



## **Chief Development Officer, Academic Medical Centers**

### Leadership Profile

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**WittKieffer**

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## The Opportunity

WittKieffer is partnering with Mass General Brigham in its search for the Chief Development Officer, Academic Medical Centers. This is a once-in-a-lifetime opportunity to serve two storied institutions in this newly created role. Reporting to the President of Academic Medical Centers, David F. M. Brown, MD, the Chief Development Officer (CDO) will be responsible for leading a unified philanthropy program by integrating the teams at Brigham and Women's Hospital and Massachusetts General Hospital. By fully integrating these programs, the CDO will amplify the talents of an unstoppable, dedicated, and talented team of almost 400 professionals.

Located in Boston, Mass General Brigham, is an integrated healthcare system providing comprehensive clinical care. Mass General Brigham has 12 hospitals in its system and five hospitals are nationally ranked, and 15 affiliated community health centers and 100 accredited physician residency and fellowship programs, continues its legacy of medical innovation, and delivers health equity programs to the New England community eliminating barriers to much needed medical services.

Mass General Brigham's clinicians, caregivers, and staff came together to achieve a fully integrated academic healthcare system of the future with patients at the center. In the same way that single departments for each specialty across the Academic Medical Centers will be led by a single chair, the development program will also be led by a single leader with a donor-centric framework in mind. The new CDO will enthusiastically share the legacy of medical achievements of those who paved the way and share news of the latest advances in patient care. The CDO will also work with Mass General Brigham leadership and the Brigham and Women's Hospital and Massachusetts General Hospital Board of Trustees, relevant committees, and advisory councils to engage them in philanthropic priorities and develop their capacities as ambassadors, fundraisers, and stewards for unique project and the broader Mass General Brigham vision.

Last fiscal year, Brigham and Women's Hospital and Massachusetts General Hospital raised a combined \$700 million. By identifying synergies, aligning fiscal and administrative programs, and organizing an ideal integrated organizational structure, the CDO will focus on achieving and sustaining a rolling average of \$1 Billion in annual revenue within a 5-year period. The CDO will be a leader adept at prioritizing the needs across the Academic Medical Centers and supporting the overall vision of Mass General Brigham. This will require a CDO that will inspire transformational gift conversations among the institutions' most generous donors and prospects, as well as finding new donors who can accelerate research and innovations in clinical care.

The CDO will possess 20 years professional experience, building and leading highly successful development programs within an academic medical, healthcare, or higher education setting. This experience includes overseeing the planning and execution of successful capital campaigns and gift solicitations at the eight and nine-figure levels.

## Organization Overview

### Mass General Brigham: An Integrated Healthcare System

Mass General Brigham is a single, integrated nonprofit healthcare system that consists of XX member institutions that encompass a range of healthcare organizations. In addition to the Academic Medical Centers, these include top-tier specialty hospitals, community hospitals, a rehabilitation network, a health insurance plan, a physician network, a teaching organization, and many locations for urgent and community care throughout Massachusetts and New Hampshire.

Mass General Brigham was formerly known as Partners HealthCare when it was founded in 1994 by Brigham and Women's Hospital and Massachusetts General Hospital. With the recently adopted Mass General Brigham name, they aspire to more closely connect with patients and communities. Working together as one system, the organizations can leverage their collective expertise, resources, and compassion to better serve patients and the community.

As a world-recognized leader in research, Mass General Brigham is home to one of the largest hospital system-based research medical centers in the U.S., with an annual research budget of nearly \$2 billion. There, researchers, and clinicians are conducting thousands of studies in every major medical therapeutic and technology discipline. They are currently enrolling patients in over 3,700 ongoing clinical trials, including nearly 100 for COVID-19, to accelerate bringing new treatments and therapies to patients and the world. Mass General Brigham boasts a legacy of medical achievement, with numerous medical firsts and 13 Nobel Laureates.

Their location in the Massachusetts biotech and academic medical communities creates enhanced collaborations with partners from academia, industry, and venture capital to help stimulate the development of discoveries into lifesaving therapies for their patients.

#### Mission:

Mass General Brigham is committed to serving the community. We are dedicated to enhancing patient care, teaching, and research, and taking a leadership role as an integrated healthcare system. We recognize that increasing value and continuously improving quality are essential to maintaining excellence.

#### Vision:

- To dedicate ourselves to the delivery of superior care that is patient- and family-centered, accessible, and equitable.
- To provide a coordinated, cost-efficient, and transparent care model that will benefit patients across the continuum, from prevention to long-term.
- To touch the communities we serve, local or global, with sustainable improvements in the care we provide and with a keen focus on underserved populations.
- To lead in research that fosters collaboration, bringing discovery to the patient's bedside, and sharing those successes with the world so future generations may benefit.
- To invest in education and training to nurture the next generation of leaders who can carry forward the lessons learned.
- To promote the development of our workforce by creating opportunities for achievement and advancement.
- To seek ways to deliver the highest quality health care to all.

## Patient care

From routine care to the most complex cases, Mass General Brigham offers comprehensive, full-circle clinical care to their patients, starting and ending at home.

## Research and discovery

Because Mass General Brigham is built on a legacy of medical discovery, their researchers push the boundaries of knowledge and advance medicine in new and innovative ways.

## Teaching

Mass General Brigham includes over 100 accredited physician residency and fellowship programs, and over 2,000 trainees preparing to be the healers of tomorrow.

## Community

Mass General Brigham has five licensed and 15 affiliated community health centers. In 2021, they invested \$225 million in community benefits, which includes investments in their licensed health centers, programs to respond to needs identified in the community health needs assessments, and the system's commitment to the Health Safety Net program. They have diverse community partnerships to support their residents.

## About Brigham and Women's Hospital

Brigham and Women's Hospital is a world-class Academic Medical Center based in Boston, Massachusetts. The Brigham serves patients from New England, across the United States and from 120 countries around the world. A major teaching hospital of Harvard Medical School, Brigham and Women's Hospital has a legacy of clinical excellence that continues to grow year after year.

The Brigham network includes 1,200 doctors throughout New England working across 150 outpatient practices. An international leader in virtually every area of medicine, the Brigham has led numerous medical and scientific breakthroughs that have improved lives around the world.

U.S. News & World Report recognizes Brigham and Women's Hospital among the best hospitals in many specialty areas, including cancer, heart and vascular, diabetes and endocrine disorders, ear, nose and throat, gastroenterology and GI surgery, geriatric care, gynecology, neurology and neurosurgery, orthopedics, pulmonology, rheumatology, and urology.

## About Massachusetts General Hospital

Consistently ranked as one of America's Best Hospitals by U.S. News & World Report, Massachusetts General Hospital conducts the largest hospital-based research program in the United States and is the oldest and largest teaching affiliate of Harvard Medical School. Mass General offers sophisticated diagnostic and therapeutic care in virtually every specialty and subspecialty of medicine and surgery.

Massachusetts General Hospital was established to provide care to Boston's sick, regardless of socioeconomic status, and became the first teaching hospital of Harvard University's new medical school. MGH has remained at the forefront of medicine by fostering a culture of collaboration and education, pushing the boundaries of medical research, and maintaining an unwavering commitment to the diverse community it was created to serve.

MGH believes that because of diversity they excel, through inclusion they respect the communities they serve, and with a keen focus on equity they serve, heal, educate, and innovate at the highest levels. Their first priority is the well-being of their patients-near and far. As a team, they are able to maintain a singular focus on providing the highest quality, most compassionate care to each and every patient.

## Development at Mass General Brigham

The philanthropy teams at Mass General Brigham make a meaningful impact on the lives of patients locally and globally. Mass General Brigham has 13 distinct development offices, each offering unique opportunities to make a difference. This inaugural Chief Development Officer, Academic Medical Centers, will have oversight of the teams at **Brigham and Women's Hospital** and **Massachusetts General Hospital** that include almost 400 employees. The unification of the Academic Medical Centers philanthropy programs will allow for more intentional support of the most critical needs across research, teaching, and patient care.

The CDO, Academic Medical Centers will report to President of Academic Medical Centers, David F. M. Brown, MD, while the remaining 11 Chief Development Officers embedded within the non-academic hospitals, clinics, and research centers/institutes report to their affiliated presidents.

The CDO, Academic Medical Centers will liaise with Chief Development Officer, Mass General Brigham, Chris O'Connor, who works with with development leaders at each of Mass General Brigham's member organizations.

Mass General Brigham and the member institutions listed below are registered 501© (3) not-for-profit organizations. Learn more about fundraising offices at the links below:

[Brigham and Women's Hospital](#)

[Massachusetts General Hospital](#)

[Brigham and Women's Faulkner Hospital](#)

[Cooley Dickinson Health Care](#)

[Martha's Vineyard Hospital](#)

[Mass Eye and Ear](#)

[Mass General Brigham Home Care](#)

[McLean Hospital](#)

[MGH Institute of Health Professions](#)

[Nantucket Cottage Hospital](#)

[Newton-Wellesley Hospital](#)

[Salem Hospital](#)

[Spaulding Rehabilitation](#)

[Wentworth-Douglass Hospital](#)

## Position Summary

### Responsibilities and Objectives:

The successful Chief Development Officer, Academic Medical Centers will:

- Lead the integration across all domains to create a single Department supporting fundraising priorities at the AMCs, and across the Mass General Brigham system.
- Possesses the organizational and leadership skills to oversee a complex philanthropy program and lead institutional and system activities through the active engagement of donors and faculty partners.
- Attracts, recruits, and retains top talent, motivates, and engages the team, delegates effectively, celebrates diversity within the team, and manages performance; widely viewed as an outstanding champion of talent development.
- Appreciate and leverage the capabilities, insights, and ideas of all individuals; work effectively to establish a culture of inclusion with individuals of diverse backgrounds, style, ability, and motivation.
- Engage in productive collaborations with other leaders across Mass General Brigham, including the President, AMCs; President, MGH and MGPO; President, BWH and BWPO; Chief Medical Officer, MGH and MGPO; Chief Medical Officer, BWH and BWPO; Mass General Brigham Chief Development Officer, and clinical, research, community health and education leaders, to secure financial resources necessary to support the system's mission, vision and strategic goals.
- Develop and maintain a deep understanding of Mass General Brigham's mission, programs, and overall system strategy, and help lead strategic planning implementation as it relates to philanthropy.
- Lead all aspects of the planning process for annual goal setting, with a focus on evaluating, aligning, and optimizing fundraising programs, including major and principal gifts, annual giving, planned giving, corporate and foundation relations and special events, and developing innovative enhancements.
- Assess, evolve, and reorganize the Department as needed as part of the integration process, including the implementation of new staffing models to support fundraising for disease-focused institutes and other opportunities made possible by integration.
- Identify material resources to grow and achieve fundraising and revenue goals, leads strategic and operational planning, policy development, problem-solving, conflict resolution and crisis management.
- Provide annual Department performance review to the President of the AMCs, including the establishment of metrics and benchmarks that conform to industry best practices.
- Catalyze the development of multi-disciplinary program funding concepts that will lead to intentional and transformative gifts in support of philanthropic priorities at the AMCs and Mass General Brigham.
- Provide strategic counsel on sophisticated gifts in the eight and nine-figure ranges that require discretion and are complex to navigate successfully.
- Oversee the planning and execution of future capital campaigns and other large-scale fundraising initiatives, ensuring goals are met or exceeded.
- Work closely with the BWH and MGH Boards of Trustees, relevant committees, and advisory councils to engage them in philanthropic priorities and develop their capacity as ambassadors and fundraisers for the AMCs and Mass General Brigham.
- Identify areas for revenue growth, including the expansion and diversification of the donor base, including international prospects, as well as synergistic fundraising opportunities across Mass General Brigham.
- Utilize data-driven insights to inform strategies and fundraising progress, with the goal of implementing best practices in donor data management and analytics.
- Set expectations by written policy and otherwise, for professional conduct of all staff within the Department and provides feedback and follow up with individuals when necessary, including initiation of disciplinary action.
- Set the financial and human resource activities and performance goals of the Department and all its related enterprises.

- Work in conjunction with the designated Hospital Vice Presidents and Department Administrators to continually assess and recommend appropriate resources needed for the Development Department, including but not limited to physical space, equipment, and FTEs.
- Ensure all fundraising activity complies with legal, ethical, and best practice standards.



## Candidate Qualifications

### Knowledge, Work Experience and Leadership Skills

- Minimum of 20 years of experience working in philanthropy, with a preference for fundraising at an Academic Medical Center, complex health system, research university, or large healthcare organization.
- Ability to be a team player adept at prioritizing the philanthropic needs of the AMCs as well as balancing and understanding the vision and overall direction of Mass General Brigham.
- Proven leadership and personal abilities required to lead a large and complex philanthropy program.
- An outstanding record of accomplishments in leadership, with a demonstrated ability to develop and implement a long-term strategy for sustained fiscal performance and growth.
- A firm commitment to align, develop, and strengthen the Department's business units and an understanding of the impact of integration on the donor community and faculty partners.
- Strong history and track record of working effectively with lay leaders, physicians, scientists and administrators, engaging them in institutional priorities and assisting them in improving their personal effectiveness in all aspects of fundraising.
- Knowledge of the Boston philanthropic ecosystem is preferred but not required.
- Knowledge of the international philanthropic landscape is preferred but not required.
- Demonstrated understanding of the academic healthcare environment, including the unique challenges and opportunities in philanthropic support.
- Considerable breadth of knowledge; strong intellectual curiosity, interest in, and capacity for learning across a wide range of fields; and a sincere excitement about and commitment to the clinical, teaching, and research mission of Mass General Brigham.
- A record of building and creatively leading highly successful development programs, ideally within an Academic Medical Center, large healthcare organization, higher learning, or other comparable organization.
- Extensive and successful experience as a major, principal, and transformational gift fundraiser, including a demonstrated ability to engage and influence high-net-worth individuals, corporations, and foundations.
- A commitment to providing strategic, innovative, and collaborative leadership on behalf of Mass General Brigham.

## The Community

### Boston, Massachusetts

Boston, first incorporated as a town in 1630 and as a city in 1822, is one of America's oldest cities, with a rich economic and social history. What began as a homesteading community eventually evolved into a center for social and political change. Boston has since become the economic and cultural hub of New England and one of the truly great American cities.

Boston proper is home to over 660,000 residents, many renowned institutions of higher education, some of the world's finest inpatient hospitals and academic medical centers and numerous cultural and professional sports organizations. Millions of people visit Boston to take in its historic neighborhoods, attend cultural or sporting events and conduct business.

Boston and the surrounding communities are exceptional for families, with some of the nation's highest-ranked public and private schools, excellent community services and varied and distinct residential neighborhoods. The City of Boston has wonderful parks and recreational areas, with more than 2,200 acres of park land throughout the city.

The Boston biotech hub lays claim to being the largest biotech cluster in the world in size and significance, driven by top-flight universities, hospitals and biopharma companies, access to venture capital and exceptional professional talent.

Visit [www.boston.gov](http://www.boston.gov) for information on all that the greater Boston area has to offer.

## Procedure for Candidacy

All applications, nominations and inquiries are invited. Applications should include, as separate documents, a resume, and a letter of interest. Review of applications has begun and will continue until the position is filled. **For fullest consideration, all materials should be received by Tuesday, December 10<sup>th</sup>.**

Please direct all applications, nominations and inquiries to the WittKieffer consultants assisting Mass General Brigham with this recruitment, preferably via e-mail, to [MassGeneralBrighamdevelopment@wittkieffer.com](mailto:MassGeneralBrighamdevelopment@wittkieffer.com).

Please direct all **nominations and applications** to Melissa Fincher, Tom Quinn, and Jenna Brumleve through the WittKieffer **Candidate Portal** by [clicking here](#). Candidates can also find this portal via the WittKieffer website at [www.wittkieffer.com](http://www.wittkieffer.com) and selecting the "Become a Candidate" button.

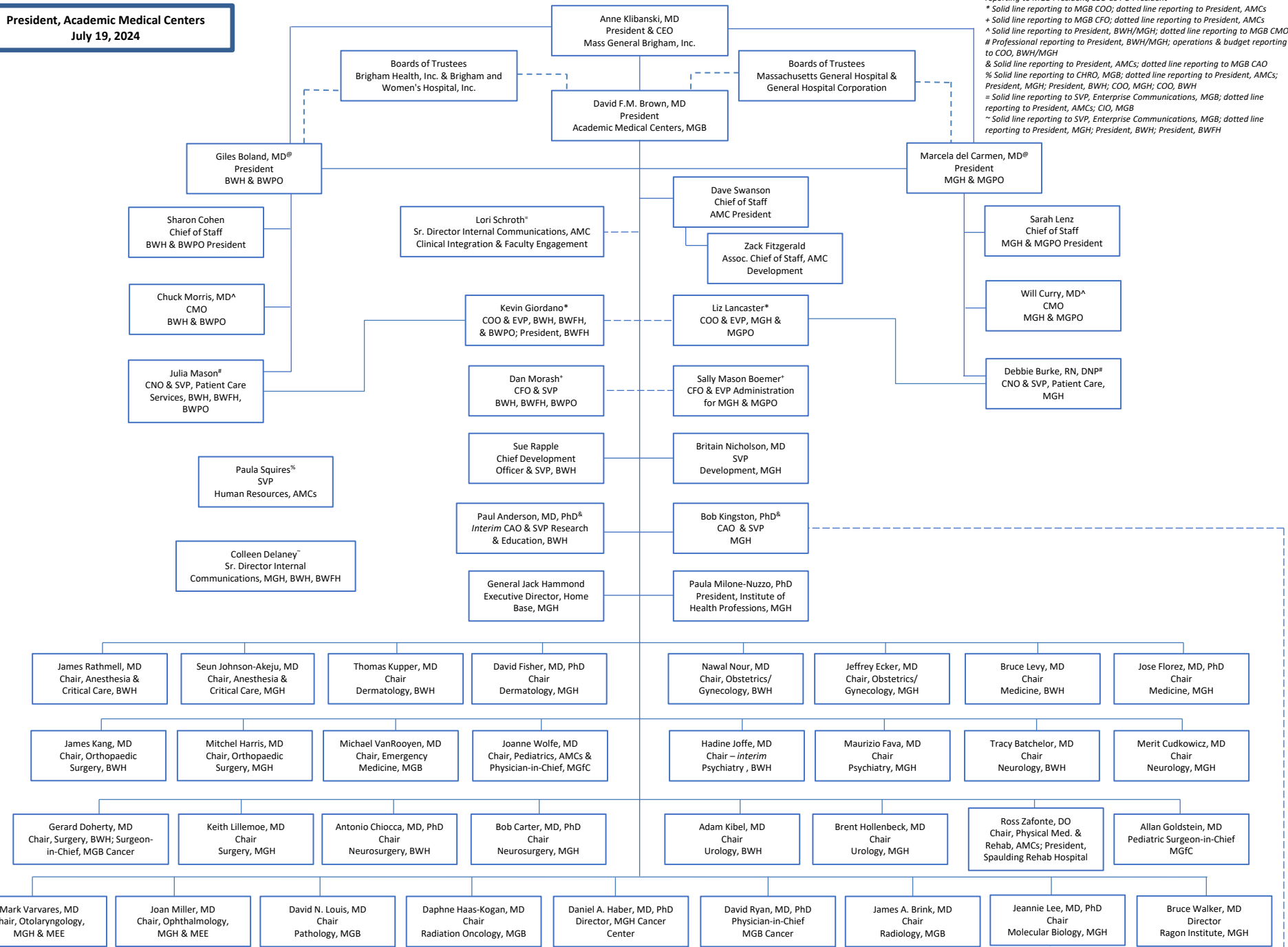
<b>Tom Quinn</b> <b>Senior Partner</b> <b>339.927.4110</b>	<b>Melissa Fincher</b> <b>Principal</b> <b>614.659.7642</b>	<b>Jenna Brumleve</b> <b>Associate</b> <b>502.426.2721</b>
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*Mass General Brigham values diversity and is committed to equal opportunity for all persons regardless of age, color, disability, ethnicity, marital status, national origin, race, religion, sex, sexual orientation, veteran status, or any other status protected by law.*

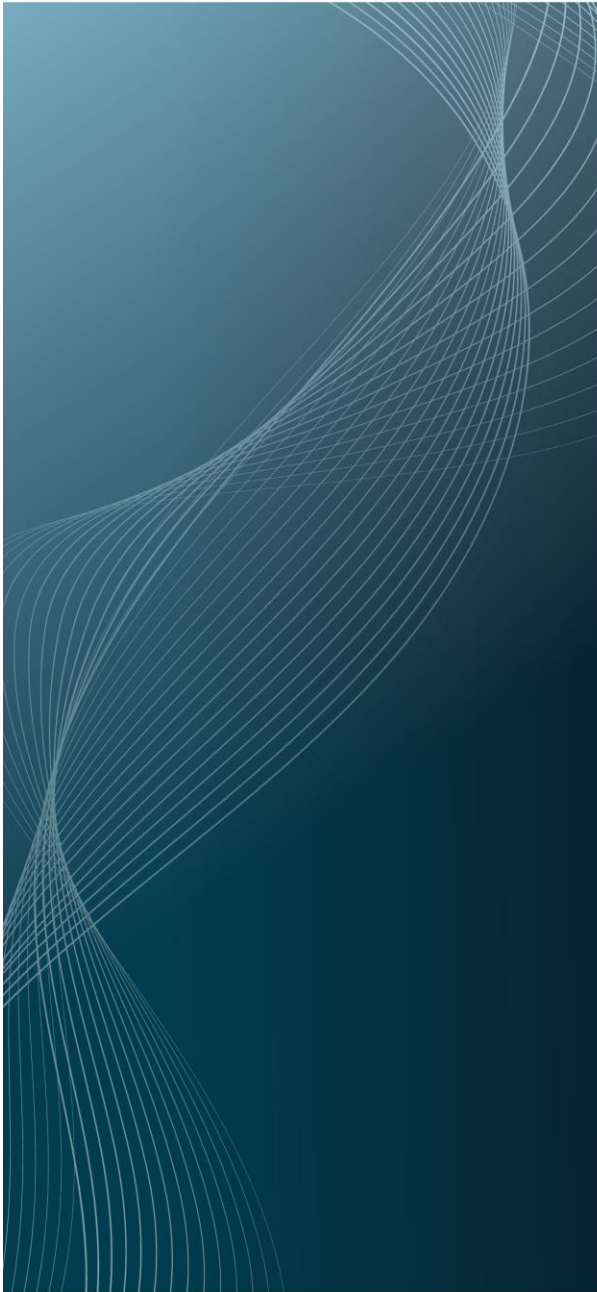
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**President, Academic Medical Centers  
July 19, 2024**



<sup>®</sup> Solid line reporting to President, AMCs as hospital President; solid line reporting to MGB President/CEO as PO President  
<sup>\*</sup> Solid line reporting to MGB COO; dotted line reporting to President, AMCs + Solid line reporting to MGB CFO; dotted line reporting to President, AMCs  
<sup>^</sup> Solid line reporting to President, BWH/MGH; dotted line reporting to MGB CMO  
<sup>#</sup> Professional reporting to President, BWH/MGH; operations & budget reporting to COO, BWH/MGH  
<sup>%</sup> Solid line reporting to President, AMCs; dotted line reporting to MGB CAO  
<sup>~</sup> Solid line reporting to CHRO, MGB; dotted line reporting to President, AMCs; President, MGH; President, BWH; COO, MGH; COO, BWH  
<sup>~</sup> Solid line reporting to SVP, Enterprise Communications, MGB; dotted line reporting to President, AMCs; CIO, MGB  
<sup>~</sup> Solid line reporting to SVP, Enterprise Communications, MGB; dotted line reporting to President, MGH; President, BWH; President, BWFH



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