

# ASPEN • LEADERSHIP • GROUP

**CHIEF DEVELOPMENT OFFICER**  
**JOSLIN DIABETES CENTER**  
**Boston, Massachusetts**  
<http://www.joslin.org>



**Joslin Diabetes Center**

The Aspen Leadership Group is proud to partner with the Joslin Diabetes Center in the search for a Chief Development Officer.

The Chief Development Officer will provide strategic direction, leadership, and daily management to a comprehensive development operation, overseeing all aspects of fundraising, including prospect management, stewardship, major gifts, annual giving, corporations and foundations, special events, planned giving, and capital campaigns.

At a time when diabetes has reached epidemic proportions in the United States, the research and clinical work being done at the Joslin Diabetes Center is more important than ever. Joslin was founded in 1898 by pioneering diabetes specialist Dr. Eliot Joslin who believed that the key to managing diabetes was patient involvement, education, and empowerment. Those then revolutionary principles are now the standard of practice and with them at its core, Joslin has become the world's largest integrated diabetes research center, diabetes clinic, and provider of diabetes education. Since its founding, Joslin's leadership in all three of these areas has been integral to the treatments of diabetes. Joslin's affiliation with the Harvard Medical School and nearly 30 other affiliated centers in the United States and around the world underscores its leadership role in the care and treatment of diabetes.

Joslin is dedicated to ensuring that people with diabetes live long, healthy lives and offers real progress in preventing and curing diabetes. Joslin's research team represents the most comprehensive and dynamic research program dedicated exclusively to diabetes anywhere in the world. More than 300 scientists and fellows are committed to pursuing innovative pathways of discovery to prevent, treat, and cure type 1 and type 2 diabetes and their complications.

More than a century after its creation, Joslin Diabetes Center continues its tradition of excellence as an internationally recognized diabetes treatment, research, and education institution while driving innovation and fostering collaborations in all aspects of its endeavors. Joslin's research allows basic researchers and clinicians to forge a bond that fosters creative thinking and spurs discovery. Some of the most important discoveries and improvements in diabetes were developed at Joslin. Dr. Joslin believed that the key to managing diabetes lay with patient involvement, education, and empowerment. This is still the core of *JoslinCare* today.

## REPORTING RELATIONSHIPS

The Chief Development Officer reports to the President and Chief Executive Officer.

## PRINCIPAL OPPORTUNITIES

Joslin, with its pioneering history, unique independent status, and best-in-class research and clinical care, aspires to an advancement platform that will engage the many thousands of people who benefit from its work. Joslin currently cares for 1 in 4 children with Type 1 diabetes living in New England and for over 60 years, Joslin has given medals to 25-, 50-, 75-, and now even 80-year survivors of Type 1 diabetes.

The new Chief Development Officer will have the opportunity—and will be expected—to build an advancement program that mirrors the excellence of its neighbors: Dana-Farber Cancer Institute, Brigham and Women's Hospital, Beth Israel Deaconess Medical Center, and the Harvard Medical School and School of Public Health. The Chief Development Officer will join a dynamic team of senior leaders who are passionately committed to Joslin's mission. This is one of the most exciting times in the history of diabetes research, patient care, and innovation, and the Chief Development Officer will be a key partner in advances that will have a transformational impact on society.

## ABOUT JOSLIN DIABETES CENTER

Joslin Diabetes Center is the world's leading integrated diabetes research and clinical care organization. At Joslin, the world's best researchers and clinicians prevent, treat, and strive to cure diabetes and its complications. Joslin's discoveries improve the lives of people with diabetes worldwide and offer the greatest hope for a cure.

Among the Harvard Medical School Affiliated institutions, Joslin is one of the most research-intensive academic medical centers and is unique in its sole focus on diabetes.

Founded in 1898 by a single physician, Elliott P. Joslin, M.D., Joslin today has more than 600 employees in two major divisions:

- Joslin Research, a highly collaborative team of more than 300 people with 40 faculty level investigators undertaking the largest research program aimed at preventing and curing type 1 and type 2 diabetes and their long-term complications.
- Joslin Clinical Care, including the Joslin Clinic, the world's first and most respected diabetes care facility, which cares for 23,000 adult and pediatric patients a year. The Clinical Care team also develops, pilots, and partners in a wide spectrum of innovative programs, products, and services that expand the availability of Joslin knowledge and expertise to people with diabetes and the clinicians who care for them on a national and global scale.

**Joslin Research:** Joslin research comprises the most comprehensive and productive effort in diabetes research anywhere in the world. With 40 faculty-level investigators and a \$40 million

annual budget, Joslin researchers focus on unraveling the biologic, biochemical, and genetic processes that underlie the development of type 1 and type 2 diabetes and related complications.

Joslin research is highly innovative and imaginative, employing the newest tools in genetics, genomics, and proteomics to identify abnormalities that may play a role in the development of diabetes and its complications. Joslin clinic patients, and others with diabetes, have the option of participating in clinical trials at Joslin to help translate basic research into treatment innovations. Joslin has one of the largest diabetes training programs in the world, educating 120 M.D. and Ph.D. researchers each year, many of whom go on to lead diabetes initiatives at leading institutions all over the globe.

Joslin Innovation resources enable large established pharmaceutical, biotech, and diagnostic/biomarker companies to actively engage and partner with our researchers to advance promising discoveries to the point where they are commercially ready for development. The Innovation efforts also extend to early stage start-ups companies, and Joslin can provide introductions to a related Jenesis Biosciences entity that can help secure funding to help support the work needed to be done with Joslin's involvement to create value and achieve critical value inflection milestones.

**Joslin Clinical Care:** The Joslin Clinic, since its inception, has focused on aggressive, comprehensive care of the patient. With the world's largest team of board-certified physicians expert in treating diabetes, the highest concentration of Certified Diabetes Educators, the largest patient database of its kind, and the largest patient population using insulin pumps and continuous glucose monitors, Joslin's 21,000 patients benefit from highly specialized care.

Dr. Elliott P. Joslin is credited with creating modern day diabetes care, which utilizes a combined medical and educational team approach to offer knowledge and skills to patients and their families so they can manage the daily challenges of diabetes and prevent complications. The Joslin Clinic's *JoslinCare* teams are made up of highly specialized and multi-skilled experts in all facets of diabetes, including adult and pediatric diabetes, kidney disease, eye care, mental health, and pregnancy, as well as Certified Diabetes Educators—nurses, dietitians, exercise physiologists, nurse practitioners, and mental health professionals.

Joslin clinicians are relentless in their pursuit of diabetes complications, which are a devastating burden to the patient, their family, and the national healthcare system. The impact Joslin has in preventing complications is second to none. Joslin's clinic consistently ranks among the best in the care of patients with diabetes as measured by national quality indicator data collected by American Diabetes Association, National Committee on Quality Assurance, and numerous private and for-profit health data consortiums, including Bridges to Excellence.

**Beetham Eye Institute:** Integral to *JoslinCare* is the delivery of the world's finest diabetes eye care through Joslin's Beetham Eye Institute. Techniques pioneered at the Beetham have preserved the vision of more than nine million people around the globe.

**Pediatrics:** Joslin has a reputation for pioneering care and support of pediatric patients and their families. Joslin cares for the majority of children with diabetes in Massachusetts and more than a quarter of all children with diabetes in New England. Joslin provides the widest range of patient and family support programs anywhere, including groups for families with very young and school-age children and for parents of teens with diabetes, as well as a novel program for young adults, and multiple clinical research studies evaluating new approaches to family-based care.

**International:** Joslin's Clinical Care team focuses on improving the quality of diabetes care around the globe. Joslin has major projects and partnerships in many areas of the world, including the Middle East, China, Mexico, and Japan.

**Clinical Guidelines:** Joslin has developed a number of *Clinical Guidelines* to help healthcare providers, both at Joslin and in the community, improve the treatment and care of individuals with diabetes. The guidelines serve as the basis for all of Joslin's clinical programs, care pathways, professional and patient education programs and enduring self-management materials at Joslin in Boston and at its affiliate and care alliance partners worldwide. The Guidelines are free and easily accessed via the Joslin Web site.

**Strategic Industry Partnerships:** Joslin global strategic partners leverage Joslin Diabetes Center's expertise in research and clinical care to deliver novel treatments and technologies to the diabetes community. Partnerships include R&D strategic alliances in drug development, diagnostics, biomarkers, device and food technologies, as well as collaborations that integrate new technologies with care practices, outcomes research, and payer strategies, and have wide geographic impact.

**Professional Education:** It is known that 80 percent of people with diabetes see their primary care providers (PCPs) for their diabetes care. With the goal of ensuring that all patients with diabetes get the best care possible, Joslin provides education and CME/CE credit not just to PCPs, but also to allied health professionals, who are now the primary provider of diabetes education for people with diabetes.

Since 2002, Joslin has reached more than 500,000 clinicians with CME and CE programs. Through this audience, Joslin has achieved national visibility and a reputation for excellence. These programs empower healthcare providers to more effectively set the standards of diabetes care for their communities, provide optimal management of all diabetes patients, improve healthcare outcomes and enhance patient quality of life.

**Patient Resources:** Joslin Diabetes Center provides many informational resources covering every aspect of diabetes self-management -- including medications, nutrition, physical activity and diabetes complications -- via the [www.joslin.org](http://www.joslin.org) web site. Additionally, individuals can sign up to receive the "Speaking of Diabetes" newsletter and/or the Joslin diabetes blog, and follow Joslin on their favorite social media channel, including Facebook, Twitter, LinkedIn and Instagram. Joslin's YouTube channel provides a range of easily accessible videos on topics related to diabetes, diabetes research, and diabetes care.

A wide range of books, cookbooks, videotapes, online services and other educational materials for people with both type 1 diabetes and type 2 diabetes and the physicians and allied health providers who care for them are available for purchase at Joslin and online at the Joslin store.

**Care Alliances:** Outside of the Boston area, Joslin reaches countless numbers of patients through its 23 affiliates and care alliance partners, located throughout the U.S. and in six countries.

Healthcare organizations and providers can leverage Joslin Diabetes Center's expertise to design and implement comprehensive diabetes care to manage their diabetes patients. Joslin affiliate and care alliance partners can:

- Establish best-in-class clinical care programs that span all aspects of patient-centered diabetes management
- Apply a range of analytics that define risk among patient populations and implement targeted care programs in diabetes and its complications
- Become a diabetes center of excellence with quality, outcomes and cost-based metrics

**Corporate Education:** Pharmaceutical, medical device, and healthcare IT companies use the services of Joslin to train key staff on diabetes and its related conditions. Joslin designs custom programs to meet partner's specific education needs and strategic goals.

In summary, taken all together, Joslin's hands-on care and innovative research programs improve quality of care for millions of people around the world.

## PRIMARY RESPONSIBILITIES

The Chief Development Officer will

- be the chief philanthropic strategist for the institution, working closely with the President and CEO, senior management team, researchers, clinical faculty, and trustees in the creation, articulation, and implementation of organizational goals and objectives;
- recruit, mentor, and retain high-performing staff in all areas of development to ensure a cohesive and productive team;
- implement an organizational structure that enables the achievement of development goals and establishes performance standards that are aligned with departmental and organizational fundraising goals;
- develop and articulate a plan to ensure that the development staff function as a unified team to maximize their effectiveness;
- establish and execute strategies that result in continuously rising standards and expectations in fundraising goals, as well as individual levels of giving, to significantly improve Joslin's current annual philanthropy baseline;
- establish key metrics and other leading indicators to ensure fundraising goals are on track and implement corrective actions when necessary;
- partner with the senior leadership, researchers, clinical faculty, CEO/President, Chairman of the Board and Board of Trustee members, high-level volunteers, and staff to lead and execute the Development strategy;

- foster strong, personal relationships with the Development Committee and other members of Joslin's Boards;
- help guide and support the CEO/President in his role as chief spokesperson and fundraiser, as well as the Board and scientific/medical staff in development-related areas;
- provide comprehensive, timely, and innovative stewardship;
- elevate the importance of stewarding all gifts and programs in ways that strengthen donors' interest in, satisfaction with, and commitment to Joslin;
- develop and maintain alliances with current donors, while launching a systematic initiative to identify and target other individuals capable of making major financial contributions to Joslin, engaging the next generation of donors;
- personally manage a portfolio of donors rated at the principal (7- and 8-figure) gift level, ensuring high-end donors receive special attention, have direct access to senior leaders, and other appropriate actions to ensure targeted levels of giving are achieved;
- help to galvanize development communications, keeping donors and the public informed, thanked, and involved—providing communication vehicles for more effective Board and staff communications, and ensuring increased giving opportunities;
- work collaboratively with the Chief Financial Officer and General Counsel to ensure that all legal and accounting requirements are met, and that donor stewardship is supported by sound policies and practices; and
- lead the effort to create a culture of philanthropy within the institution, working closely with the VP, Marketing, and the Director, HR.

## KEY COLLEAGUES



**John L. Brooks**

**President and Chief Executive Officer**

John L. Brooks is the President and Chief Executive Officer of the Joslin Diabetes Center, the world's leading integrated diabetes research, clinical care, and education organization. Joslin's global mission is to prevent, treat, and cure diabetes and its complications. Joslin's efforts improve the lives of people with diabetes or at risk of diabetes worldwide, and Joslin actively work with collaborators across the world to deliver impactful and transformational solutions.

Mr. Brooks is a well-known life sciences executive. He has co-founded four life sciences companies, including Insulet, a disruptive insulin delivery company. He had been a principal of Healthcare Capital Consulting LLC, which advised early-stage life sciences companies, and he was a founder of Prism Venture Partners, a venture capital firm.

Previously, Mr. Brooks was a general manager at Pfizer/Valleylab, where he was responsible for Pfizer's Hospital Products Group's minimally invasive surgery and new medical technologies business. As President/General Manager at Pfizer/Strato, he led the growth of a rapidly evolving vascular access medical device business.

A native of Massachusetts, he holds an M.S. in Business and a B.B.A. cum laude from the University of Massachusetts at Amherst and he is a Certified Public Accountant.



**Vicki J. Brown**  
**Chief Marketing Officer**

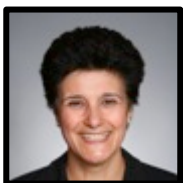
Vicki J. Brown joined Joslin Diabetes Center's executive team as Chief Marketing Officer in November 2014 to provide strategic leadership and proactive management for all marketing activities across Joslin's patient care and research organizations.

Ms. Brown brings more than 20 years of marketing leadership, business planning and strategy expertise to her newly created position at Joslin. At Nuance Communications, she led integrated marketing campaigns across the healthcare division and directed solutions marketing for the healthcare division's largest service line. Prior to Nuance, she held Vice President of Marketing positions at several companies, including Wolters Kluwer Health | UpToDate, the premier evidence-based clinical decision support resource. In her 15-year tenure at International Data Corporation, she held several executive and analyst roles, including Chief Operating Officer; Senior Vice President of Worldwide Marketing, U.S. Sales, and Operations; and VP of Systems and Software Research. With an M.S. from Boston University, Ms. Brown is a Certified Inbound Marketing Professional.

In her 9 months at Joslin, Vicki has

- established Joslin's brand position and message architecture, based on extensive data discovery and interviews of 360 people in 11 target audience segments; and
- initiated the "You Might Not see it Coming" marketing campaign, which has secured 32 net new patients for Joslin's eye clinic.

Vicki received her M.S. in Science Communication/Industry and Technology Assessment from Boston University. She is a Hubspot Academy-certified Inbound marketing professional.



**Maria Buckley**  
**General Counsel and Clerk**

Maria Buckley is General Counsel and Clerk of the Joslin Diabetes Center. Maria came to Joslin in September 2012 from the Boston law firm Nutter McClennen and Fish LLP where she was a member of the Healthcare and Life Sciences practice groups. She joined Nutter in 1998 from Blue Cross Blue Shield of Massachusetts, Inc., where she was senior counsel.

Maria has an extensive background in healthcare and life sciences. Her clients have included hospitals, physician practices, ancillary services providers, HMOs, medical device companies, pharmaceutical companies, and biotechnology companies.

Maria regularly speaks on various healthcare, research and commercialization issues. She is an active member of the Health Law Section of the Boston Bar Association and was co-chair of the Massachusetts Biotechnology Council's Law and Policy Committee. She is the author of several publications on health law and life sciences.

A resident of Salem, Massachusetts, Maria is a trustee of the Salem Public Library and former secretary and long-term board member of Historic Salem, Inc. She has been active in providing pro bono legal service and is a recipient of the Massachusetts Bar Association's Pro Bono for Law Firms Award. Maria was named a 2015 Leader in the Law by Mass Lawyers weekly.

Maria received a J.D. from Suffolk University Law School, and a B.S. from Boston University.



**Robert A. Gabbay, MD, PhD**

**Chief Medical Officer and Senior Vice President**

Robert A. Gabbay, MD, PhD, has 35 years of clinical and research experience and is Chief Medical Officer and Senior Vice President at Joslin Diabetes Center. His research focuses on improving primary health care delivery to enhance diabetes outcomes and patients' experiences. Dr. Gabbay's focus at the Joslin Diabetes Center is to foster innovation within the walls of Joslin as well as disseminating these approaches regionally, nationally, and internationally.

He is dedicated to creating a model for the patient-centered medical neighborhood for diabetes, a compliment to his patient centered medical home research. The medical neighborhood will ensure patient centered coordinated care between the team of health professionals that are required to meet the patient's needs.

Dr. Gabbay is also committed to providing the best quality possible to our diabetes patients while exceeding the highest national clinical quality measures.

Dr. Gabbay holds a B.Sc. degree in Biochemistry from McGill University, PhD in Biochemistry from University of Wisconsin, and MD from State University of New York (SUNY) Health Sciences Center at Brooklyn.



**George L. King, M.D.**

**Senior Vice President, Chief Scientific Officer, Head of Section on Vascular Cell Biology**

George L. King, M.D., is the Senior Vice President, Chief Scientific Officer, and Head of the Section on Vascular Cell Biology at Joslin Diabetes Center, as well as a Professor of Medicine at Harvard Medical School. Dr. King received his medical degree from Duke University School of Medicine. Dr. King's work focuses on finding the causes of diabetic complications, exploring insulin actions on blood vessels, discovering factors and new treatments for diabetic complications, and understanding the reasons for the high rate of diabetes in Asian Americans. Dr. King has published over 270 articles and reviews.



**Dr. Nandan Padukone**

**Senior Vice President and Global Head**

Dr. Nandan Padukone heads up Joslin Innovation as Senior Vice President and Global Head (formerly known as the Office of Commercialization and Ventures), which he helped launch as a business center of Joslin Diabetes Center to create strategic

relationships with industry and leverage Joslin's world-leading expertise in diabetes-directed research and clinical care.

Dr. Padukone has 17 years in biotechnology management and entrepreneurial ventures involving diagnostics (Nuvera), therapeutics (Altus Pharma), bioinformatics (Silico Insights), and renewable energy (NREL). He helped launch Nuvera Biosciences as founding CEO in 2005, a venture focused on cancer therapy and pharmacogenomics, in collaboration with MD Anderson Cancer Center. At Nuvera, he has been responsible for venture capitalization, product validation, and business development, and forged alliances with cancer centers and diagnostic companies in US and Europe. He actively engaged with regulatory agencies, healthcare organizations, and patient advocacy groups.

Previously, Dr. Padukone was the founder and CEO of Silico Insights, a bioinformatics company launched in 2000, and had served previously as Director of Technology and Board Member at Altus Biologics, a spin-out venture of Vertex Pharmaceuticals. He also led scientific teams at the National Renewable Energy Laboratory (NREL) and led industrial partnerships in development of bioethanol and biodegradable polymers.

Dr. Padukone holds a Ph.D. in Biochem. Engg. from NC State University, an MBA from U. Denver, and a B. Tech. from IIT, Mumbai, India.



**Alicia Peters-Torrey**  
**Chief Information Officer**

Alicia Peters-Torrey is the Chief Information Officer at Joslin Diabetes Center. In her role, she works with the Executive and Leadership Teams to leverage technology solutions to improve operational workflow and efficiencies. Alicia also works to expand the reach of the Joslin Diabetes Centers Care Model through the use of patient and provider facing tools to better support diabetes self-management and care.

Alicia brings over 15 years of experience in the healthcare information technology sector to the organization. Prior to joining Joslin, Alicia worked as a software architect and developer, served as the Chief Information Officer of Maine Primary Care Association, and was the owner and principal consultant of Adapt—a boutique consulting firm specializing in non-profit, healthcare specific organizational change management in technology driven solutions.

Alicia resides in Falmouth, Maine with her husband and their two sons.

### **CANDIDATE QUALIFICATIONS AND QUALITIES**

The ideal candidate for the position of Chief Development Officer will have

- demonstrated managerial experience and a proven ability to design and implement effective development strategies and processes;
- experience with developing and leading a full fundraising program including: direct mail, annual campaigns, foundations and corporate grants, major giving, and planned giving;

- experience as an independent, creative thinker with exceptional critical reasoning skills who brings forth innovative ideas and creates strategies to realize and implement those ideas;
- the skill and ability to be an engaged thought-partner to the President and CEO;
- a demonstrated background in issues related to basic and clinical research;
- working knowledge of research-driven institutions;
- a track record of successful solicitations from a variety of constituencies, including the design and execution of identification, cultivation, solicitation, and stewardship strategies;
- a deep appreciation for, and an ability to, successfully articulate the unique and focused mission and aspirations of Joslin;
- demonstrated success in increasing the effectiveness of a fundraising division through established objectives and performance standards to bring out the best in the fundraising staff;
- an entrepreneurial spirit as well as the ability to identify successful models that can be adapted to Joslin;
- proven experience in foundation and major gifts cultivation, solicitation and stewardship, and managing a personal portfolio of major gift donors and prospects;
- proven experience as a leader, as well as coach and counselor, of major gift professionals and an ability to enable them to increase their success in cultivating and soliciting highly rated donors;
- the intellectual depth, maturity, and collaborative skills to garner the trust and confidence of the CEO, trustees, scientific/clinical staff, senior management, volunteers, staff, and other constituents;
- knowledge of and experience in implementing best practices in philanthropy as well as knowledge of current and emerging fundraising approaches that will broaden the base of philanthropic support and engage new constituencies; and
- the ability to understand and translate information for all audiences; clarity, crispness and effectiveness in written and oral presentation.

A Bachelor's degree or equivalent education and experience is required for this position along with 10-15 or more years of progressively responsible experience in the design, implementation, execution, and growth of a comprehensive fundraising program within a complex organization.

### **BENEFITS**

This position offers an excellent and highly competitive benefits and compensation package. Benefits include retirement, comprehensive health care, paid vacation, and opportunities for continued professional development.

### **LOCATION**

The Joslin Diabetes Center and the Joslin Clinic are located in Boston's Longwood Medical Area, near the Harvard Medical School. The Longwood Medical Area is a world-class medical and academic center, and Joslin has relationships with a number of the other local healthcare providers.

The Longwood Medical Area features a mix of dense state-of-the-art hospital buildings, attractive college facilities, and apartment housing. Frederick Law Olmstead's graceful Emerald Necklace Park forms the northwest corner of the district. Huntington Avenue, lined with arts and cultural institutions such as the Museum of Fine Arts and nearby Isabella Stewart Gardner Museum, marks the southeastern edge and is known as Boston's "Avenue of the Arts".

#### **APPLICATION DEADLINE**

Before sending your résumé for this position, please read it over for accuracy. Review of applications will begin immediately and continue until the successful candidate has been selected.

*To nominate a candidate, please contact Tim Child: [timchild@aspenleadershipgroup.com](mailto:timchild@aspenleadershipgroup.com).*

*All inquiries will be held in confidence.*