



## **Opportunity and Challenge Profile**

*Search for the President  
The University of Texas Medical Branch at Galveston  
Galveston, Texas*

The Board of Regents of The University of Texas System invites inquiries, nominations, and applications for the position of President of The University of Texas Medical Branch at Galveston (UTMB).

This is a tremendous opportunity for an experienced healthcare leader to guide the continuous evolution of a historic academic medical center with deep roots in the city of Galveston and across the state of Texas. Having recently completed a visionary strategic plan, *The Road Ahead*, the new President will join UTMB at a time of significant forward momentum. Reporting to the Chancellor of the University of Texas System, the President will serve as the highest executive of the UTMB Health enterprise. With purview over the UTMB Health System and UTMB's entire academic enterprise, the President will provide strategic leadership and oversight of the institution's clinical, educational, and related research activities—an entity with an estimated \$3.3 billion annual statewide economic impact. Part of the University of Texas System and a member of the prestigious Texas Medical Center—the largest medical center in the world, UTMB is an integral part of the state's healthcare fabric, and an institution dedicated to its longstanding mission to improve health for the people of Texas.

UTMB opened in Galveston in 1891 as the nation's first public medical school and hospital under unified leadership, a pioneer of its time. Today, UTMB is a major academic medical center of national and global influence, with a School of Medicine, School of Nursing, School of Health Professions, and Graduate School of Biomedical Sciences, in addition to a growing, comprehensive health system with a main campus on Galveston Island, including the Jennie Sealy Hospital, the John Sealy Hospital, and the UTMB Texas Department of Criminal Justice Hospital, an acute care inpatient and outpatient facility accredited by the Joint Commission on Accreditation of Health Care Organization. There are also three remote campuses – Angleton Danbury, Clear Lake/Webster, and League City, as well as numerous clinics. UTMB hospitals handle more than 1 million outpatient visits and 150,000 hospital stays annually.

UTMB currently serves more than 3,200 students and has more than 11,000 personnel, including 900 faculty. It also has three institutes for advanced study, a major medical library, and numerous research facilities to support the institution's significant research enterprise. One such facility, the Galveston National Laboratory, is a high security National Biocontainment Laboratory, developing diagnostics, therapeutics and vaccines to combat the most dangerous diseases in the world. UTMB's research expenditures are approximately \$150 million annually.

UTMB is part of the University of Texas System, headquartered in Austin, Texas. One of the nation's largest systems of higher education, UT is home to 14 institutions, including six academic health institutions, that educate more than 240,000 students each year. With about 21,000 total faculty and 83,000 health care professionals, researchers, student advisors, and support staff, the UT System is one of the largest employers in the state. The UT System ranks second in the nation in research expenditures, fifth in patent applications, is home to three of the nation's National Cancer Institute-designated Cancer Centers, and is the only system in the country to have four Clinical and Translational Science Awards (CTSA) from the National Institutes of Health. Awarding more than one-third of all undergraduate

degrees in Texas and almost two-thirds of all health professional degrees, the UT System has a tangible impact that is felt at the state and national level.

Given UTMB's many ambitions and strategic initiatives, the President will be tasked with a set of key opportunities and challenges, listed below:

- Collaboratively lead UTMB's strategic plan;
- Inspire and manage a world-class team;
- Work closely and synergistically with the Texas Legislature, donors, and philanthropic organizations to ensure a significant resource base in support of UTMB's next phase of growth;
- Grow and strengthen the research enterprise;
- Deliver high quality, accessible care across the UTMB network;
- Build partnerships and strengthen affiliations to continue to expand UTMB's impact in Galveston, throughout Texas, and beyond.

A list of the desired qualifications and characteristics of the President can be found at the conclusion of this document, which was prepared by the Search Advisory Committee with the assistance of Isaacson, Miller, a national executive search firm, to provide background information and detail the key opportunities and challenges related to the position. All confidential applications, inquiries, and nominations should be directed to the parties listed at the conclusion of this document.

### **About 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 governor. The Chancellor for the UT System is James B. Milliken, who previously served as Chancellor of the City University of New York (CUNY), the largest urban university system in the U.S. He also served as Senior Vice President for the 16-campus University of North Carolina system. The Executive Vice Chancellor for Health Affairs is Dr. John Zerwas, a physician from Richmond, Texas, who previously served for 12 years in the Texas House of Representatives. He assumed his role in October 2019.

Within The University of Texas System are six health science centers, including UT Medical Branch - Galveston (UT Southwestern Medical Center at Dallas, 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.

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.

### **About The University of Texas Medical Branch at Galveston**

Since its founding in 1891, The University of Texas Medical Branch at Galveston (UTMB) has advanced the frontiers of health care in Texas and beyond—training generations of skilled providers and scientists; driving biomedical discovery; serving as a major provider of care for Texans and their families; and creating new models of care delivery. What began as one hospital and one medical school building in Galveston has developed into a major academic health sciences center of global influence, with medical, nursing, health professions and graduate schools; a world-renowned research enterprise; a growing, comprehensive health system with hospitals on four campuses; and an extensive network of clinics to

improve access to care. The university also operates a nationally recognized correctional managed care enterprise for the state of Texas. UTMB is a member of the Texas Medical Center.

Statewide, UTMB employs over 13,600 people, spanning the university's academic enterprise, health system, correctional managed care program, and institutional support staff. This number includes nearly 1,000 faculty and over 730 residents, post-doctoral trainees and research fellows. All UTMB employees are dedicated to a unified mission: to improve health for the people of Texas and beyond.

### **Educating the Health Care Workforce of Tomorrow**

Since its founding, UTMB has played a key role in ensuring a well-trained, dedicated and diverse health care workforce. That mission has evolved and grown tremendously. The university graduated more than 1,200 students in FY2019, and enrollment in the university's schools of Medicine, Nursing, Health Professions and Graduate Biomedical Sciences has increased by 43 percent from 2008 to Fall 2019. With the opening of a state-of-the-art Health Education Center in 2019, the university is ushering in a new era of health sciences education focused on interprofessional training, active learning strategies and sophisticated simulation technology.

#### ***School of Medicine***

Founded as the state's first medical school in 1891, the UTMB School of Medicine has served the health care needs of Texans for more than a century. The school has a total enrollment of more than 1,100 and graduates approximately 200 MDs per year. In FY2019, UTMB medical students achieved a 98 percent pass rate on the USMLE. The School of Medicine offers programs for MDs, as well as joint MD/PhD, MD/MBA, MD/MS, and MD/MPH degrees. Since 2018, the Physician Assistant program has also been led by the School of Medicine and achieved a 100 percent pass rate on licensing exams. For more information, visit <https://som.utmb.edu>

#### ***School of Nursing***

The UTMB School of Nursing opened its doors as the John Sealy Hospital Training School for Nursing in 1890, the nation's first nursing school west of the Mississippi. Today, the School of Nursing confers over 600 nursing degrees per year, including BSN, MSN, DNP, and PhD degrees. As a quickly growing nursing school—enrollment has increased by over 70% in the past 10 years—and with an NCLEX pass rate of over 97 percent, the UTMB School of Nursing is well on its way to fulfilling its mission of being the best in nursing education, research and practice to improve health for the people of Texas and around the world. For more information, visit <https://nursing.utmb.edu/>

#### ***School of Health Professions***

The School of Health Professions offers certifications, bachelor's, master's, and doctoral allied health programs in Clinical Laboratory Sciences, Nutrition & Metabolism, Occupational Therapy, Physical Therapy, Rehabilitation Sciences, and Respiratory Care. The school enrolls over 650 annually, nearly 500 of which are graduate and professional students. UTMB's physical therapy, occupational therapy students, and nutrition & metabolism students achieved a 100 percent pass rate on their respective licensing exams. For more information, visit <https://shp.utmb.edu/>

#### ***Graduate School of Biomedical Sciences***

The Graduate School of Biomedical Sciences (GSBS) plays a major role in research and scholarship at UTMB. Comprised of over 300 faculty and 330 students, GSBS offers degrees across 14 programs: Biochemistry and Molecular Biology, Cell Biology, Clinical Science, Experimental Pathology, Human Pathophysiology and Translational Medicine, Master of Medical Science, Master of Public Health, Medical Humanities, Microbiology and Immunology,

Neuroscience, Graduate Nursing, Pharmacology and Toxicology, Population Health Sciences, and Rehabilitation Sciences. For more information, visit <https://www.utmb.edu/gsbs/home>

### **Changing the World through Groundbreaking Research**

UTMB has attracted some of the finest researchers in the world—experts in such fields as emerging infectious diseases, biodefense and vaccine development; pulmonary and heart disease; diabetes/obesity/metabolism; aging and the chronic diseases of aging, including Alzheimer’s and Parkinson’s; population health; traumatic brain injury; and addiction, among many others. This work was supported by \$147.7 million in FY2019 research funding, with \$109.1 million coming from federal sources. That same year saw a research funding increase of \$6.5 million, directly and through collaborations.

UTMB is home to a variety of multidisciplinary research centers and facilities that address a wide array of current and emerging health concerns at the national and international levels. Among them:

- **Galveston National Laboratory**—The GNL is a globally recognized maximum-containment research facility located on UTMB’s Galveston campus. Serving as an important resource in the global fight against infectious diseases, the GNL operates under the umbrella of UTMB’s Institute for Human Infections and Immunity. It houses several Biosafety Level 4 research laboratories, one of few non-military facilities of this level.
- **Sealy Institute for Vaccine Sciences**—Established in 2018, the Sealy Institute for Vaccine Sciences (SIVS) improves human health by conducting research focused on the development and use of vaccines; developing public policy and education programs to foster vaccine acceptance; and training investigators in the field of vaccine research. With 76 UTMB faculty members from 12 School of Medicine departments, the institute incorporates the expertise of more than 100 cutting-edge research programs currently at UTMB.
- **Institute for Translational Sciences**—The Institute for Translational Sciences (ITS) aims to train a new generation of clinical and translational researchers, engage stakeholders and communities in research, address barriers to clinical and translational research, and advance translational research through team-based approaches. It is the academic home of UTMB’s Clinical Translational Sciences Award, funded by the National Institutes of Health’s National Center for Advancing Translational Sciences.

For a complete list of UTMB Centers & Institutes, visit <https://www.utmb.edu/centers/>. For a list of Core Research Facilities, visit <https://www.utmb.edu/core/>.

### **Improving Health in Texas and Beyond**

Through its Health System, UTMB provides rapidly growing communities in the region with greater access to a full system of care, ranging from primary care for children and adults to the most advanced specialty and tertiary care. The system includes:

- 6 hospitals on UTMB campuses in Galveston, Angleton Danbury, League City and Webster/Clear Lake, totaling nearly 800 beds
- 90 clinics in 50 locations throughout the region
- A network of 12 Regional Maternal and Child Health clinics to provide medically underserved families with vital well-woman, well-baby and prenatal care services
- 7 urgent care centers
- 4 emergency departments adjacent to UTMB hospitals on each campus

- Level 1 trauma center in Galveston, which serves as a primary trauma care resource for nine Texas counties
- An American Burn Association Verified Burn Center at the Galveston Campus
- A collaboration with The University of Texas MD Anderson Cancer Center on the UTMB League City Campus to provide even greater access to convenient, comprehensive, high-quality care, ranging from routine check-ups to specialized medical needs, including cancer screening, treatment and survivorship services

All UTMB inpatient and outpatient facilities are accredited by The Joint Commission. For the last three consecutive years, UTMB has achieved “five star” performance as a leader among U.S. academic medical centers in health care quality and safety, as determined by the annual Vizient Quality and Accountability Study. For more information, visit <https://www.utmb.edu/utmbhealth/support-pages/awards-honors> .

In addition, the UTMB Health System operates the Correctional Managed Care program, through a contract with the Texas Department of Criminal Justice. The program provides medical, dental and mental health services—including outpatient and infirmary care—to more than 126,000 patients, or some 80% of the state’s inmate population. The university also operates UTMB Texas Department of Criminal Justice Hospital Galveston, a prison hospital on the Galveston Campus that provides inpatient care to offenders.

FY2019 figures illustrate the number of people served by the UTMB Health System:

- 36,000 hospital discharges
- 1.3 million outpatient encounters
- 97,000 emergency department visits
- 176,000 telemedicine encounters
- 6,500 deliveries

### **A Strategic Vision for the Future: The Road Ahead**

In 2019, UTMB Health adopted a strategic plan, *The Road Ahead*, which established key institutional priorities in the years to come to ensure the long-term strength and resilience of the university’s mission. The plan serves as a foundation for goals at the entity, department, and divisional level at UTMB, and enables UTMB to remain nimble while operating in the constantly evolving health care and academic medicine landscapes while maintaining focus on the mission to improve health. *The Road Ahead* is built upon four strategic priorities:

- *People*—Invest in the success of our workforce
- *Value*—Deliver high-quality outcomes that improve education, research and health care delivery
- *Strategic Management and Growth*—Pursue the greatest opportunities to help define the future of health care
- *Resources*—Secure the necessary resources to support our work

For more information about *The Road Ahead* and how it is utilized across UTMB, visit <https://www.utmb.edu/strategic-vision>.

### **Financial Health**

UTMB’s FY2020 operating revenue budget was \$2.465 billion. More than \$1.5 billion came from patient care revenue, \$372 million from state appropriations, \$202 million from grants and contracts, and \$44 million from tuition and fees. An additional \$60 million came from philanthropic gifts, including gifts and

sponsored programs for capital acquisitions. UTMB has a total of 929 endowments, including 263 endowed academic positions and 359 endowed student scholarships. The total value of UTMB's endowments in FY2019 was approximately \$612.6 million.

### **Role of the President**

The President reports directly to the Chancellor of the University of Texas System, and plays a central role in UTMB Health's full range of strategic activities. The position has primary responsibility for the academic, research, and clinical missions of the various schools and programs within the University. Broadly, the President oversees UTMB's academic enterprise, health system, the President's Office, and the Institutional Finance office.

Reporting directly to the President are the EVP/Provost and Dean of the School of Medicine, the EVP/CEO of UTMB Health System, and the Chief Financial Officer. In addition, the President will oversee a talented administrative team in the President's Office, including those with purview over legal, policy and legislative affairs, business development, development, and human resources, among others.

The President also plays a significant external role as the spokesperson for UTMB and will actively participate in funding conversations with key stakeholders, including but not limited to the Board of Regents and the Texas Legislature.

### **Key Opportunities and Challenges for the President**

To realize the full potential of current and future programs across the enterprise, and, in turn, help shape the future of health across Texas, the President must address and execute on the following key challenges and opportunities:

#### ***Collaboratively lead UTMB's strategic plan***

The new President will join UTMB Health during a time of substantial forward momentum. The 2019 strategic plan, *The Road Ahead*, defines the organization's path forward, with priorities set to invest in the success of the UTMB workforce, to deliver high-quality outcomes, to focus on strategic management and growth, and to pursue the resources necessary to support the work that must be done. With *The Road Ahead* as the guide, the new President must navigate a matrixed organizational structure to effectively and efficiently lead the organization forward in accomplishing these goals. In so doing, the President will solicit input and participation from internal and external stakeholders, inspiring trust, support, and collaboration across the institution and its various constituencies.

#### ***Inspire and manage a world-class team***

Demonstrating a meaningful understanding of UTMB's mission to improve the health of the people of Texas, the President will provide inclusive and transparent leadership throughout the organization, energizing team members and fostering performance excellence through clear metrics and a shared vision for clinical, research, and teaching excellence. The President will recruit and develop leaders to continue to build an effective and cohesive management team, as well as engage and partner with faculty and staff to identify opportunities for growth and collaboration. Overall, the President will ensure that UTMB is an accountable, equitable, and responsive employer, invested in the short-term and long-term success of its clinicians, faculty, and staff.

#### ***Work closely and synergistically with the Texas Legislature, donors, and philanthropic organizations to ensure a significant resource base in support of UTMB's next phase of growth***

UTMB's financial structure relies on a varied mix of public and private revenue sources. The President will have a deft understanding of this financial structure and ensure the financial health of UTMB in support of its tripartite mission. Working with the Texas Legislature, the President will astutely navigate the Texas political landscape to advocate for resources and raise awareness of UTMB's critical role in the Texas healthcare ecosystem. In a fluctuating funding environment, the President will advocate on behalf of UTMB to secure state funds in support of its strategic goals and priorities. Additionally, with impactful fundraising and stewardship as a top priority, the President will engage existing and new donors, foundations, and other key stakeholders to lead the organization towards the effective management of costs and revenue.

***Grow and strengthen the research enterprise***

In support of UTMB's research mission, the President will work to support and strengthen the research enterprise to improve health for the people of Texas and around the world. The President will develop innovative plans to invest in infrastructure, technology, data science, and the training of future researchers to enable UTMB clinicians to rapidly translate research discoveries into improved patient care.

***Deliver high quality, accessible care across the UTMB network***

The President will continue to inspire collaboration between academic, research, and clinical leaders to ensure the delivery of high-quality outcomes and exceptional service, focusing on premier care experiences for UTMB's patients. In support of UTMB's mission to improve the health of populations through enriched learning and continuous improvement, the President will work to establish actionable, data-driven programs with a focus on measuring and assessing results to achieve greater and more efficient care standards for UTMB's patients.

***Build partnerships and strengthen affiliations to continue to expand UTMB's impact in Galveston, throughout Texas, and beyond***

Serving as the chief ambassador of UTMB, the new President will build and cultivate strategic partnerships and affiliations that are responsive and realistic, working collaboratively and inclusively with affiliate organizations both outside and within the University of Texas system to expand the University's impact across the region and state. The President will proactively anticipate opportunities for market growth, strategically identifying and evaluating opportunities to pursue new and innovative partnerships that could increase impact. Finally, the President will represent UTMB across all of its external constituencies, serving as an articulate spokesperson in the community on issues of healthcare policy and the advantages of care provided by an academic medical center.

## **Qualifications and Characteristics**

UTMB's next President will possess all or most of the following qualifications and characteristics:

- A licensed physician possessing an M.D. degree or M.D./Ph.D., or other terminal degree in a related field, preferably an M.D., from an appropriately accredited academic institution. Eligibility for licensure in Texas;
- Academic work must qualify for appointment as a tenured professor in the appropriate academic department;
- Ability to support and advance all missions of the University of Texas Medical Branch – education, research, and clinical care, working with colleagues and other organizations to foster accountability and achieve the vision;
- Strategic thinker and leader with knowledge and experience in integrated academic health centers or comparable complex systems;

- Deep appreciation and understanding of the challenges and opportunities in the current transitional period in healthcare delivery, including health policy, appropriate service models and funding in the context of academic healthcare;
- Ability to work collaboratively with faculty and, demonstrating transparent and respectful communication;
- Experience with health-related research and education; the capability to integrate effectively the academic and research missions with the clinical enterprise;
- Demonstrated effectiveness in promoting diversity and inclusion among faculty, students, and staff as well as health equity for clinical populations served;
- Demonstrated ability to utilize political processes effectively to promote institutional missions and goals;
- Ability to grow the research enterprise, as well as a significant understanding of the research process;
- Leadership and success in securing internal and external support for instruction, research, service, and outreach, including development and fundraising;
- Ability to build consensus, including an understanding of issues and options facing medical schools and their affiliated hospitals, clinics, nursing schools and higher education, with the interpersonal and communications skills required to form productive partnerships;
- Ability to build effective partnerships across professional disciplines, within and throughout academic units, the university, and the broader community;
- National stature in the academic health sciences;
- Inclusive and transparent management style, with demonstrated ability to build strong teams and partnerships.

## **Location**

Galveston is an island city located on the Gulf Coast of Texas. Part of the Houston-The Woodlands-Sugar Land metropolitan area, Galveston has an area of approximately 200 square miles, with a population of approximately 50,000. Galveston is demographically diverse, with a population that's 46.8% white alone, 30.2% Hispanic or Latino, and 18.3% Black or African American alone. In the late 1800s Galveston was known as the "Playground of the South." Today, Galveston is a popular tourist destination among major cities along the Gulf Coast states, known for its 32 miles of beaches. The city's other main attractions include the Galveston Island Historic Pleasure Pier, Galveston Schlitterbahn waterpark, Moody Gardens botanical park, the Ocean Star Offshore Drilling Rig and Museum, the Lone Star Flight Museum, and the Galveston Railroad Museum, among others.

## **Applications, Inquiries, and Nominations**

The Board of Regents of The University of Texas System has retained Isaacson, Miller, a national executive search firm, to assist in this search. Screening of complete applications will begin immediately and continue until the completion of the search process. For more details, including the full position profile and to submit inquiries, nominations, referrals, and applications, please see the Isaacson, Miller website for the search: [www.imsearch.com/7312](http://www.imsearch.com/7312). Electronic submission of materials is required. Additional information about the search, including updated news and timelines, may be found on the University of Texas System website at <https://www.utsystem.edu/utmb-presidential-search>.



*Recruiting exceptional leaders  
for mission-driven organizations*

David Bellshaw, Courtney Wilk-Mandel, and Carley Davenport  
Isaacson, Miller  
1000 Sansome Street, Suite 300  
San Francisco, CA 94111

*President  
University of Texas Medical Branch - Galveston*

Phone: 415.655.4900  
Fax: 415.655.4905

*UTMB Health strives to provide equal opportunity employment without regard to race, color, national origin, sex, age, religion, disability, sexual orientation, gender identity or expression, genetic information or veteran status. As a VEVRAA Federal Contractor, UTMB Health takes affirmative action to hire and advance women, minorities, protected veterans and individuals with disabilities.*