

2017 EVENT

Adapt or Die

Maximizing Performance Through Mentoring

MEETING SERIES

December 8-9, 2017 | Philadelphia, PA



Adapt or Die

Meeting Series | December 8-9, 2017 | Philadelphia, PA

Program Overview

The Adapt or Die Meeting series reconvenes at the historic Union League, to discuss the benefits of mentoring - for both the mentor and the mentee

What do Steve Jobs, Larry Page and Sergey Brin have in common? Aside from being 21st-century tech titans, all three had excellent business mentors. And they're not alone: There is a long tradition of mentoring that spans history and even dates back to mythology. Historical examples of relationships between mentors and mentees include Socrates and Plato, Hayden and Beethoven, and Freud and Jung. Today, the term "mentor" has evolved to mean a trusted advisor, friend, teacher and wise person, according to author and businessman Gordon Shea. Mentoring is a fundamental form of human development where a person invests time, energy and personal know-how in assisting the growth and ability of another person.

"Companies that have a vibrant mentor program do well. Everyone should have a mentor, and everyone should be a mentor. It is how companies grow and flourish."

- (Ret) General Rick Lynch, Adapt or Die

Adapt or Die

Friday, December 8, 2017

10:30 am - 10:00 pm EDT

[Click Here to Register Now](#)

Union League Philadelphia

140 S Broad St
Philadelphia, PA 19102



Credit: Difference engine, CC Share Alike 4.0

Adapt or Die

Meeting Series | December 8-9, 2017 | Philadelphia, PA

Friday December 8th - Itinerary / Agenda

10:30 am - 11:30 am An example of mentorship (Alex Gorsky and Bob Oliver)

11:30 am - 12:00 pm Lunch

12:30 pm - 1:00 pm Another example of mentorship (Generals Lynch and Price)

1:00 pm - 2:00 pm Panel #1 A strategic view of mentorship - (Rick Lynch)

2:00 pm - 2:30 pm Break

2:30 pm - 4:00 pm Panel #2 Mentorship in the Pharmaceutical Industry - (John Hawkins)

4:00 pm - 5:00 pm Union League History Tour

5:30 pm - 7:00 pm Wine Tasting Social Event - Hyatt at the Bellevue

7:00 pm Dinner - Hyatt at the Bellevue

8:00 pm Ambassador Ryan Crocker - Keynote Speaker



Saturday December 9th - Lincoln Financial Field

Army/Navy Game

9:30 am Bus departs Philadelphia Marriott Downtown

1:00 pm In Stadium ceremony

10:00 am Tailgate Party Lincoln Financial Field Parking Lot

3:00 pm Kickoff

Adapt or Die

Meeting Series | December 8-9, 2017 | Philadelphia, PA

Directions to the Union League

From North of Philadelphia in Pennsylvania

Follow I-95 South to Exit 22. Take 676 West/Central Philadelphia Exit. Follow 676 West to the first exit, which is Broad Street/Central Philadelphia. This exit will bring you onto 15th Street. Continue on 15th Street until you see City Hall on your left. Bear left around City Hall. Make a right at the first light, which is Broad Street. Take Broad Street two blocks to Sansom Street. Make a right onto Sansom. The Midtown Parking Garage is on the right. The entrance to the Union League is directly across the street on the left. Look for the awning. This entrance should be used for The Inn at the League.

From South of Philadelphia (Philadelphia International Airport) in Pennsylvania

Follow I-95 North to Exit 22. Follow signs for 676 West/Central Philadelphia Exit. Exit to the left. Follow 676 West to the first exit which is Broad Street/Central Philadelphia. This exit will bring you onto 15th Street. Continue on 15th Street until you see City Hall on your left. Bear left around City Hall. Make a right at the first light, which is Broad Street. Take Broad Street two blocks to Sansom Street. Make a right onto Sansom. The Midtown Parking Garage is on the right. The entrance to the Union League is directly across the street on the left. Look for the awning. This entrance should be used for The Inn at the League.

From East of Philadelphia in New Jersey

Benjamin Franklin Bridge to 676 West/Central Philadelphia Exit. Get on 676 West, then take the first exit, which is Broad Street/Central Philadelphia. This exit will bring you onto 15th Street. Continue on 15th Street until you see City Hall on your left. Bear left around City

Hall. Make a right at the first light, which is Broad Street. Take Broad Street two blocks to Sansom Street. Make a right onto Sansom. The Midtown Parking Garage is on the right. The entrance to the Union League is directly across the street on the left. Look for the awning. This entrance should be used for The Inn at the League.

From West of Philadelphia in Pennsylvania

Take the PA Turnpike to Exit 326, which is the Valley Forge Exit. When you exit, take 76 East to Exit 344, which is 676 East/Central Philadelphia Exit. Take the second exit, which is Broad Street/Central Philadelphia. Stay in the right hand lane as you exit. Make a right at the light, which is 15th Street. Continue on 15th Street until you see City Hall on your left. Bear left around City Hall. Make a right at the first light, which is Broad Street. Take Broad Street two blocks to Sansom Street. Make a right onto Sansom. The Midtown Parking Garage is on the right. The entrance to the Union League is directly across the street on the left. Look for the awning. This entrance should be used for The Inn at the League.

From New Jersey Turnpike

Take Turnpike to Exit 4. Take NJ Route 73 North, follow onto NJ-90 West which becomes Betsy Ross Bridge. Exit bridge onto I-95 South to I-676 West to Central Philadelphia, and follow directions from East of Philadelphia in Pennsylvania.

Parking

Midtown Parking Garage

Members are guaranteed reduced parking rates.
1415 Sansom Street

Adapt or Die

Meeting Series | December 8-9, 2017 | Philadelphia, PA

Hotel Reservations

Book your hotel reservations now!

Hotel rooms in central Philadelphia are in short supply because of the Army-Navy game and holiday events.

The following hotels are within walking distance of the Union League:

Philadelphia Marriott Downtown

1201 Market Street
215-625-2900

Courtyard by Marriott Philadelphia Downtown

21 North Juniper Street
215-496-3200

Residence Inn Philadelphia City Center

One East Penn Square
215-557-0005

Hyatt at the Bellevue

200 South Broad Street
215-893-1234

Ritz Carlton

10 Avenue of the Arts
215-523-8000

Featured Guests



Key Note Speaker

Ambassador Ryan Crocker

*Dean and Executive Professor, George
Bush School of Government & Public
Service at Texas A&M University*



Featured Guest

Bob Oliver

*Board Chairman
Otsuka Canada
Pharmaceuticals, Inc.*



Featured Guest

Alex Gorsky

*Chairman &
Chief Executive Officer,
Johnson & Johnson*

Adapt or Die

Meeting Series | December 8-9, 2017 | Philadelphia, PA

Panelists & Special Guest



P1 - Moderator
Lt. General (Ret.)
Rick Lynch
Author



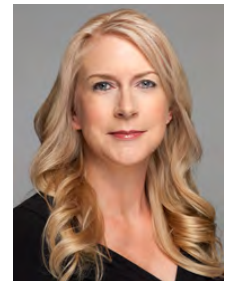
P1 - Panelist
Sandy Costa
President and Chief Operating Officer, Quintiles Transnational Corp



P1 - Panelist
Lt. General (Ret.)
Paul E. (Butch) Funk
President, Chief Executive Officer, National Mounted Warfare Foundation



P1 - Panelist
General (Ret.)
Fred M. Franks, Jr.
Author



P1 - Panelist
Sandra Milligan, MD, JD
Senior Vice President, Head of Global Regulatory Affairs and Clinical Safety, Merck



P2 - Moderator
John Hawkins
Vice Chairman and Director, Odgers Berndtson, LLC



P2 - Panelist
Mark Alles
Chief Executive Officer, Celgene



P2 - Panelist
Murdo Gordon
Executive Vice President, Chief Commercial Officer, Bristol-Myers Squibb



P2 - Panelist
Alicia Secor, MBA
President and Chief Executive Officer, Juniper Pharmaceuticals



P2 - Panelist
Michel Vounatsos
Chief Executive Officer, Biogen



Special Guest
Marnie Old
Sommelier and Author

Adapt or Die

Meeting Series | December 8-9, 2017 | Philadelphia, PA

Featured Guests



KEY NOTE SPEAKER

Ambassador Ryan Crocker

Dean and Executive Professor, George Bush School of Government & Public Service at Texas A&M University

Ambassador Ryan Crocker is Dean and Executive Professor at the George Bush School of Government & Public Service at Texas A&M University, where he holds the Edward and Howard Kruse Endowed Chair. He was the James Schlesinger Distinguished Visiting Professor at the University of Virginia (2012-2014), and he served as the first Kissinger Senior Fellow at Yale University (2012-2013).

He retired from the Foreign Service in April 2009 after a career of over 37 years but was recalled to active duty by President Obama to serve as US Ambassador to Afghanistan in 2011. He has served as US Ambassador six times: Afghanistan (2011-2012), Iraq (2007-2009), Pakistan (2004-2007), Syria (1998-2001), Kuwait (1994-1997), and Lebanon (1990-1993). He has also served as the International Affairs Advisor at the National War College, where he joined the faculty in 2003. From May to August 2003, he was in Baghdad as the first Director of Governance for the Coalition Provisional Authority and was Deputy Assistant Secretary of State for Near Eastern Affairs from August 2001 to May 2003. Since joining the Foreign Service in 1971, he also has had assignments in Iran, Qatar, Iraq and Egypt, as well as Washington. He was assigned to the American Embassy in Beirut during the Israeli invasion of Lebanon in 1982 and the bombings of the embassy and the Marine barracks in 1983.

Born in Spokane, Washington, he grew up in an Air Force family, attending schools in Morocco, Canada and Turkey, as well as the U.S. He received a B.A. in English in 1971 and an honorary Doctor of Laws degree in 2001 from Whitman College (Washington). He also holds an honorary Doctorate in National Security Affairs from the National Defense University (2010), honorary Doctor of Laws degrees from Gonzaga University (2009) and Seton Hall University (2012), as well as an honorary Doctor of Humane Letters degree from the American University of Afghanistan (2013). He is a member of the Council on Foreign Relations, the American Academy of Diplomacy, and the Association of American Ambassadors. In August 2013, he was confirmed by the United States Senate to serve on the Broadcasting Board of Governors which

Adapt or Die

Meeting Series | December 8-9, 2017 | Philadelphia, PA

oversees all U.S. government-supported civilian international media. He is also on the Board of Directors of Mercy Corps International.

Ambassador Crocker received the Presidential Medal of Freedom, the nation's highest civilian award, in 2009. His other awards include the Veterans of Foreign Wars Dwight D. Eisenhower Award (2014), Presidential Distinguished and Meritorious Service Awards, the Secretary of State's Distinguished Service Award (2008 and 2012), the Department of Defense Medal for Distinguished Civilian Service (1997 and 2008) and for Distinguished Public Service (2012), the Award for Valor and the American Foreign Service Association Rivkin Award for creative dissent. He received the National Clandestine Service's Donovan Award in 2009 and the Director of Central Intelligence's Director's Award in 2012. In 2011, he was awarded the Marshall Medal by the Association of the United States Army. In January 2002, he was sent to Afghanistan to reopen the American Embassy in Kabul. He subsequently received the Robert C. Frasure Memorial Award for "exceptional courage and leadership" in Afghanistan. In September 2004, President Bush conferred on him the personal rank of Career Ambassador, the highest in the Foreign Service. In May 2009, Secretary of State Hillary Clinton announced the establishment of the Ryan C. Crocker Award for Outstanding Achievement in Expeditionary Diplomacy. In July 2012, he was named an Honorary Marine, the 75th civilian so honored since the founding of the Corps in 1775.



GREAT MENTORING PAIR SPEAKER

Alex Gorsky

Chairman & Chief Executive Officer, Johnson & Johnson

As a sixth grader in Fremont, Michigan, Alex Gorsky set a goal for himself. He wanted to attend the United States Military Academy and serve in the Army. Fremont is a small town, like thousands across the U.S., where belief in country and courage, service and sacrifice are highly valued.

In 1978, Alex achieved his goal and was accepted into West Point. At the academy Alex participated on the Sprint Football Team and was a member of the Triathlon and Marathon Clubs. He successfully completed Ranger School as a Cadet and achieved the rank of Cadet Captain and Company Commander of E2. He graduated in 1982 and was commissioned as a

Adapt or Die

Meeting Series | December 8-9, 2017 | Philadelphia, PA

2nd Lieutenant in the Field Artillery, and later completed Airborne School. He served in Europe and in the 7th Infantry Division at Fort Ord, CA. His six years of leadership experience as an Army officer helped shape his leadership philosophy and imbed the importance of being purpose-driven.

After leaving the Army, he was fortunate to join another organization founded and guided through its history on a set of beliefs. He began his career at Johnson & Johnson – a company defined by a set of responsibilities in the Credo written by General Robert Wood Johnson. His first position was as a sales representative with Janssen Pharmaceuticals in 1988. Over the next 24 years, his career involved leadership roles in the Pharmaceutical and Medical Device Divisions and assignments in the US, Europe, the Middle East, Africa and Russia. In 2012, Alex Gorsky was elected as just the seventh person to serve as CEO of Johnson & Johnson since the Company first went public in 1944.

Johnson & Johnson is the world's most broadly-based and innovative healthcare company, providing products and services across the spectrum of pharmaceuticals, medical devices and diagnostics and consumer products.



GREAT MENTORING PAIR SPEAKER

Bob Oliver

Board Chairman, Otsuka Canada Pharmaceuticals, Inc.

Bob Oliver most recently served as President and CEO of Otsuka America Pharmaceutical, Inc., (OAPI). He was responsible for overseeing OAPI's diverse and growing product portfolio across the neuroscience, cardiovascular, oncology, and medical device markets. Bob drove the organization toward a vision that reached beyond innovative medicines to provide solutions, access, and education, encouraging employees to view their work as fighting disease, confronting stigma, and resisting the status quo. Prior to joining Otsuka, Bob was Vice President and Global Business Manager for Oncology at Wyeth. Bob also gave leadership to the Vaccines Division and Primary Care at Wyeth while eventually assuming responsibility for U.S. Commercial Operations including Puerto Rico and the Caribbean. Bob began his career in pharmaceuticals with Johnson & Johnson, holding positions of increasing responsibility in sales, marketing, business operations and corporate management.

Adapt or Die

Meeting Series | December 8-9, 2017 | Philadelphia, PA

Bob earned a bachelor's degree from Rutgers University and an M.B.A. degree in Marketing from the Haub School of Business at Saint Joseph's University, where he now sits on the Healthcare Board of Advisors.

Currently, Bob also serves as a member of the Board for Academic Fellows at Eastern University, where he mentors doctoral candidates. Bob also serves as Board Chairman for Otsuka Canada Pharmaceuticals, Inc.; and is an Executive Advisor and Board member of Hyalo Technologies, a Biotech start up.

Bob is also a Board member for Neurotez Inc., a biotech focused on Alzheimer's Disease.

Recently Bob accepted a role as Executive Advisor for Cellix Bio a biotech startup in Hyderabad India, which is in the process of relocating operations to the US with the intent of building a global organization.

Adapt or Die

Meeting Series | December 8-9, 2017 | Philadelphia, PA

PANEL ONE:

A Strategic View of Mentorship



P1 MODERATOR

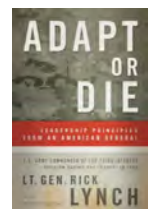
Lieutenant General (Ret.) Rick Lynch

Author

With over 34 years in the US Army at his heel, Lieutenant General Rick Lynch has distinguished himself as an exceptional leader and strategist through his chameleon-like ability to adapt to change despite the most challenging obstacles. From surmounting his parents' inability to pay for college by gaining entry to West Point, to leading "The Surge" in Iraq as Army General with only six weeks to prepare, Lieutenant General Lynch has constructed a disciplined and effective mantra for success, which he shares with audiences across the country today.

From a company (about 100 soldiers) to corps (about 65,000 soldiers) to the head of all US Army installations, Lynch steadily rose through the ranks, eventually commanding at all levels. Matching the professional acumen of established business leaders, he was responsible for managing all the installations in the US Army with an annual budget of \$12 billion and a workforce of 120,000. Combining this impeccable work ethic with an open heart, he also effectively lowered divorce and suicide rates at Fort Hood, Texas, by outlawing weekend work and mandating soldier family time.

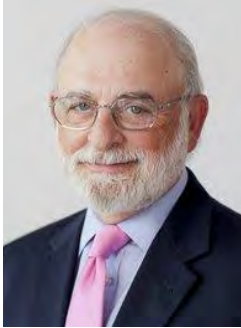
Lynch's book, *Adapt or Die: Battle Tested Principles for Leaders*, provides unprecedented clarity to leaders from all walks of life. In it, he offers insight born from overcoming adversity on both the battlefield and in the boardroom. With refreshing directness, he shares how to gain the confidence needed to lead in our ever-changing world. His new book, *Work Hard Pray Hard: The Power of Faith in Action* was released in April 2017.



In his commanding presentations, Lynch captivates audiences with the tenor of his voice and the approachable, conversational nature of his tone. Drawing on his personal experience in and out of combat, he powerfully illustrates his principles, from the foundation of business leadership to the need for resiliency and engagement.

Adapt or Die

Meeting Series | December 8-9, 2017 | Philadelphia, PA



P1 - PANELIST

Sandy Costa

Former President and COO, Quintiles Transnational Corp

Sandy's professional experience includes over 40 years in executive and senior operating management positions within the pharmaceutical, health care and life sciences industries and as a legal practitioner.

As President and Chief Operating Officer of Quintiles Transnational Corp., Sandy had responsibility for all operating divisions, as well as worldwide business development.

Prior to joining Quintiles Transnational Corp, Sandy spent 23 years in the pharmaceutical industry. Most recently, he was Senior Vice President, Administration and General Counsel of Glaxo Inc. where he sat on the company's Board of Directors and Executive Committee and was deeply involved in managing Glaxo's growth, which at that time made it the fastest growing pharmaceutical company in the nation.

Sandy is Of Counsel to the law firm Smith, Anderson, Blount, Dorsett, Mitchell & Jernigan. He has chaired six companies in four countries, as well as sitting on the board of directors of numerous companies both public and private. Sandy is the author of *Humanity at Work: Encouraging Spirit, Achievement and Truth to Flourish in the Workplace*. Sandy speaks across the country on leadership and related issues. He was selected to speak at the Toastmasters International Worldwide Convention.



P1 - PANELIST

Lieutenant General (Ret.) Paul E. (Butch) Funk

President, Chief Executive Officer,
National Mounted Warfare Foundation

Lieutenant General (Retired) Paul E. Funk is presently employed by the National Mounted Warfare Foundation as the President and Chief Executive Officer. He is also a member of the National Mounted Warfare Foundation Board of Directors.

General Funk was born in Roundup, Montana. He holds a Doctorate of Education and Masters in Psychological Counseling from Montana State University. He earned Distinguished Military Graduate honors from Montana State University, where he was commissioned a second

Adapt or Die

Meeting Series | December 8-9, 2017 | Philadelphia, PA

lieutenant. His basic military education includes Armor Officer Basic and Armor Officer Advanced Course, Helicopter Flight School, the Armed Forces Staff College, and the Army War College.

General Funk has held a variety of command positions, from platoon through division, leading to his assignment as the Commanding General, III Corps and Fort Hood, Texas. He served as the Commanding General of the U.S. Army Armor Center and Fort Knox, Kentucky, from June 1992 to October 1993. He commanded the 3rd Armored Division, United States Army, Europe, from December 1990 to April 1991, when the Division distinguished itself as part of the VII Corps, during Operation Desert Shield and Desert Storm in Saudi Arabia, Kuwait and Iraq. He was the Commanding General of the National Training Center and Fort Irwin, Fort Irwin, California; Assistant Division Commander, 9th Infantry Division (Motorized), Fort Lewis, Washington; Commander of the 194th Separate Armored Brigade; and 5th Battalion, 33rd Armor, Fort Knox, Kentucky.

Prior assignments at Fort Hood include Deputy G3 for Training; III Corps; Chief of Staff, 1st Cavalry Division; and several Platoon Leader assignments with the 2nd Battalion, 13th Armor, and 1st Armored Division.

Other key assignments include Vice Director, J3, the Joint Staff, Washington, D.C., and Assistant Commandant, U.S. Army Armor School, Fort Knox, Kentucky. General Funk served a combat tour in Vietnam as Executive Officer and then Commander of Troop A, 1st Squadron, 9th Cavalry, 1st Cavalry Division. He commanded 4 companies/troops and led 3 platoons. General Funk has also served in the Republic of Korea.

His awards and decorations include: the Distinguished Service Medal (with two Oak Leaf Clusters), Defense Superior Service Medal, Legion of Merit (with two Oak Leaf Clusters), Distinguished Flying Cross, Bronze Star Medal (with two Oak Leaf Clusters), Meritorious Service Medal (with three Oak Leaf Clusters), Air Medal with "V" device and (twenty-five Oak Leaf Clusters), Army Commendation Medal with "V" device and (three Oak Leaf Clusters), Vietnam Service Medal (with three Oak Leaf Clusters), Kuwait Liberation Medal, Saudi Service Medal (with three bronze stars), the Army Aviator Badge, and the Joint Chief of Staff Identification Badge. He was selected as one of the top 100 graduates in the first 100 years from Montana State University. In 1998, he was awarded an Honorary Doctorate of Engineering from Montana State University.

Previously, General Funk worked as the Vice President of Middle Eastern Operations for General Dynamics in Riyadh, KSA and later as the Vice President for Services for General

Adapt or Die

Meeting Series | December 8-9, 2017 | Philadelphia, PA

Dynamics Land Systems in Sterling Heights, MI. Recently, General Funk worked as Director for the Education and Technology Applications Division at the University of Texas at Austin, Institute for Advanced Technology, where he was also a member of the Army Science Board.

Lieutenant General (Retired) Funk and his wife Danny have three children: MG Paul E. Funk II, James Funk and Becky Clonts. The Funks are proud grandparents to eight grandchildren.



P1 - PANELIST

General (Ret.) Fred M. Franks, Jr.

Author

General Fred Franks began his active duty military career after graduating from the United States Military Academy on 3 June 1959 and retired from active Army service 1 December 1994. During his service, General Franks commanded Armored Cavalry units at platoon, troop, squadron, and regimental levels from early 1960 to 1984. General Franks served in combat in Vietnam until being medically evacuated in May 1970 after being wounded in action in Cambodia. After having his leg amputated below the knee and rehabilitation at Valley Forge General Hospital, he was permitted to remain on active duty and returned to active service in early 1972. In Operations Desert Shield and Desert Storm, General Franks commanded the 146,000 US and British forces of VII Corps that as part of the Coalition liberated Kuwait in February 1991. He concluded his active service as Commanding General Training and Doctrine Command (TRADOC) from 1991-1994, responsible for the U.S. Army's school system and for formulating concepts and requirements for future land warfare.

Since retiring, General Franks has continued work in public service and as an advocate for Wounded Warriors. From spring 1999 to 31 December 2016 he was the visiting Class of 1966 Chair in the Simon Center for the Professional Military Ethic at USMA, West Point, teaching and mentoring Battle Command and Officership. He has taught and mentored strategic and senior tactical level leadership, mentored senior officers, and has been mentor to Army studies on training and leader development. He collaborated with Tom Clancy on a book, *Into the Storm: A Study in Command*, first published in 1997 with two additional chapters added and the latest edition published 2007.

Adapt or Die

Meeting Series | December 8-9, 2017 | Philadelphia, PA

General Franks currently serves as a senior advisor and Honorary Board member with the Red Sox Foundation-Massachusetts General Hospital Home Base Program leading the work in SWFL volunteers as the Chairman of the Board of VII Corps Desert Storm Veterans Association, has been appointed to serve voluntarily on the Defense Health Board, and has chaired the Limb Loss Panel of that Defense Health Board. In September 2001 President George W. Bush appointed him to serve voluntarily on the American Battle Monuments Commission and he became the ninth Chairman of ABMC in January 2005, serving in that capacity until January 2009. General Franks also frequently speaks publicly on leadership and public service.

General Franks holds two Master Degrees from Columbia University in New York City, and honorary Master of Military Art and Science from the U.S. Army Command and General Staff College, and an honorary Doctor of Humanities from Albright College in Reading, PA. He successfully completed U.S. Army Airborne and Ranger training, as well as military service schools to include the National War College. He received four awards for valor, two Purple Hearts, numerous military awards for service, and individual decorations and awards from foreign governments, his native Pennsylvania, and the Harry S. Truman Good Neighbor Award Foundation in Kansas City. He was elected to the Athletic Hall of Fame and named a Distinguished Alumni by his hometown Wilson High School, and elected in 2004 to the Berks County Chapter of the Pennsylvania Sports Hall of Fame. In May 2000, the Association of Graduates named him a Distinguished Graduate of West Point. In May 2008 he was inducted into the Ft. Leavenworth Hall of Fame. In March 2011 he received the Guardian of Liberty Award presented by the West Point Society of Philadelphia at the Union League in Philadelphia.

He and his wife of over 58 years, Denise, live in Naples, Florida and Gainesville, VA. They have a daughter, Marjorie (Bozek), and three grandchildren, and one great granddaughter.

Adapt or Die

Meeting Series | December 8-9, 2017 | Philadelphia, PA



Sandra Milligan, MD, JD

Senior Vice President, Head of Global Regulatory Affairs and Clinical Safety, Merck

Sandra Milligan serves as senior vice president and head of Global Regulatory Affairs and Clinical Safety at Merck, a leading international biopharmaceutical company. Sandra's organization optimizes and directs global strategic clinical and technical regulatory plans to facilitate innovative product development, regulatory approval and commercialization around the world, and supports and maintains local and regional registrations for over 200 products across 183 international markets. Prior to joining Merck, Sandra held various roles of increasing responsibility at Genentech/Roche and Amgen, in both regulatory and legal functions. A graduate of George Washington University School of Medicine and the Georgetown University Law Center, she earned her undergraduate degrees from the University of California, Irvine. A veteran of the armed forces, Sandra proudly served as General Medical Officer in the US Army, and was a recipient of the Health Professions Scholarship supporting her medical school education and training.

Adapt or Die

Meeting Series | December 8-9, 2017 | Philadelphia, PA

PANEL TWO:

Mentorship in the Pharmaceutical Industry



P2 MODERATOR

John Hawkins

Vice Chairman and Director, Odgers Berndtson, LLC

John Hawkins is Vice Chairman and Director, Odgers Berndtson, LLC, based in the firm's New York and Washington, D.C. offices. Combining 30+ years of leadership experience in executive management, search/board consulting and investment banking, John brings a unique mix of insights to his work. His experience has encompassed diverse challenges, including strategy development, management and board succession, executive team building, corporate governance and capital formation.

John's career in board consulting started at Russell Reynolds Associates where he created and led the firm's worldwide Healthcare Practice, and was later tapped to lead their global Board and CEO Practice across all vertical markets. Mr. Hawkins has led or co-led more than 200 advisory engagements, encompassing CEO succession planning, founder transitions, board practices, board composition, corporate governance, and the recruitment of CEOs, COOs, presidents and board directors.

Prior to joining Odgers Berndtson, John served as the Regional Managing Partner of The Americas Region at Heidrick & Struggles, a role in which he oversaw approximately half the firm, including 265 search consultants, 26 offices and \$350M in revenues in the Western Hemisphere.

Earlier in his career, John co-founded a private investment firm which acquired the healthcare business of NYSE-listed Pharmaceuticals/Consumer Goods firm, Carter- Wallace, Inc. in 2001. Upon its acquisition, the business was re-branded MedPointe Inc., and John was appointed a Member of MedPointe's Executive Committee and EVP-Corporate Development and External Affairs. He was actively involved in developing the firm's strategy, recruiting directors to its board, raising private equity and debt capital, and recruiting numerous members of its founding management team. Then in 2007, MedPointe was acquired by a pan-European strategic buyer, Meda AB, in an \$800M cash/stock transaction which provided the acquirer with

Adapt or Die

Meeting Series | December 8-9, 2017 | Philadelphia, PA

a beachhead in North America and yielded equity investors a substantial return on their investment.

Prior to that, John served as SVP and CFO of NASDAQ-listed Monsanto biologicals contract manufacturing spinout, Invitron Corp., and as an IPO equity banker with Alex. Brown & Sons (where he participated in more than 40 IPOs as a deal banker).

A graduate of the University of Virginia, John earned an MBA from The Tuck School of Business at Dartmouth. He is a past Chairman of the Board of Trustees of The Jefferson Trust as well as a former Trustee of the Jefferson Scholars Foundation. John was recognized for his superior search delivery in John Sibbald's *The New Career Makers* and Nancy Garrison-Jenn's *The Global 200 Executive Recruiters*.



P2 - PANELIST

Mark Alles

Chief Executive Officer, Celgene

Mr. Alles serves as Celgene's Chief Executive Officer. He assumed the role on March 1, 2016. Previously he served as President and Chief Operating Officer. Mr. Alles served as Executive Vice President and Global Head of Hematology and Oncology from December 2012 until July 2014, following his promotion to Executive Vice President and Chief Commercial Officer in February 2012. Mr. Alles joined Celgene in April 2004 and served as Vice President, Global Hematology Marketing until March 2009 when he became President of the Americas Region. Responsibility for commercial operations in Japan and the Asia Pacific Region was added in July 2011. Mr. Alles previously served as Vice President for the U.S. Oncology Business Unit of Aventis Pharmaceuticals and in other commercial sales and marketing management roles over an 11-year period with Aventis. After earning his B.S. degree from Lock Haven University of Pennsylvania and serving as a Captain in the United States Marine Corps, Mr. Alles began his 30-year career in the pharmaceutical industry at Bayer and worked at Centocor before its acquisition by Johnson & Johnson. Mr. Alles is a member of the Celgene Board of Directors, the Trustees for the Healthcare Institute of New Jersey (HINJ), the Board of the Biotechnology Innovation Organization (BIO), and the Board of Gilda's Club NYC, a not-for-profit organization helping the families of people living with cancer.

Adapt or Die

Meeting Series | December 8-9, 2017 | Philadelphia, PA



P2 - PANELIST

Murdo Gordon

Executive Vice President, Chief Operating Officer,
Bristol-Myers Squibb

Murdo Gordon has been Bristol-Myers Squibb's Chief Commercial Officer (CCO) since June, 2016. In this role he is responsible for leading the execution of commercial strategy across the globe. This includes all sales and marketing activities as well as customer operations, access and pricing.

Prior to becoming CCO, Murdo served as head of worldwide markets with responsibility for the promotion of all BMS brands in over 65 global markets. This was preceded by his work as president of BMS' US operations; a role he assumed in 2013.

Murdo joined Bristol-Myers Squibb in 1989 and spent the first 14 years of his career in Canada where he held positions of increasing responsibility in sales and marketing. Murdo moved to the U.S. in 2003 where he held senior commercial leadership positions in a number of different areas including cardiovascular, neuroscience, Access/Government Affairs, oncology and immunology.

Murdo maintains an active interest in global and U.S. health care policy and how different stakeholders can improve the efficiency and cost effectiveness of health care delivery. He is a member of the Board of Directors of RWJBarnabas Health and received a BSc in Cell and Molecular Biology from Concordia University, Montreal. Murdo also attended the General Management Program, CEDEP at INSEAD, Fontainebleau, France.



P2 - PANELIST

Alicia Secor, MBA

President, Chief Executive Officer, Juniper Pharmaceuticals

Alicia Secor joined Juniper Pharmaceuticals as Chief Executive Officer in August 2016 and serves as a Director of the Company. Ms. Secor brings more than 25 years of leadership experience as a life sciences executive, with a track record in leading businesses and advancing products from clinical development through regulatory approval,

Adapt or Die

Meeting Series | December 8-9, 2017 | Philadelphia, PA

commercialization, and global expansion across several therapeutic areas. Ms. Secor joined Juniper from Zafgen, Inc., where she was Chief Commercial Officer and played a key role in advancing the company to a Phase 3 pre-commercialization status. Previously, Ms. Secor served as Senior Vice President and Chief Operating Officer at Synagev BioPharma Corp, and spent 15 years at Genzyme Corporation in diverse leadership roles, most recently as the Global General Manager for the Metabolic Disease Business. During her tenure at Genzyme, Ms. Secor led fully integrated businesses, successfully launching products and achieving sustained revenue growth. Ms. Secor spearheaded several strategic transactions and built high performance teams, resulting in consistent growth and profitability across multiple Genzyme businesses including biomaterials, surgical devices, and injectable therapeutics. Prior to Genzyme, Ms. Secor held positions at Alkermes, Inc. in business development, and at Centocor, Inc. (a Johnson & Johnson Company) in clinical and commercial operations. She began her career at Pfizer Inc. as a hospital-based sales representative.

Ms. Secor received an M.B.A. from Northeastern University, and a B.S. in Healthcare Administration from the University of New Hampshire.



P2 - PANELIST

Michel Vounatsos

Chief Executive Officer, Biogen

Michel Vounatsos is Chief Executive Officer of Biogen and has served in this position and as a member of the Board of Directors since January 2017.

Mr. Vounatsos joined Biogen in 2016 as Executive Vice President, Chief Commercial Officer after a 20 career at Merck. While at Merck, he held leadership positions of increasing responsibility in Europe, China, and the U.S., driving significant and consistent growth across multiple geographies. Most recently, he served as President, Primary Care Business Line and Merck Customer Centricity leading Merck's global primary care business unit, a role which encompassed Merck's cardiology-metabolic, general medicine, women's health and biosimilars groups, and developed and instituted a strategic framework for enhancing the company's relationships with key constituents, including providers, payers and retailers and governmental bodies throughout the world. Earlier in his career, Mr. Vounatsos held management positions at Ciba-Geigy.

Mr. Vounatsos received his C.S.C.T. certificate in Medicine from the Universite Victor Segalen, Bordeaux II, France, and his M.B.A. from the HEC School of Management in Paris.