



## **Director, UT Health San Antonio MD Anderson Cancer Center**

The University of Texas Health Science Center at San Antonio  
dba UT Health San Antonio  
San Antonio, Texas

### **Position Specification**

*This is a transformational position. The ideal candidate will be a visionary who has the clinical and leadership skills to bring together two world-class organizations, clinicians, scientists and management to bring world-class integrated cancer care to the people of San Antonio and South Texas.*

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## I. ORGANIZATIONAL OVERVIEW

### *The University of Texas System*

The University of Texas System is one of the country's premier academic systems. Encompassing 14 educational institutions, of which eight are academic universities and six are health institutions, a \$9.4bn budget, over \$1.65bn in research expenditures, and \$1.1bn in state funding, the University of Texas System is dedicated to providing excellence in education and health care for all Texans.

Within the System's educational institutions, there are six medical schools, two dental schools, three nursing schools, four biomedical science graduate schools, four schools of health professions as well as schools of biomedical informatics and a school of public health with five regional campuses. The UT System is the only System in the country to have four Clinical and Translational Science Awards (CTSA) from the National Institutes of Health. UT System health institutions include:

- The University of Texas Southwestern Medical Center;
- The University of Texas Medical Branch at Galveston (dba UTMB Health);
- The University of Texas Health Science Center at Houston (dba UT Health Houston);
- The University of Texas Health Science Center at San Antonio (dba UT Health San Antonio);
- The University of Texas M.D. Anderson Cancer Center;
- The University of Texas Health Science Center at Tyler (dba UT Health Northeast);
- The Dell School of Medicine at UT Austin;
- The UT Rio Grande Valley School of Medicine (at UTRGV).

Through teaching hospitals owned by UT System institutions and numerous affiliations with other teaching hospitals, as well as a network of community clinics, the health institutions are major providers of health care. System owned and affiliated hospitals and clinics have more than 6.78 million outpatient visits and the hospitals account for more than 1.38 million hospital days annually.

Four of the UT medical schools are ranked in the top 10 of the Hispanic Business Magazine ranking of medical schools for Hispanic students and the health institutions also operate four extension campuses in South Texas and four regional teaching and research programs in public health.

An important part of mission of The University of Texas System is to provide excellent, affordable and compassionate patient care through hospitals and clinics that are of central importance to programs of teaching, scholarship, research, and service associated with medicine and related health sciences.

## *The University of Texas Health Sciences Center at San Antonio*

Established in 1968, The University of Texas Health Science Center at San Antonio, now doing business as UT Health San Antonio, is a leading center for outstanding health sciences education, basic science and clinical research, and patient care. UT Health San Antonio's purpose is to provide the best in health careers education, biomedical research, patient care and community service to San Antonio and the South Texas/Border Region. Through undergraduate, graduate and postgraduate programs, the faculty is committed to educating health professionals who will provide excellent patient care and research that can be applied to treat and prevent disease.

UT Health San Antonio has 5500 employees, 3100 students, nearly 1000 residents and other post-graduate trainees, and an annual operating budget in excess of \$800m. The institution's faculty practice plan has over 700 physicians who generate approximately \$340m in clinical revenue and over \$140m in basic science and clinical research funding. The institution's schools of Medicine, Nursing, Dentistry, Health Professions and Graduate Biomedical Sciences have produced more than 32,200 graduates. The institution has an endowment of \$476m and receives strong state support, with over \$165m in annual appropriations. Designated by the U.S. Department of Education as a Hispanic-serving Institution, UT Health San Antonio consistently ranks among the top in the nation for graduating Hispanic health care providers.

UT Health San Antonio conducts a broad spectrum of basic science and clinical research, and is recognized nationally and internationally as a leading center for research on cancer, aging and diabetes. The institution has five faculty members in the National Academy of Medicine. UT Health San Antonio is the chief catalyst for San Antonio's growing \$30.6bn biotechnology and healthcare industry and supports 1.2 million patient visits each year through 800 providers in 100 medical specialties and subspecialties.

### *Mission Statement*

The mission of UT Health San Antonio is to make lives better through excellence in education, research, health care and community engagement. Strategies for achieving this mission are:

- Educating a diverse student body to become excellent health care providers and scientists
- Engaging in research to understand health and disease
- Commercializing discoveries, as appropriate, to benefit the public
- Providing compassionate and culturally sensitive health care
- Engaging our community to improve health
- Influencing thoughtful advances in health policy

## *The University of Texas MD Anderson Cancer Center*

The University of Texas MD Anderson Cancer Center is one of the world's most respected centers devoted exclusively to cancer patient care, research, education and prevention. It is located in central Houston in the Texas Medical Center.

MD Anderson was created in 1941 as part of The University of Texas System. The institution is one of the nation's original three comprehensive cancer centers designated by the National Cancer Act of 1971 and is one of 45 National Cancer Institute-designated comprehensive cancer centers today.

*U.S. News & World Report's "Best Hospitals"* survey has ranked MD Anderson the nation's top hospital for cancer care nine of the past ten years. The institution has been named one of the nation's top hospitals for cancer care every year since the survey began in 1990.

Since 1944, 1 million patients have turned to MD Anderson for cancer care. In Fiscal Year 2015, MD Anderson cared for more than 135,000 patients, enrolled over 9,400 patients in clinical trials, and provided uninsured or underinsured Texans more than \$186 million in uncompensated care.

MD Anderson boasts one of the nation's most esteemed faculties. The institution's 1,714 faculty include 8 National Academy of Medicine members, 3 National Academy of Sciences members, 4 Academy of Arts and Sciences fellows, and 33 American Association for the Advancement of Science fellows. The institution's staff include approximately 21,000 employees and over 3,000 onsite and offsite volunteers.

At MD Anderson, important scientific knowledge gained in the laboratory is rapidly translated to clinical care. In FY15, MD Anderson invested more than \$780.5 million in research. Since it commenced in 2012, MD Anderson's Moon Shots Program has received more than \$342 million in private philanthropic commitments. MD Anderson receives millions of dollars in grant funding from the Cancer Prevention Research Institute of Texas (CPRIT) for research, prevention, recruitment and training. In total, the institution has received more than \$281 million from CPRIT since its formation in 2007.

### Educational Programs

MD Anderson academic programs are competitive and comprehensive. A variety of educational offerings are available through degree-granting schools and research training programs. They offer educational opportunities from undergraduate degrees to advanced nursing education. Here's a look at the impact of these programs for the past fiscal year:

- 6,621 trainees, including scientists, nurses and allied health professionals
- 1,507 clinical residents and fellows
- 303 undergraduate and graduate students at the School of Health Professions
- 350 graduate students at the Graduate School of Biomedical Sciences
- Almost 1,900 research trainees at MD Anderson's GSBS
- 1,352 oncology nursing trainees

## *Cancer Therapy & Research Center (CTRC)*

The Cancer Therapy & Research Center, or CTRC, is a part of UT Medicine San Antonio – the clinical practice of the School of Medicine at UT Health San Antonio. The CTRC, an NCI-designated cancer center, first opened its doors in 1974 as a 501(c)(3) non-profit corporation dedicated to providing the community with outpatient radiation therapy. More than four decades later, the CTRC continues to serve – in a vastly expanded capacity – residents of San Antonio and South Texas, as well as patients from across the U.S., northern Mexico and other countries around the globe.

The organization began in 1972 as the Radiation Therapy & Research Foundation of South Texas. In 1974, adding medical oncology and additional facilities, the institution opened its doors as the Cancer Therapy & Research Center. CTRC enjoys a vibrant scientific history. Early faculty in the institution included Dr. William L. McGuire, a pioneer in the identification of hormonal receptors in cancer, and Dr. Daniel Von Hoff, now the Physician-in-Chief of the Translational Genomics Research Institute (TGen).

Over the years the new campus, which opened in 1995, grew incrementally to include the interconnected Burton and Miriam Grossman Building, the Roger and Cherry Zeller Building, and the Urschel Tower, plus a 550-car parking garage. As the square footage grew, so did the services offered, the expertise of the staff, and the affiliations that further broadened CTRC's scope.

Since its inception, CTRC had collaborated in cancer treatment and prevention research with the UT Health San Antonio. In 1991, the National Cancer Institute began funding the two institutions (in a collaboration known at that time as the San Antonio Cancer Institute) as a designated cancer center. In 1991, CTRC launched its Institute for Drug Development (IDD). The IDD's mission is to develop new treatments for patients with cancer through integration of research programs of excellence in the translational and clinical sciences.

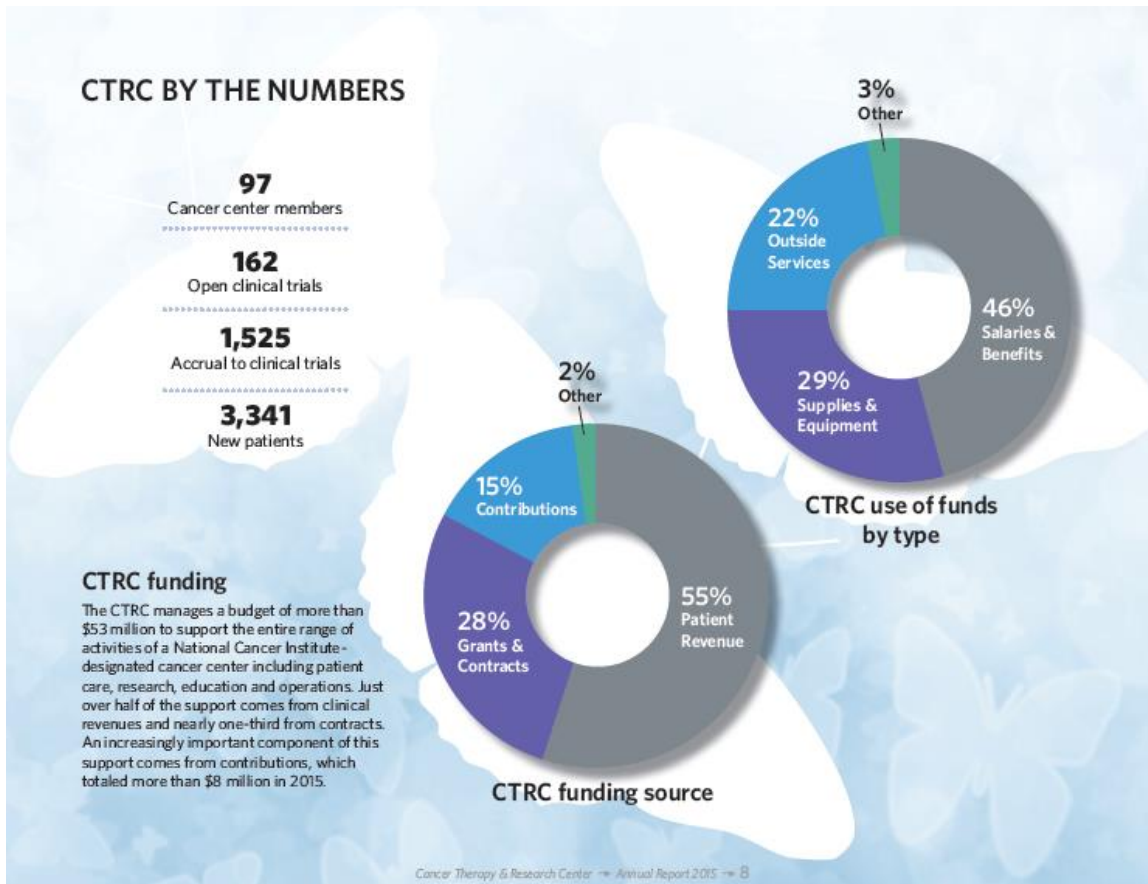
On December 17, 2007, the CTRC became a center of the UT Health San Antonio through authorization of The University of Texas System Board of Regents. The San Antonio Cancer Institute name was discontinued. The CTRC at the UT Health San Antonio maintains the prestigious NCI cancer center designation and is poised to serve the population with improved cancer care and outcomes.

Today, CTRC physicians and providers provide top-quality clinical care for the vast majority of cancer types, including a broad range of complex subspecialties. The CTRC has more than



160 open clinical trials in all types of cancers, ranging from colon, breast, brain, kidney, eye, leukemia, and others. More than 4,000 patients have participated in early-phase trials at the CTRC.

The CTRC has an annual budget of \$53m of which approximately \$32m is from clinical revenue. Philanthropic support has been excellent, with about \$7-8 million raised in 2015. There is a substantial amount of cancer research funding; it is counted both by departments and the CTRC in this matrix organization.



**CTRC Mission**

*The mission of the Cancer Therapy & Research Center is to conquer cancer through research, prevention and treatment.*

**CTRC Vision**

*To be one of the world’s premier cancer research and treatment centers dedicated to the development of novel therapies, compassionate and comprehensive care, outreach to the diverse communities we serve, prevention of disease and promotion of wellness, and an uncompromising commitment to understanding the complex nature of cancer, its causes and consequences.*

## **Creation of the UT Health /MD Anderson Cancer Center San Antonio**

UT Health San Antonio, guided by a commitment to build a top-rated, comprehensive oncology program for the San Antonio area, has affiliated with The University of Texas MD Anderson Cancer Center (MD Anderson) in an agreement designed to leverage the globally-leading resources of the UT System and two of its leading institutions. The goal of this affiliation is to deliver a comprehensive, research-driven, prospective and multidisciplinary cancer care program for patients and families in the San Antonio area.

Through this powerful partnership, an opportunity exists to elevate and expand the already excellent services provided at the CTRC to patients in South Texas. This undertaking includes a strategy to recruit, employ and integrate cancer specialists including, medical oncologists, radiation oncologists, surgical oncologists, and pathologists to enhance diagnosis and multidisciplinary care, and to further expand the CTRC's efforts in research.

In order to plan for the expansion/upgrade of the CTRC, leaders from MDACC and UT Health San Antonio have been collaborating since mid-2015 to design a plan of optimal implementation. The UT System leadership has enthusiastically endorsed the plan.

The affiliation/partnership includes a significant capital investment to address improvements to the CTRC facility and the recruitment of additional faculty and staff. These vital renovations and recruitments will be completed in two phases, with Phase 1 estimated to cost \$26.9 million, and Phase 2 estimated to cost \$24.8 million for renovations.

Specific elements of the renovation plan are:

- An enhancement and expansion of the pharmacy to accommodate current and future patient volume;
- Enhance and expand the clinical laboratory space
- Create a centralized location for reception, registration, and phlebotomy;
- Create an infusion center based on MD Anderson's guidelines to ensure high patient standards;
- Address wayfinding issues that include connectivity between floors and define a clear point of entry to the building;
- Upgrade aesthetics to more appropriately reflect new standards, including eliminating carpet in patient care areas, updating sound deadening practices to enhance patient privacy, and reducing the risk of bacterial contamination;
- Perform repairs to the physical infrastructure (e.g., roof and windows).

The plan also calls for UT Health /MD Anderson Cancer Center San Antonio to jointly recruit a new Director to lead the cancer center. This person will be the primary voice for all cancer care and research, ensuring physician and scientific alignment while cultivating a strong institutional culture.



## II. THE LOCATION

San Antonio is the seventh largest city in the US with a population of approximately 1.5 million and a metropolitan area of 2.8 million people. Over the past decade, San Antonio has been one of the fastest-growing large cities in the country and is projected to continue to experience rapid growth and development. The city straddles South Texas and Central Texas, with Austin located 80 miles to the northeast and Corpus Christi / the Gulf Coast a 2.5 hour drive to the southeast, and is part of the highly populated “Texas Triangle”.

The city is a hub for the biotechnology and healthcare sectors. Healthcare and bioscience are a dominant force in the city’s economy, employing nearly 1 of every 6 members of the San Antonio workforce. The sector combines unique assets, diverse resources, and a tangible spirit of collaboration. The South Texas Medical Center is the epicenter of an industry that produced more than \$30 billion in regional economic impact in 2015.

Local operations represent nationally recognized healthcare facilities, cutting-edge biotech companies, and well-respected global enterprises like Medtronic and Becton Dickinson. San Antonio attracts health sector companies from around the world - global-minded companies like Xenex and Canadian medical device company Innovative Trauma Care, as well as German biosciences company Cytocentrics have chosen to make San Antonio their base of operations. BioMed SA, a non-profit accelerator founded in 2005, is coordinating the city’s strong push to grow the local industry and turn innovative thinking into viable companies.

Since 1977, UT Health San Antonio has been home to the San Antonio Breast Cancer Symposium, the world’s pre-eminent conference dedicated to breast cancer. From a one-day regional conference, the Symposium has grown to a five-day program attended by a broad international audience of academic and private researchers and physicians from over 90 countries. Sponsored jointly by the CTSC and AACR, the Symposium aims to achieve a balance of clinical, translational, and basic research, providing a forum for interaction, communication, and education for a broad spectrum of researchers, health professionals, and those with a special interest in breast cancer.

Additionally, San Antonio is one of the leading sites for medical education and training for the U.S. military. The city is also home to the only Department of Defense Burn Center and two Level 1 trauma centres. Combined with the medical students at the UT Health San Antonio, the region experiences a constant influx of talent and innovative thinking.

The city is home to a strong public school system and numerous excellent private schools. San Antonio residents enjoy an affordable cost of living and a vibrant cultural and dining scene. In addition to famous attractions such as San Antonio’s Riverwalk, Sea World, and the Alamo, which attract millions of visitors annually, the city’s rich cultural traditions are on display in locations such as its Historic Market Square, La Villita Historic Arts Village, and Spanish Governor’s Palace. San Antonio is also home to the five southernmost Spanish

colonial missions which are designated World Heritage Sites by the United Nations Organization for Education, Science and Culture (the Alamo is one of them). Art institutions include the McNay Museum, the Witte Museum, San Antonio Museum of Art, San Antonio Art League, and the Southwest School of Art. San Antonio is also home to the NBA Champion San Antonio Spurs.

San Antonio is situated near multiple sites of outstanding natural beauty. Texas' famous Hill Country, which borders San Antonio to the north, draws visitors from around the country and is the center of Texas' growing wine industry. The Gulf Coast, including the Aransas National Wildlife Refuge and Padre Island National Seashore (the nation's largest national seashore) is a 2-4 hour drive from San Antonio.

*For more information, visit:*

<http://visitsanantonio.com/>

<http://www.sanantonio.gov/IID/IndustryClusters/BiosciencesAndHealthcare.aspx>

<https://www.sabcs.org/>

<http://texashillcountry.com/>

### **III. POSITION SUMMARY**

Title: Director, UT Health/MD Anderson Cancer Center San Antonio  
Reports to: President, UT Health San Antonio and indirectly to MD Anderson Cancer Center, EVP, Physician and Chief

The Director will provide leadership and expertise for cancer clinical operations, integration and alignment, clinical effectiveness, medical staff supervision, and physician leadership development. He/she will help create and lead a unified clinical infrastructure with common basic operations and standardized administrative processes. The Director will oversee the implementation, coordination, monitoring, evaluation and improvement of clinical outcomes, evidence-based cancer research and standards, and innovative clinical methodologies and opportunities of the Cancer Center. He/she will ensure these clinical activities are effective, efficient, and appropriately supportive of the research-driven, multidisciplinary patient-centered, clinical mission of the Cancer Center. Together with the faculty and other leadership the Director will formulate a vision for the direction of cancer research at UT Health San Antonio, and help implement it at the Cancer Center and throughout the institution.

Duties and Responsibilities:

- Oversees the overall operation of the Cancer Center, which includes the development, implementation, and effectiveness of the Partner MD Anderson Cancer Center's (MDACC) clinical vision, strategy, focus and short and long-range goals and objectives in support of the growth and success of the cancer program;

- Exercises authority over all clinical and operational decisions; provides vision, medical direction and ongoing development of all clinical activities of the cancer program that comprise the Cancer Center and its physicians as well as oversight of oncology services that are part of the Departments of Medicine, Surgery, Radiation Oncology and Diagnostic Imaging, and Pathology;
- Partners with the Dean, School of Medicine in achieving operational goals as outlined in the Oncology Service Agreement with MDACC;
- Assures availability of required clinical support service functions of the Cancer Center to support the physicians, staff, and patients;
- Promotes and supports translational, clinical, and basic research activities by scientist members of the Cancer Center and those of other SOM departments and centers.
- Guarantees and facilitates the contributions of the Cancer Center to graduate education (MS, MD and MD/PhD) programs;
- Responsible for and authority over cancer designated space and space allocation according to the strategic vision for the Cancer Center in conjunction with institutional, MDACC and SOM guidelines;
- Serves as the lead clinical representative for the growth of the cancer service within the health science center;
- Has responsibility for maintaining and renewal of the P-30 grant, and the NCI Cancer Center designation
- Leads the overall initiative to become an NCI Comprehensive Cancer Center;
- Acts as the lead clinical representative for the Cancer Center with all entities, including governmental agencies, pharmaceutical companies, universities, etc.;
- Leads (in consultation with the Dean, SOM and MDACC) recruitment, hiring and orientation of all clinical oncology staff including the chief pharmacist and chief nursing officer and actively participates with Department Chairs in the hiring of all Division Chiefs involved in oncology, as well as in evaluation of performance and professional competence;
- Works collaboratively with the External Advisor Board (EAB) which provides insight, advice and annual review of the Center;
- Actively participates in the development and management of the Cancer Center program operations budget and participates in the annual budget presentation to the Dean and MDACC;
- Communicates frequently and effectively with clinical and administrative leadership, as well as with physicians and staff, to ensure that all clinical operations are aligned with the vision, strategy and focus of the Cancer Center program;
- Participates in UT System-wide efforts to improve clinical care and the coordination of cancer research including close collaboration with MDACC;
- Responsible for overseeing the development and ongoing education within the Cancer Center;
- Coordinates and supports the development of pathways, guidelines, benchmarks and matrix that will be used to support the Cancer Center;

- Works collaboratively with the Dean, MDACC, and senior operations team to maximize the effectiveness of care delivery and patient safety, and assure efficiency of business operations;
- Leads collaboration with University Hospital to provide integrated quality inpatient oncology care in coordination with outpatient services
- Participates in philanthropic activities, including identification of potential donors, cultivation, solicitation, stewardship and public speaking engagements. Attends fundraising activities as appropriate;
- Maintains part-time clinical practice at the Cancer Center as appropriate;
- Works within appropriate facility or operational leadership model to establish, monitor, and improve aggregate clinical outcomes. Participates in activities to improve patient safety, provide patient-centered, appropriate, and timely care, reduce inappropriate variation, implement evidence-based standards, enhance efficiency throughout, and evaluate innovative clinical methods and opportunities.
- Change and enhance the use of technology to continuously enhance performance;
- Performs all functions according to established policies, procedures, regulatory and accreditation requirements, as well as applicable professional standards.

#### **IV. GOALS AND OBJECTIVES**

Within the first 18-24 months, the successful Director will have:

- Successfully established themselves as a trusted, collaborative, and effective leader and spokesperson of the UT Health San Antonio/MD Anderson Cancer Center; a leader who can follow-through and execute;
- Built strong, collaborative relationships with the Dean, Departmental Chairs and other leadership across the UT Health/MDA Cancer Center, UHS and community resources;
- Maintained the positive financial margin CTSC has achieved while increasing clinical volumes and research activity;
- Successfully recruited excellent faculty / researchers / staff into the organization; added high-quality surgical, radiological, pathology, and medical oncology faculty;
- Leveraged recruitment funds with funds from the UT Stars and CPRIT programs to attract world class investigators;
- Built the clinical reputation of the new Center within the San Antonio service area; increased clinical volumes and established a reputation as a quality-centric physician leader;
- Worked effectively across the organization and with departmental chairs to coordinate the Cancer Center services; create and streamline the cancer service line;
- Demonstrated excellent fiscal and operational leadership / responsibility for the Center;
- Enhanced the UT Health San Antonio primary care base for the Center and moved successfully towards a clinically integrated network to support Center clinical services;
- Led the growth of research output and excellence; built/coordinated research efforts

- with MD Anderson to enable cancer patients' access to a breadth of leading trials;
- Facilitated/led a strong research agenda and ensured the maintenance of the NCI designation and P30 support grant;
  - Fostered strong relationships with MD Anderson and continued to build an effective structural relationship between the two organizations that fulfills the goals and structure of the affiliation agreement;
  - Built strong relationships and seen as a trusted and effective partner with individual donors/philanthropic bodies; continued to strengthen fundraising efforts;
  - Successfully overseen and coordinated the planning and implementation of investments and renovations of CTRC facilities in line with the plans/budget outlined within the affiliation agreement with MD Anderson.

## **V. OPPORTUNITIES AND CHALLENGES**

- Over the next ten years, it is projected that the San Antonio region will have the largest increase of new cancer cases (34%) in all of Central and South Texas. This is largely driven by the significant growth in population (14%) that is anticipated along with the community's aging demographic. With this increase in cancer prevalence comes the need to develop a leading center of care for cancer patients and their families. MD Anderson and UT Health San Antonio together believe that the new Cancer Center can become that center of excellence, while working to enhance its NCI designation.
- UT Health San Antonio and MD Anderson leadership believe that there is significant opportunity to dramatically increase the clinical volume of cancer care provided by UT Health San Antonio. CTRC has an excellent reputation for clinical quality in the community, however holds a low market share of oncology volumes in its 38-county catchment area. Key competitors include the START Center, a private oncology group that collaborates with Methodist Hospital; Baptist Health System; and CHRISTUS Health. There is no national brand Cancer Center or affiliation in San Antonio. Currently MD Anderson cares for nearly 3000 new cancer cases annually from the UT Health San Antonio service area.
- With this affiliation, UT Health San Antonio/MD Anderson Cancer Center will be the premiere oncology brand in the region. Combined with resources for recruitment and for renovations and equipment from UT Health San Antonio and the UT System, and leveraging the knowledge and resources of MD Anderson, the new Center has the potential to become the provider of choice for oncology care in a large and rapidly growing area of South Texas. It will also be a catalyst for cancer research, particularly in areas that affect the population of South Texas disproportionately.
- Due to its large Hispanic population, the Cancer Center is well positioned to build strong research programs in health disparities and cancers that have a disproportionate impact on the Hispanic population. As research into health disparities is a priority for both the

NCI and the State of Texas (State Cancer Prevention Grants, other), the opportunity exists to leverage the resources across UT Health San Antonio and MD Anderson to create / build leading programs focused on health disparities in cancer.

- UT Health San Antonio is affiliated with (but does not own) the University Hospital. The University Hospital has continuously been respected as a site for high-quality teaching and tertiary / quaternary care. The University Hospital was recently rebuilt into an outstanding, state-of-the-art, 716-bed facility. It does not currently have dedicated inpatient oncology space allocated at the hospital and discussions and potential collaborations should be initiated and negotiated that enable a stronger oncology footprint at the hospital.

## **VI. CANDIDATE QUALIFICATIONS**

The ideal candidate will be an accomplished, collaborative leader who is widely recognized as an expert in his/her discipline and who possesses a proven track record of managing clinical operations in an oncology organization either as a cancer center director, division chief, or specialty program director. She/he will possess a level of expertise typically gained with a minimum of five to seven years' leadership experience. He/she will possess a strong record of accomplishment in fostering/conducting outstanding research, proven experience in growing and operating a successful clinical enterprise, and a passion for providing exceptional cancer care to patients and building the UT Health/MD Anderson Cancer Center San Antonio into the cancer care provider of choice in the region.

The candidate will be a board-certified oncologist or specialist with an M.D. or equivalent degree (MBBS, et al), have completed an ACGME accredited residency program, and be eligible for an unrestricted license to practice medicine in the State of Texas. An M.D./Ph.D is highly desirable and so is firsthand experience in biomedical research and good knowledge of the NIH grant process as well as NCI extramural programs. He/she will possess training in medical, surgical, or radiation oncology and have significant experience in an academic cancer center. The candidate must have specific knowledge of and experience in basic, translational and/or clinical research.

Additional characteristics of the desired candidate include:

- Proven ability to provide cohesive leadership to physicians and other health care professionals, with the ability and desire to help mentor and train physicians and non-physician personnel;
- Must be an effective collaborator and relationship builder, with the ability to operate effectively in a matrixed environment; an excellent listener and negotiator with the ability to understand multiple perspectives and gain buy-in;
- A builder and coordinator; someone with the passion for delivering outstanding results and wisely leveraging resources and aligning talent to create an outstanding

resource for patients and the scientific community;

- A leader with high integrity who takes ownership and initiative; who follows-through on commitments and is willing to adjust when faced with new circumstances or information;
- Someone with vision for shaping and growing a cohesive and coordinated cancer service line at the CTRC and the skill to effectively leverage resources across UT Health San Antonio, the Faculty Practice Plan, MD Anderson and local providers to achieve this goal;
- An ambassador who can be an effective “face” of the cancer center and understands the importance of building brand, community outreach, and marketing; someone who will develop strong relationships across UT Health San Antonio, MD Anderson and the local community, including with donors and large employers;
- An effective recruiter of physicians with a passion for building strong, disciplined and efficient teams that demonstrate a commitment to the highest levels of clinical quality and research;
- Demonstrated excellent interpersonal and communication skills;
- Experienced as a leader and in working at all levels of an organization to achieve desired results. Demonstrated ability to effectively develop and lead teams and seek collaborative problem-solving using analytical and systematic approaches.

## **VII. PROCEDURE FOR CANDIDACY**

Meyer Consulting has been exclusively retained to conduct this search. Applications, nominations, and inquiries should be directed to the UT Health’s search consultants, Mike Meyer, Ryan Hubbs, and David Linder via email at UTHMDASA@meyerconsultinginc.com. We can be reached by phone at 347/284.0160 (Hubbs) or at 847/902.2550 (Linder). All communication will be treated with full professional confidentiality.

Appendix A: Organizational Chart

## UT Health/MD Anderson Cancer Center San Antonio Organization Chart

