



CALIBER ASSOCIATES
EXECUTIVE SEARCH FOR THE LIFE SCIENCES

PROPOSAL TO
CALIFORNIA INSTITUTE FOR REGENERATIVE MEDICINE
TO CONDUCT A SEARCH FOR
PRESIDENT



Background

Caliber Associates is a retained executive search firm focused on conducting senior level searches exclusively for the life sciences. For over 17 years Caliber Associates has focused on finding the right leaders who bring the intellect, achievement, integrity, and experience to harness technology and discovery in ways that drive a life science's organization forward. Caliber Associates has offices in San Diego, California and Wayne, Pennsylvania. Since 1988, Caliber Associates has successfully completed in excess of 500 searches supporting the life sciences sector. The company has embraced four operating drivers that represent our key principles: Focus, Urgency, Professionalism and Results. Caliber Associates prides itself in a highly individualized and personalized search approach focused on forging a true partnership with clients. A critical differentiating factor is the hands on involvement of Steven Hochberg, President in each aspect of our strategic search process.

Caliber Associates has conducted numerous strategic level searches at the CEO, President, and Board Levels. The principals of the organization are highly engaged and involved with industry, academic, and the Venture Capital and Investment Banking Community.

An attached list of relevant projects will highlight Caliber Associates' focus and ability to complete this search. Additionally, a list of representative clients and references is attached.



Caliber Associates brings a unique advantage in our specialization in the life sciences as we are able to converse in-depth with prospective candidates regarding scientific and technical issues pertinent to the search.

Caliber Associates Search Process

Caliber Associates has established a search process that delivers the right leaders to meet our clients needs time and again. Those phases include: initialization, strategy development, candidate development, due diligence, and closure. Through out our search process communication with our client organization is an overriding element.

I. Initialization

An internal team at Caliber Associates is assembled to work with the client organization to define the scope of the position, core competencies, cultural and organizational attributes, performance expectations, key success factors and other relevant issues.

II. Strategy Development

Developing the appropriate target list utilizing all appropriate resources is key to the successful launch of our search effort. Typically within the first week of initiating an assignment Caliber Associates will identify approximately 75 targeted individuals who may be appropriate to dialogue with regarding an assignment. These discussions can include key industry and academic sources as well as prospective candidates.

III. Candidate Development & Presentation

Once a target list of relevant potential candidates has been developed, extensive candidate development by telephone occurs. The objective is to qualify individuals on a background and interest level. Following initial discussions, face to face interviews take place on a rigorous basis. The key focus during this phase is to find the individuals with the right fit to the organizations culture and with the appropriate skill sets to deliver results.

Following candidate development a presentation of a fully qualified slate of candidates occurs which includes an extensive background (CV) and detailed analysis and appraisal of each prospective candidate highlighting strengths, past



achievements and key issues associated with successfully recruiting the individual. Throughout the presentation process Caliber Associates serves as a key liaison to drive the search process to successful completion.

V. Due Diligence

Caliber Associates performs due diligence on each individual with belief that the most reliable predictor of future success is past achievements and experience. Caliber Associates has found open and frank dialogue with people who have known the candidate during their career provides the best source for information. Caliber Associates has adopted a three dimensional profile on candidates using information from Supervisors, Peers and Subordinates all gathered with the candidates permission. Additionally, Caliber Associates provides verification of all academic and employment credentials as well as all other pertinent information to increase the probability of success of the selected candidate.



Search Project Manager

The search project manager on the search for a president for CIRM will be Steven P. Hochberg, President of Caliber Associates. Steve brings more than 17 years of executive search experience working with some of the leading life science organizations in the country. He has personally led and completed more than 350 assignments and has a track record of being actively involved and immersed in each aspect of the search process. Steve will have primary interaction and communication with the search committee as well as interview face to face all presented candidates. He will actively engage in discussions and negotiations to ensure successful closure of the project. Steve will work with an internal team at Caliber Associates to produce timely results with the highest quality.



Prior Relevant Searches

**President & Chief Executive Officer
VaxInnate, Inc.**

**Board of Directors
VaxInnate, Inc.**

**Board of Directors
Pharmion, Inc.**

**Chief Operating Officer
Salmedix, Inc.**

**President & General Manager
CIMA Labs, a division of Cephalon, Inc.**

**President
Perlan Therapeutics, Inc.**



Representative Clients

Albany Molecular Research, Inc.

AlgoRx Pharmaceuticals

Amicus Therapeutics

Aventis Gencell

Bayer Corporation

BMP Corporation

Cell Genesys, Inc.

Centocor, Inc.

Cephalon, Inc.

Chugai Pharma USA

Connetics Corporation

Dura Pharmaceuticals

Enzon Pharmaceuticals

Genoptix, inc.

Isis Pharmaceuticals

Life Scan

MedPointe Pharmaceuticals, Inc

Onyx Pharmaceuticals

Optimer Pharmaceuticals

Salmedix

Sepracor, Inc.

SkinMedica, Inc.

Sonus Pharmaceuticals

SRI International

VaxInnate Corporation

Viasys Healthcare



REFERENCES

Advisory Board

Richard T. Collier, Esquire
Executive Vice President, General Counsel
Elan Pharmaceuticals
215-836-1481

Cam L. Garner
Chairman & Chief Executive Officer
Verus Pharmaceuticals, Inc.
858-756-6787
(former CEO Dura Pharmaceuticals)

Richard S. Schneider, Ph.D.
(Venture Capital)
360-379-8797

Alain B. Schreiber, M.D.
(Venture Capital)
ProQuest Investments
Partner
858-847-0315

Joseph Scodari
Company Group Chairman
Pharmaceuticals Group
Johnson & Johnson
732-524-1390



REFERENCES

Clients

David S. Barlow
Chairman & CEO
Molecular Insight Pharmaceuticals, Inc.
617-492-5554

Carl Savini
Senior Vice President Human Resources
Cephalon, Inc.
610-738-6307

David Kabakoff, Ph.D
Chief Executive Officer
Salmedix
858-622-5050

Randy Thurman
CEO
Viasys Healthcare
610-862-0800

Gregory M. Weinhoff, M.D.
Partner
Collinson, Howe & Lennox, LLC
203-324-7700

Kay Slocum, Consultant
Formerly V. P., Human Resources
Deltagen, Inc.
650-323-4723

Tina S. Nova, Ph.D.
CEO, President & Founder
Genoptix, Inc.
858-523-5010

Thomas Bigger
President and CEO
Paratek Pharmaceuticals
617-275-0040

Bob Bratzler, Ph.D.
President and CEO
Coley Pharmaceutical Group
781-431-6400

Rebecca Sunshine
SVP Human Resources &
Organizational Dynamics
Connetics Corporation
650-843-2816



REFERENCES

Candidates

Deirdre Gillespie, M.D., MBA
Chief Executive Officer
Oxxon Pharmaccines Ltd.
011 44 1865 495 135

Tom Rollins
V.P., Development Operations
Sepracor, Inc.
508-357-7352

David Horwitz, M.D., Ph.D.
VP, Medical & Regulatory Affairs
LifeScan Company
408-956-4885

David Palling, Ph.D.
Vice President, Pre-Clinical Dev.
Amicus Therapeutics
732-745-9977

Christopher T. Kondo
Vice President of Marketing
Viasys Healthcare
714-283-2228

Michael Stewart, M.D.
SVP, Clinical & Regulatory Affairs &
Chief Medical Officer
Sonus Pharmaceuticals
425-487-9500

Thomas B. Marriott, Ph.D.
V.P., Development
NPS/Allelix Biopharmaceuticals
801-583-4939



Fee Structure

Given the nature of the search for this role, candidates will likely emerge from strategic leadership positions in governmental agencies with extensive grant awarding processes or academic institutions with strong scientific and leadership abilities. Depending upon the training (M.D., Ph.D.) and the level identified, the compensation range for this individual can vary significantly. It is estimated that it will take a compensation package between \$350-\$450 thousand to attract a successful candidate to lead the California Institute of Regenerative Medicine. As such Caliber Associates is prepared to work on either a flat fee basis of \$125,000 for the project to be billed in three equal installments or to apply a more standard retained search arrangement with our fee being based on one-third of the successful candidates total annual cash compensation package. This fee will also be billed in thirds with the first third billed upon the initiation of the project, the second third at the presentation of three candidates and the final third at the extension of an offer. Additionally, Caliber Associates will bill for out of pocket expenses and an administration charge of \$3,500 for the entire project.



Search Timeline

Typically a search to identify a president for an organization with full search committee participation can take up to six months. Caliber Associates brings a tremendous sense of urgency to the search process and can manage against a much more aggressive search time table. Implicit in this is a true partnership between client and firm to achieve results in a defined timetable. Caliber Associates is prepared to initiate this search immediately and feels confident that within the first six weeks of the search a full slate of candidates (approximately five to eight) who have been thoroughly screened and fit the search criteria can be presented to the client. Weeks five through ten typically involve the first round of interviews between client and candidate. Typically a lead and back up candidate will emerge by week twelve of the search process. Second round interviews can take place between week twelve and fourteen with due diligence phase running in parallel. An offer should be extended by week fourteen and an acceptance should be achieved by week sixteen. While this represents a typical timeline for a search, many factors can either decrease or increase the actual time to completion. Realistically, if there is a clearly defined search process, the successful candidate should be prepared to start at no later than May 1, 2005.



CALIBER ASSOCIATES
EXECUTIVE SEARCH FOR THE LIFE SCIENCES

AN OVERVIEW

Caliber Associates was founded in 1988 to provide executive search services exclusively to the Life Sciences sector. We have conducted strategic searches for clients in the pharmaceutical, biotechnology, diagnostic, medical devices and healthcare industries. Caliber Associates' principals come directly from the industries we serve. Our prior multi-functional experiences bring a unique blend of human resources, sales, marketing and scientific expertise to the search process.

Caliber Associates has worked with several Boards and numerous CEOs to attract strategic management to client organizations. We take pride in our exceptional and personalized approach to a carefully selected group of loyal clients. Our resourcefulness and timely response is a reflection of our desire to be the most efficient extension of our client's efforts to attract the highest quality candidates available.

We have distinguished ourselves by developing an in-depth understanding of our client's needs and the unique aspects of searches we conduct. What differentiates us is our strength in the evaluation and assessment of candidates, and our ability to rapidly close searches.

Caliber Associates' mission is simple . . . to be the best search organization serving the Life Sciences sector. We are committed to excellence and professionalism in our interactions with all clients and candidates.



STEVEN P. HOCHBERG
FOUNDER AND PRESIDENT

Steve has over eighteen years of experience in executive search, management consulting and generalist human resources roles in the Pharmaceutical, Chemical, and Petroleum Industries. He has managed staffing, compensation and generalist human resource functions in Research and Development, Manufacturing and Corporate environments while working for Rorer Group Inc., FMC Corporation and Shell Oil Company. Steve has also had Labor Relations experience with responsibilities for grievance handling, arbitration, and negotiations for an 1800 employee oil refinery.

Steve founded Caliber Associates in 1988 to provide quality executive search and management consulting services exclusively to the Life Sciences industry. Steve has conducted in excess of 450 searches in the Life Sciences sector for Senior Management and Board of Directors. He has conducted searches in a broad range of functional areas including Discovery Research, Development, Clinical Research, Regulatory Affairs and QA/QC, Operations, Business Development, Sales and Marketing.

Steve earned a Masters degree in Organizational Development from the University of Pennsylvania and a Bachelors degree from Cornell University, School of Industrial and Labor Relations.

Steve is an active member of various pharmaceutical and biotechnology industry organizations including American Association of Pharmaceutical Scientists, American Association of Pharmaceutical Physicians, Biotechnology Industry Organization, Drug Information Association, FDA News, International Society for the Study of Xenobiotics, International Society for Pharmaceutical Engineering and the PDA. In 1998, Steve opened Caliber Associates' West Coast office to better serve clients on a national basis.



RECENTLY COMPLETED ASSIGNMENTS

Chief Financial Officer for BMP Corporation – Fred M. Powell. Fred was formerly Chief Financial Officer at Eximias Pharmaceutical Corporation.

Director, Hit to Lead Chemistry for Cephalon, Inc. – Joseph M. Salvino, Ph.D. Joe was formerly Senior Director, Medicinal Chemistry, Rib-X Pharmaceuticals.

Vice President, Research & Preclinical Development for Connetics Corporation - Wendy H. Chern, Ph.D. Wendy was formerly Head, Early Compound Assessment and Safety Evaluation for Aventis Dermatology.

Medical Director for AlgoRx Pharmaceuticals, Inc. – Patricia T. Richards, M.D., Ph.D. Patricia was formerly Medical Director for Purdue Pharma.

Vice President, Research and Development for SkinMedica, Inc. – Ronald J. Trancik, Ph.D. Ron was formerly Senior Director/Project Leader of Urology at Pfizer.

Vice President, Quality Control for Cephalon, Inc. – Ernest L. Kelly, Ph.D. Ernie was formerly Senior Vice President, Quality Assurance, Quality Control and Regulatory Affairs for Savient Pharmaceuticals, Inc.

Senior Director, Corporate Quality of Cell Genesys, Inc. – Charlene Banard. Charlene was formerly Senior Director, Corporate Quality Assurance for Chiron Corporation.

Group Director Wake Enhancing Franchise for Cephalon, Inc. – Jerri Ann Thatcher. Jerri Ann was formerly Executive Director/Group Director – Vaccines Marketing, FluMist for Wyeth.

Senior Director, Analytical Methods Development for Cephalon, Inc., Salt Lake City, Utah – Charles E. Colson, Ph.D. Chuck was formerly responsible for management of the Chemical R&D Analytical Department at Pfizer Ann Arbor site.



Senior Director, Medical Affairs for Chugai Pharma USA, LLC – Oliseyenum (Don) Nwose, M.D. Don was formerly Medical Director, USCDMA, Cardiovascular and Metabolism Therapeutic Area for Novartis Pharmaceuticals, Inc.

President & Chief Executive Officer for VaxInnate Corporation – Carlo Russo, M.D. Carlo was formerly Executive Director, Global Regulatory Development, Biologics and Vaccines for Merck & Co.

Board of VaxInnate Corporation – R. Gordon Douglas, Jr., M.D.

Vice President, Global Process Development for Cephalon, Inc. – Kenneth J. Fiorelli, RPh, Ph.D. Ken was formerly Senior Director, Strategic Operations for Bristol Myers Squibb.

Vice President, Sales for Genoptix, Inc. – Anthony F. Varrecchione, Jr. Tony was formerly National Accounts & Business Development Manager for Impath, Inc.

Senior Director, Medical Affairs for MedPointe Pharmaceuticals, Inc. – Harry J. Sacks, M.D. Harry was formerly Group Director, Clinical Research, Allergy and Respiratory Disease for Schering-Plough Research Institute.

Senior Director, Operations, San Diego for Cell Genesys, Inc. – Jeffrey S. Silverman. Jeff was formerly Vice President, Operations for AlleCure Corporation.

Vice President Respiratory Marketing for Viasys Healthcare – Christopher T. Kondo. Chris was formerly Head of Marketing for ZLB Bioplasm, Inc

Vice President Business Development for OBI and Senior Director Business Development for Optimer Pharmaceuticals, Inc. – Mark J. Bedyk, Ph.D. Mark was formerly Principal for rila bioconsulting and Senior Director Business Development for Aurora Biosciences.

Senior Manager, Analytical Chemistry & Development for Cephalon, Inc.- Kenneth C. Hartner. Ken was formerly Manager, Analytical Services for Watson Laboratories.



Vice President, Manufacturing and Supply Chain Operations for Connetics Corporation – Nandan M. Oza. Nandan was formerly Senior Director, Bay Area Manufacturing for ALZA Corporation.

Senior Vice President, Clinical and Regulatory Affairs and Chief Medical Officer for Sonus Pharmaceuticals – Michael B. Stewart, M.D. Michael was formerly Vice President, Clinical Affairs for ICOS Corporation.

Vice President, Pre-Clinical Development for Amicus Therapeutics – David Palling, Ph.D. David was formerly Vice President, Worldwide Assay R&D for Ortho-Clinical Diagnostics.

Corporate Marketing Director for Viasys Healthcare – John T. Friedl. John was formerly Director of Marketing for Tyco Healthcare.

Director, Clinical Oncology for Enzon Pharmaceuticals, Inc. – Marc S. Rudoltz, M.D. Marc was formerly Associate Director, Clinical Development for Berlex Laboratories, Inc.

Director, Project Management for Cephalon, Inc. – Francine D. Del Ricci. Francine was formerly Senior Director, Project Management for Cell Pathways, Inc.

Senior Director, Manufacturing Process Development & Technology Transfer for Cephalon, Inc. – Jonathan Berman, Ph.D. Jonathan was formerly Manager, Process Development for Bayer Corporation.



GENERAL MANAGEMENT & COMMERCIAL OPERATIONS SEARCHES

President & Chief Executive Officer
VaxInnate Corporation

President
Perlan Therapeutics, Inc.

Chief Operating Officer
Salmedix, Inc.

Executive Vice President & Chief Operating Officer
Vical, Inc.

Vice President & General Manager, Strategic Products
GlaxoSmithKline

Vice President Finance
Cephalon

Vice President, Business Development & Marketing
InfiMed Therapeutics

**Vice President Business Development for OBI and Senior Director
Business Development**
Optimer Pharmaceuticals, Inc.

Vice President, Business Development
Enchira Biotechnology

Vice President and General Manager
REVA Medical, Inc.

Vice President, Institutional Sales & Marketing
Dura Pharmaceuticals (Elan)

Vice President Marketing
Viasys Healthcare

Vice President Sales
Genoptix, Inc.



GENERAL MANAGEMENT & COMMERCIAL OPERATIONS SEARCHES
(CON'T)

Vice President Manufacturing & Supply Chain Operations
Connetics Corporation

Board Member
Pan Pacific

Board of Directors Member (2 positions)
Dura Pharmaceuticals (Elan)

Controller
Cephalon

Corporate Director Marketing
Viasys Healthcare

Senior Director, Business Development
Corixa

Senior Director Operations
Cell Genesys, Inc.

Director Business Development
Cephalon, Inc.

Director, Strategic Project Planning
Dura Pharmaceuticals (Elan)

Director, Institutional Markets
Dura Pharmaceuticals (Elan)

Director, Licensing & Acquisitions
Cephalon



GENERAL MANAGEMENT & COMMERCIAL OPERATIONS SEARCHES
(CONT'D)

Director, Commercial Manufacturing

ViroPharma Incorporated

Director, National Accounts

Sepracor

Director Project Management

Cephalon, Inc.

Regional Sales Director (4 positions)

Sepracor



RESEARCH & DEVELOPMENT SEARCHES

Vice President, Research & Development and Chief Scientific Officer
Verion, Inc.

Vice President, Research & Development
Paratek Pharmaceuticals, Inc.

Vice President of Research
Sugen

Vice President Global Process Development
Cephalon, Inc.

Vice President of Pharmaceutical Development
Cephalon, Inc.

Vice President Pharmaceutical Discovery & Development
SRI, International

Vice President of Preclinical Development
Amicus Therapeutics

Vice President of Operations
Delsys Pharmaceuticals

Vice President of Operations
Advanced Tissue Sciences

Vice President of Chemistry
Albany Molecular Research

Vice President of Drug Development
Pan Pacific Pharmaceuticals, Inc.

Executive Director of Process Development
Advanced Tissue Sciences, Inc.



RESEARCH & DEVELOPMENT SEARCHES (CONT'D)

Executive Director of Preclinical Development
Sepracor, Inc.

Senior Director of Worldwide Vector Development
RPR Gencell

Senior Director of Analytical Chemistry
Albany Molecular Research

Senior Director Manufacturing Process Development & Technology Transfer
Cephalon, Inc.

Project Director of Combinatorial Chemistry
Versicor, Inc.

Director of Drug Disposition
Cephalon, Inc.

Director of Drug Metabolism
Rhone-Poulenc Rorer

Director of Formulations/Process Development
Verion, Inc.

Director of Microbiology
Schein Pharmaceuticals

Director of Preclinical Research
Algos Pharmaceutical

Director of Product Development
Dura Pharmaceuticals

Director of Pharmaceutics
Cephalon



RESEARCH & DEVELOPMENT SEARCHES (CONT'D)

Director of Pharmacology

NPS Pharmaceuticals

Director of Pharmacology/Toxicology

Onyx Pharmaceuticals

Director of Toxicology

Sepracor

Director of Toxicology

BioChem Pharma

Director of Project Management - CNS/Urology

Sepracor, Inc.

Director of Project Management

Cephalon, Inc.

Director of Project Management

IBAH Pharmaceuticals Services

Director of Technology

Verion, Inc.

Director of Technical Operations

Cephalon, Inc.

Director of Chemical Pilot Plant

Sepracor, Canada

Director of Instrument Development

Nanogen, Inc.

Senior Manager Analytical Chemistry

Cephalon, Inc.



CLINICAL RESEARCH & MEDICAL AFFAIRS SEARCHES

Senior Vice President Clinical & Regulatory Affairs and Chief Medical Officer

Sonus Pharmaceuticals

Senior Vice President of Clinical Research & Regulatory Affairs

Mallinckrodt Medical, Inc.

Senior Vice President, Clinical and Regulatory Affairs

Salmedix, Inc.

Vice President of Worldwide Clinical Research & Regulatory Affairs

RPR Gencell

Vice President of Medical & Scientific Affairs - Cardiopulmonary

SmithKline Beecham

Vice President of Clinical Research

Algos Pharmaceuticals

Vice President of Clinical Research

GelTex, Inc.

Vice President of Medical Affairs

Coley Pharmaceutical Group

Vice President of Medical Affairs

Cephalon, Inc.

Vice President of Medical Affairs

Lifescan, Inc.

Vice President, Pre-Clinical Development

Amicus Therapeutics

Vice President, Pre-Clinical Development

Conforma Therapeutics Corporation

Vice President of Experimental Medicine

Cephalon, Inc.



CLINICAL RESEARCH & MEDICAL AFFAIRS SEARCHES (CONT'D)

Executive Director of Clinical Research
Advanced Tissue Sciences

Senior Director of Clinical Research
Sepracor, Inc.

Senior Director Medical Affairs
MedPointe Pharmaceuticals, Inc.

Medical Director - Urology Products
Sepracor, Inc.

Medical Director - CNS Products
Sepracor, Inc.

Medical Director - Oncology
AstraZeneca

Medical Director - Oncology
Vical, Inc.

Medical Director, Clinical Development
Salmedix, Inc.

Medical Director - Immunotherapy
Applied Immune Sciences, Inc.

Medical Director - Bone Marrow Transplant
Applied Immune Sciences, Inc.

Director of Clinical Research
Dermik

Director of Clinical Research - Oncology
Rhône-Poulenc Rorer

Director, Clinical Oncology
Enzon, Inc.



CLINICAL RESEARCH & MEDICAL AFFAIRS SEARCHES (CONT'D)

Director of Medical Affairs
Immunization Products Limited

Director of Medical Affairs
Zeneca Pharmaceuticals

Director of Clinical Operations
RPR Gencell

Director of Clinical Operations
Sepracor, Inc.

Director of Clinical Pharmacology
Sepracor, Inc.

Director of Biometrics
RPR Gencell

Director Project Management/Client Services
VivoMetrics, Inc.

Associate Director of Clinical Research - Oncology
RPR Gencell

Associate Director of Clinical Research - Cardiovascular (2 positions)
Rhône-Poulenc Rorer