



# California Institute for Regenerative Medicine

## President

January 2014

## CONFIDENTIAL POSITION SPECIFICATION

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<b>Position</b>	President
<b>Company</b>	California Institute for Regenerative Medicine (CIRM)
<b>Location</b>	San Francisco, California
<b>Reporting Relationship</b>	The President will report to the Governing Board of the California Institute for Regenerative Medicine.
<b>Website</b>	CIRM: <a href="http://www.cirm.ca.gov/">http://www.cirm.ca.gov/</a>

## THE OPPORTUNITY

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Few technologies have captured the imagination of the public quite like human stem cells. Their potential for mitigating, even curing debilitating chronic conditions, as well as those inherited at birth were at the root of the enthusiasm of the people of California when they passed Proposition 71 in 2004, committing the State to spending \$3 billion over approximately 10 years for the purpose of making human stem cell therapy a reality. The success of this ballot initiative was important not just for propelling stem cell research at a critical moment in its development, but also as a model for transformative public funding of highly targeted research at the state level, employing an explicit partnership between the science and advocacy communities with transparency and accountability at a level that was groundbreaking. As a result, the organization created by Proposition 71, the California Institute of Regenerative Medicine (CIRM), has become one of the most influential agencies in the universe of stem cell research, but also an important example of how science can be promoted and supported in novel partnerships more broadly.

After 8 years of disbursing funds for research, CIRM has put California at the forefront of stem cell research with the investment (including commitments) of over \$2 billion of its available \$3 billion from the citizens of the state. Scientists, facilities, and a broad range of projects have grown steadily, creating a body of work that encompasses fundamental discovery and translation to pre-clinical testing and, more recently, clinical trials. With the remaining resources of the state's commitment, it is CIRM's intention to focus its funding decisions increasingly on a host of projects with particular clinical promise, bringing the science it has strategically cultivated to the fruition of human therapy. Both the Governing Board and the staff of CIRM are committed to this pivot in organizational priorities, driven to fulfill the dream of the people of the State, and to position CIRM as an invaluable global leader in translating outstanding stem cell science into the clinic; addressing key ethical, economic, regulatory and health delivery issues emanating from regenerative medicine; and delivering health and economic benefit for California.

With the recent announcement that CIRM's President of 6 years, Dr. Alan Trounson wishes to rejoin his family in his native Australia, the time is right to find an individual with the experience and leadership skills to guide the organization in this important transition.

A principal goal of the next President is to connect groundbreaking scientists with their colleagues, the investor community, biotechnology and pharmaceutical companies, and other potential collaborators, all with the specific purpose of demonstrating the value of stem cell discoveries in benefiting human beings. Accordingly, an important attribute of the new President will be experience in managing the movement of investigational approaches and technologies through “the valley of death”. She/he must be a highly respected executive with a deep scientific background 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.

The new President will have the business acumen and cultural sensitivity to manage a complex agency with a novel organizational model. The people of California saw the wisdom to ensure accountability as well as advocacy by stipulating a Board that has 12 formally designated patient advocates who are passionately engaged in the work of CIRM, along with 15 other members drawn from California universities, nonprofit research institutions, and the life science industry, and a Chair and Vice Chair elected by the Board from among nominees proposed by California’s constitutional officers. The President must be an important bridge between staff (and grantees) and this Board to ensure maximum alignment of purpose. He/she must be a consensus builder, but unafraid to serve as a change agent. 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.

The President will work closely with the Chair of Board, who also has responsibilities stipulated by the language of Proposition 71 (see below). This unique partnership has amply demonstrated its value when the President and Chair have worked well together, but the organization has suffered when this has not been the case. An ability to adapt to this model of governance and management will be a critical attribute for the next President.

The next President must demonstrate the interpersonal skills that will assure successful relationship building with a variety of external stakeholders, including government figures, donors, and affiliated organizations. Working with the Chair of the Board, the President must bring vision and passion to the task of drafting CIRM’s future, coupled with an ability to communicate in a fashion that inspires others to follow in uncertain times. A particular challenge for CIRM is the fact that over the next 3-4 years, absent an alternative source of funds, the organization will have committed all of the \$3B of Proposition 71. The Chair is currently developing strategies to ensure its sustainability and clarify its role going forward. The next President is expected to work closely with the Board Chair and a variety of stakeholders to further develop and implement these strategies.

The President will recognize the value of Governing Board populated by individuals with skills and perspectives that are distinct from, and complementary to, his/her own. He/she will be

strengthened by the skills/expertise of CIRM's Subcommittees. The new President will be comfortable taking risks, experimenting with creative concepts, and promote and nurture innovative thinking in the organization.

### **Key Selection Criteria for President**

- 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.
- Comfort working in the public sector, including an awareness of the need to comply with the laws that govern public agencies, such as transparency, conflict of interest, and public accountability laws.

### **BACKGROUND**

The mission of CIRM is to support and advance stem cell research and regenerative medicine under the highest ethical and medical standards for the discovery and development of cures, therapies, diagnostics and research technologies to relieve human suffering from chronic disease and injury.

The purposes of CIRM, as defined in Proposition 71, include:

- To make grants and loans for stem cell research, for research facilities, and for other vital research opportunities to realize therapies, protocols, and/or medical procedures that

will result in, as speedily as possible, the cure for, and/or substantial mitigation of, major diseases, injuries, and orphan diseases.

- To support all stages of the process of developing cures, from laboratory research through successful clinical trials.
- To establish the appropriate regulatory standards and oversight bodies for research and facilities development.

To date, CIRM's Governing Board has approved 625 research, training and facility grants totaling more than \$1.8 billion making CIRM the largest source of funding for human embryonic stem cell research in the world. Estimates suggest that these grants will generate tens of thousands of job-years of employment in the state and hundreds of millions of dollars in tax revenues.

## GOVERNANCE

The stem cell agency is governed by the Independent Citizens Oversight Committee (ICOC), a 29-member board composed of: leaders appointed by the Chancellors of the University of California system with medical schools; and others appointed by elected officers, including leaders of other universities and medical research institutions in California; leaders of California patient advocacy groups; and experts in the development of medical therapies from life sciences firms. The roles of the President and the Chair of the Governing Board, as defined by the language of Proposition 71, are shown in Appendix A.

## CIRM: FUNDING OVERVIEW

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CIRM funds stem cell research at California institutions. Below are links to all funded awards, grantees, and institutions.

**Grants:** CIRM provides information about awards, including the disease under investigation and the stem cell type being used by the researchers. Please visit the following link to see all awards and to search for awards by disease, cell type or institution. <http://www.cirm.ca.gov/grants>

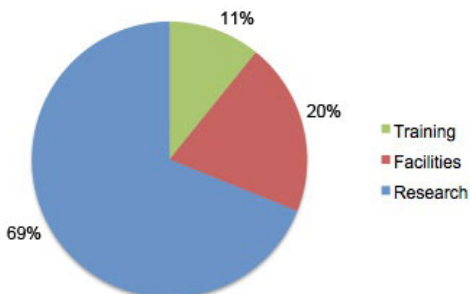
**Commitments:** CIRM's Governing Board commits to funding multi-year awards and has also made commitments to future initiatives. The following link shows all of CIRM's funding commitments, and also provides information about how much of the funds have been dispersed to-date. <http://www.cirm.ca.gov/our-progress/summary-cirm-rounds-funding>

**Institutions:** CIRM has provided grants to institutions throughout California. The following link lists institutions that have received funding, giving total awards and funding to each institution. <http://www.cirm.ca.gov/our-progress/funded-institutions>

**Grantees:** CIRM grantees are international experts in stem cell research, many of whom have developed therapies and made critical advances towards therapies in a wide range of diseases. Please visit the following link to all grantees funded by CIRM. <http://www.cirm.ca.gov/our-progress/people-we-funded>

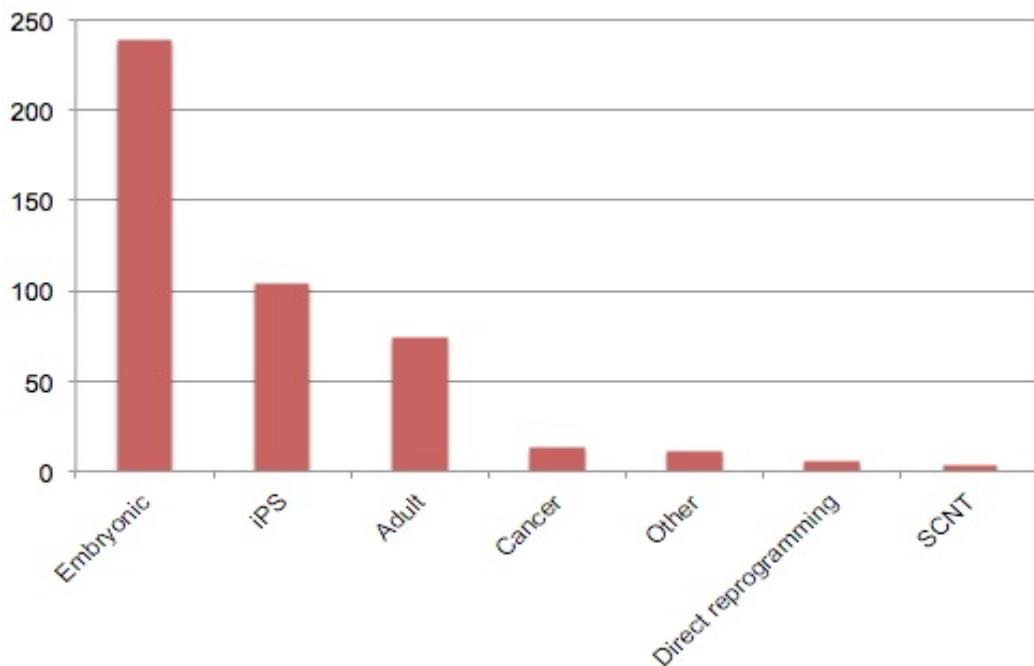
### FUNDING INTENT

CIRM has funded awards intended to train the next generation of stem cell scientists, build facilities for carrying out stem cell research, and for research. Allocations to date are as follows:



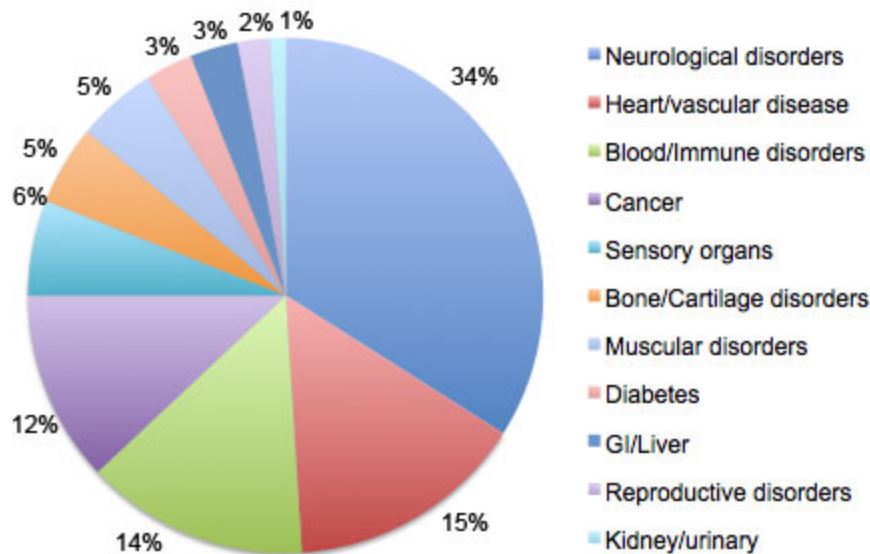
### STEM CELL USE

CIRM funds research involving all types of stem cells.



### DISEASE CATEGORIES

Areas of disease impact are designated by percentage of committed funds or by percentage of total grant number. The chart does not include grants with broader impacts, such as those seeking to understand basic mechanisms of stem cell biology or developing new tools and technologies for advancing therapies.



## **CIRM: PROGRESS AND ACCOMPLISHMENTS**

CIRM's funding has already led to therapies being tested in clinical trials. In addition, funding has created jobs and tax revenues in the state and trained young people for future careers in the stem cell field.

**CLINICAL TRIALS:** CIRM funding has resulted in 8 therapeutic approaches being tested in clinical trials. For more information on clinical trials, please visit: <http://www.cirm.ca.gov/our-progress/cirm-funded-clinical-trials>

**THERAPY PIPELINE:** CIRM has funded 87 therapy-focused awards worth more than \$600 million. For more information on projects in the pipeline, please visit: <http://www.cirm.ca.gov/our-progress/progress-toward-therapies>

**RESEARCH ADVANCES:** CIRM funding has led to more than 1,750 published discoveries. For more information on CIRM's research advances, please visit: <http://www.cirm.ca.gov/about-cirm/publications-by-grantees>

**TRAINING PROGRAMS:** CIRM has trained more than 1,500 high school, college, and graduate level students. For more information regarding the training programs, please visit: <http://www.cirm.ca.gov/our-progress/stem-cell-training-programs>

**NEW SCIENTISTS:** Stem cell research funding provided by CIRM has helped to recruit more than 130 scientists and their associated labs to the state. Some of these scientists arrived as part of the [Research Leadership program](#), which specifically provides funding to institutions recruiting world-class scientists. Other scientists chose faculty positions at California institutions in the hopes of receiving CIRM funding for their work.

Even scientists whose work isn't eligible to receive CIRM funding have been lured to California

by the thriving research environment in regenerative medicine that has been created by CIRM initiatives. These scientists who move to California bring their lab members with them and create new jobs for laboratory technicians in the state. They also build momentum for the state's growing stem cell industry.

**RESEARCH SPACE:** CIRM facilities speed research collaboration and have leveraged hundreds of millions for the state. For more information on research space, please visit: <http://www.cirm.ca.gov/about-cirm/cirm-major-facilities>

**FINANCIAL RETURNS:** Forecasts estimate CIRM will have generated \$268 million in tax revenues by 2014.

**JOB CREATION:** Forecasts estimate CIRM will have generated 38,000 job-years by 2014. Job-years is economist speak that takes into account the fact that some jobs created would be short-term, like construction jobs to build Major Facilities, and others would be longer-term jobs. Overall, funding will have created 38,000 individual years of employment for people in California.

## **CRITICAL COMPETENCIES OF PRESIDENT**

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### **Leadership**

- Understands the organizational landscape and is able to anticipate and articulate the critical issues, opportunities, and threats in the foreseeable future.
- Exhibits an appreciation for the need for preparation, collaboration, planning, communication, and benchmarking of results in his/her approach to problem solving and program building.
- Provides effective, far-sighted scientific leadership for the management, staff, and trainees, as well as in interactions with the Governing Board.
- Is skilled at recruiting and retention, and values the role of leaders in mentoring. Holds high and increasing standards and is able to recruit people to meet those standards.
- Has the ability to recruit and develop strong management teams and put in place deep lines of succession.
- Acts with honor and integrity in personal and professional actions.
- Appreciates and understands the value of team building – skilled at getting individuals, teams, and an entire institution to perform at a higher level and to embrace change; negotiates skillfully to achieve a fair outcome or promote a common cause; communicates a compelling vision and is committed to what needs to be done; inspires others, builds motivated, high-performing teams; understands what motivates different people; makes the staff feel wanted and secure.

### **Management**

- Participates as a leader in the management of a research enterprise and demonstrates an understanding of the issues involved.
- Skilled at organizing and managing human resources, including resolving conflict.
- Able to delegate effectively while maintaining focus on strategy and overall goals of the California Institute for Regenerative Medicine.
- Able to manage a complex organization with success measured in well-defined metrics.



- Understands the nuances of administration of research and business activities.
- Passionately advocates for compliance and a commitment to quality with institutional and external regulations.

### **Mission Performance**

- Demonstrates an appropriate understanding of and enthusiasm for mission of the California Institute for Regenerative Medicine.
- Insists that the mission take priority over convenience.
- Understands, advocates, and supports CIRM's broad research mission and is committed to its growth.

### **Personal and Interpersonal**

- Demonstrates leadership style for leveraging vision and passion to accomplish great things.
- Motivates others primarily by the opportunity to make a significant impact by improving the human condition through new medical and scientific advances.
- Exhibits a style that fosters and supports change and innovation, with an ability to delegate yet maintain overall control and to set high standards.
- Exhibits an inspiring presence; confident, yet low-ego, self-awareness, fairness, humility, and empathy in his/her interactions with others.
- Demonstrates the courage to act on convictions after adequate communication and gathering of facts and input.
- Exhibits the values and behavior of a good citizen in his/her actions with a strong work ethic and a high degree of personal and professional integrity and credibility.
- Demands trust, transparency, and optimism by his/her actions.
- Communicates naturally, frequently, and effectively to diverse audiences; researchers, CIRM management team, Governing Board, Corporations, and potential donors.
- Demonstrates cultural sensitivity, experience dealing with, and commitment to, diversity and gender equality in the workplace.

### **EDUCATION/CREDENTIALS & RELEVANT EXPERIENCE**

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- An MD or MD/PhD, or a PhD, or equivalent industry experience or a similar body of knowledge developed in professional roles.
- A well respected scientist and successful leader of a stem cell program from an interdisciplinary institute or academic entity of at least comparable size and scope is preferred.
- National, and preferably international, recognition in a recognized area of science related to stem cell research, as evidenced by involvement in relevant societies at a national level.
- Progressive administrative experience, preferably in a research intensive institute, company, or academic setting.
- Able to meet budgets, measure and improve productivity and outcomes, develop people, and take appropriate business risks to achieve goals.

## COMPENSATION

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Compensation arrangements are competitive and commensurate with both experience and achievement. The California Institute for Regenerative Medicine is an Equal Opportunity / Affirmative Action Employer.

## KORN/FERRY CONTACTS

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## Appendix A

### Roles of the President and the Chair of the Board (from Internal Governance Policy)

Section 2. (Organization of CIRM). The roles of the Independent Citizens' Oversight Committee (the "ICOC" or "Governing Board"), its Chair and Vice-Chairs, and the President of CIRM are generally defined by Proposition 71 and the bylaws of the Governing Board. (Health & Safety Code, §§ 125290.15 & 125290.40.) The purpose of this policy is to provide more specific guidance in particular areas.

(a) The Chair of the Governing Board's primary responsibilities are:

- . (i) To manage the Governing Board's agenda and work flow, including all evaluations and approvals of scientific and medical Working Group grants, loans, facilities, and standards evaluations;
- . (ii) To supervise the annual report and the annual financial plan<sup>1</sup> of CIRM, the public accountability requirements for the Governing Board and its subcommittees, including compliance with public meeting and conflict of interest requirements, and the legal and financial accountability of the Governing Board;
- . (iii) To provide oversight for the annual audit of CIRM and for the legal and financial accountability of CIRM;
- . (iv) To manage and optimize CIRM's bond financing plans and funding cash
- . (v) To optimize all financial leverage opportunities for CIRM;
- . (vi) To provide oversight of, and establish the policies for, CIRM with respect to legislation through the Governing Board and the Legislative Subcommittee;
- . (vii) To interface with the California healthcare system and the California public;
- . (viii) To lead negotiations for intellectual property agreements, policies and contract terms; and
- . (ix) To serve as an ex officio member of the Grants Working Group and to serve, along with the Vice Chairs of the Grants Working Group, as the Board's bridge to peer review.

<sup>1</sup> The "annual financial plan" is not the annual budget or the scientific strategic plan. Rather, the annual financial plan involves the Institute's bond financing and funding cash flow plans and financial leverage opportunities. (Health & Saf. Code, § 125290.45(b)(1)(A).)

The primary responsibilities of the Vice-Chairs of the Governing Board are:

- . (i) To assist the Chair in carrying out his or her duties; and
- . (ii) To interface with the California Legislature and Executive Branch and the United States Congress and Executive Branch, consistent with the policies established by the Governing Board and the Legislative Subcommittee.

The President shall serve as Chief Executive of CIRM and shall perform the duties of his or her office as set forth in the Act and such other duties as may be approved by the Governing Board. The President's primary responsibilities are:

- i. To recruit the highest scientific and medical talent in the United States to serve CIRM on its Working Groups;
- ii. To direct the staff of CIRM's Working Groups ;
- iii. To direct CIRM staff and participate in the process of supporting all working group requirements to develop recommendations on grants, loans, facilities, and standards as well as to direct and support the Governing Board's process of evaluating and acting on those recommendations, the implementation of all decisions on these and general matters of the Governing Board;
- iv. To hire, direct and manage the staff of CIRM;
- v. To develop the budgets and cost control programs of CIRM;
- vi. To manage compliance with all rules and regulations of the Governing Board, including the performance of all grant recipients;
- vii. To manage and execute all intellectual property agreements and any other contracts pertaining to CIRM or research it funds;
- viii. To implement the policies established by the Governing Board and the Legislative Subcommittee with respect to legislation.

Section 3. (Administrative Structure).

- . (a) The President and the Chair shall recommend to the Governance Subcommittee for its consideration an organizational and administrative structure, which shall be reflected in an organizational chart depicting the major functional areas. The Governance Subcommittee shall recommend the organizational chart to the Governing Board for its consideration. The current organizational chart reflecting the leadership of CIRM and its

major functional areas is attached as Exhibit A and is incorporated by this reference.

- . (b) The Office of the Chair shall be limited to no more than twelve (12) employees whose primary duties are to support the Chair and the Vice-Chairs. The President may assign additional CIRM staff to assist the Chair or Vice-Chairs as necessary, consistent with the priorities of CIRM. The Governance Subcommittee may review these staff allocations on a periodic basis and recommend any adjustments to the Governing Board. The Chair shall be responsible for managing the personnel in the Office of the Chair, including hiring, firing and personnel management, within the parameters of the Employee Handbook and the Compensation Program for CIRM Employees. The Chair shall also be responsible for setting the salary for all employees within the Office of the Chair as specified in Paragraph (e). The Chair shall exercise the discretion accorded to the President by the Compensation Program for CIRM Employees for the purpose of making compensation decisions for employees in the Office of the Chair.
- . (c) All employees shall report to the President, either directly or indirectly, except for the Chair, the Statutory Vice-Chair, and employees of the Office of the Chair, who shall report to the Chair and Statutory Vice-Chair. The President shall have final responsibility for hiring, firing, and personnel management of CIRM employees, except the Chair and Statutory Vice-Chair of the Governing Board and staff of the Office of the Chair. All employees of CIRM, except the Chair and Statutory Vice-Chair of the Governing Board, are subject to human resource policies of CIRM whose execution for employees of the Office of the Chair is the responsibility of the Chair and for all other employees is the President. These policies include, but are not limited to, compensation policy as established by the Governing Board, merit increases, office assignment, approval for travel, parking privileges and policies in the Employee Handbook.
- . (d) The President shall appoint Senior Officers responsible for major functional areas. Each Senior Officer who reports to the President shall be responsible to the President for management of those personnel who report to them and shall be responsible for managing the internal affairs of his or her office, including its organization, reporting relationships within the office, assignment of duties, allocation of time, employee evaluations, and recommendations for hiring, firing, salary, promotion and merit increases.
- . (e) The President shall be responsible for setting the salary for all employees, except the Chair and Statutory Vice-Chair of the Governing Board and employees of the Office of the Chair, and the Chair shall be responsible for setting the salary for employees of the Office of the Chair, except for the Chair and the Statutory Vice-Chair, within the range for each salary level established and approved by the Governing Board pursuant to section 125290.45(b)(4) of the Health and Safety Code, with two exceptions: (1) for new employees hired into levels 6 through 10 and for current employees in positions newly reclassified into levels 6 through 10, the Chair and the President, respectively, shall obtain the approval of the Governance Subcommittee in order to set the salary for their employees in an amount that is 80 percent or higher than the salary range for that level; and (2) for employees in all levels, the Chair and President, respectively, will obtain the approval of the Governing Board in order to set the salary for their employees in an

amount that would exceed the maximum salary for that level. The Chair and the President shall have the discretion to make job classification changes for their respective employees. This may include:

- Reclassifying positions between salary levels (either higher or lower) based on significant job responsibility changes.
- Once reclassified the salary shall be set based on available salary survey data.

(f) As part of the budget process and to ensure parity among the President and the Chair's staff, the Chair and the President will consult with one another on an annual basis before taking action to change salaries for, or to reclassify, employees for whom they are responsible. If the Chair and the President disagree, they will consult with the Chair of the Governance Subcommittee.

#### Section 4. (Shared Responsibilities).

(a) Finance. The Chair and the President each have areas of financial responsibility. The Chair has primary responsibility for ensuring that CIRM has the financial resources to operate and fund awards. The President has primary responsibility for ensuring proper use of funds in accordance with the awards and operating budgets approved by the Governing Board.

(i) The Chair is responsible for:

A. External financial resource management and support (e.g., bond financing, cash flow plans, donor funds, matching funds, and State financial submissions supporting the bond program);

B. Optimizing leverage opportunities by working with institutional and private donors and others who support medical research and medical research facilities;

C. Coordinating with the Department of Finance, the State Treasurer's Office and the California Stem Cell Research and Cures Finance Committee regarding CIRM's bond funding;

D. Managing public communications on financial issues;

E. Developing the budget, including the travel budget, for the Office of the Chair, with the assistance of CIRM's finance staff, and presenting it to the Governing Board for approval. The Governing Board shall establish the travel budget for the Office of the Chair.<sup>3</sup>

<sup>3</sup> The Chair shall be responsible for approving travel within the budget for employees of the Office of the Chair, with the exception of the Chair, whose travel expense claims shall be subject to the approval of the Chief Financial Officer or the President.

(ii) The President is responsible for:

A. Internal financial resource management and support (e.g., budgeting and cost control programs);

B. Developing CIRM's research budget and resource allocation strategy;

C. Establishing and coordinating the funding of collaborations with other countries and states, in collaboration with the Chair on the financial matters set forth in footnote 1; and

D. Developing linkages and partnerships with the biomedical sector to cosponsor and support CIRM projects/programs for delivery of research and clinical opportunities; and

E. Developing the budget (with the exception of the budget for the Office of the Chair) and cost controls of CIRM, with the assistance of CIRM's Finance staff, and presenting it to the Governing Board for approval, and implementing the approved budget and reporting on any significant changes in a timely manner to the Governing Board.

(b) Communications

. (i) The Chair and the President each have a role to play regarding public and scientific communications. The Communications staff shall be under the joint oversight of the Office of the Chair (through the Statutory Vice- Chair) and the Office of the President (through the Senior Vice President for Research and Development).

. (ii) For purposes of decisions relating to employment, the Senior Director for Public Communications and Patient Advocate Outreach, along with the other members of the communications staff, shall be considered employees of the Office of the Chair.