

J. ROBERT SCOTT
EXECUTIVE SEARCH

POSITION SPECIFICATIONS

for

Director, Medical Device Development Center

Austen BioInnovation Institute in Akron

Akron, Ohio

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I. Background

A. Overview and History

The Austen BioInnovation Institute in Akron (ABIA) is a unique and exciting collaboration of five leading, complementary research, education and health institutions that is expanding upon Akron's world-class leadership in materials science in order to advance translational research into medical applications.

ABIA was founded in 2008 with a two-fold objective. First, **ABIA** aims to build upon the **University of Akron's** strength in polymer research and development to advance translational research into medical applications, which will lead to new business development. Secondly, **ABIA's** presence will contribute to the growth of the city of Akron.

With a population of close to 650,000 in the metropolitan area, Akron is one of the largest cities in Ohio. Akron is home to more than 21,000 businesses, including more than 150 Fortune 500 companies. Akron also has a strong history in the development of polymer products, originating in rubber products. Currently, polymer companies in Greater Akron employ nearly five times as many plastics workers as the average U.S. region, and the city has the largest concentration of plastics and rubber plants, machines, and materials in North America. **ABIA** aims to develop Akron's already rich history in polymers and innovation and has aligned with regional biomedical commercialization efforts, including **BioEnterprise**, the **City of Akron's Biomedical Corridor** development zone, the **Akron Global Business Accelerator**, and **Akron ARCHAngels**.

ABIA is named for internationally renowned heart surgeon and former **Knight Foundation** Chairman Dr. W. Gerald Austen and his wife Patricia R. Austen. In 2008 the Knight Foundation made a \$20 million grant to **ABIA**. Original funding began with \$60 million from donors, including the **Ohio Board of Regents**, **Ohio Department of Development** and **Ohio Third Frontier**. To date, **ABIA** has raised nearly 80 million dollars from the **Knight Foundation**, the State of Ohio, and the founding members: **The University of Akron**, **Northeastern Ohio Universities Colleges of Medicine and Pharmacy (NEOUCOM)**, **Summa Health System**, **Akron General Health System**, and **Akron Children's Hospital**.

B. Centers of Excellence

Current plans for the Institute include the creation of five separate, but interrelated Centers of Excellence. These include:

- ***Center for Biomaterials and Medicine (CBMM)***: a center of research excellence, with core strengths in biopolymers, orthopedics and wound healing that builds on the capabilities of Akron's 200+ researchers in orthopedics and polymers;

- ***Medical Device Development Center (MDDC)***: a unique resource for companies and researchers to design, test, synthesize and manufacture new materials and healthcare applications of biomaterials. The Center offers strong industry linkages with the 2,000+ polymer-related companies and 50+ orthopaedic device companies in the region;
- ***Center for Clinical Trials (CCT)***: an organization that supports the attraction, launch and administration of clinical trials, and promotes collaboration among scientists and clinicians across institutions;
- ***Center for Health Care Training (CHCT)***: a state-of-the-art facility for simulation-based education, training and research, facilitating as well the testing and evaluation of emerging technologies and devices for companies;
- ***Community Outreach to the Medically Underserved (COMU)***: The COMU initiative is working to coordinate and accelerate regional efforts to provide access to healthcare and wellness programs to underserved populations.

C. Medical Device Development Center (MDDC)

MDDC's overall vision is to become a nationally recognized and self-sustaining center for the design, development and testing of new healthcare applications of biomaterials. **MDDC** will be a central resource facility staffed to support the development of entrepreneurial ideas, and to funnel those ideas to the other BioInnovation Partners with the goal to accelerate commercialization and build a nationally recognized orthopedics and wound care biomedical industry in northeast Ohio. As ideas move to clinical trials status and beyond, **MDDC** will funnel these projects to other **ABIA** Centers of Excellence.

Initially, **MDDC** will operate as a concierge service to provide entrepreneurs and scientists with flexible and easy access to resources to support and nurture entrepreneurial initiatives through the "idea to proof of concept" stages of development. By leveraging and building upon existing **ABIA** Partner resources, **MDDC** will seek to accelerate product development and innovation for both Partner institutions and local industry.

In the near term, **MDDC**'s key activities will be to better understand demand by each potential customer group and develop marketable programs and services. Concurrently, it will determine how best to leverage its Partners' assets and determine the external resources with which to partner and/or the additional investments **ABIA** will need to make.

II. The Position

ABIA is currently organized under the leadership of Frank Douglas, Ph.D., M.D., President and Chief Executive Officer, a former Founder and Executive Director of **Massachusetts Institute of Technology's (MIT) Center of**

Biomedical Innovation as well as a former Executive Vice President at **Aventis**.

The Board of Directors currently is comprised of the following individuals:

- Bill Considine (Chair), President & CEO, **Akron Children's Hospital**;
- Victor Goldberg, M.D., Professor and Chairman, Department of Orthopaedics, **UH Case Medical Center**;
- Aaron Lazare, M.D., Celia and Isaac Haidak Professor in Medical Education and Professor of Psychiatry, **University of Massachusetts Medical School**;
- Juan Martinez, Vice President, Chief Financial Officer, **Knight Foundation**;
- Jack Mitsifer, M.D., Office of the President, **Akron General Hospital System**;
- Lois Margaret Nora, M.D., J.D., President and Dean, College of Medicine **NEOUCOM**;
- Luis Proenza, Ph.D., President, **The University of Akron**;
- Tom Strauss, President & CEO, **Summa Health System**

The individual to be recruited will report directly to Dr. Douglas and will provide leadership and vision for the **Medical Device Development Center (MDDC)**. The primary goals for this role are to:

- Provide a dynamic, experienced resource for the Institute and external partners and clients to move research into device prototypes, clinical trials, and successful commercial applications.
 - These applications will include the creation of new companies as well as the sale or licensing of products to established medical device companies.
- Work effectively with the President and other Center Directors as an integrated team to realize the unique mission and vision of the Institute and to ensure the Institute becomes distinctive.
- Identify emerging enterprise opportunities and support emerging enterprise creation, development, and commercialization.
- Make certain the Institute is a unifying force in the community.

III. The Individual

A. Qualifications and Experience

i. Education

We are seeking a Graduate degree, at a minimum, preferably in a technical discipline. In addition to this, a Doctorate in a relevant scientific field would significantly enhance candidacy as the Director, Medical Device Development Center will be expected to interface comfortably with academics in **ABIA**'s partner institutions, serve as the representative of the center at various research seminars and conferences, and also ideally have an academic appointment at one of the partner institutions. Credentials, however, will not serve as the ultimate metric for this role, and personal qualities/character elements and demonstrated accomplishments as a highly evolved medical device executive will hold significant weight in the selection process.

ii. Preferred Background

We are seeking an individual who possesses significant commercial expertise coupled with a strong background in medical device research and development. This is crucial to the success of the **MDDC**, as part of **ABIA**'s vision is to serve as a bridge between research and commercialization. As such, significant academic or post-doctoral work would also represent an attractive additional credential.

The ideal candidate should have a proven ability to transition medical device products from research through to commercialization. In addition, this executive should have extensive hands-on research and development experience with complex medical devices, preferably in the areas of orthopedics, wound care, biomaterials and/or tissue regeneration.

The successful candidate will also have:

- Demonstrated leadership in new business development, establishing strategic relationships with industry leaders, and in creating profitable new products for the diagnostics, therapeutics, and informatics markets, with a focus on orthopedics, wound care, biomaterials, and related market segments;
- A proven record of team-building and effective collaboration among diverse stakeholders including customers, researchers, developers, academic institutions, manufacturers, financiers, and other related industries, including in global settings, for the purpose of creating

innovative, high-growth medical device development and related business opportunities;

- Ability to interface with both the academic and commercial sectors;
- Broad industrial network, experience in commercializing biomaterials technologies, ability to secure support from industry and government grants, with the ability to sell the Center's product development and commercialization capabilities;
- Strategic & tactical business skills;
- Development experience in fundraising, grants and sponsorships;
- Experience leading value-added programs, including advanced testing and scientific support capabilities;
- An established record of identifying value in emerging technologies: evaluating market potential, validating technical feasibility, developing clinical evidence portfolios, assisting in business development and planning, and managing cross-functional teams;
- A demonstrated ability to make strategic choices, anticipate and mitigate risks, analyze financial and operating data, and develop and retain individuals who can make critical contributions to organizational success;
- A strong background and appreciation for science, engineering, medicine, clinical trials and regulatory affairs, markets, patient care and outcomes, commercialization and commercialization steps, processes and results including technology transfer and business creation and innovation; and,
- Must be at ease working in academic, research, clinical, and commercial environments.

B. Leadership and Management Behavioral Competencies

The following is a list of leadership and managerial attributes required for the role:

- A builder of strong, productive personal and professional relationships and interconnected networks of people and organizations;
- Highly developed and effective interpersonal and communication skills, verbal and written; able to communicate sensitively and compellingly with

individuals as well as large groups across cultures and languages;

- Encourages open communication and participation with an emphasis on transparency and the sharing of information;
- Strong conceptual thinker who can drive quickly to a clear and concise synthesis of even the most complex issues and concepts;
- A visionary leader who exudes a passion for the mission that is inspiring and contagious;
- Defines ambitious goals and establishes priorities, designing processes and managing projects and resources that align to achieve those goals;
- Able to handle challenging situations, including daunting tasks and complex interpersonal issues, with a calm, assured, unflagging approach that keeps all “eyes on the prize;”
- A champion of innovation who responds to complex problems and challenges by applying new perspectives and exploring a variety of relevant possible solutions; and,
- A team player and team-builder who is willing to work with and patiently align diverse stakeholders who maintain their individual autonomy and decision-making.

C. **Personal Characteristics**

Desired traits in a **Director Medical Device Development Center** include:

- The highest professional and ethical standards;
- Ambition, initiative, and enthusiasm;
- Entrepreneurialism;
- Personal maturity and self confidence;
- Flexibility, both intellectual and behavioral;
- A collaborative working style and team-oriented temperament;
- Creativity and conceptual imagination;
- An ability to negotiate and successfully close deals;

- A natural and comfortable leader, on the upswing of his/her career; and,
- A resilient temperament.

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