs. A separate endowment established for all health-related institutions provided an additional \$2 million for these purposes.

The Texas Legislature meets in odd-numbered years, when it authorizes an appropriation of General Revenue for MD Anderson and approves the institution's total budget proposal for two years. The Legislature is currently in session and expected to finalize the state budget by late May. The Regents approve the MD Anderson budget annually, each August. The Texas constitution prohibits deficit spending by state agencies.

Philanthropy

Over the past five years, MD Anderson's strategic efforts have helped spur fundraising to exceed \$1.2 billion, with progressively increasing annual totals — from \$190.2 million in 2012 to a record \$294.0 million in 2016. Of special note regarding development efforts has been the effect of the institution's Moon Shots Program, with \$400 million raised since its launch in 2012, as well as the critical engagement of the MD Anderson Cancer Center Board of Visitors (BOV), an appointed board of business and community leaders from across the country who are committed to the institution's mission to end cancer. Since its inception in 1957, the BOV has played a crucial role in advancing MD Anderson's initiatives by helping to raise funds, awareness and support for them.

Novel fundraising mechanisms have been implemented to diversify and grow MD Anderson's philanthropic revenue. While major gifts have and will continue to comprise the majority of philanthropic revenue, a concerted effort has yielded growth in

the aggregate number of individual donors, including the development of e-philanthropy and cause marketing strategies. By 2016, MD Anderson attracted 58,000 new individual donors, compared with fewer than 21,000 in 2012.

Strategic efforts also have been deployed to elevate engagement of donors through special events. For example, the enhancement of the A Conversation With a Living Legend® format yielded per-evening funds raised of \$4.5 million in 2013 (featuring former Secretary of State James Baker) and \$5.2 million in 2015 (featuring former President Bill Clinton and former Secretary of State Colin Powell).

GOVERNANCE AND ADMINISTRATION

MD Anderson is an independent, free-standing component of The University of Texas System, and the President reports to the Board of Regents via the university's Chancellor and Executive Vice Chancellor for Health Affairs.

The University of Texas System

The University of Texas System is governed by a board of nine regents appointed for overlapping six-year terms by the governor and one non-voting student regent selected annually by the board itself. The presidents of UT's health institutions report to the Chancellor via the Executive Vice Chancellor for Health Affairs. The Chancellor of the UT System is William H. McRaven, a retired U.S. Navy four-star admiral. The Executive Vice Chancellor for Health Affairs is Raymond S. Greenberg, M.D., Ph.D. who previously served for 13 years as President of the Medical University of South Carolina.

Within The University of Texas System are six health science centers (UT Southwestern Medical Center at Dallas, UT Medical Branch at Galveston, UT Health Science Center at Houston, UT MD Anderson Cancer Center, UT Health Science Center at San Antonio and UT Health Science Center at Tyler.) and eight academic campuses (UT Austin, Arlington, Dallas, El Paso, UT Rio Grande Valley (UTRGV), Permian Basin, San Antonio and Tyler). The UT System has also recently started two new medical schools at UT Austin and UT Rio Grande Valley. MD Anderson has established active collaborations with several of the health institutions and with UT Austin.

The UT presidents are expected to participate in a number of periodic meetings in Austin and on the various campuses. These include meetings of the Board of Regents, Chancellor's Council, and any called retreats.

MD Anderson Administration

The institution's current leadership structure comprises an executive team that includes three executive vice presidents and a chief operating officer. Additionally, a *Shared Governance Committee* established in FY 2016 involves a 25-member team of institutional leaders who serve as MD Anderson's foremost advisory body. The SGC's cross-functional membership spans EVPs, Faculty Senate leaders, division heads, department chairs and senior representatives of key functional areas (e.g., chief legal officer, vice president for HR, etc.). The committee is chaired by the President, who receives and acts upon its recommendations.

MDACC also has an active *Executive committee of the medical staff* which has elected representation from the clinical faculty and includes the Division Heads and Key clinical and Administrative areas. This committee has standing committees and make recommendations regarding governance according to the Laws of the State of Texas and are acted upon by the President. Lastly, the clinical faculty are also members of the Faculty Practice Group/Plan which has an executive committee that is chaired by the President and has bylaws governed by UT System. Its standing committees make recommendations regarding Compensation, Benefits, Finances of the practice plan, Compliance, Audit findings or concerns, Retirement programs, and the Professional Revenue cycle. These recommendations are then acted upon by the President.

THE ROLE OF THE PRESIDENT

The President of The University of Texas MD Anderson Cancer Center is responsible for its overall leadership and has primary accountability and authority for organizing, managing, and facilitating multidisciplinary and interdisciplinary cancer clinical care, education and research. The president is responsible for the overall management of the enterprise, including the financial and human resources, as well as ensuring that comprehensive clinical services with the highest quality of care continue to be delivered to MD Anderson's patients. This physician executive reports to The University of Texas System and will guide the development of the vision for the future of MD Anderson and its cancer research, training, and education, and patient care initiatives.

First and foremost, MD Anderson's President embraces, embodies and champions its values. The ideal candidate for the position, therefore, must appreciate and value the unique heritage, culture and mission of this distinctive organization. A passion for MD Anderson and the ability and willingness to enthusiastically communicate the institution's position and to be its "face" are essential.

The key components of the president's role include:

- Providing energetic, collaborative leadership to the institution to preserve and enhance MD Anderson's distinctive, innovative, multidisciplinary patient care model
- Leading development and achievement of the organization's strategic plan
- Attracting and retaining world-class, diverse clinical leaders, scientists, faculty members, administrators and staff

- Driving continued new initiatives and successes in scientific discovery
- Applying sound business principles and decision-making to the task of running a national comprehensive cancer center that has many worthy interests competing for increasingly limited funding and resources; and
- Identifying and cultivating sources for delivering increased financial support.

The president's interactions span a wide range of important internal and external stakeholders, including other executives, clinical faculty, scientific faculty, students, employees, patients, government policy-makers, business leaders, civic and community organizations, donors and supporters, media outlets, and national/international health care leaders. Accordingly, the president will serve as the external face and voice of MD Anderson, representing the organization locally, regionally, nationally, and internationally. In this capacity, the president personally will spearhead strategic fundraising and institutional advancement activities and be recognized as a globally preeminent academic physician leader.

OPPORTUNITIES AND EXPECTATIONS FOR LEADERSHIP

MD Anderson's impressive growth and transformation over the past decade have been driven by a culture of passionate focus on the highest standards of patient care, a commitment to world-class cancer research and adherence to the high standards the institution has set in achieving its status as the premier cancer center in the nation. MD Anderson's next President will be expected to sustain that sense of passion and momentum, but will need to carefully balance the needs and opportunities for both optimization of current resources and assets and the acquisition of, or investment in, new ones.

The primary challenge of the Institution, and in turn its new President, is to maintain its current pre-eminent position in the face of unprecedented economic challenges within the healthcare industry. MD Anderson's situation is more difficult than most due to its high cost structure for research, specialty patient care and treatment, while also providing academic training for future specialist providers. Unfortunately, medical payors do not recognize these additional costs in their reimbursements in the vast majority of cases. So how does the Institution and its new President continue to deliver superior product value with declining unit revenue driven by competition and government pressure to reduce healthcare cost and increase insurance coverage to more people?

This challenge has to be met with both top down direction and leadership by the President and management and with the motivation and commitment to address the problem by the highly skilled professionals throughout the Institution who deliver the value-added product of cancer care. Hence this proven extraordinary leadership skill is the defining characteristic of the best choice for the next President.

Importantly, the President shall serve as an exemplar for ethics and integrity. Some of the key priorities expected to require the attention and energy of the next president, particularly in the early years of his or her administration, include the following:

Ensuring that MD Anderson's mission areas are properly balanced

Over the course of its history, MD Anderson has proudly committed itself to fulfilling with excellence its core missions of clinical care, education, research and prevention. The successes of each of these have contributed to its world-class reputation. In the area of research, basic science research has yielded new knowledge about cancer and human biology while translational and clinical research produce new, improved methods for diagnosing, treating and preventing cancer. In the area of education, MD Anderson has remained dedicated to providing programs of the highest quality to fully address the needs of all learners. On the clinical side, MD Anderson's hallmark has consistently been enhancing the quality and value of patient care throughout the cancer care continuum, which includes survivorship.

MD Anderson's next President will be expected to apply new insights in identifying areas for enhancements. Ensuring that its mission areas remain synergistic, both strategically and financially, will be critical – especially considering the economic success of the clinical enterprise helps fuel research and education efforts.

Furthering MD Anderson's research prominence

All areas of research at MD Anderson have developed significantly in recent years, with MD Anderson uniquely suited to design, initiate, and efficiently complete critical studies and make strategic investments in research spanning personalized risk assessment, prevention, detection and care. Success in these and other areas is, however, dependent on enhancing the excellence and breadth of faculty in the basic and quantitative sciences who, along with their clinical investigator colleagues, enable MD Anderson's success in fundamental, translational, clinical, and population-based research. Success is similarly dependent on disciplined and rigorous review of all research endeavors along with the potential elimination of programs determined to provide minimal value enhancement to our mission, our patients, and our goal of ending cancer.

Optimizing Patient Care and Maintaining Patient Care Eminence

With more than 135,000 people seeking its superior care in FY 2016, MD Anderson continually reviews its methods and models underlying patient care delivery and remains apprised of issues related to national health care reform. The institution remains committed to reducing costs while enhancing patient care and safety, and efforts are underway to achieve these goals across MD Anderson. Providing patient care with fewer steps, less duplication of effort, smoother hand-offs, and improved patient scheduling/tracking remains a focus. Similarly, disciplined determination of which services, tests, procedures, and treatments to provide — and elimination of those that do not enhance value or translate to optimal provision of care — will continue.

The next president of MD Anderson must be a true champion of these efforts and work diligently to ensure that the organization achieves these goals and best prepares itself for the challenges of health care reform, which will undoubtedly require leaner, more efficient organizations. The president must be well versed in new and evolving models of value-based care and prepared to

assist the organization transition from traditional fee-for service reimbursement to risk-based methodologies. Strategic partnerships with other health care providers within and outside of the University of Texas System are expected to grow in the years ahead. The president must accomplish this transformation in a fashion that encourages change throughout the institution, but not at the expense of its standards of world-class patient care.

Carefully evaluating new revenue and market share opportunities

In the face of intensifying pressures to reduce expenses, MD Anderson has the opportunity to mitigate these challenges by thoughtfully identifying appropriate opportunities to grow new revenues and expand its markets. Appropriate opportunities will undergo rigorous and transparent review. There are currently several initiatives underway to accomplish such goals. Within the greater Houston region, MD Anderson has established a number of clinical facilities. These “Houston-Area Locations” are designed to provide efficient services to new patients at lower costs.

MD Anderson cancer care is provided in clinically integrated, convenient locations at care centers in the Bay Area, Katy, Sugar Land and The Woodlands that provide prospective, multidisciplinary services that include radiation oncology, medical oncology and surgical oncology as well as a range of supportive services and access to clinical trials. In addition to these care centers, MD Anderson has diagnostic imaging clinics in Bellaire and West Houston, a surgical clinic at Memorial City, a gynecologic oncology clinic at The Woman’s Hospital of Texas, and collaborative relationships with several Houston-area hospitals. These include breast care with Memorial Hermann that involves an integrated breast screening program at 16 locations across the Houston area and oncology services at Lyndon B. Johnson Hospital by which MD Anderson physicians provide cancer care to the underserved at the county hospital. Outside of Houston, MD Anderson has significantly expanded its footprint through targeted partnerships in the United States. Of particular note is the growth of the MD Anderson Cancer Network. Over the past several years, Partner Members within the Network — co-branded programs in which the partner is fully integrated with MD Anderson across clinical care, research, education and prevention — have increased and now include: Banner MD Anderson Cancer Center in Gilbert, Arizona; MD Anderson Cancer Center at Cooper in Camden, New Jersey; Baptist MD Anderson Cancer Center in Jacksonville, Florida; Scripps MD Anderson Cancer Center in San Diego, California; and Summit Medical Group MD Anderson Cancer Center in Berkeley Heights, New Jersey. Additionally, MD Anderson disseminates knowledge and collaborates with others via certified memberships geared toward community hospitals that encompass a quality and safety program; direct relationships with other UT health institutions specific to oncology; international associate memberships geared toward the specific needs of hospitals worldwide; and international consulting services.

MD Anderson’s next President must nurture these new revenue opportunities in ways that maximize their contributions to the overall enterprise and minimize their risks and exposures. Achieving this delicate balance will require disciplined, fact-based strategic and business

planning as well as a sustained commitment to ensuring that MD Anderson's reputation for outstanding quality are only enhanced and never marginalized.

Enhancing MD Anderson's strength in education and training

As with each of the other mission areas of the institution, the education programs of MD Anderson have grown substantially in the past decade. The institution jointly sponsors, with UTHealth-Houston, the MD Anderson Cancer Center UTHealth Graduate School of Biomedical Sciences (GSBS). The majority of its faculty and graduate students work at MD Anderson, and several of the GSBS programs have ranked competitively with other leading graduate schools. Additionally, MD Anderson offers undergraduate and graduate degrees through its School of Health Professions. Graduates from this school are readily employed by MD Anderson and other leading healthcare institutions in the Texas Medical Center, throughout the state, and across the nation.

In addition to the undergraduate and graduate programs, MD Anderson supports numerous physician and non-physician clinical education programs, including several premier clinical fellowships. It also boasts a large and international population of postdoctoral research fellows and provides expansive opportunities for international exchange of graduate students and post-doctoral fellows via MD Anderson's global sister institutions.

The opportunities to further expand and improve the quality of each of these educational programs clearly exist and are strongly supported by the faculty, as they understand the strong reciprocal relationship between the quality of these programs and the quality of faculty recruitment, research and clinical productivity. Key challenges to further elevation of the education programs, however, include demands on faculty and staff for increasing percent effort in support of revenue-generating mission areas and limited funds for support of higher education programs. The next President will have the opportunity to continue to propel MD Anderson's already well-recognized undergraduate, graduate, and post-graduate educational programs to match, or exceed, similar programs at the nation's top-tier institutions.

Serving as MD Anderson's chief advocate and fundraiser

The advancement of MD Anderson's mission and reputation has been accomplished in a large part by the success of its leaders in effectively portraying its needs and opportunities to external stakeholders. In particular, the president must assume the role as the persuasive face and voice of MD Anderson. On the advocacy front, the president will personally represent the organization to local, state, and federal public officials to successfully influence their appreciation of MD Anderson's funding needs and regulatory treatment. This will require significant time and energy to be committed to meetings in Houston, Austin, and Washington.

In the area of advancement and development, MD Anderson has been enormously successfully in raising philanthropic dollars. For example, in FY 2016, more than \$166 million was raised via philanthropy and foundations. With pressures on clinical revenues and research appropriations,

emphasis will remain on achieving strong and sustained private philanthropy. MD Anderson's President will assume the lead role in advancing this stewardship, and — with the support of a highly effective Development Office — will personally commit substantial time to “friend-raising,” donor cultivation, and securing contributions.

Assuming a leadership role in national cancer and health care dialogue

The prominence of MD Anderson provides a natural platform for its leaders to contribute to the forums, debates, and agendas relating to national and international dialogue regarding health care and cancer policy. As new models of health care delivery and reform are considered, MD Anderson's President must remain poised to assume a proactive role in influencing conversations and debate surrounding health care delivery and cancer control policies.

QUALITIES AND QUALIFICATIONS

Education/Training

- MD Anderson's next President will be a licensed physician possessing an M.D. degree or M.D./Ph.D. from an appropriately accredited academic institution
- Significant, well-respected clinical patient experience is a pre-requisite as well as Board Certification in a relevant clinical specialty with demonstrated clinical leadership in the delivery of specialized health care services.
- Personal research gravitas as demonstrated by history of extramural funding in a domain relevant to MD Anderson's scholarly mission
- Academic work must qualify for appointment as a tenured professor in the appropriate academic department
- Eligibility for licensure in Texas

Experience

- Experience in a senior leadership role of an academic cancer center/institute, or an equally complex health care organization. A high performer who presents a track record of distinguished personal and institutional successes
- A respected physician scientist (basic or applied) with a strong personal research background
- Experience developing strategic plans and directing operations through a highly professional staff and with the oversight of a central governing board.
- Presenting acknowledged credibility with the National Institute of Health, and its international counterparts, in terms of global visibility, research and leadership experience.

- Experience in directly managing — as the top executive or a key part of the senior leadership team — the operations and finances of a major clinical enterprise that carries a renowned reputation for providing outstanding patient care
- Experience negotiating reimbursement for complex clinical services with payers (both governmental and private insurers)
- Knowledge of current clinical reimbursement models as well as the ongoing transition from traditional fee-for-service to value-based care delivery.
- A track record of attracting, developing and retaining leadership team members, a personal commitment to diversity, and success in managing organizational/cultural change
- Direct experience in — or demonstrated ability to lead — fundraising and advocacy efforts, including grants, donations, contracts and legislative/policy initiatives at the regional, state and national levels
- Record of credibility with legislators, business, and community leaders
- Ability to network with national and global leaders in the field of cancer and health care delivery.
- Experience in an academic health care organization and an understanding of its diverse community and interrelationships with the local economy.
- Background that includes successfully conducting business in regional, national, international arenas by being attentive to business, technology, education, health care, social issues and economic development
- Experience creating academic/corporate partnerships that synergistically accelerate novel research and innovative clinical care
- Thorough understanding of the continually evolving clinical and research informatics challenges and opportunities
- A keen awareness of evolving health care reforms
- Experience in personally contributing to state and national issues pertaining to health care and cancer policy

Personal Characteristics

- Possessing the leadership qualities necessary to successfully direct an interdisciplinary, multi-specialty cancer organization with sizeable budgetary requirements and a complex array of institutional and community relationships
- Outstanding interpersonal and communication skills that gain the confidence, trust and respect of a variety of internal and external constituents. This includes the abilities to thoughtfully listen, write concisely, and persuasively articulate complex topics in understandable terms
- A deep financial acumen and an inherent level of comfort dealing with complex fiscal issues
- A strong, visionary leader whose style is participatory and who is comfortable around other strong leaders
- Intention to create a positive work environment and culture for the entire organization.

- A consummate professional and a builder of trust and teams.
- Understanding that a primary role for the administration is to provide resources that allow teams to achieve their goals of improving patient care and making advances in science and research
- Sets high standards for performance and personal behavior.
- Effectively delegates and holds others accountable
- Able to build consensus among internal and external constituencies
- Possesses the drive to work with all communities and build relationships
- Well-refined social skills, including a genuine interest in meeting new people, cultivating relationships, and ultimately asking for support
- Exhibits tact, diplomacy, and a strong degree of political savvy in working effectively and collaboratively with peer organizations within The University of Texas System as well as with UT System executives and the Board of Regents
- Possesses the ability to quickly adapt to an ever-changing, highly ambiguous health care environment while remaining constantly sensitive to the history and mission of MD Anderson
- Intellectually curious and possessing a strong, confident style
- Presents the drive, energy and persistence necessary to translate vision into action and follow through to implement new ideas and initiatives
- Flexible, resilient and accommodating, but ultimately comfortable in making a decision and promoting it across the organization in a consistent and firm fashion
- Strong people skills that include motivating, mentoring and providing opportunities to talented staff
- A demeanor that is calm and composed and innately humble.
- A person of strong principles, exceptional character and impeccable integrity with a keen passion for MD Anderson's mission

THE HOUSTON COMMUNITY

Houston, Texas is the fourth largest city in the nation and is home to the largest medical center in the world, the Texas Medical Center, of which MD Anderson Cancer Center is a member. Since its founding in 1836, Houston — once named the capital of the Republic of Texas — has seen its share of accomplishments. It is home to NASA's Lyndon B. Johnson Space Center and the Port of Houston, the nation's third largest port.

For the 4.3 million residents who call the Houston area their home, the region accommodates a high-quality, affordable lifestyle. The city's Museum District offers a range of galleries and acclaimed museums, and its ballet, symphony and theatre companies are highly regarded internationally. Coupled with several of the world's finest restaurants, Houston truly is a cultural paradise.

The housing options in Houston are virtually limitless, and unlike many large cities, there are many green neighborhoods within minutes of the Texas Medical Center. The region's weather, which features an average temperature of 69 degrees, lends itself to an active outdoor lifestyle. Numerous parks and recreational areas exist throughout the city and its suburbs, with Houstonians enjoying year-round sports and hobbies.

Houston boasts numerous colleges, universities and academic institutions to suit all interests. The high-quality educational environment serves the needs of one of the nation's most diverse student populations.

Regarding the local healthcare community, MD Anderson Cancer Center is part of the Texas Medical Center, the largest medical complex in the world that includes 59 institutions and nurtures cross-institutional collaboration, creativity, and innovation. TMC member institutions work together to promote the highest standards of patient care, research and education.

Alive with energy, Houston is a dynamic mix of imagination, talent and first-class attractions that help make it a world-renowned city. Its vibrant economy, beautiful surroundings and richly diverse population make Houston a one-of-a-kind relocation destination.

PRESIDENTIAL LEADERSHIP OPPORTUNITY

The president of MD Anderson will be presented with the opportunity to achieve the following professional and personal accomplishments:

- ✓ Serve as the leader of the world's premier cancer center based on its leadership in patient care, research, education, and prevention
- ✓ Collaborate on a daily basis with a highly professional leadership team, world-class faculty and researchers, and a clinical care staff dedicated to the well-being of their patients
- ✓ Thoughtfully deploy an unparalleled infrastructure of people, facilities, programs and other resources toward accomplishment of MD Anderson's mission of "Making Cancer History"
- ✓ Represent MD Anderson on a national/international stage and directly influence health care and cancer policies and practices
- ✓ Lead a vibrant urban campus that is tightly connected to the region's business, civic, political, and cultural organizations and leaders.

PROCEDURE FOR CANDIDACY

Recruitment will begin immediately, and applicants are encouraged to submit their materials no later than **June 15, 2017**. A Presidential Search Advisory Committee has been established (Attachment 1) to review candidates and make appropriate recommendations to the UT System

Board of Regents. The current schedule calls for first-round candidate interviews with the Search Advisory Committee to be held in Houston, **July 17-18**, and, if necessary, further visits to Houston hosted **August 1st**. The Board of Regents and Chancellor would then interview recommended finalists **early September** with the intent of a sole finalist being announced shortly thereafter. By Texas law, there will then be a 21-day period before that appointment can be made official. It is the Committee's intent to maintain confidentiality until the point when a sole finalist is named.

Expressions of interest and applications (including a cover letter and resume) should be submitted via email to: Anne Neubauer: **aneubauer@phillipsdipisa.com**

Material that cannot be emailed may be sent via *Fed Ex or UPS* to:

Phillips DiPisa
The University of Texas MD Anderson Presidential Search
c/o Ira J. Isaacson
3344 Peachtree Road NE, Suite 3201
Atlanta, GA. 30326
404.796.8291

Phillips DiPisa & Associates is serving as the consulting firm to The University of Texas System on this search. Confidential inquiries and questions concerning this search may be directed to:

Ira J Isaacson, MD
SVP/Partner
Phillips DiPisa & Associates
3344 Peachtree Rd. NE, Unit 3201
Atlanta, GA 30326
404.796.8291
iisaacson@phillipsdipisa.com

Anne Neubauer
Consultant
Phillips DiPisa & Associates
Montecito, CA 93108
805.366.3201
aneubauer@phillipsdipisa.com

The University of Texas System Administration is an Equal Opportunity/ Affirmative Action employer. All qualified applicants will receive consideration for employment without regard to race, color, religion, sex, national origin, age, disability, veteran status or sexual orientation. Reasonable disability accommodation may be requested by contacting the Office of Employee Services

The material presented in this position specification should be relied on for informational purposes only. This material has been copied, compiled, or quoted in part from The University of Texas System and MD Anderson Cancer Center documents and personal interviews and is believed to be reliable. Naturally, while every effort has been made to ensure the accuracy of this information, the original source documents and factual situations govern.

APPENDIX I

PRESIDENTIAL SEARCH ADVISORY COMMITTEE

The committee will be chaired by Raymond Greenberg, M.D., Ph.D., Executive Vice Chancellor for Health Affairs at The University of Texas System. Advisory committee members are:

- Borje S. Andersson, M.D., Ph.D. – Professor, Department of Stem Cell Transplantation, The University of Texas M. D. Anderson Cancer Center
- Michelle Barton, Ph.D. – Dean, Graduate School of Biomedical Sciences, Colin Powell Chair for Cancer Research, and Professor, Department of Epigenetics and Molecular Carcinogenesis, The University of Texas M. D. Anderson Cancer Center
- David J. Beck, J.D. – Regent, The University of Texas System
- Raymond S. Greenberg, M.D., Ph.D. – Executive Vice Chancellor for Health Affairs, The University of Texas System
- Peter Hu, Ph.D., MLS, CG, MB, FACSc – Director, Graduate Program in Diagnostic Genetics, and Director, Undergraduate Program in Molecular Genetic Technology, School of Health Professions, and Associate Professor, School of Health Professions, The University of Texas M. D. Anderson Cancer Center
- Janiece M. Longoria, J.D. – Regent, The University of Texas System
- Osama Mawlawi, Ph.D. – Professor, Department of Imaging Physics, and Chair, Faculty Senate, The University of Texas M. D. Anderson Cancer Center
- George H. Perkins, M.D. – Chief Medical Officer, Medical Director, Physician Referral Service, and Professor, Department of Radiation Oncology, The University of Texas M. D. Anderson Cancer Center
- Daniel K. Podolsky, M.D. – President, The University of Texas Southwestern Medical Center
- Tania Secrest, MBA – Division Administrator, Vice Provost for Science Office, The University of Texas M. D. Anderson Cancer Center
- Michael Tidwell, Ph.D. – President, The University of Texas at Tyler
- Erin Williams – Doctoral Candidate, Graduate School of Biomedical Sciences, The University of Texas M. D. Anderson Cancer Center

The University of Texas MD Anderson Cancer Center Presidential Search

The community representatives on the advisory committee are:

- H. Scott Caven, Jr. – Managing Director, Atlantic Trust; Former Board Chairman, The University of Texas System Board of Regents
- Harry Longwell – Past Chair and Senior Member, Board of Visitors, The University of Texas M. D. Anderson Cancer Center; Retired Executive Vice President and Director, ExxonMobil
- Courtney Johnson Rose – Principal Broker, George E. Johnson Properties
- Richard Ruiz, M.D. – Founding Chairman and John S. Dunn Distinguished University Chair in Ophthalmology, The University of Texas Health Science Center at Houston
- Marsha McCombs Shields – Chair-Elect, Board of Visitors, The University of Texas M. D. Anderson Cancer Center; Managing Partner, McCombs Family Partners
- Robert “Bobby” Stillwell, J.D. – Attorney; Former Regent, The University of Texas System Board of Regents