

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

MGH Institute of Health Professions, Boston, MA June 2026-Present

Chief of Operations and Strategy (COO) / Chief of Staff to the President

- Serve as senior strategic partner and Chief of Staff to the President, providing executive oversight of institutional operations and coordinating execution of presidential and institutional priorities across the enterprise as a member of the President's Cabinet.
- Provide executive leadership for development, implementation, and refinement of the institutional strategic plan, translating institutional priorities into actionable implementation frameworks with defined milestones, accountability structures, and measurable outcomes.
- Lead the enterprise portfolio of strategic initiatives across academic programs, operations, partnerships, and innovation efforts, coordinating cross-organizational execution and driving institutional transformation initiatives.
- Provide executive oversight of enterprise operations including academic and administrative technology, campus services, compliance, facilities, security, and auxiliary services across multi-site environments in support of institutional mission and growth.
- Lead capital planning and operational budgeting processes, managing a ~\$15M operating budget and \$2.5M–\$10M capital portfolio with focus on lifecycle management, infrastructure optimization, and resource stewardship.
- Serve as institutional Chief Compliance Officer, ensuring adherence to federal, state, and local regulations (e.g., HIPAA, Title IX, ADA, Clery), and chair Emergency Preparedness functions, leading organizational readiness, crisis response coordination, and enterprise risk management in partnership with General Counsel.
- Lead cross-functional teams (30+ FTEs and contractors) across IT, compliance, and campus services, implementing service excellence frameworks and integrated systems to improve operational efficiency, user experience, and institutional performance.
- Partner with the President, Provost, and finance leadership to develop multi-year financial models, advance new revenue streams through industry partnerships, micro-credentialing, and continuing education, and lead development of partnerships with healthcare organizations, academic institutions, and industry partners.
- Support preparation and follow-through for Board of Trustees meetings and governance activities and represent the President in institutional and external meetings as delegated.

University Texas Medical Branch, Galveston, TX

Nov. 2019-May 2026

AVP, Strategic Academic and Clinical Integration

- Developed, led, and implemented a comprehensive integration strategy that aligned with the academic health center's mission, vision, and values, including creation and execution of a system-wide Strategic Integration Framework connecting academic, clinical, research, and workforce missions. Ensured that all integration initiatives contributed to the overall success of the institution.
- Strategy implementation focused on stakeholder impact analysis; identified and addressed key cross-partner dependencies and alignments, including development of academic-clinical collaboration models and shared governance frameworks.
- Led strategic implementation by assessing needs, recommending policies, and ensuring mission areas collaborated to advance efficiency and effective stewardship of UTMB resources, with a focus on operationalizing integration across education, clinical care, and workforce development.

- Developed and implemented ecosystem and process maps, and integration strategy roadmaps, including enterprise-level academic–clinical collaboration frameworks and implementation playbooks.
- Engaged and led cross-functionally to understand strategic goals and complex challenges and identify integration opportunities, serving as executive lead for the One UTMB Nursing initiative and cross-school nursing alignment efforts.
- Collaborated with operational teams to enhance operational efficiency, quality, and effectiveness by identifying best practices and standardizing processes, including leadership of a system-wide Patient Discharge Improvement initiative using Design Thinking principles and an integration framework.
- Built implementation capability and reinforced change management best practices, applying human-centered design methodologies to redesign patient, learner, and workforce experiences.
- Collaborated with stakeholders to assess the operational impact of strategic changes. Conducted analyses to identify trends, needs, and opportunities for innovation and creativity, including development and launch of the Office of Personalized Professional Success (OPPS) and an enterprise microcredentialing strategy to support workforce pipelines and lifelong learning. Facilitated identification and execution of high-potential innovation projects while managing organizational change.
- Led enterprise investment and governance decisions for the selection and implementation of a Learning Management System and digital storefront to scale microcredential offerings, including executive sponsorship of an AI Bootcamp microcredential to build system-wide capability in applied artificial intelligence.
- Established key performance indicators (KPIs) to measure the success and impact of initiatives, including outcomes related to patient experience, discharge readiness, workforce readiness, credential attainment, and academic–clinical integration.
- Developed and implemented effective measures of progress toward outcomes and reporting tools to present information, translating integration initiatives into executive-level dashboards and decision-support tools.

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

Total accountability for three schools/divisions, over 300 employees and \$66M annual budget.

- UTMB School of Nursing – 132 employees - \$26M annual budget.
- UTMB School of Health Professions - 118 employees - \$24M annual budget.
- UTMB School of Population and Public Health – 153 employees - \$16M annual budget

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

- Worked 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
- Developed and managed all aspects of school budgets including preparation, submission, maintenance, reporting and audits.
- Implemented and managed all aspects of organizational change initiatives in each school.
- Oversaw financial performance against budget targets.
- Led 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.
- Developed strategic solutions to improve current business processes, increase revenue, and develop new programs.
- Established and maintained effective internal controls for finance, human resources, and grants administration.
- Identified and implemented opportunities to improve fiscal and operational performance each school.
- Advised the Deans monthly on financial status against budget, school management metrics, and education and research activity.
- Actively participated 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 maintaining flat administrative staffing through operational efficiencies and productivity optimization.

Strategic Planning and Implementation

- Developed, evaluated, and executed long-term clinical, academic, and operational strategic plans.
- Managed and evaluated plans to achieve sustained financial performance, access growth, and operational efficiency.

- Led departmental clinical operations transformation, including transition from a homegrown EHR to Epic, ensuring workflow optimization, provider adoption, and continuity of care.
- Coordinated marketing and growth initiatives, including social media, physician relations, referral development, and symposia.
- Oversaw development and implementation of departmental policies and procedures across clinical, research, and administrative domains.

Financial Management

- Managed an \$11M annual budget, overseeing forecasting and financial planning based on clinical activity, revenue trends, and departmental demand.
- Accountable for operating and research budgets; implemented financial controls and professional charge capture optimization initiatives.
- Actively participated in revenue capture and documentation improvement initiatives, partnering with billing, compliance, and clinical leadership.
- Ensured accuracy of departmental reporting related to financial performance, clinical productivity, research funding, and compliance metrics.
- Collaborated with Division leadership on asset management, including annual inventory and offsite equipment oversight.

Faculty Support and Relations-Main Campus and RCC Locations

- Provided strategic input to the Department Chair for faculty recruitment, retention, and workforce planning.
- Oversaw appointment, promotion, privileging, and credentialing processes.
- Tracked and analyzed faculty clinical productivity, slot utilization, access metrics, and panel management to support operational decision-making.
- Ensured faculty compliance with institutional, federal, state, and hospital requirements, including billing and documentation standards.
- Partnered with Grants & Contracts to ensure effort reporting compliance per institutional and federal guidelines.
- Monitored mentoring program metrics and supported faculty development initiatives.

Human Resources Management

- Directed recruitment of faculty, APPs, educational, and classified staff; established performance standards aligned with institutional values.
- Directly managed and supervised Advanced Practice Providers (APPs), including staffing models, scheduling, productivity expectations, and performance evaluation.
- Designed and implemented an effective organizational structure supporting clinical growth and operational efficiency.
- Served as an HR resource for faculty and APPs, including coaching, counseling, and performance management.
- Oversaw performance evaluations, corrective actions, and compliance with mandatory training requirements.

Clinical Service Management

- Directed initiatives to expand and sustain clinical programs in alignment with departmental strategy and budget.
- Partnered with Chair, faculty, and center directors to optimize patient access, satisfaction, and provider experience.
- Led efforts to improve clinic template design, slot utilization, and provider scheduling efficiency.
- Collaborated with center directors to optimize systems for efficient patient care delivery and charge capture
- Developed annual capital equipment budgets with Department Chair and faculty.
- Oversaw departmental coverage plans and monitored schedules to ensure continuity of care.

Clinical Research Management

- Managed financial and regulatory components of clinical research operations.
- Maintained communication with centralized services and ensured staff training and compliance.
- Administered invoicing and collections on clinical research contracts to support cash flow.
- Ensured adherence to grant and contract restrictions and ethical research standards.
- Managed departmental allocation of the Clinical Research Funding Model.
- Partnered with clinical research staff to monitor protocol deviations, adverse events, and reporting trends.

Research Operations Management

- Developed and implemented research funding models, E&G budgets, and capital equipment planning.
- Oversaw effort reporting processes and compliance.
- Provided administrative oversight of basic science research programs.
- Advised faculty on grant submissions, space utilization, and research resource prioritization.
- Collaborated with Department Chair on laboratory and office space allocation.

Divisional and Institutional Support

- Supported Division leadership through documentation, strategic planning, and development of collaborative resource allocation strategies.

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 Administration

- Serve as Subject Matter Expert (SME) for course design, revision, and continuous quality improvement

- Design, build, and deliver courses within the Brightspace (D2L) Learning Management System, including content, assessments, and learning activities
- Create learning environments that support student engagement, retention, and success across modalities
- Develop and teach synchronous and asynchronous seminars
- Develop, maintain, and publish course syllabi and instructional materials within LMS platforms (Brightspace)
- Lead and moderate online discussion boards, fostering critical thinking and applied learning
- Maintain accurate gradebooks and provide timely, qualitative feedback on student assignments
- Ensure prompt, professional communication with students, administrators, and academic leadership
- Collaborate with Academic Advisors to proactively address student performance and engagement concerns
- Enforce student conduct and academic integrity policies in alignment with 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

Board & National Leadership

- **Board Member, The Metis Foundation** — provide strategic governance and oversight for a nonprofit advancing interdisciplinary military medical research, innovation, and translational impact across health and defense sectors.
- Recurring Speaker and Faculty, America's Essential Hospitals — selected presenter for the **Essential Women's Leadership Academy (EWLA) and Fellows Program**, delivering content on executive leadership, strategy, and person-centered health system transformation.

Computer Skills

- Proficient end-user of **MIP, Epic, Oracle/PeopleSoft, Coeus, Grants.gov, ClinicalTrials.gov, Cayuse, InfoEd, & Deltek GovWin, GovTribe, Brightspace (D2L)**
- Proficient with the entire **Microsoft Office Suite**: Power BI, Outlook, Visio, Word, Excel, SharePoint, Teams, Planner, Viva Goals (OKRs), 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**