

Rachelle D. Mainard, JD, MBA, CRA

Memberships and Certifications

American College of Healthcare Executives (ACHE), Member since 2019
Patient-Centered Outcomes Research Institute, Merit Reviewer and Ambassador, since 2016
National Contract Management Association, Member since 2011
Society of Research Administrators International, Member since 2007
Certified Research Administrator (CRA), 2010
National Council of University Research Administrators (NCURA), Member since 2016

Education

Case Western Reserve University, Cleveland, OH, **Executive MBA, Healthcare Concentration**, 2018
The University of Alabama School of Law, Tuscaloosa, AL, **Juris Doctor** 2003
Samford University, Homewood, AL, **B.A. in Business Administration**, 2000, **Paralegal Certificate**, 2000

Experience

University Texas Medical Branch, Houston, TX

Nov. 2019-Present

AVP, Strategic Integration

- Develop, lead, and implement a comprehensive integration strategy that aligns with the academic health center's mission, vision, and values. Ensure that all integration initiatives contribute to the overall success of the institution.
- Strategy implementation focused on stakeholder impact analysis; identifying and addressing key cross partner dependencies and alignments.
- Lead strategic implementation by assessing needs, recommending policies, and ensuring mission areas collaborate to advance the efficiency and effective stewardship of UTMB resources.
- Develop and implement ecosystem and process maps, and integration strategy roadmaps.
- Engage and lead cross-functionally within the organization to understand strategic goals and complex challenges and identify integration opportunities.
- Collaborate with operational teams to enhance operational efficiency, quality, and effectiveness by identifying best practices and standardizing processes, where applicable.
- Build implementation capability and reinforce change management best practices.
- Collaborate with stakeholders to assess the operational impact of strategic changes. Conduct analyses to identify trends, needs and opportunities for innovation and creativity, ensuring UTMB is responsive to changing demands. Facilitate the identification of and follow through on high-potential innovation projects. Navigate and manage organizational change effectively, ensuring staff is adaptable and open to new concepts. Foster an environment that is conducive to learning and creativity.
- Establish key performance indicators (KPIs) to measure the success and impact of initiatives.
- Develop and implement effective measures of progress toward outcomes and reporting tools to present information.

Executive Administrator, Schools of Health Professionals, Nursing, and Population and Public Health

Total accountability for three schools/divisions, over 300 employees and \$45M annual budget.

- UTMB School of Nursing - 106 employees - \$14M annual budget.
- UTMB School of Health Professions - 94 employees - \$11M annual budget.
- UTMB School of Population and Public Health – 123 employees - \$20M annual budget

Strategic Planning, Change Management, Budgeting, and Financial Management:

- Work with the Deans to identify, develop, and implement strategic and operational business plans, monitor key metrics, and assist in the decision making of each school
- Develop and manage all aspects of school budgets including preparation, submission, maintenance, reporting and audits.
- Implement and manage all aspects of organizational change initiatives in each school.
- Responsible for overseeing financial performance against budget targets.
- Lead each school's strategic planning ensuring that the developed goals align with the institution's goals and contribute toward market growth, and revenue enhancement, maximizing educational plans and research productivity.
- Develop strategic solutions to improve current business processes, increase revenue, and develop new programs.
- Establish and maintain effective internal controls for finance, human resources, and grants administration.

- Identify and implement opportunities to improve fiscal and operational performance each school.
- Advise the Deans monthly on financial status against budget, school management metrics, and education and research activity.
- Actively participate on Institutional, External, and/or Academic Leadership Committees contributing to the institution at a global level

UT MD Anderson Cancer Center, Houston, TX

Aug. 2016-Nov. 2019

Medicine Department Administrator, Infectious Disease, Infection Control and Employee Health

- Grew clinical revenue by 23%, expanding the department from 60 to 83 clinical employees, while keeping administrative staff constant.

Strategic Planning and Implementation

- Developed, evaluated and executed long-term strategic business and operations plans.
- Managed and evaluated plans to achieve long-term financial and operational results.
- Coordinated marketing initiatives, to include social media, physician relations, and symposia.
- Oversaw development and implementation of departmental policies & procedures.

Financial Management

- Managed an \$11M annual budget. Oversee the planning and forecasting of all financial and budgetary matters based on activity/revenue indicators and departmental needs.
- Accountable for department operating and research budgets, implement financial controls and manage professional charge capture
- Ensured departmental/sectional reporting in terms of financial status, research funding, & clinical activity accuracy.
- Worked with Division to oversee Asset Management, including annual inventory & offsite equipment

Faculty Support and Relations-Main Campus and RCC Locations

- Provided input to the Department Chairman for faculty recruitment.
- Oversaw and directed the preparation of appointment and promotion packages for submission to appropriate committees, to include privileging and credentialing.
- Informed faculty of current policies and procedures and manage compliance.
- Worked with Division to ensure all Mentoring Program metrics are being tracked and met.
- Worked with Grants & Contracts to ensure effort reporting compliance per Institutional and Federal guidelines.
- Ensured Faculty and all billing providers are current and compliant with Federal/State/UT & hospital requirements.

Human Resources Management

- Directed recruitment of faculty, educational and classified staff and established standards of performance to meet both departmental needs and institutional core values.
- Developed and implemented effective organization structure and supervised mid-level providers in the department.
- Served as an HR resource for faculty including coaching & counseling.
- Oversaw Department's performance management and disciplinary action processes; ensured compliance with mandatory trainings.

Clinical Service Management

- Directed initiatives to expand and maintain programmatic initiatives in accordance with the department's strategic plan and departmental budget.
- Worked with Chairman, faculty & the center director(s) to develop plans to optimize faculty / patient satisfaction.
- Worked with center director(s) to ensure systems are optimized for the most efficient patient care & charge capture.
- Developed capital equipment budget with Department Chair and Faculty on an annual basis.
- Reviewed operating room block utilization for optimal use of time and block allocation management.
- Oversaw Departmental coverage plans in the Center and monitored surgery schedule for pending cases as needed.

Clinical Research Management

- Maintained productive communication with centralized service and ensured staff receives ongoing training.
- Upheld standards of ethical practices in research at all times.
- Provided management of the financial and regulatory components of clinical research.
- Administered timely invoicing and collections on contracts to maintain adequate cash levels.
- Adhered to restrictions specified in notices of grant awards and contracts.
- Managed the department allocation of the Clinical Research Funding model.

- Worked with clinical research staff to report protocol deviations, adverse events, and trends in a timely manner.

Research Operations Management

- Developed and implemented the research funding model, E&G, and capital equipment budgets.
- Responsible for effort reporting process and compliance.
- Provided administrative oversight of basic science research programs.
- Provided advice and counsel to faculty on grant submissions.
- Worked with Department Chairman for the assignment or reallocation of laboratory and office space.
- Advised faculty on the use of resources and assists in determining needs and priorities.

Divisional and Institutional Support

- Supported the Division office by providing requested documentation, developing short- and long-range goals, devising collaborative strategies for resource acquisition and allocation.

UT MD Anderson Cancer Center, Houston, TX

Aug. 2013-Aug. 2016

Associate Director, Finance, Grants and Contracts

- Oversaw daily operations of the Grants and Contracts Department; post-award administration and fiscal management of sponsored programs
- Established and implemented Grants and Contracts' strategic plan.
- Developed departmental philosophy, goals and objectives.
- Supervised, planned, coordinated, and evaluated the work product of all direct reports.
- Coordinated the management of sponsored programs from award to closeout including policies and procedures.
- Developed Research Operations Curriculum (ROC) for Grants and Contracts providing monthly campus wide trainings on Award Setup, Financial Management, Effort Reporting, and Award Closeouts and Audits.
- Provided outreach and guidance related to the administration, compliance and fiscal management of sponsored programs by applying knowledge, experience and through interpretation of regulations, procedures and policies to faculty members and department staff.
- Served as the liaison between MDACC and external sponsoring agencies.
- Provided reports and statistics to executive leadership and departments regarding the financial management of sponsored programs and reporting and compliance metrics.

The Geneva Foundation, Tacoma, WA

Aug. 2010-2013

Grants & Contracts Director of a leading non-profit whose mission is advancing military medical research

- Increased annual revenue from \$19M to \$36M in less than 3 years.
- Developed and serve on Geneva's Scientific Advisory Board (SAB)
- Served as the Foundation's FSO; maintained Secret level clearance and developed and managed the Foundation's security program.
- Developed and maintained strategic relationships with Geneva's Investigators as well as high ranking officials within the military medical research community.
- Assisted with the development of and review proposals for scientific merit and provide substantive feedback to Investigators, certified compliance with all federal grant and contract submissions, and served as the Foundation's Authorized Organizational Representative and signing official for all Grants and Contracts Department awards
- Ensured Geneva's research services meet high standards of quality, efficiency and cost effectiveness and that all research proposals submitted meet Geneva's mission
- Responsible for oversight of federal award obligations and developing and executing the related strategic plan
- Balanced programmatic concerns with award obligations while employing accurate fiscal management, skillful creativity, and sound diplomacy
- Reported directly to the President and supervise a team of 20 (grants and contracts managers, specialists, accountants and procurement personnel) providing guidance and motivation to the team
- Oversaw staffing, hiring, salary negotiations and performance review processes for department staff
- Conducted counseling, corrective action, up to and including termination, as needed with HR
- Served on the Foundation's Leadership Team responsible for recommending and developing policies, SOPs, and strategies to support continued growth and advancement of Geneva's mission
- Worked with Finance Director to prepare annual indirect cost rate and fringe rate estimations
- Participated and collaborated in the long-range financial planning for the Foundation to include the development and management of the Grants and Contracts Department budget
- Advised the President and Executive Team regarding trends of the industry and needs of the department

- Provided technical direction and overall supervision and guidance to the department to ensure compliance with all federal, state and governing regulations/laws
- Researched, compiled and analyzed information on potential extramural funding sources and opportunities from government agencies, foundations and corporations

Purdue University Global, West Lafayette, IN

May 2010-Present

Adjunct Online Professor of Healthcare Law and Ethics, Master's Capstone in Healthcare

- Serves as SME for Course Revisions
- Provide a learning environment that supports student success
- Develop content for and teach synchronous and asynchronous seminars as assigned
- Develop and post class syllabi on Kaplan platform
- Ensure timely management and response to correspondence from students, administrators, & school officials
- Lead message board discussions and engage students in relevant discussion and coursework.
- Keep grade book current and provide qualitative feedback on student assignments
- Partner with Academic Advisors to address student concerns
- Enforce student conduct policies as outlined in the University Catalog

University of Alabama at Birmingham, Birmingham, AL

Jan. 2006-July 2010

Program Manager in the Department of Epidemiology, School of Public Health

Jan. 2008-July 2010

- Wrote departmental policies and procedures for the routing and approval of extramural applications, award budgets, and Institutional Review Board (IRB) submissions
- Reviewed and approved submissions to the Office of Grants and Contracts Administration (OGCA) and the IRB
- Appointed designated reviewer of all OGCA submissions for the School of Public Health (SOPH)
- Trained support staff on the preparation and submission of grants and contracts
- Created and presented training on how to find funding opportunities & IRB submissions to students and junior faculty
- Notified departments of policy changes from funding sources (including, but not limited to, Federal agencies and pharmaceutical companies)
- Emailed investigators potential funding opportunities based on their particular research interests
- Acted as a liaison between the department and the IRB, Conflict of Interest Review Board (CIRB), and OGCA
- Answered questions regarding IRB, OGCA, and/or CIRB policies and procedures and provided updates to and reminders regarding existing policies and procedures and emailed monthly IRB renewal reminders
- Reviewed, prepared, and assisted in the preparation of IRB and OGCA submissions and budgets
- Consulted with Principal Investigators and staff to resolve issues with IRB, CIRB, OGCA and/or Grants Accounting
- Prepared re-budgeting requests and assist with issues that arise with re-budgeting requests and foreign travel forms
- Created and assisted in the execution of fee for service agreements and resolve issues that arise with the payment of consultants or subcontractors and set up petty cash accounts

Grants and Contracts Officer

Jan. 2006-Jan. 2008

Office of Grants and Contracts Administration

- Reviewed and negotiated industry sponsored clinical trial agreements, and amendments thereof
- Reviewed and negotiated industry sponsored education grant agreements and confidential disclosure agreements
- Reviewed and submitted grant applications to the National Institutes of Health (NIH)
- Pre- and Post-Award administration of NIH grants
- Acted as liaison between external sponsors and internal departments
- Communicated closely with the legal and patent offices

University of Chicago, Chicago, IL

July 2004-Jan. 2006

Buyer/Contract Specialist for the University's Office of Central Procurement Services

- Sourcing and Procurement work; designed solutions, developed policies and procedures for the University
- Strategic negotiations and review of contracts for single purchases, standing orders, services, and leases with large biomedical companies including Applied Biosystems, Invitrogen and Affymetrix

- Negotiated, implemented, and managed University wide vendor contracts with Life Sciences corporations
- Identified contract issues and negotiated terms with University suppliers
- Solicited quotations, analyzed quotations, and made awards based on cost analysis
- Reviewed requirements of work documents and drafted request for proposals
- Managed projects & programs for fabrication of equipment or engagement of services to meet research objectives

University of Alabama Student Legal Clinic, Tuscaloosa, AL

Spring 2003

Student attorney representing clients in domestic relations cases

- Conducted initial client interviews, and handled all client communications thereafter
- Drafted all pleadings and motions involved in the cases
- Made court appearances and participated in settlement negotiations when necessary

Burr & Forman LLP, Birmingham, AL

Summer 2002

Project assistant in the litigation division of a 150-attorney law firm

- Organized loan documents in class action litigations
- Created loan tables in Microsoft Access using the promissory notes & arbitration agreements from loan files
- Researched and compiled information on plaintiffs, created a plaintiff database for the class actions
- Utilized Pacer, Locate Plus, & other databases, to research and create individual files for plaintiffs in class actions

Computer Skills

- Proficient end-user of **MIP, Oracle/PeopleSoft, Coeus, Grants.gov, ClinicalTrials.gov, Cayuse, InfoEd, & Deltek GovWin**
- Proficient with the entire **Microsoft Office Suite**: Word, Excel, Access, and PowerPoint.

Awards and Publications

- **MD Anderson 2019 Award in Education Excellence**
- **MD Anderson 2018 Best Boss Award Winner**, one of five winners selected from over 100 nominees across the institutions. Winners are nominated by their employees and evaluated by a committee for their ability to earn the trust, respect, and loyalty of their employees through excellent management, leadership, and employee recognition practices. One employee said, “Rachelle is very open and honest with her communication. She takes the time to actually listen to your concerns or comments & fosters better communication between her employees.”
- **Goodyear Innovation Challenge Finalist, 2016**, business design and innovation competition sponsored by Goodyear, in collaboration with Weatherhead School of Management at Case Western Reserve University
- Development of **UT Health Graduate School of Business Cancer Research Administration and Management Pre and Post-Award Curriculum**
- **Presentation: Embedded Integrity: How to Build High Performing Teams with a Culture of Integrity** at UT Health Science Center San Antonio’s *Spotlight on Research Integrity Series*
- **Publications:**
 - Mainard, Rachelle D., Silva, Angela. “**Uniform Guidance – Lessons Learned from the Trenches.**” *NCURA Magazine* (2016). National Council of University Research Administrators Volume XLVIII, No. 6. Dec. 2016
 - J. Michael Leger. **Financial Management for Nurse Managers: Merging the Heart with the Dollar.** Vol Fifth edition. Jones & Bartlett Learning; 2021. **Chapter 10: Financial Strategies, Chapter 11: Accounting for Healthcare Entities, and Chapter 12: Financial Analysis: Improving Your Decision-Making**