

Position and Candidate Specification



THE MULTIPLE MYELOMA RESEARCH FOUNDATION

Chief Medical Officer

PREPARED BY:

Mark I. Furman, M.D.

Sarah E. Larsen

Beth Miller

August 2018

Assignment: 71577-002

ABOUT THE MULTIPLE MYELOMA RESEARCH FOUNDATION (MMRF)

The Multiple Myeloma Research Foundation's (MMRF) mission is to find a cure for multiple myeloma by relentlessly pursuing innovation that accelerates the development of next-generation treatments to extend the lives of patients. Founded in 1998 by Kathy Giusti, a multiple myeloma patient, and her twin sister Karen Andrews as a 501(c) (3) nonprofit organization, the MMRF is a world-recognized leader in cancer research. Together with its partners, the MMRF has created the only end-to-end solution in precision medicine today and the single largest genomic dataset of all cancers. The MMRF continues to disrupt the industry as a pioneer and leader at the helm of new research efforts. Since its inception, the organization has raised over \$400 million and directs nearly 90 percent of the total funds to research and related programs. To learn more, visit www.themmr.org.

The MMRF Model of Precision Medicine

The MMRF's model utilizes Precision Medicine to accelerate paths to a cure and it has changed the way the world approaches cancer research while producing unprecedented results.

Precision Medicine helps every patient get the right treatment based on his/her specific information. At the MMRF, it starts with patients and their data. When patients share their data, they help grow a bank of highly valuable information. The more information the MMRF gathers, the more answers they can find, and the more people they can help.

Patients' specific information is necessary to match the right treatment at the right time. It also helps the Foundation better understand the wide breadth of the clinical, immune, and genomic drivers of multiple myeloma. Most importantly, it will unlock the answers that patients, caregivers, researchers, and physicians need to make on the right decisions when they matter most.

What makes the MMRF Precision Medicine Model different at the MMRF is that it is the only end-to-end solution in cancer research. Three pillars in a linked system that stand alone in the world of cancer research characterized the model.

The MMRF Patient Data Bank

The MMRF Patient Data Bank gathers, generates and interprets data to find the keys to the cure within each patient. Heterogeneity is common between, and within, patients with multiple myeloma. This makes the collection of high-quality data vitally important to the process of finding a cure. Information from individual patients and clinical studies is the fuel for the entire Precision Medicine model. The more that is understood about the different types and subtypes of multiple myeloma, the more precise the answers become. To date, the MMRF Patient Data Bank has made possible The MMRF CoMMpass Study, the largest and most comprehensive long-term genomic research study ever conducted in myeloma.

The Learning Network

The Learning Network brings world-class experts together to speed discovery. Many research organizations carefully safeguard their data until publication. The MMRF does things differently. It makes it a priority to openly and freely share data, through a global *Learning Network*. It also provides incentives for academia and industry to share learnings and contribute to the growing knowledge base. This has allowed brilliant minds from all corners of the scientific community to work toward a cure together.

The Clinic

The Clinic delivers new therapies to the people who need them. The MMRF has built a world-class network of research institutions and cancer centers to evaluate new treatments. This collaborative approach has produced unprecedented results. Since the MMRF's formation in 1998, the life expectancy for people with multiple myeloma has more than tripled. Ten new treatments for multiple myeloma have received FDA approval. Also, the Clinic helps accelerate clinical trials.

Results at the MMRF

By collecting, interpreting, and activating the world's largest collection of high-quality genomic data, the MMRF is speeding towards a cure for every patient. Some of the assets include the following:

- The first multi-center tissue bank in myeloma with over 4,000 tissue samples.
- The discovery of a multiple myeloma genome sequence.
- CoMMpass Study, which is the largest public genomic data domain.
- 75+ clinical trials with thousands of participating patients.
- Hundreds of funded research grants.
- 10 drugs brought to market.

MMRC

The Multiple Myeloma Research Consortium (MMRC) is the first collaborative research organization of its kind. It brings together leaders from the top 25 academic and community cancer centers with industry, to advance innovative Phase 1 and Phase 2 clinical trials of today's most promising drug candidates. The MMRF's metrics mandate accountability and strongly promote team science. The goal is to advance the treatment of multiple myeloma at all costs. MMRC aggressively investigates many cutting-edge cancer treatments, including molecularly targets, immune and novel agents. They are working on a master protocol approach to pivotal trial design that could dramatically accelerate the development of targeted therapies. It is designed to overcome cost, patient participation and design barriers that inhibit many clinical trials in the MMRC, which will ultimately — by determining the best therapeutic fit for patients — improve treatment outcomes.

Also, the MMRC drives advancement through the Biotech Investment Award program (BIA). The goal of this initiative is to drive and accelerate the development of innovative and effective treatments for myeloma. This program is designed to provide resources necessary for biotechnology and pharmaceutical companies to rapidly

test therapeutics in multiple myeloma and to foster collaboration with academic myeloma experts, as needed. BIA aims to remove barriers that limit the development of novel drugs for myeloma.

Immunotherapy

One area of intense focus for the MMRF is in immunotherapy. Recently, as part of a multi-million dollar, multi-year program focused on creating networks of excellence, the MMRF recently announced new funding for three ground-breaking and collaborative immunotherapy research programs led by renowned myeloma researchers. This funding kicks off Phase One of the immunotherapy initiative.

The MMRF convened leading cancer immunology experts from academia, the pharmaceutical industry, and government to identify the areas of greatest potential and urgent need in immunotherapy to determine the Initiative's areas of focus: provide standardized immune testing to pre-select patients most likely to benefit from specific immune treatments, identify resistance mechanisms to current immunotherapeutic approaches and to rapidly accelerate promising combinations of immunotherapies for the treatment of myeloma.

The MMRF Answer Fund

Last year, the MMRF launched the Answer Fund, a multimillion dollar effort to address important questions facing members of the multiple myeloma community and to help advance precision medicine. It will use the vast amounts of data collected as part of the MMRF CoMMpass Study and other data sets to answer these critical questions and to identify new targets for improved treatment of myeloma — an effort that will have an immediate impact on patients' lives.

The first question is how to define and treat high-risk patients. Despite the tremendous progress made and the many new treatments approved in the past few years, the data show that nearly 20 percent of multiple myeloma patients pass away within three years of diagnosis. The MMRF asked top researchers to submit proposals that would use CoMMpass and other data to identify markers for high-risk myeloma. The projects will be collaborative among multiple institutions, which will share data and results.

The MMRF Prevention Project

The MMRF announced that Ronald O. Perelman and Dr. Anna Chapman, through the Perelman Family Foundation, have committed more than \$4 million in funding to launch the first-ever research program solely dedicated to the early detection and prevention of multiple myeloma. This generous donation will seed the launch of the groundbreaking Perelman Family Foundation Early Disease Translational Research Program, part of the MMRF Prevention Project, to speed efforts toward early detection, delayed disease progression and, ultimately, prevention of this incurable disease.

“The goal of this initiative is to develop a completely new paradigm for research into multiple myeloma, focusing on early detection and, ultimately, prevention. Right now, detection of this terrible disease often comes too late. Unlike most cancers, early detection of multiple myeloma doesn't increase a person's chance of survival under current treatment options. The Perelman Family Foundation Early Disease Translational Research Program will support research focused on improving outcomes after early detection. The MMRF and its

university partners are confident that they will be able to make breakthroughs for multiple myeloma patients and that the program will serve as a model for future initiatives,” said Dr. Anna Chapman.

MMRF CureCloud™

The MMRF CureCloud™ will house patient information and build upon CoMMpass — which is already the largest genomics data set of any cancer. This will allow patients to directly share their data with the MMRF to accelerate cutting-edge research. MMRF makes data publicly available to researchers worldwide to drive data analytics, identify new targets, and answer critical questions facing the myeloma community.

Multiple myeloma is a complex, diverse disease. To achieve the vision to find a cure for every patient, the MMRF needs even more data. This means reaching out to more patients to capture their genomic, clinical and immune information. To achieve this goal, later this year the MMRF will launch an exciting new initiative — the MMRF CureCloud™ — which will serve as hub for multiple myeloma data. Working with world-class partners such as the Broad Institute, COTA and Tempus, to generate, aggregate and drive analytics for this rich, new data resource. One important way to build out the CureCloud is by going directly to patients to collect their data. A pilot effort is currently underway, with a full program launching in the fall, where patients will be able to consent online to share information about their disease. This will help patients and their doctors make better evidence-based treatment decisions. Ultimately, what is learned from the CureCloud will accelerate MMRF and the industry toward a cure for every patient.

MyDRUG

Personalizing therapy based on specific genetic abnormalities offers an attractive approach to individualizing the therapy and is increasingly being explored in various cancers. Such an approach in myeloma can be challenging for several reasons. In order to deal with these issues, the MMRF is launching the Myeloma-Developing Regimens Using Genomics (MyDRUG) trial, which is a master protocol that will allow the study of targeted agents (TA’s) against specific genomic alterations singly or as a combination with a backbone regimen. MyDRUG utilizes the most frequent targetable abnormality for selecting the drug for treatment in order to focus the effort on the dominant clone. Because MyDRUG is conducted as a multi-site study, accrual of the targeted sub-populations of patients with specific mutations will proceed in a timely manner.

Patients that do not have “actionable” genomic alterations that can be targeted with a given drug, are offered a backbone with immune or novel therapies. Immune-based therapies and other novel agents have increasingly been shown to be effective in the treatment of myeloma. MyDRUG allows the further exploration of combining the best regimens with the emerging immunotherapy and novel platforms to improve the outcomes of these high risk patients that have no “actionable” mutations. Utilizing this cohort of patients will allow the MMRF to target myeloma early in the course of the disease, potentially benefit patients with otherwise limited options, and identify benefit by early readout of progression endpoints.

FINANCIAL AND OPERATIONAL HIGHLIGHTS

- A+ Financial rating
- 90% of budget dedicated to research and related programming
- “Best in America” Seal of Excellence from the Independent Charities of America

- A+ rating from the American Institute of Philanthropy
- Raised \$50M in 2017

MULTIPLE MYELOMA RESEARCH FOUNDATION LEADERS



**Kathy Giusti, Founder and Chief Mission Officer, MMRF and MMRC
Henry and Allison McCance Family Senior Fellow of Business Administration
Faculty Co-Chair, HBS Kraft Precision Medicine Accelerator, Harvard Business School**

Kathy Giusti, a multiple myeloma patient, is the Founder of the Multiple Myeloma Research Foundation (MMRF) and the Multiple Myeloma Research Consortium (MMRC). She is the Henry & Allison McCance Family Senior Fellow at Harvard Business School, where she serves as Faculty Co-Chair of HBS Kraft Precision Medicine Accelerator, a \$20M program endowed by Robert Kraft and the Kraft Family Foundation. She currently serves on the MMRF Board of Directors. Giusti has more than two decades of experience in the pharmaceutical industry, previously holding senior positions at G.D. Searle and Merck.

Since founding the MMRF in 1998, Giusti has become a widely respected leader in establishing innovative, collaborative research models in the areas of tissue banking, genomics, and clinical trials. These models are dramatically accelerating the pace at which lifesaving treatments are brought to patients and are building an end-to-end solution in precision medicine. Today, Giusti is recognized as a pioneer of precision medicine, a champion of open-access data sharing, and a strong advocate for patient engagement.

In 2016, Giusti was named Faculty Co-Chair of the Harvard Business School (HBS) Kraft Precision Medicine Accelerator. Under Giusti's leadership, the HBS Kraft Precision Medicine Accelerator convenes best-in-class leaders from science, business and technology to identify and solve challenges slowing the advancement of precision medicine. The HBS Kraft PM Accelerator disseminates best practices and models to overcome these challenges, and, ultimately, enables faster adoption of high-impact innovations.

Giusti's has earned several prestigious awards and recognitions, including being named 1 of 3 Top Business Leaders Disrupting Medicine by Fortune Magazine and #19 on Fortune's World's 50 Greatest Leaders list. Giusti was also named one of the world's 100 Most Influential People by TIME magazine. In 2017, she received PRIMO's Exceptional Women in Oncology award. In addition, she received the Open Science Champion of Change award by the White House and has been honored with the American Association for Cancer Research Centennial Medal for Distinguished Public Service and the Healthcare Businesswomen's Association's Woman of the Year Award.

Giusti served on President Obama's 2015 Precision Medicine Initiative Working Group and continues to act as an active advisor to the Obama PMI ("All of Us") and Vice President Biden's Cancer Moonshot program. She currently is a member of the Harvard Business School (HBS)

Health Advisory Board and has previously served on the President's Council of Advisors on Science and Technology (PCAST), National Cancer Advisory Board (NCAB), and the National Cancer Policy Board (NCBP).

Giusti has been featured on the Today Show, NBC Nightly News, CBS Evening News, Fox News, CNN, and Bloomberg. Her efforts have also been profiled by Fortune, The Wall Street Journal, Harvard Business Review, The New York Times, Forbes, The New Yorker, WIRED, and Fast Company.

Giusti received her MBA in general management from Harvard Business School. She holds an honorary Doctorate from the University of Vermont.

<http://www.kathygiusti.com/>



Paul Giusti, President and Chief Executive Officer, MMRF and MMRC

Paul Giusti is the President and Chief Executive Officer of the Multiple Myeloma Research Foundation (MMRF), a world-renown cancer-research organization. Prior to the MMRF, Mr. Giusti worked as a Chief Executive Officer, leader, executive and entrepreneur for over 30 years; he has founded, managed and led a variety of businesses. Early in his career, Mr. Giusti worked as an executive for GE where he held a number of management positions with a wide range of responsibilities.

Mr. Giusti has worked closely with the MMRF since its founding in 1998. In addition to chairing the successful \$100 million capital campaign, he has served as a consultant for a number of foundation projects, led several MMRF outreach efforts and spoken on behalf of the MMRF.

Mr. Giusti holds a Bachelor of Science degree from the Colorado School of Mines and an MBA from Harvard University.

The Chief Medical Officer (CMO) is a pivotal member of the MMRF senior executive team, engaged in all internal and external aspects of leading the clinical enterprise of this prestigious organization. The CMO is the leader responsible for developing, managing, delivering, and communicating the MMRF's clinical research strategy and drug development programs. The CMO will lead the Multiple Myeloma Research Consortium (MMRC), a group of the preeminent 25 leading research centers dedicated to researching and advancing treatment options for multiple myeloma patients.

The CMO will manage the MMRC clinical trials with the ability to create new ideas around clinical trial design and establish more-efficient processes for the MMRF clinical program. The CMO will work with the SVP of Research as part of the MMRF's overall research strategy. The CMO will also partner with the CEO, CFO and VP of Business Development, as well as the science and research teams to support the MMRF's current and future clinical and research initiatives.

KEY RELATIONSHIPS

Reports to Paul Guisti, President and Chief Executive Officer

Direct reports Clinical Operations Team

Other key relationships Kathy Guisti, Founder and Chief Mission Officer

Rob Miani, Chief Financial Officer

Ann Quinn Young, SVP, Marketing and Communications

Daniel Auclair, SVP, Research

Chris Williams, VP Development

TBD, Chief Digital Officer

KEY RESPONSIBILITIES

- Set and drive the agenda for the MMRC with key opinion leaders and all other stakeholders, as well as, drive the future clinical direction of the Foundation.
- Manage the MMRF clinical staff and drive all programs related to medical advances in multiple myeloma.
- This person will be integral in developing strategy with Daniel Auclair on research initiatives, as well as, creating a partnership with Daniel to run clinical and research.
- Participate in the review, planning and implementation of clinical trials, including evaluating hypothesis, objectives, study design, feasibility, regulatory requirements, and identifying medical and logistical problems that may impede the study.

- Advise program management of the merits and deficiencies in the proposed study.
- Provide subject matter expertise during protocol development. Participate in protocol review and ensure that any concerns raised are addressed by the Protocol Development Team in a timely manner.
- Provide clinical expertise to assist in developing IND applications. Review Serious Adverse Events (SAE) reports. Provide expert medical advice on the potential impact of SAEs on ongoing research. Sign off on safety reports. Assist in the preparation of SAE reports submitted to the FDA. Evaluate annual IND reports for medical safety findings to the FDA.
- Provide medical expertise in protocol follow-up stages in the areas of subject safety and protection, reliability of study endpoint data. Make appropriate recommendations to ensure trials are conducted according to protocol.
- Provide clinical and scientific expertise to assist in communications with the FDA, other government and non-government agencies, pharmaceutical companies, Data Safety Monitoring Boards, and other stakeholders.
- Manage the MMRC by working with investigators and sponsors and to identify new compounds to bring into the pipeline and develop innovative clinical trials.
- Provide regular updates to the other members of the leadership team on the effectiveness of the organization's clinical advances and drug development strategies.
- Develop, maintain, and comply with the organizations clinical and research policies and procedures; comply with all applicable laws and regulations; ensure accountability to scientists and physicians; and adhere with codes of ethical principles and standards of professional conduct for medical executives.
- Ensure sound fiscal operation of research/clinical trials. Ensure proper reporting, monitoring and management of patient enrollment.
- Utilize effective project management skills to monitor studies and patient enrollment. Provide expected timelines for commencement and completion of trials.

DESIRED OUTCOMES

- Continue to manage the launch of the MyDRUG clinical trial, building off of the strong work the existing team has put in place.
- With the help of the senior leadership team, determine optimal configuration of the MMRC, including number of participants, appropriate working committees, incentives, and other decisions related to this critical advisory group. Develop a level of credibility with that group to drive the strategy with the MMRC.
- Partner with the SVP of Research to continue developing the strategy addressing both the clinical and translational research side.
- Manage existing and future clinical trials, including accruing patients for participation.
- Evaluate the merits of the current strategic plan and push for continued innovation, not being afraid to advocate for disruptive technological or strategic plans.
- Work collaboratively with the rest of the leadership team to strengthen and advance the organizations goals and mission.
- Ensure that the MMRF remains on the forefront of clinical trial development and patient accrual into the network.
- Provide input in the venture space, including thinking through specific compounds or investments the foundation should consider.

This prestigious and unique leadership position requires a self-directed, dynamic, inspirational leader with an indefatigable passion for advancing treatment options and outcomes for multiple myeloma. He/She must possess strong collaboration and consensus-building skills, as well as an innate curiosity. The ideal candidate will have outstanding clinical, leadership and communication skills. He/She will have built a strong reputation through his/her commitment, in word and action, to multiple myeloma. In addition, he/she will be a hands-on leader willing to roll-up his/her sleeves in order to ensure the highest quality of work output.

IDEAL EXPERIENCE

10+ years of experience in treating and/or studying multiple myeloma

Experience in multidisciplinary, team science. Managed teams of physicians and other clinicians.

Ability to lead and manage clinical trials

Ideally with experience having initiated, led and designed early-phase clinical trials. Experience with drug development a plus.

Industry knowledge

Experience working collaboratively with pharmaceutical companies, biotech and government and other external entities preferred.

Medical degree, a M.D. or a D.O.

Domain expertise in the care and treatment of multiple myeloma with preference for a physician who has maintained a clinical practice for several years.

CRITICAL LEADERSHIP CAPABILITIES

Strategic Vision

The MMRF has a successful track record of pursuing innovative approaches for the care and treatment of multiple myeloma. The Foundation needs a strategic, entrepreneurial clinical leader to strengthen the unique platform of the MMRF and its ability to accelerate new treatments and cures. He/She will accomplish this by:

- Working with the senior leadership team and the Foundation's academic partners to build upon, and execute, the strategic plan and refine the MMRF's priorities in the context of the overall mission.
- Appropriately challenging assumptions and proposing new initiatives for the organization based upon clinical dynamics and strategic, marketplace and environmental realities.
- Ensuring that the Foundation's priorities are clear and upheld in all Foundation pursuits, with appropriate flexibility for creative thought and approaches.
- Thinking three to seven years beyond the current defined strategy.

Collaborating and Influencing

Excellence, collegiality, and cooperation characterize the culture at the MMRF. Science is a team endeavor and, therefore, in order to improve patient outcomes, the CMO must interact by:

- Building productive relationships and coalitions with relevant partners and stakeholders in multiple myeloma, and the broader cancer health community.
- Leveraging his/her stature and position to open doors, facilitating collaborations, and hosting inter- and multi-disciplinary, cross-institution discussions on key topics in the MMRF research and education.
- Identifying and meeting with key leaders to help them shape a consensus collectively, and engaging in a dialogue to reach a final conclusion together, compromising, as necessary, for results.
- Developing an explicit understanding of which relationships are most important to the Foundation, and building a network prioritizing these relationships.
- Presenting with a sense of humility and a lack of entitlement; constantly, and selflessly promoting the MMRF.

Leading People

The CMO leads a team of professionals dedicated to strengthening the MMRF as a leader in health outcomes, patient experience and value in promoting and advancing the best multiple myeloma treatment options available today. He/She leads this team by:

- Effectively communicating the organizations mission and priorities to all audiences and collaborating with the team on how to ensure these are upheld.
- Delegating strategic objectives with clear and explicit intent and knowing the precise level of challenge. As well as, appropriately calling upon team members to contribute based on their skills and abilities.
- Ensuring independent and open communication amongst the Consortium, staff, and other constituencies.
- Holding people accountable for their commitments, providing clarity, and outlining in advance ramifications of failure.
- Demonstrating an ability to lead and manage in a small, yet powerful, organization.

OTHER PERSONAL CHARACTERISTICS

- Possesses excellent communication skills and strong executive presence; communicates effectively with all major stakeholders.
- Has the personal style, character, record of achievement and reputation to establish credibility with physicians, senior management, subordinates, consortium partners, and all external constituents.
- Brings an open, candid style, and can operate in an atmosphere with low ego and high self-awareness.
- Demonstrated commitment to improving and advancing a cure for multiple myeloma.
- Intellectual curiosity.

- An appreciation and ability to incorporate diversity and gender equality in strategic and operational thinking.
- Ambition, drive, and passion complemented by sensitivity, sense of humor, and ability to collaborate.
- Modesty in keeping with the MMRF culture.

FOR ADDITIONAL INFORMATION, PLEASE CONTACT:

Mark I. Furman, M.D.	Office telephone:	617.531.5701
	Mobile telephone:	508.361.3629
	E-mail address:	mfurman@spencerstuart.com
	Assisted by:	Nakeisha Johnson
	Office telephone:	617.531.5707
	E-mail address:	njohnson@spencerstuart.com
Sarah E. Larsen	Office telephone:	203.326.3752
	Mobile telephone:	202.255.1243
	E-mail address:	slarsen@spencerstuart.com
	Assisted by:	Sally LaJoie
	Office telephone:	203.326.3762
	E-mail address:	slajoie@spencerstuart.com
Beth Miller	Office telephone:	312.396.3972
Senior Associate	E-mail address:	BMiller@SpencerStuart.com