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**MEMORANDUM**

**To:** Members, Presidential Search Subcommittee  
**From:** James C. Harrison  
**Date:** November 21, 2013  
**Re:** Search for President (Our File No.: 2297-0)

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The Presidential Search Subcommittee will meet on December 10, 2013, to consider key selection criteria for President and to select an executive search firm in response to the Request for Proposals issued by CIRM.

At the subcommittee's direction, we have incorporated the suggestions made by Steve Juelsgaard and other members of the subcommittee into the 2007 criteria. A revised draft of the key selection criteria reflecting this input is attached to this memorandum for the subcommittee's consideration. (Key Selection Criteria for President, Attachment A.) We anticipate that the subcommittee will recommend key selection criteria for President to the Board for its consideration at the meeting on December 11-12, 2013.

We anticipate receiving responses to the Request for Proposals for an executive search firm by the close of business on November 26, 2013. We will provide copies of the responses to the members of the subcommittee. In advance of the Presidential Search Subcommittee's meeting on December 10, 2013, Chairman Thomas and Steve Juelsgaard intend to evaluate the responses, interview select firms, and recommend three firms for the subcommittee's consideration. Other members of the subcommittee, of course, remain free to recommend the selection of a firm not included among the three firms recommended by Chairman Thomas and Steve Juelsgaard. However, we believe this process will aid the subcommittee in winnowing the list of respondents and selecting an executive search firm to assist CIRM in conducting a search for President. A summary of the criteria pursuant to which respondents will be evaluated (Attachment B) and a list of the firms which CIRM notified about the RFP (Attachment C) are attached to this memorandum.

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Finally, in light of the subcommittee's desire to proceed expeditiously with the search for, and selection of, a new President for CIRM, we plan to propose a draft timeline for the subcommittee's consideration at the December 10<sup>th</sup> meeting. This will entail scheduling a number of subcommittee meetings over the course of the next several months.

If you have any questions in advance of the meeting, please contact Maria Bonneville or me.

Attachments

## **2013-14 KEY SELECTION CRITERIA FOR PRESIDENT**

### **Ideal Experience**

The successful candidate will have some combination of the following:

- Experience with, and personal commitment to, medical and scientific research, including familiarity with stem cell research.
- An MD, PhD or MD/PhD or equivalent industry experience or a similar body of knowledge developed in professional roles.
- Experience in successfully leading a scientific organization, or a major division of such an organization, with a sizeable number of employees, including responsibility for working with and managing several significant direct reports, ideally in a multi-disciplinary and public environment.
- Experience with successful oversight of both research and development of therapeutics from entry into pre-clinical development through proof of concept and into studies aimed at FDA approval, including basic understanding of clinical development, process development and manufacturing, regulatory requirements, and reimbursement considerations.
- Experience in prioritizing projects, especially where budgets are constrained, and the ability to make tough recommendations as to which projects to stop funding when their initial funding is finished.
- Ability to interact with industry leadership and encourage them to become involved with various projects funded by CIRM, including experience managing or developing academic research institution and industry collaborations.
- Ability to execute CIRM's strategic plan and to establish long term and annual goals supporting that plan for CIRM management and to hold self and others accountable for achieving those goals.
- Experience reporting to a board of directors and ability to work closely and collaboratively with the Chairman of the Board and his staff.
- Ability to successfully communicate with staff, the board and outside audiences with regard to CIRM's mission, its accomplishments, and its shortcomings.
- Ability to work cooperatively with senior staff and inspire their efforts and track record of developing and managing top-tier talent for biomedical research, including comfort with, and ability to manage diverse and conflicting opinions and input.
- Experience managing an organization in transition, including facilitating an innovative, high-functioning, and rapidly evolving scientific enterprise.

## **Critical Competencies for Success**

### **Strategic Leadership Abilities:**

An executive who has demonstrated the ability to provide strategic leadership and insights in an area of rapidly evolving science, medicine or related technology by identifying early and important trends in research and development, and driving success in an organization by embracing and adopting leading-edge practices to enable successful research and development. Evidence of these abilities will be apparent from prior professional successes in industry or academia, where the individual was responsible, when necessary, for shifting an organization's strategy to capture the advantage of newly available technologies, techniques or trends that proved successful, thereby helping to translate such research into the development of successful therapies.

### **Collaborative and Delegation Skills:**

The ideal candidate will work as effectively through influence as through direct authority. He or she will initiate the forging of collaborations within the management team or in other areas where collaborations are of value. To be successful, the candidate will show an awareness of sources of conflict and an ability to constructively manage the issues and stakeholders in order to arrive at beneficial outcomes, including the ability to delegate important tasks to reports who demonstrate ability to successfully manage or execute such tasks.

### **Team Leadership Abilities:**

Evidence of an ability to create and inspire high-performance teams is sought in the ideal candidate, as seen in a history of identifying, developing and retaining top-tier talent, removing barriers to success, providing resources to accomplish agreed-upon objectives, and using a variety of techniques to facilitate the subordination of individual needs in order to achieve a common goal. Exemplary leadership will have been demonstrated by having overcome significant complexity in forging team-based culture.

### **Other Personal Characteristics:**

- A leader recognized for leveraging vision and passion to accomplish great things.
- An individual motivated primarily by the opportunity to make a significant impact by improving the human condition through new medical and scientific advances.
- An inspiring presence; confident, yet low-ego.
- A personable, inclusive style of interaction.
- A strong work ethic and a high degree of personal and professional integrity and credibility.

Attachment B

**EXECUTIVE SEARCH FIRMS CONTACTED BY CIRM**

Korn/Ferry International

Levin and Company, Inc.

Caliber Associates

Russell Reynolds Associates

Spencer Stuart

The A List

Caldwell Partners

BioScouts

Beaker

Raynak Executive Search

Joseph Associates, Inc.

MedCor Executive Search

Reaction Search Internatioal

Diversified Search

McCormack and Farrow

Isaacson, Miller

Eyon Zehnder

Alexander Group

Heidrick & Struggles

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### **Qualifications and Criteria for Evaluation of Search Firms**

The Request for Proposals established the following minimum qualifications:

1. Firm must be a professional Executive Search/Recruitment firm with a specialization in placement of senior business executives and scientific candidates within the biotechnology, academic and/or pharmaceutical industries.
2. Firm must have conducted, within the last 5 years, at least three successful executive searches in the areas outlined above.
3. Firm must have sufficient staff to provide executive search services to CIRM to meet the requirements outlined above in the Scope of Services.

The Request for Proposals Evaluation identified the following factors for the evaluation of responses:

1. Relevant Experience and Ability. Evaluation of Executive Search/Recruitment firms will include review of the firm's overall experience, as well as the firm's relevant experience. A factor under consideration will be whether the firm's experience demonstrates its ability to successfully complete the requirements herein.
2. Responsiveness to Project Requirements and Clients. Evaluation of prospective firms will include consideration of responsiveness to client needs and requirements on previous projects, and the quality of the relationships maintained throughout the duration of these efforts. Attentiveness to and compliance with RFP instructions and other aspects of the selection process will be taken as an indication of responsiveness.
3. Qualifications of Proposed Personnel. Evaluation of prospective consultants will include the particular experience, capabilities, and availability of specific personnel who will be available to provide consulting services to CIRM.
4. Value. Range of services to be delivered within the proposed budget.