

# UT Southwestern Medical Center

## Department Administrator, Internal Medicine

### Leadership Profile

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**WittKieffer**

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## The Opportunity

UT Southwestern Medical Center seeks an experienced, strategic, and financially astute leader to serve as its next Department Administrator, Internal Medicine. This individual will play a pivotal role in driving transformation and fostering collaborative excellence within a top-tier department at one of the most prestigious and fastest-growing institutions in the country. Reporting dually to the Chair, Department of Internal Medicine, and the Vice President and Chief Operating Officer for Academic Affairs and the UT Southwestern Medical Group, the Department Administrator will serve as an important advisor and lead with a partnership-minded approach.

UT Southwestern Medical Center is one of the premier academic medical centers in the nation, especially well-known for the quality of its science, outstanding clinical care, and fundamental commitment to integrating pioneering biomedical research with clinical care and education. The medical center's faculty includes many distinguished scientists, of whom 26 are members of the National Academy of Sciences, 18 are members of the National Academy of Medicine, and 14 are Howard Hughes Medical Institute investigators. Since 1985, six members of the UTSW faculty have been recipients of Nobel Prizes.

The [Department](#) is comprised of over 800 faculty members, 19 divisions and centers, 12 fellowship programs, multiple clinical sites, and has a budget approaching \$400 million in revenues and over \$145.1 million in research expenditures. The Department boasts three Nobel Prize winners, eight members of the National Academy of Sciences, nine members of the National Academy of Medicine, four members of the American Academy of Arts and Sciences, 39 members of the American Society for Clinical Investigation, and 28 members of the Association of American Physicians.

The successful candidate will have at least six years of academic medical or complex healthcare management experience and an in-depth knowledge of academic medical operations and financing, including major federal awards and clinical trials. Candidates should bring experience in leading a large staff and budget across diverse clinical specialties and possess exceptionally sharp analytical skills. The next Department Administrator will need to be an exceptionally strong communicator and relationship builder.

## Organization Overview

### Department of Internal Medicine

Under the leadership of Interim Department Chair [Ezra Burstein, M.D., Ph.D.](#), the Department stands as a cornerstone of the institution's academic and clinical excellence. Renowned nationally and internationally, the department is deeply committed to advancing the fields of medical education, research, and patient care. Its mission centers on training future leaders in medicine, fostering groundbreaking research, and delivering compassionate, evidence-based care to diverse patient populations.

Structurally, the department is composed of 15 divisions, each dedicated to a distinct area of internal medicine. These include Cardiology, Endocrinology, Infectious Diseases, Hematology and Oncology, Pulmonary and Critical Care, and several others. Each division operates with a high degree of autonomy while contributing to the department's overarching goals. The department also houses four research centers such as the Touchstone Diabetes Center and the Moss Heart Center, which serve as hubs for innovation and translational science. The faculty is distinguished not only by its size, over 850 members, but also by its accolades, including Nobel laureates and members of prestigious academies such as the National Academy of Sciences and the National Academy of Medicine.

Education is a central pillar of the department's work. It offers rigorous training programs for medical students, residents, and fellows, emphasizing clinical excellence, ethical practice, and responsiveness to emerging healthcare challenges. The curriculum is designed to prepare physicians for the complexities of modern medicine, including chronic disease management, health equity, and population health.

Research within the department spans basic science, clinical trials, and health services innovation. Faculty members collaborate across disciplines to translate discoveries into improved diagnostics, treatments, and care models. This commitment to research ensures that UT Southwestern remains at the forefront of medical advancement.

Clinically, the department provides comprehensive care across multiple affiliated hospitals, including Parkland Health and the Dallas VA Medical Center. Physicians work in multidisciplinary teams to deliver personalized, high-quality care, often integrating the latest research findings into their practice.

The Department of Internal Medicine at UT Southwestern exemplifies a dynamic blend of academic rigor, clinical expertise, and a forward-looking approach to healthcare. It continues to shape the future of medicine through its unwavering dedication to excellence in all domains.

### Patient Care

Clinical services at UT Southwestern are provided for a highly diverse patient population at multiple locations, including programs at UT Southwestern University Hospital (known as Clements University Hospital), UT Southwestern regional medical centers, Parkland Hospital, affiliated Texas Health Resources hospital facilities, and VA North Texas Health Care System. Clements University Hospital is the No. 1 hospital in DFW for the ninth year in a row, according to U.S. News & World Report, and UTSW is nationally ranked in 12 specialties, including 5 disciplines within Internal Medicine.

### Education

The Department of Internal Medicine provides wide-ranging educational opportunities to medical students, residents, postdoctoral fellows, and other health care professionals. Residency programs include Internal Medicine, Community and Population Healthcare, Internal Medicine-Geriatrics, Internal Medicine-Pediatrics, and

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Internal Medicine-Psychiatry. Its Internal Medicine residency program is consistently ranked among the top 10 programs in the USA, and its fellowship training programs are similarly highly regarded. The Department also houses a Physician Scientist Training Program, focused on basic and translational research training, as well as the recently launched Clinical Scientist Program (CSTP). Both programs benefit from intramural support from the Dean's office as well as a number of T32 training grants and other training support sources.

## Research

Recognized globally, UT Southwestern ranks #4 in the world among healthcare institutions in the Nature Index for publishing high-impact research that shapes the future of medicine. The Department boasts a robust and dynamic research portfolio that spans basic science, translational research, and clinical investigation. To date, the Department has produced 776 publications, spent \$145.1 million on research, and has 103 NIH-funded investigators. Based on NIH awards, the Dept is consistently ranked among the top 25 Depts in the country with the most funding; it also benefits from substantial support from other sources such as state funding and endowments. Given the scientific impact of the discoveries made by its faculty, the department is viewed as an elite research department worldwide.

## UT Southwestern Medical Center

UT Southwestern Medical Center is situated on a 1,000-plus-acre research campus located 10 minutes from downtown Dallas in the city's Southwestern Medical District. Since its formation in 1943, UT Southwestern has evolved from a small wartime medical college into a thriving academic medical center with an international reputation for exemplary research, robust educational and training programs, and a rapidly expanding clinical enterprise dedicated to excellence in care. UT Southwestern incorporates four degree-granting institutions: UT Southwestern Medical School, UT Southwestern Graduate School of Biomedical Sciences, UT Southwestern School of Health Professions, and the Peter O'Donnell Jr. School of Public Health.



The schools train approximately 2,400 medical, graduate, and health profession students, residents, and postdoctoral fellows each year. Additionally, 143 early-career researchers have come through the Medical Center's acclaimed Endowed Scholars Program in Medical Science, and many have gone on to become leaders in their fields.

## UT Southwestern Medical School

UT Southwestern Medical School is one of six medical schools in the University of Texas System and one of the nation's top medical schools. It graduates about 230 students each year, making it one of the largest medical schools in the country. Guided by its core mission of educating and training the next generation of physicians and ensuring that UTSW students are fully prepared for the future they will encounter in the rapidly changing landscape of medicine and healthcare delivery, the Medical School launched a new curriculum in the Fall of 2015. The new curriculum is characterized by a focus on team-based learning, close contact with faculty, meaningful mentorship opportunities, and integrating basic science education with patient care training and experience.

The Medical Scientist Training Program (MSTP) prepares students seeking both M.D. and Ph.D. degrees for careers in fields like biomedical research and the application of research discoveries to the practice of medicine.

As one of the world's foremost research institutions, UT Southwestern fosters "no-fence" multidisciplinary research and rigorous scientific training in both basic and clinical research. With a superb international reputation for life-changing research that has led to some of the most important discoveries of this generation, UT Southwestern's researchers make a real difference.

UT Southwestern is home to many nationally and internationally recognized physicians and scientists, including six Nobel Laureates since 1985, 25 members of the National Academy of Sciences, and 23 members of the National Academy of Medicine (formerly the Institute of Medicine), a highly esteemed component of the NAS. UT Southwestern is also home to 13 Howard Hughes Medical Institute (HHMI) Investigators and, as faculty members in basic science departments, their recognized leadership is an important source of the organization's strengths in biomedical research. Faculty members' investigations, ranging from the microscopic level to patient care as a whole, continue to bring about notable discoveries, important educational opportunities, and advanced treatment options for improved health care. Since UT Southwestern's inception, research has been the cornerstone upon which outstanding medical education and patient care have risen. The discoveries of UT Southwestern's faculty and other teams have transformed science and medicine and set a standard of scientific excellence. The example set by the Nobel Laureates and other leading faculty has also helped establish a well-entrenched culture of collaboration and collegiality, making UT Southwestern a very special academic environment.

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## Position Summary

The Department Administrator serves as the administrative leader and senior management advisor to the Chair of Internal Medicine and the faculty leadership. This role's main duties include generating, managing, and interpreting strategic information; overseeing financial management and accountability for all Department resources; implementing successful business operations in all domains of department activities to enable the success of our faculty, staff, and trainees succeed. These responsibilities support each of the Department's primary missions: patient care, teaching, and research. The role is dynamic, reporting directly to both the Chair of the Department and the Vice President and Chief Operating Officer for Academic Affairs and the UT Southwestern Medical Group.

## Responsibilities

The successful Department Administrator, Internal Medicine candidate will:

- Collaborate with the academic leadership of the Department -its Chair, Vice Chairs and Division Chiefs- to realize a vision of excellence for the Department across its tri-partite mission.
- Collaborate with the Vice President and Chief Operating Officer for Academic Affairs and the UT Southwestern Medical Group on School of Medicine and Health System goals, as well as other administrative and financial opportunities.
- Establish and maintain working relationships with organizational peers, serve on committees, ensure that the department responds to institutional requests, and complete projects in a timely fashion.
- Provide strategic and operational leadership, oversight, and management of all aspects of the department's administrative activities; collaborate closely with departmental leadership to implement strategic and operational plans; may also represent the Chair in various meetings and venues.
- Consistently attend meetings and possess an institutional-minded view when representing the department on administrative and financial issues.
- Set a tone of "service excellence" and demonstrate a collaborative work ethic, focusing on data-based decision-making.
- Management of financial matters:
  - Engage in strategic planning to ensure that department and UTSW goals are aligned and contribute to market growth, revenue increase, cost control, maximizing clinical practice, and research productivity.
  - Advise the department and institution on fiscal matters; ensure financial control through a reliable system of expenditure and revenue management; support departmental leadership in managing and monitoring individual financial issues; monitor budget and fiscal performance, recommending corrective actions when necessary; prepare and analyze financial reports; establish and oversee effective internal control practices; provide accurate, up-to-date financial information to the Department Chair and leadership to facilitate successful financial management.
  - Create and develop business plans and models, and propose changes related to funding sources, departmental research activities, clinical operations, and faculty compensation when appropriate. Help educate departmental leadership in management and strategic planning for research and clinical programs. Facilitate partnerships and strategic alliances for clinical expansion and community engagement.
  - In collaboration with the Chair and other units at UTSW, may direct and manage the department's billing and revenue cycle operations.
  - Represent the Chair in his absence on financial and fiscal matters.

- Management of department operations:
  - Manage administrative tasks related to program development; perform detailed analyses of operational functions within the Department; create and implement new or revised procedures as necessary; develop quantitative metrics to assess the financial and operational impact of decisions and actions; manage all office and research space assignments and lead the prioritization of capital requests, including equipment and space renovations.
  - Oversee departmental human resource activities, including, but not limited to, recruitment, interviewing, selection, visa management, salary analysis and sourcing, disciplinary actions, leave administration, employee development, and performance evaluations of classified staff, faculty, trainees, and fellows.
  - Oversee the administrative aspects of the promotion, tenure, and faculty appointment processes to ensure the department adheres to the proper policies, collaborating with the School of Medicine Dean's Office.
  
- Management of research administration:
  - Oversee the management of the research enterprise within the department; supervise grant administration; recommend and develop new grant funding opportunities; and assist with the preparation of major research proposals from a financial and administrative standpoint.
  - Provide administrative direction to the department's research support; in collaboration with the Chair, ensure compliance with institutional guidelines and state and federal laws.
  - Develop programs and performance standards to continually measure and evaluate safety, service, and quality improvement; monitor standards through the implementation of training, allocation of resources, and application of corrective actions as necessary.
  
- Management of education programs:
  - Provide administrative direction to the department's educational programs under the direction of the Chair and Residency Director; supervise appropriate staff and coordinate and oversee functions of the Residency and Fellowship Training Programs.

## Goals and Objectives

The following goals and objectives have been identified as priorities for this position:

**Establish and Strengthen Strategic Administrative Priorities:** The next Administrator must be creative, analytical, and open to reimagining how the department functions—whether through new staffing models, technology-enabled workflows, or innovative partnerships. The Administrator should proactively assess and evolve the department’s business model—ensuring efficiencies, retooling outdated structures, and optimizing resource allocation to support both clinical and academic missions. The Administrator should explore lean principles and strategic investments that yield long-term value.

**Drive Financial Stewardship and Support Departmental Growth:** With ambitious plans to double in size and elevate its national ranking, the department requires an Administrator who can think strategically and execute effectively. The Administrator must understand the nuances of academic medicine and lead teams that excel in mission-based budgeting, faculty productivity, and research funding. They should be forward-thinking, financially savvy, and capable of telling the department’s story to institutional leaders to best position the department for success. The Administrator should also work to ensure the recruitment and onboarding process for faculty and staff in the department becomes faster and easier.

**Be a Builder of Talent and Culture:** The next Department Administrator will play a crucial role in establishing a high-performing, mission-driven culture. This involves supporting professional development and creating clear career pathways to attract and retain top talent. The Administrator will nurture a culture rooted in accountability, collaboration, and continuous improvement. This includes mentoring division leaders and balancing accountability with growth.

## Candidate Qualifications

### Education/Certification

- Bachelor's degree in business administration, health care administration, management, or related field. A master's degree is preferred. Applicants without the stated preferred degree, but with significant additional related experience, may be considered.
- Six years of directly related experience with three (3) years in supervisory/management capacity, ideally within an academic medical center setting.

### Knowledge, Skills, and Competencies

- Demonstrated ability in team building and management skills.
- Demonstrated leadership qualities.
- Strong financial and analytical skills.
- Ability to prioritize and manage multiple complex issues.
- Excellent interpersonal skills.

### PACT Statement

The following is the acronym, "PACT", and is fundamental to all non-clinical positions at UT Southwestern Medical Center:

**P—Problem Solving:** Employees take ownership in solving problems effectively and efficiently, to the satisfaction of customers or managers. They show initiative in addressing areas of concern before they become problems.

**A—Ability, Attitude, and Accountability:** Employees exhibit the ability to perform their jobs and conduct themselves in a professional and positive manner, reflecting a professional environment. They readily assume obligations in a dependable and reliable manner.

**C - Communication, Contribution, and Collaboration:** Who are our customers? Anyone who requests our help, needs our work product, or receives our services. Employees focus on customer service with creative solutions while improving the customer experience through clear, courteous, and timely delivery and communication. Sharing ideas with others helps expand our contribution to department goals.

**T -Teamwork:** Employees work to contribute to the department's success by supporting co-workers, promoting excellence in work product and customer service, and maintaining a satisfying, caring environment for each other.

## The Community

### Dallas, Texas

Dallas was founded in 1841 and formally incorporated in February 1856. It is the third-largest city in the state of Texas and the ninth-largest city in the United States. The city covers 342.5 square miles, not including water area, and is the county seat of Dallas County. It is the main economic center of the 11-county Dallas-Fort Worth metropolitan area. At over 7.5 million people, it is the fourth-largest metropolitan area in the United States. The metroplex also includes areas such as Plano, Grand Prairie, Arlington, Irving, Lewisville, and Flower Mound. Dallas is the Southwest's leading business and financial center. It boasts the largest wholesale market in the world and is considered one of the top convention cities in the United States and the No. 1 visitor destination in Texas. Dallas is also considered one of the most livable cities in America. Residents enjoy a flourishing economy, arts and culture, abundant housing options, endless entertainment and activities, and a thriving community spirit.

The communities surrounding Dallas-Fort Worth have experienced unprecedented business growth and population expansion during the last ten years, and that growth continues. Dallas has developed a strong industrial and financial sector and a major inland port due largely to the presence of Dallas-Fort Worth International Airport, one of the largest and busiest airports in the world. The Dallas-Fort Worth area is home to corporate headquarters for Texas Instruments, AT&T, American Airlines, Southwest Airlines, ExxonMobil, Bell Helicopter, BNSF Railway, GM Financial, Alcon, Tenet Healthcare, Kimberly-Clark, 7-Eleven, and Charles Schwab.



The city is sometimes referred to as the heart of “Silicon Prairie” because of a high concentration of telecommunications companies in the region, the epicenter of which lies along the Telecom Corridor in Richardson, a northern suburb of Dallas. Companies with a Telecom Corridor presence include Texas Instruments, AT&T, Ericsson, Fujitsu, Nokia, Collins Aerospace, Cisco Systems, and Verizon. Texas Instruments, a major manufacturer, employs 10,400 people at its corporate headquarters and chip plants in Dallas.

Significant national headquarters relocations to the area, including Toyota's North American headquarters, significant expansions of regional offices for a variety of corporations, and company relocations to downtown Dallas, are helping drive the current boom in the Dallas economy. Dallas ranked No. 2 overall in *Forbes'* 2019 ranking of “The Best Places for Business and Careers.”

The Dallas-Fort Worth metropolitan area has one of the largest concentrations of corporate headquarters for publicly traded companies in the United States. *Fortune* magazine's 2022 annual list of the Fortune 500 in America includes 23 companies located in Dallas-Fort Worth.

Dallas-Fort Worth is one of only a few metro areas to have teams in six major professional sports leagues: the [Dallas Cowboys](#) of the NFL, baseball's [Texas Rangers](#), the [Dallas Mavericks](#) of the NBA, the [Dallas Stars](#) of the NHL, and professional soccer's [FC Dallas](#), and [Dallas Sidekicks](#). Throw in the [Mesquite Championship Rodeo](#), [Texas Motor Speedway](#), ample golf courses, and NCAA Division I athletics, and you can see that Dallas-Fort Worth is a community that likes its sports. Fort Worth also hosts many national equestrian cutting horse competitions, including the Fort Worth Stock Show & Rodeo.

This rich Western agricultural and sports heritage is complemented by a sophisticated dedication to the arts. The Dallas Arts District, located on the north side of downtown and covering 118 acres, is the largest such urban district in the United States. The [AT&T Performing Arts Center](#), the [Dallas Museum of Art](#), and the Morton H.

Meyerson Symphony Center are among the most prominent features of the Dallas arts scene. Nearby is the [Perot Museum of Nature and Science](#). [Fair Park](#) is where you'll find the annual [State Fair of Texas](#), as well as the Cotton Bowl Stadium, theater and concert venues, and the African American Museum of Dallas.

Fort Worth's 2,056-seat [Bass Performance Hall](#) hosts Van Cliburn International Piano Competition performances, the Fort Worth Symphony, the Fort Worth Opera, and musicals presented by Casa Mañana. Fort Worth's museums are nationally respected and include the [Modern Art Museum of Fort Worth](#), the [Amon Carter Museum of American Art](#), the [Kimbell Art Museum](#), and the [Fort Worth Museum of Science and History](#).

Throughout Dallas-Fort Worth, you will find an amazing blend of artistic expressions that reflect the multicultural dynamics of the city's heritage.

Other activities in the Dallas-Fort Worth area include historical sites, the [Fort Worth Botanic Gardens](#), [Dallas Arboretum](#), the [Dallas Zoo](#), [Fort Worth Zoo](#), and wildlife centers where you can experience the wonders of nature. [Six Flags Over Texas](#) has the tallest roller coasters, the best shows in the Southwest, and plenty of fun places to relax and enjoy the warm Texas climate. Dallas has more shopping centers per capita than any other major U.S. city and four times more restaurants per person than New York City.

For more information, please visit [visitdallas.com](http://visitdallas.com).

## Procedure for Candidacy

Please direct all nominations and applications to Kerry Quealy, Jeff Schroetlin, and Charlotte Harris, 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) by selecting the "Become a Candidate" button.

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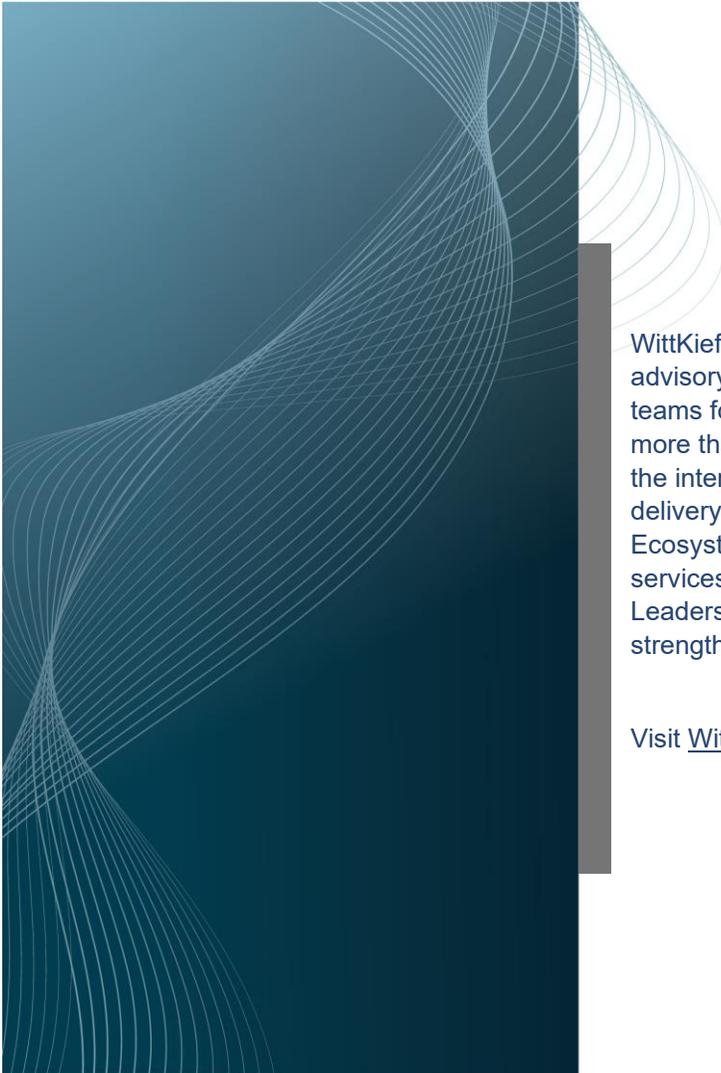
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