



**CHIEF DEVELOPMENT OFFICER
DOHENY EYE INSTITUTE
PASADENA, CALIFORNIA**

The Opportunity

The Doheny Eye Institute (Doheny), one of the nation's premier ophthalmology research institutes, seeks an exceptional and seasoned advancement professional to serve as its next Chief Development Officer (CDO). Joining Doheny at an exciting time of growth and momentum, the CDO will provide strategic vision, leadership, and direction for all fundraising initiatives in support of advancing the institute's vision of having the greatest impact on human eyesight through groundbreaking research, superior education programs, and the best eye care in the world. The CDO reports to the Chief Executive Officer (CEO) and, as a member of the senior leadership team, will play an integral role in advancing Doheny's forthcoming strategic plan, defining funding priorities, and developing a compelling case for support as the institute enters a new era of excellence and prominence.

An independent nonprofit organization, Doheny will celebrate its 75th anniversary this year and has been at the forefront of vision research by furthering the conservation, improvement, and restoration of human eyesight and improving the lives of countless individuals locally and internationally. Doheny is recognized globally, having trained hundreds of the world's most expert vision scientists and eye specialists; preparing and inspiring the leaders of the next generation of vision scientists is one of Doheny's major goals over the next decade. Since 2013, Doheny has strategically partnered with the UCLA Stein Eye Institute (Stein), another top eye institute on the West Coast whose mission, values, and commitment to excellence is complementary to Doheny's. This union preserves each organization's identity and mission while combining their strengths to create the nation's preeminent ophthalmic patient care, vision research, and education institution.

In 2021, Doheny transitioned into its new 21st century, technologically advanced vision research center and headquarters in Pasadena, California. The seven-acre campus enhances Doheny's capabilities for fundamental discoveries that fuel ideas for basic science, clinical trials, new treatments, and cures by bringing together clinicians and scientists to solve the most challenging problems causing visual impairment. The headquarters features state-of-the-art research facilities, the Doheny Image Reading Center, administrative offices, (and soon, Doheny Eye Center UCLA clinics, faculty offices, and an ambulatory surgery center). Following this significant investment in and growth of the institute, and as it welcomes its next Chief Scientific Officer (CSO), Doheny is preparing to embark on a strategic planning process for which the CDO will be a crucial partner to the CEO, the CSO, and other senior leaders and stakeholders in transforming institute-wide priorities into philanthropic opportunities.

In addition, the CDO is responsible for executing dynamic strategies to advance the major gift pipeline; strengthening relationships with existing donors; and crafting innovative strategies for qualifying, cultivating, and soliciting new prospects. Providing strategic guidance to a team of six, with a few key roles to be filled by the CDO, this individual will establish strong and effective working relationships across Doheny and Stein, as appropriate, and will forge strong partnerships with physicians, researchers, and key stakeholders. The CDO will also work closely with the Board of Directors and volunteer management, leveraging their time and talents efficiently and appropriately to increase engagement and philanthropic support. In collaboration with colleagues across the senior leadership team, the CDO will contribute to a culture that is dedicated to excellence.

With a track record of leadership experience in successful development programs, ideally within healthcare, research, or higher education, the successful candidate must possess strong managerial, strategic planning, and motivational skills; a keen understanding of best practices in fundraising; and a track record of significant personal success in donor cultivation, solicitation, and stewardship at the major and principal gift levels. This individual will exhibit the credibility, maturity, and sophistication to effectively engage and partner with key internal and external stakeholders, as well as the initiative and political savvy to navigate a complex medical and research enterprise. As an externally focused senior leader of Doheny, the ultimate hire will possess exemplary oral, written, and presentation communication skills. The CDO will have a deep appreciation for Doheny's mission, vision, and accomplishments, along with a leadership style that both fosters and promotes diversity, equity, and inclusion. A bachelor's degree is required; CFRE certification is preferred.

The Doheny Eye Institute has retained Ms. Rachel Ellenport of the national executive search firm, Isaacson, Miller, to assist in this important recruitment. Confidential inquiries, nominations, and applications should be directed to the search firm as indicated at the end of this document.

About Doheny Eye Institute

The story of the Doheny Eye Institute begins with Carrie Estelle Doheny, one of Los Angeles' most prominent philanthropists. Moved by her own sudden, catastrophic vision loss, she marshaled her largesse to establish the Doheny Eye Foundation with an ambitious aim: "To further the conservation, improvement, and restoration of human eyesight." Guided by her trusted advisors, Ms. Doheny accomplished her dream in 1947. In 1961, the Doheny Eye Foundation began an affiliation process with the University of Southern California (USC), formalized years later and only after the university agreed that Doheny would remain independent and be able to purchase property on USC's Health Sciences Campus for the construction of state-of-the-art vision research and patient care facilities. Doheny took its next major evolutionary leap when Stephen J. Ryan, MD, became Medical Director in 1977. Working closely with his friend and colleague, Ronald E. Smith, MD, and a growing brain trust of dedicated vision scientists, clinicians, faculty, and residents, Dr. Ryan led the Doheny Eye Institute as it rose steadily to the forefront of ophthalmologic training, research, and patient care. Under Dr. Ryan's dynamic leadership, Doheny became widely admired as a supportive research environment that encourages the best and brightest to exceed their personal expectations.

With the end of the Doheny/USC partnership and the signing of the historic 99-year Doheny/UCLA affiliation in December 2013, Doheny's future opportunities have expanded exponentially as it has joined forces with the world-renowned Stein Eye Institute and the Geffen School of Medicine. Their combined

strengths – both complementary and collaborative – are unrivaled and position each member of the strategic partnership to solve ophthalmology’s most complex problems.

From seeking new ways to free blockages that prevent fluid drainage in glaucoma, to replacing retinal cells in age-related macular degeneration, to providing colleagues worldwide with standardized analyses of anatomical changes in the eyes of patients, Doheny clinicians and scientists are changing how people see – and also how they think about the future of vision. *US News & World Report* has ranked Doheny and Stein as #5 ophthalmology programs in the nation. This continued distinction is based on the advanced research and clinical expertise of Doheny scientists and physicians.

Doheny’s annual operating budget is \$23 million and as of Fiscal Year 2022, its net assets are \$240 million, with its investment portfolio (including endowment) valued at \$140 million. In fiscal year 2021, , Doheny secured approximately \$3 million in philanthropic contributions and has averaged \$4 million over that last 5 years. The institute employs 145 individuals, of which seven are on the development team.

Doheny is led by Marissa Goldberg, Chief Executive Officer. She began her career at Doheny in 1991 after serving in various management roles, primarily in healthcare. Goldberg holds an MBA from Pepperdine University.

For more information about Doheny, please visit: <https://doheny.org/>

Role of the Chief Development Officer

The Chief Development Officer will be charged with creating the vision, mission, and strategy for the development function of Doheny, and will effectively network with the political, corporate, foundation, government, business, and nonprofit circles to promote philanthropic awareness and a compelling case for support. The CDO will work closely with the CEO, CSO, Board of Directors, and other key stakeholders – including The Luminaires, Doheny’s volunteer group. This position is responsible for overseeing major, planned, and annual giving; corporate and foundation relations; prospect research; alumni relations; events; stewardship; gift administration; and records management.

The CDO will be an effective spokesperson, representing the institute to a diverse range of internal and external constituencies. This individual will manage a development team of six professionals and will function well in a balanced culture that combines the richness and relevance of programs with the efficacy of best practices, fiscal accountability, and institutional impact.

Major Functions and Responsibilities

- Participate with the leadership, staff, and Board of Directors to lead Doheny’s development strategies and continue to chart the institute’s course in fund development.
- Actively lead, manage, and direct the ongoing development of the existing donor base while focusing on a comprehensive development plan that identifies new prospects and donors, business and community partners, and foundations to enhance the short- and long-term diversified funding base.

- Ensure that fundraising efforts are carried out in keeping with the organization's values, mission, vision, and strategic plans.
- Develop a balanced funding mix of donor sources and solicitation programs tailored to the needs of the institute that will enable it to attract, retain, and motivate donors and fundraising volunteers.
- Develop and oversee performance measures, monitor results, and help the CEO evaluate the effectiveness of Doheny's development program.
- Carry and actively engage with a personal portfolio of 50 to 75 principal gift donors and prospects, comprised of major gift, planned gift, and corporate and foundation prospects.
- Monitor adequacy of activities through coordination with the CEO, staff, and appropriate committees.
- Develop agendas for weekly development meetings and develop an annual calendar and a project management electronic system to cover all crucial development activities in a timely fashion.
- Partner with the finance department to assure sound fiscal operation of the development function, including timely, accurate, and comprehensive development of charitable contributions income and expense budgets, reporting, monitoring, and implementation.
- Ensure the development and writing of foundation, corporate, and/or government proposals and solicitation materials.
- With a keen eye for data integrity, assure design and maintenance of donor and prospect records, gift management systems, and informational reports, as well as prospect research efforts.
- Oversee timely acknowledgement, stewardship, and recognition programs, providing feedback and creating necessary check off systems as necessary.
- Ensure the pipeline of donors in the major and planned giving programs is cultivated and administered properly, as well as the conceptualization and implementation of a comprehensive, multi-channel annual giving program.
- Adhere to and promote compliance measures for all relevant regulations and laws, maintaining accountability standards to donors and ensuring compliance with the code of ethical principles and standards of professional conduct for fundraising executives.
- Partner with the CEO, CSO, and staff in establishing goals and metrics to evaluate implementation of strategy and tactics.
- Work with the CEO and communications colleagues to provide input on and information for the Doheny Annual Report.

- Provide supervisory direction for staff and evaluate performance, providing mentorship, guidance, performance metrics, systems for accountability, and feedback.
- Recruit and train new staff members and recommend and encourage professional development opportunities for all staff.
- Foster a donor-centric department whose appreciation for donor and all constituents is demonstrated in all forms of engagement.

Ideal Qualifications and Characteristics

- A minimum of ten years of progressively responsible development experience, including a minimum of five years as a senior executive.
- A proven record of success in senior development leadership positions with major gift and capital campaign fundraising from individuals, corporations, and foundations, as well as a record of quantifiable success in donor segmentation, research, and cultivation.
- A broad-based knowledge of all functions of development, including the use of databases and of major and planned giving techniques, in particular, is required.
- Experience planning and executing department budgets and evaluating the ROI of specific fundraising programs.
- A demonstrated ability to plan and operate strategically; build public support; strengthen infrastructure; inspire staff and the Board of Directors; and develop effective programs is expected.
- Exceptional financial, organizational, and administrative skills are essential. Computer literate; knowledge of Word and Excel and experience with database software, preferably Raiser's Edge.
- Energy, passion, imagination, leadership, a strong drive to succeed, and personal integrity coupled with the ability to effectively articulate the vision of Doheny to a diverse audience.
- A self-starter who is confident enough to express opinions, forging ahead when appropriate and holding back when necessary, and with a sensitivity to the feelings and opinions of others.
- A decisive and resourceful individual with the willingness to accept responsibility and take charge of results.
- The desire and ability to work with high-powered academic scientists and physicians.
- The ability to plan, set goals and objectives, organize, and follow through.

- A strong interpersonal and communication skillset and demonstrated ability to work effectively with and gain the respect and support of varied and changing constituencies including staff, board members, potential donors, volunteers, and the like.
- A track record as an effective communicator skilled at writing as well as presenting; adept at writing proposals, solicitation letters, donor correspondence, and other kinds of materials to enhance fundraising efforts.
- The ability to juggle many responsibilities at once and to operate both independently and collaboratively as part of a team.
- A management style which leads by example and exemplifies the values and ethics of the organization.
- Knowledge of the Southern California philanthropic community would be highly beneficial.
- Experience working in a medical or research environment, although not required, would be helpful.
- Bachelor's degree required.

To Apply

Rachel Ellenport is leading this search with Nicole Poe, Bryce Ervin, and Megan Gorman. For more information, to submit a nomination, or to apply for this role, please visit:

<https://www.imsearch.com/search-detail/S8-329>

Doheny Eye Institute is an Affirmative Action/Equal Opportunity Employer committed to providing employment opportunity without regard to an individual's age, color, disability, gender, gender expression, gender identity, genetic information, national origin, race, religion, sex, sexual orientation, or veteran status.