

## **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.