The Opportunity:

LOIS L. LINDAUER SEARCHES is proud to partner with the University of California, San Francisco on its search for the position of Director of University Development, Diabetes (DOD).

University of California, San Francisco (UCSF) has an unprecedented opportunity to change the course of diabetes research and care. Its ambitious goal is to develop a cure and prevention measures for the disease while providing world class clinical expertise to patients and their families. With more than a half-century track record of making game-changing discoveries in diabetes, UCSF is ideally positioned to deliver on this goal. The Diabetes Center’s multidisciplinary team includes the world’s foremost experts in a range of research areas that are critical to understanding the condition, including immune tolerance, islet regeneration, beta cells, stem cells, inflammation, and obesity.

A key feature of the Diabetes Center is the close partnership that exists between the patient care team and diabetes researchers. As a result of this collaborative culture, patients have access to late-breaking discoveries,
novel treatment options, and new strategies for diagnosing and managing diabetes. In return, patients are able to enrich the research program by providing UCSF with insight into the disease and how it responds to interventions.

While both the research and clinical arms of UCSF’s diabetes enterprise have a strong track record of success, the Director of University Development, Diabetes will have a unique opportunity to design and direct a new, comprehensive fundraising strategy that integrates these efforts across the university. The university is searching for a visionary development professional to synthesize the distinctive strengths of UCSF into a compelling, unified vision that will raise the sights of donors and maximize opportunities for major and principal gifts. Looking forward, the director will also serve as the chief strategist and to substantially grow the endowment available to the diabetes community.

The ideal candidate will be a proven advancement professional with a demonstrated track record of success securing six- and seven-figure gifts from a variety of sources. UCSF seeks an individual with the necessary sophistication and breadth of experience to be credible with biomedical leaders as well as with colleagues within university development. Key characteristics will be a collaborative style, an entrepreneurial approach, and the ability to succeed in a highly complex organization.

**Position Overview – Director of University Development, Diabetes**

The Director of University Development, Diabetes will partner with doctors, administrators, and researchers to maximize philanthropic support for the diabetes community. UCSF is seeking a director to expand the current donor base to the Diabetes Center and build a major gift pipeline through the cultivation of the broader Diabetes community. The director will be charged with articulating and implementing an integrated fundraising strategy that incorporates the work of donors across the spectrum of the diabetes community, including the clinical, educational, and research arms. Successful collaboration and an understanding of complex organizations are critical as the director will work closely with development colleagues to engage multi-interest donors.

A major responsibility of the director will be to oversee the successful completion of the endowment for the Diabetes Center. In the coming years, UCSF seeks to create a stable endowment that will encourage innovation by providing financial incentives for high-risk, high-reward experiments, while also serving as a permanent source of funds, to empower UCSF’s researchers to focus their attention on the investigations needed to find a cure for diabetes.

The Diabetes Center at UCSF has an unprecedented opportunity to accelerate the course of diabetes research, patient care, and education.
**Key Priorities:**

**Scientific Research:** Underwriting projects that have tremendous potential, but are too new and innovative to be considered for funding from the National Institutes of Health (NIH) during the early stages. Investment in bold ideas that challenge conventional wisdom will give scientists the traction (and pilot data) needed for further funding down the line. Gifts to this area also permit the director of the Diabetes Center to cover research expenses during gaps in funding cycles. This ensures that promising studies do not halt midstream due to a lack of short-term funding.

**Diabetes Clinical Trials Research:** The Diabetes Center is one of the world leaders in developing and spearheading clinical trials of diabetes interventions.

**Educational Innovations and Outreach:** Gifts to the Diabetes Teaching Center and to adult and pediatric clinics enable UCSF to continuously develop new self-management tools for diabetes patients and to enhance its outreach efforts to the community.

**Major Functions and Responsibilities:**

The Director of University Development, Diabetes will be responsible for assessing the fundraising potential of the Diabetes Center; serving as architect and builder of a strategic and systematic advancement program that will seize upon opportunities to broaden and strengthen development, outreach, and donor/patient activities. S/He will work closely with the Department Chair and other faculty and will develop a cohesive and highly collaborative program that will capitalize on the strengths and assets of the Diabetes Center and maximize near- and long-term philanthropic support.

Directors usually set specific goals as part of their business planning process. At this level, there is a general expectation for the incumbent to manage personally a comprehensive portfolio of 125-150 prospects, with direct involvement in the identification, cultivation, and solicitation of six- and seven-figure gifts. The overall pipeline may be projected at $20 million to $60 million, and the director will have an annual target between $2 million and $6 million in commitments.

Other goals include:

- Serving as a resource, advocate and spokesperson for the Diabetes Center.
- Building a compelling case for philanthropy that defines a comprehensive, effective program of engagement and stewardship for past, current, and future donors.
- Strengthening relationships with current donors and leveraging the loyalty and commitment of key volunteers and friends in order to identify and cultivate individuals who can provide support at leadership levels.
- Emphasizing cultivation strategies that recognize the importance of donor interest in order to maximize donor potential as well as create and promote opportunities for increased giving and engagement.
Recognizing and seizing opportunities to collaborate across UCSF to cultivate and solicit prospects interested in supporting interdisciplinary programs and initiatives.

**Personal Characteristics and Professional Experience:**

- A deep appreciation for the history, achievements, and aspirations of UCSF and the Diabetes Center; the ability to effectively articulate the vision for the future to a diverse audience.
- A genuine passion and energy for contributing to the forefront of diabetes research and treatment; the ability to work effectively with a broad range of constituents – providing strong support, inspiring them to action, and making the experience rewarding.
- At least five years of relevant experience in complex advancement programs (preferably in academic medicine, bioscience, or a sponsored research driven environment) recognized for their strength and effectiveness.
- The credibility, maturity, and sound judgment required to effectively engage and leverage the faculty physicians, researchers, and key volunteers in the cultivation, solicitation, and stewardship of key prospects and donors.
- A high level of comfort and effectiveness working with high net worth individuals and corporate business leaders, domestically and internationally.
- Superior communication skills with the intellectual depth necessary to understand and translate academic, technical, and research information for all audiences; clarity, crispness, and effectiveness in written and oral presentation.
- An optimistic and collaborative approach to work supported by an entrepreneurial spirit and strong work ethic; an outgoing nature and unaffected style with a level of comfort working with ambiguity.
- A bachelor’s degree is required, and advanced degree preferred.

*The University of California, San Francisco is an Equal Opportunity/Affirmative Action educator and employer.*

**Development Overview**

The DOD will join a seasoned development team who work with many of the premier physicians and scientists in the country. Known for its fundraising strength, UCSF raised more than $600 million in 2015 in private support from many of the country’s leading philanthropists. UCSF’s office of University Development and Alumni Relations is a fast-paced, professional, and collaborative environment where fundraisers are encouraged to work across disciplines to maximize donor interests and support. Over the last two years, the office has implemented both formal and informal approaches to foster opportunities for fundraisers to grow professionally and exercise intellectual
creativity. It is committed to being the destination of choice for fundraisers seeking to have a meaningful impact on the world through biomedical breakthroughs.

## Client Overview

### UCSF Diabetes Center:

The UCSF Diabetes Center is internationally renowned for excellent patient care, cutting-edge science, and lifesaving patient education. The Center is a federally recognized Diabetes Research Center, one of only 16 such centers of excellence in the nation. According to the most recent *America’s Best Hospitals* survey conducted by *U.S. News & World Report*, UCSF is ranked among the top five medical centers in the nation for diabetes care. UCSF Benioff Children’s Hospital also ranks among the best children’s hospitals for the care of children and young people with diabetes. Scientists at UCSF have made many of the breakthrough discoveries in diabetes, including the cloning of the human insulin gene, which made possible the unlimited supply of synthetic insulin that is now used to manage the disease in many patients.

Mirroring the quality of its internationally recognized research program, the Madison Pediatric Clinic brings together under one roof a team of endocrinologists, clinical psychologists, nurses, diabetes educators, social workers, dietitians, and a dedicated administrative staff to create a Center of Excellence. UCSF’s aim is to improve the lives of its patients and their families and to ease the burden of diabetes through compassionate and individualized management with emphasis on education, empowerment, and use of advanced technologies.

These efforts are fortified by a tradition of excellence in patient education. Established in 1978, the Diabetes Teaching Center is one of the first programs of its kind in the nation. The team educates individuals with diabetes on all aspects of self-care. They place special emphasis on helping newly diagnosed patients understand diabetes, and facilitate the necessary lifestyle changes to manage their care. For those living with diabetes, this program provides training in the latest advances in self-care and problem-solving skills.
Each of these elements presents opportunities for a motivated development officer to build a compelling case for support to potential donors, not just locally but nationally and internationally, as UCSF has the stature to be the destination of choice for philanthropists focused on treatments for today creating a cure for tomorrow.

**University of California, San Francisco:**

The leading university exclusively focused on health, UCSF is driven by the idea that great breakthroughs are achieved when the best research, the best education, and the best patient care converge. Its faculty includes five Nobel laureates, who have made seminal contributions to advance the understanding of cancer, neurodegenerative diseases, aging, and stem cell research. All four UCSF professional schools, virtually all UCSF graduate programs, UCSF Medical Center, and UCSF Benioff Children’s Hospital consistently rank among the best in the country, according to the latest surveys by *U.S. News & World Report*.

**Patient Care**

UCSF’s clinical enterprise is recognized nationally for its leading health care providers, who work together as a team to develop new treatment approaches and to achieve the best outcomes. They are among the nation’s experts in virtually all specialties, including cancer, heart disease, neurological disorders, immunological disorders, HIV/AIDS, and organ transplantation, as well as specialty services for women and children. People from all parts of the United States – and from across the world – come to UCSF to receive life-saving health care services.

The medical center has three major sites at Parnassus, Mission Bay, and Mount Zion campuses and serves as a referral center for patients requiring highly specialized medical care that involves advanced procedures. The medical center and UCSF Benioff Children’s Hospital together have 722 licensed beds and generate over 763,000 outpatient visits per year. This leadership role expanded in 2015 with the opening of the medical center’s state of the art complex at the Mission Bay campus.

UCSF also serves the city’s vulnerable populations at its affiliates San Francisco General Hospital and Trauma Center and the San Francisco Veteran Affairs Medical Center, as well as at several health care facilities, including St. Anthony Free Clinic, Buchanan Dental Center, and Glide Health Services.

**Research**

UCSF’s cadre of exceptional scientists, trainees, and staff, embrace the pervasive spirit of collaboration and entrepreneurship. Together, they are leading revolutions in health. Reflecting the high caliber of its vast research enterprise, UCSF’s four professional schools topped the nation in federal research funding in 2014, with the University as a whole ranking first among public recipients and second overall in funds from the National Institutes
of Health (NIH). The funding helps UCSF continue to perform world-renowned health sciences research amid state budget cutbacks and other financial challenges.

To speed up urgently needed practices, policies, therapies, and cures for public benefit, UCSF’s Clinical and Translational Science Institute (CTSI) was established in 2006 with a $108 million grant from the NIH. CTSI received renewal funding in 2011 with a second five-year award of $112 million.

UCSF produced more than 600 patents between 2000 and 2009, a greater number than any other UC campus. In recent years UCSF patents brought in an average annual revenue of $64 million. In addition, UCSF has provided the innovative spark for an estimated 90 life sciences start-up companies that were inspired from its labs.

The research enterprise also is creating new models for partnering with leading innovators in academia, science, technology, and industry in pursuit of its public mission. To further support this effort, UCSF recently has revamped and streamlined its approach to industry partnerships to help move research more quickly and strategically from the laboratory to clinical trials and into communities for patient treatment.

Education
At its core, UCSF remains an institution of higher learning, a place where tomorrow’s leaders in the life sciences, health care, and health policy receive their education and training. It serves as a magnet for the world’s top faculty, students, residents, and postdoctoral scholars. The four professional schools and Graduate Division all rank among the nation’s most prestigious advanced study programs in the health sciences, and their academic missions reflect UCSF’s innovative spirit by emphasizing health care advocacy, pioneering patient care, and interdisciplinary collaboration.

The School of Dentistry is recognized nationwide for its novel approaches to dental education, including combined DDS-PhD and DDS-MBA programs and a special one-year training course geared to helping disadvantaged students gain admission to US dental schools. The school teaches and practices a philosophy of minimally invasive dentistry that embraces prevention before surgical intervention.

The School of Medicine ranks fourth in the country, according to the 2014 survey by U.S. News & World Report.
The survey ranks medical schools according to the quality of training in both research and primary care. UCSF has the only medical school in the nation that ranks in the top five in both categories. The school encourages its students to incorporate inquiry, innovation, and discovery throughout their careers, whether in private practice, industry, government, academic medicine, or other pursuits.

The **School of Nursing** ranked fourth overall in the most recent survey for both its master of nursing program and its nursing-midwifery program. The school provides education and research training in the social, behavioral, and biological sciences, with a focus on health, illness, and health care.

The **School of Pharmacy** ranks number one in the nation for its doctor of pharmacy (PharmD) program. The school teaches students to be lifelong experts in the safe and effective use of medicines and to be effective and vocal members of the health care team.

The **Graduate Division** oversees educational programs that rank at the top nationally, including 7 in the top 10 in the prestigious National Research Council’s 2010 survey. The Graduate Division administers programs that are cross-discipline, cross-department, and even cross-school, rather than being based in one department, thereby fostering a culture of collaboration that leads to greater accomplishments.

**San Francisco Presence and Public Mission**

UCSF is central to the optimism, energy and innovation that contribute to the quality of life and economic vitality of the San Francisco Bay Area. It produces an estimated $6.2 billion in economic impact and is the second-largest employer in San Francisco. UCSF employs about 22,800 faculty and staff and generates nearly 17,000 additional jobs in the local community through its construction and expenditures, as well as local purchases by employees, students and visitors.

A multisite university, UCSF is present in many San Francisco neighborhoods with three major, multi-building campuses at Parnassus Heights, Mission Bay, and Mount Zion. In addition, major programs and departments are located at 19 other sites owned or leased by UCSF throughout the city.

From offering free children’s health screenings to providing care for the low-income, homeless, and under-insured, from innovative partnerships attacking the roots of poor health care to cutting-edge biotechnology that will cure some of the most pernicious diseases, UCSF brings significant resources to an ambitious public mission — and not only does so every day, but has done so for nearly 150 years.
Commitment to Diversity

UCSF is committed to nurturing diversity among its faculty, staff, students, and trainees and strives to create an environment that is collegial, respectful, and rewarding. The university is a truly inclusive community, representing the extraordinary diversity among the citizens of a global community. Representing a total of 94 countries, UCSF is home to 2,940 students enrolled in degree programs, 1,620 residents (physicians, dentists and pharmacists in training), and 1,030 postdoctoral scholars.

UCSF Foundation:

The UCSF Foundation, established in 1982, is the giving, receiving, and investing arm of UCSF. As UCSF receives a diminishing portion—less than 7% in 2013—of its operating budget from state appropriations, UCSF relies increasingly on philanthropic support to continue its work locally, nationally, and internationally. Through the leadership, guidance, and generosity of the foundation board of directors and other volunteer leaders and donors, the foundation helps provide the margin of excellence that distinguishes UCSF’s schools and hospitals.

The UCSF Foundation is governed by a volunteer board of directors, who serve as advocates for and ambassadors to UCSF. The foundation’s daily operations are administered by UCSF’s Office of Development and Alumni Relations, which is responsible for garnering private support and fostering communication and campus outreach efforts to UCSF donors, alumni, and other constituents.

Location

San Francisco, CA:

An iconic city, San Francisco - officially the City and County of San Francisco - is the cultural, commercial, and financial center of Northern California and the only consolidated city-county in California. San Francisco encompasses a land area of about 46.9 square miles on the northern end of the San Francisco Peninsula, which makes it the smallest county in the state.

It is a popular tourist destination, known for its cool summers, fog, steep rolling hills, eclectic mix of architecture, and landmarks including the Golden Gate Bridge, cable cars, the former Alcatraz Federal Penitentiary, and its Chinatown district. San Francisco is also the headquarters of five major banking institutions and various other companies such as Levi
UCSF is a $3.6 billion enterprise contributing to the overall economic impact in San Francisco. According to a 2010 Economic Impact Report, UCSF accounts for 5.6 percent of the city’s total employment. With more than 20 locations throughout San Francisco and beyond, the University of California, San Francisco is an industry of its own, contributing greatly to the intellectual vigor and economic vitality of the City by the Bay.

**Background Checks:**

Prior to submitting your resume for this position, please read it over for accuracy. LLLS does verify academic credentials for its candidates, and our clients frequently conduct background checks prior to finalizing an offer.

To learn more, call
Zena Lum, Search Director at
617-262-1102
or send nominations or cover letter and resume to
zlum@LLLSearches.com
All inquiries will be held in confidence.
Appendix

Diabetes Center Leadership:

Matthias Hebrok, PhD
Director, Diabetes Center at UCSF
Hurlbut-Johnson Distinguished Professor in Diabetes Research

Dr. Matthias Hebrok has been the director of the Diabetes Center since March 2010. He focuses his research on pancreas development and stem cell research. Dr. Hebrok studies how islets are formed during organogenesis, how their function is regulated once mature, and how changes in gene expression might enable islet regeneration and the transformation of stem cells to insulin-producing beta cells. Dr. Hebrok’s group co-created the first functioning human thymus tissue from embryonic stem cells in the laboratory.

Dr. Hebrok received his undergraduate degree in cell biology from the Albert-Ludwigs University in Freiburg, Germany, and performed his graduate work at the Max-Planck-Institute for Immunobiology. He carried out his postdoctoral education at the Howard Hughes Medical Institute at Harvard University, by focusing his research on the molecular aspects of pancreas development.

Development Leadership:

John Ford
Vice Chancellor
University Development and Alumni Relations

John B. Ford is Vice Chancellor of University Development and Alumni Relations. He also serves as Vice President of the UCSF Foundation, promoting the interests of UCSF and the Medical Center principally through fundraising efforts. The Foundation is governed by a 50-member Board of Directors. As Vice Chancellor, Mr. Ford oversees a team of 154 people and an operating budget of $30 million.

Mr. Ford has 40 years of experience, including 30 years at Stanford University, where he helped organize and successfully implement three campaigns with goals of more than $1 billion, including the first billion-dollar campaign in support of undergraduate education in the United States. He began his career at Stanford University’s medical center, eventually leading development for the School of Medicine and Stanford University Hospital. In addition, he directed the capital campaign to build Lucile Packard Children’s Hospital.
Mr. Ford launched his development career at the California Institute of Technology and subsequently served as a major gift officer at the University of Chicago. In 2008, he helped launch the ClimateWorks Foundation in San Francisco. Most recently, Ford served as chair of the board of Marts & Lundy, a consulting firm to nonprofits based in New Jersey.

Michael Faber  
*Assistant Vice Chancellor, University Development*

In his role as Assistant Vice Chancellor, Mr. Faber oversees fundraising for the UCSF School of Medicine’s clinical departments and basic science departments, as well as the university’s national and international development programs. He also carries a portfolio of principal gift prospects, managing and supporting solicitations at the highest levels by UCSF’s leadership.

Mr. Faber has worked in higher education and fundraising for over fifteen years. Since joining UCSF in 2009, he has served in a number of roles including Executive Director, University Development where he and his team successfully launched an integrated development program for UCSF’s basic research departments and multiple interdisciplinary centers. Prior to UCSF, Mr. Faber worked in the Harvard development office for almost a decade. His roles included serving as development liaison to then-President Lawrence H. Summers and later as Deputy Director of University Science Development. While at Harvard, he helped raise funds for the university’s multi-billion dollar science and technology needs with an emphasis on stem cell research, neuroscience, systems biology, theoretical physics, and the environment. After leaving Harvard, Mr. Faber joined the Office of the President at MIT where he supported then-President Susan Hockfield and her senior team on strategic communications and governance issues.

A graduate of Rhodes College, Mr. Faber also earned a masters from Harvard University where he studied higher education administration and policy.

Olivia Herbert  
*Executive Director*  
*University Development*

Ms. Herbert serves as the Executive Director of University Development at the University of California, San Francisco (UCSF). In this role, she coordinates and manages the development activities for the majority of clinical departments in the School of Medicine, including the Departments of Medicine, Surgery, Dermatology, Otolaryngology and Orthopedic Surgery, as well as the Osher Center and the Diabetes Center.

Since joining UCSF in 2007, Ms. Herbert has held numerous positions including Senior Director of Development for the Department of Medicine and Senior Director of Development for Friends of UCSF. Prior to UCSF, Ms. Herbert served in the Development Office at McLean Hospital, a Harvard teaching hospital and a member of Partners HealthCare.
Healthcare. Ms. Herbert received her A.B. *cum laude* from Harvard College and her MBA with academic honors from UC Berkeley’s Haas School of Business.

**Jessica Jencek**  
*Director of Development, University Development*

Jessica Jencek serves as Director of Development, University Development, leading the major gift strategy for many campus-wide basic and translational science priorities, including the Discovery Fellows Program for PhD education, the Eli and Edythe Broad Center of Regeneration Medicine and Stem Cell Research at UCSF, and the Clinical and Translational Science Institute. She also oversees the Women’s Health fundraising efforts for UCSF’s Department of Obstetrics, Gynecology, and Reproductive Sciences and the UCSF Diabetes Center.

Ms. Jencek has over fifteen years of experience in higher education and health sciences development including UC Berkeley’s Health Sciences Initiative and the Fordham University School of Law. Prior to joining UCSF in 2012, Ms. Jencek worked in the development office for the University of the Pacific Arthur A. Dugoni School of Dentistry as a major gifts officer where she closed major and principal gifts, and helped to lead the planning and launch of a $40 million capital campaign.

Ms. Jencek received her B.S. magna cum laude with distinction in research from Cornell University.