INQUISITIVE. COMPASSIONATE.

Dr. Mark Fishman has focused NIBR's research efforts on mapping disease pathways and unmet medical needs, while applying strong scientific understanding as the guiding criteria for starting new projects.

Bold steps truly pay off — Novartis and Mark Fishman, M.D., are living proof of that.

In 2002, Dr. Fishman, then the head of cardiology at Massachusetts General Hospital, took the helm of the newly created Novartis Institutes for BioMedical Research (NIBR), the pharmaceutical research arm of Novartis.

The choice of Dr. Fishman to lead research sent shockwaves through Novartis and the industry. Many did not believe that a cardiologist with no experience in the pharmaceutical industry would be successful leading a global research organization.

Now more than 10 years later, Dr. Fishman has proven the naysayers wrong. He has successfully transformed the way Novartis conducts research and is setting a new industry standard that focuses research based on sound science and patient need, not market size.

From day one, Dr. Fishman set a clear vision that has not wavered: NIBR will discover

Dr. Mark **FISHMAN**Transforming Research

DRIVEN TO INNOVATE BY PATIENTS

new drugs that will change the practice of medicine. Anything less is unacceptable to him. Geographic and scientific silos within the company were knocked down and in their place he built a culture of collaboration among the many scientific disciplines and sites of NIBR's global network.

Research sites and disease areas would not compete against each other for resources. Rather, they were expected to work together as a global network to share expertise. To facilitate the collaboration and the cross-fertilization of ideas, an internal sabbatical program was put in place to enable scientists to broaden their horizons by working at different sites or in different disciplines. Teamwork was encouraged and rewarded. And a mentoring program was initiated to groom up-and-coming scientific talent.

Strategically, Dr. Fishman refocused research efforts on mapping disease pathways and unmet medical need, and strong scientific understanding became the guiding criteria for starting new projects.

The goal of NIBR scientists is to change the practice of medicine, focusing on therapeutics for diseases, no matter how rare, where suffering is great, and the scientific underpinnings are strong.

To advance the most promising drug candidates, Dr. Fishman banned potential market size and net present value calculations for early research projects as evaluation considerations. Instead, he changed the paradigm and teams now focus on how projects can enter the clinic through small proof-of-concept clinical trials designed to get an early read on a drug's safety and efficacy.

To complement NIBR's in-house research capabilities, Dr. Fishman forged stronger ties with leading academic research institutes. For example, NIBR's long-term relationship with the Broad Institute is focused on the genetics of metabolic disorders, cancer, and neuropsychiatric diseases; and its groundbreaking alliance with University of Pennsylvania, which is focused on cancer immunotherapy, are examples of alliances that are advancing exciting new scientific directions.

The results speak for themselves. At a time

Getting to Know...

Mark C. Fishman, M.D.

TITLE: President

COMPANY: Novartis Institutes for BioMedical Research

EDUCATION: M.D., Yale, Harvard Medical School

HOBBIES: Swimming, playing the cello, reading, hiking

ASSOCIATIONS: Fellow of the American Academy of Arts and Sciences and the Institutes of Medicine of the National Academies (USA)

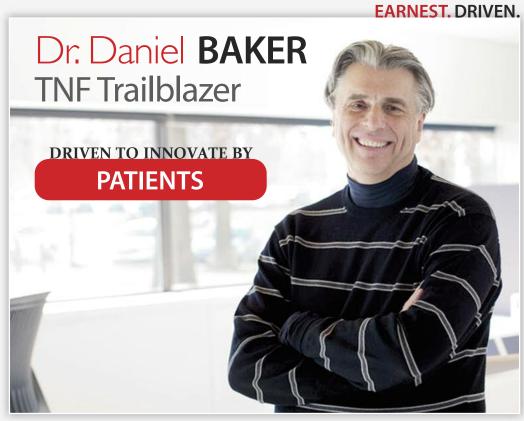
when the productivity of many of Novartis competitors' in-house R&D organizations is waning, NIBR's labs are flourishing; the number of compounds completing successful proof-of-concept studies and advancing to full development has grown immensely over the past five years. The quality of compounds has also risen. Benchmarking studies show that Novartis has one of the highest success rates across the pharmaceutical industry for new molecular entities reaching the pivotal third phase of clinical testing. Additionally, new medicines from these recent efforts have reached registration for cancer, autoimmune, and respiratory diseases.

This success is a testament to the hard work of the more than 6,000 scientists and physicians in NIBR's global network and the vision, passion, and guiding hand of their leader, Dr. Fishman.

During his time as professor of medicine at Harvard Medical School, chief of cardiology at the Massachusetts General Hospital (MGH), where he was the founding director of the Cardiovascular Research Center, he trained more than 80 post-doctoral fellows and students, as well as clinical cardiology fellows. His lab's discoveries opened a new field of biology. Through the use of genetic screens in the zebrafish, they discovered many of the fundamental principles, and genes, that fashion form and function of vertebrate organ systems.

Today, Dr. Fishman is excited by the work he and his team do, knowing that they have the potential to help someone get better.

In leading his teams, he encourages his scientists and researchers to not sweat the small stuff but to focus on the big picture of the work they are doing to discover new medicines that will help patients



Dr. Daniel Baker's highest achievement to date is the Triple Crown equivalent of drug development: one drug, three indications, five simultaneous trials.

f you woke up every morning knowing that you were part of successfully developing not one, but two, rheumatologic treatments that are incredibly beneficial to millions of patients around the world, you might be content to rest on your laurels. But not Daniel Baker, M.D., VP, Immunology at Janssen R&D. Every day he strives to develop the next generation of transformational treatments for rheumatoid arthritis and hopes the future of healthcare will hold the key for early identification of disease that allows for treatment before disease becomes established.

Dr. Baker's efforts have not only improved the lives of many patients, but he has had a tremendous impact as a rheumatologist on other scientists both within the Janssen Pharmaceutical Companies of Johnson & Johnson and worldwide.

He is an excellent clinical scientist and gives careful thought to all aspects of an issue or challenge before offering his ideas for solutions. Dr. Baker actively avoids confrontation and instead works toward developing team consensus on difficult issues as he strives for successful outcomes. He encourages open discussion and debate and weighs all opinions equally.

Credited with expanding the clinical profile for Remicade (infliximab) and developing the unique and innovative clinical development program for Simponi (golimumab), Dr.

Baker's reputation both as a scientist and a nice guy precedes him. People interviewing for positions with him already know they are in for a great experience.

Colleagues say Dr. Baker makes accomplishing so much look so easy; he manages everything he does calmly, collaboratively, and with a sense of humor.

He has inspired and motivated numerous physicians and scientists, and he considers one of his most important contributions to science the development of so many career paths for his colleagues. A believer in mentoring and being mentored, Dr. Baker advises others to make decisions based on what is the right decision for patients, and strives to do so himself. He says he gets as much out of his mentoring as his mentees do.

"Mentoring is important to me because it is helpful to connect with and guide emerging talent, and doing so keeps me thinking about my own personal development," he says.

He credits his own mentors — Dr. Ralph Schumacher, Dr. Jerry Boscia, Dr. Sue Dillon, Dr. Stella Jones, and Dr. Tom Schaible - as being instrumental in his success.

His peers and colleagues say Dr. Baker's success with Simponi was the equivalent of the triple crown of drug development. Dr. Baker was responsible for running the global rheumatology clinical program for Simponi, which included five simultaneous Phase III trials with Getting to Know...

Daniel George Baker, M.D.

TITLE: VP, Immunology, Clinical Development

COMPANY: Janssen Research & Development LLC, part of the Janssen Pharmaceutical Companies of Johnson & Johnson

EDUCATION: BA, Gettysburg College; M.D., University of Pennsylvania; Rheumatology Fellowship, University of Penn; Research Fellowship, Mass General-Harvard Med School

FAMILY: Three sons, two granddaughters

HOBBIES: Golf, basketball, gardening

BUCKET LIST: Play a round of golf at Pebble Beach

SOCIAL MEDIA: iiii 🚮



the goal to obtain three indications at launch. The studies ultimately formed the basis for the initial and simultaneous approvals of ankylosing spondylitis, psoriatic arthritis, and rheumatoid arthritis. This was a first for an anti-tumor necrosis factor (TNF) agent at that time, and consequently, Dr. Baker, who is considered to be a leader in TNF therapy throughout the industry, is also credited with being the master architect of one of the largest rheumatologic global development programs ever.

Dr. Baker lists these achievements as both his biggest career highlight and his biggest challenge to date.

"Achieving multiple Remicade and Simponi approvals was a true career highlight," he says. "But being part of the team that ran five simultaneous Phase III trials for three indications was a real challenge."

Another daily challenge as a leader in the immunology community is choosing the right scientific hypotheses to follow and then inspiring the people and the overall organization to have the commitment to follow through, he

Dr. Baker inspires others by leading by example: talk is cheap, it is action that matters, he says. He considers those who work around him to be sufficiently motivated on their own to achieve their goals and make their own decisions.

"The best I can do is leave them alone and let them know that they are appreciated and supported," he says.

Dr. Baker says he looks forward to the day when there will be a greater understanding of the interactions environmental factors have with the genetic make-up of individuals and how that links to disease. He also anticipates that one day scientists will have the enhanced ability to determine which patients are likely to develop rheumatoid arthritis, which will eventually lead to new treatments that can prevent or intercept disease. Maybe then this inspiring scientist will rest.

PASSIONATE, DECISIVE.



Dr. Helen Sabzevari's passion about her work and relentless pursuit of better treatments for cancer patients is contagious.

ike many scientists in the industry, Helen Sabzevari, Ph.D., is inspired to cure cancer. But what sets her apart from her peers are her methods of discovery for this seemingly insurmountable task. Described as today's modern drug developer, this remarkably accomplished and internationally recognized scientist works in the emergent field of cancer vaccines and immunotherapies and hopes to develop novel, game-changing cancer treatments through immuno-oncology — a field that aims to win the battle against cancer by harnessing the patient's own immune system to fight the disease.

Until recently the field of immuno-oncology has had limited visibility; however, over the past few years, the FDA's approval of the first cancer immunotherapies renewed interest in immuno-oncology, signaling scientific and clinical proof of concept of cancer immunotherapies as a promising treatment ap-

Getting to Know...

Helen Sabzevari, Ph.D.

TITLE: Senior VP, Immuno-Oncology, Global Research and Early Development

COMPANY: EMD Serono

EDUCATION: Ph.D., Cell and Molecular Immunology, The Scripps Research Institute; Post-doctoral work in Cancer Immunotherapy and Autoimmunity, The Scripps Research Institute

BUCKET LIST: Deliver a game-changing new immunotherapy to the cancer community; encourage and foster more women in science and medical careers

AWARDS/HONORS: National Institutes of Health Merit Award for Major Contributions in the Field of Cancer Immunotherapy, MassHighTech: Women to Watch

ASSOCIATIONS: American Association for Cancer Research, Association of Cancer Immunotherapy

Dr. Helen SABZEVARI **Ambassador of Hope**

proach for cancer patients. Dr. Sabzevari, who has been studying immunotherapy since she entered university, believes immuno-oncology holds tremendous promise for patients.

Dr. Sabzevari also believes that immuno-oncology bridges the disciplines of cancer biology, immunology, and autoimmunity, and in order to close that gap, she added a second post doctorate area of study in the field of autoimmunity to her arsenal of knowledge. Through her academic training and professional experience, she has gained a comprehensive view of immunology, which helps her to conceptualize more innovative approaches for cancer immunotherapies. As the result of this comprehensive training, she has been a pioneer in establishing an innovative immunotherapeutic strategy to turn cancer into a chronic disease with eventual curative aim. This strategy has led to the establishment of an immuno-oncology platform with a unique portfolio bringing in research, early clinical development, and biomarker strategy under the same umbrella.

At the heart of Dr. Sabzevari's work is her passion for helping patients. She approaches her research with cutting-edge translational development strategies to engineer novel gamechanging medicines that are safer and more effective than current approaches knowing full well that a patient's quality of life is equally important on the journey to saving their life. Her goal is to transition cancer from a frequently fatal event to a manageable disease. While her day-to-day work is devoted to research and early clinical development, her daily motivation is driven by the unmet medical needs of the patients she has come to know throughout her years in both academia and industry. According to her the day that she does not take the loss of a patient personally, is the day that she would leave science.

"I wake up every day knowing the fight against cancer is far from over and there is a true urgency for more effective therapies," she says.

In her current role as senior VP and global head of the immuno-oncology innovation platform at EMD Serono, Dr. Sabzevari leads a dedicated global team of scientists and clinicians focused on the single goal of advancing cancer patient outcomes with inventive new medicines. Her team relies on collaboration and knowledge sharing to achieve effective bench to bedside success, something Dr. Sabzevari discovered works well while working at the National Cancer Institute at the National Institutes of Health. She learned that valuable new

DRIVEN TO INNOVATE BY PATIENTS

treatments can be expedited when researchers and clinicians work together side-by-side throughout the drug development process, and this translational approach is one that she models for the broader global R&D organization.

She has furthered this collaborative approach to include access to external innovation by founding a world-class medical consortium to complement EMD Serono's internal clinical development capabilities, a first for EMD Serono.

"I have had two memorable inflection points in my career so far," Dr. Sabzevari says. "At NCI, we changed the discovery and development paradigm for therapeutic cancer vaccines using, at the time, a unique and emerging approach with basic research teams and clinical groups working side-by-side. Working together, we enabled a seamless transition from bench to bedside. Today at EMD Serono, we apply this translational approach as I lead our new immuno-oncology therapeutic platform ensuring there is critical collaboration between scientists and clinicians."

She firmly believes that it is her job to develop the next generation of researchers in immuno-oncology to ensure that the field will progress long after she has made her mark.

As a mentor, she exudes a passion for her field and a contagious exuberance that captivates all who work with her. As proof of her commitment to developing the next generation of young scientists, Dr. Sabzevari created a unique post-doctoral program in translational immunooncology, which brings young talented M.D.s and Ph.D.s to be trained in immuno-oncology and serve as future leaders in this field.

"Through mentorship, we leave our legacy so the field will continue to evolve and scientific advancements will continue long after we are gone," Dr. Sabzevari says. "Advancing women in science is also of particular interest to me."

Dr. Sabzevari says she has yet to reach the greatest accomplishment in her career, as she looks forward to the day when cancer has been cured or is at least a manageable disease. She feels her only real success will be when she has developed new medicines that lead to meaningful control of the disease. There will always be another challenge around the corner for her to solve, and thus for her, achievement is a lifelong quest.

Dr. Mark **CURRAN**

A Scientific King Pin

hether you are bowling or trying to discover new therapies in stratified and personal medicine, you want Mark Curran, Ph.D., VP, systems pharmacology and biomarkers at Janssen R&D, on your team. The brilliant scientist is a semi-pro bowler with a high game of 300 and a high three game series of 836. He has high winning scores on the science side as well, including discovering multiple novel ion channel genes, identifying mutations in the elastin gene as a cause of supra valvular aortic stenosis (SVAS), and identifying and characterizing several genes involved in the predisposition to long QT syndrome.

This last accomplishment he considers a career highlight to date, but he's very proud of his bowling scores, too.

More specifically, this discovery is the identification of mutations in the cardiac potassium channel gene HERG, which cause long QT syndrome. Biophysical characterization demonstrated that HERG encodes IKr blockade, which is a major cause of drug induced torsade de pointes. This finding provided a method for the pharmaceutical industry to pre-screen new molecular entities (NMEs) during development to reduce risk of this serious adverse event.

This latest discovery is the one Dr. Curran is best known for, but his colleagues say he has been a leader in science since the early days of his career. He drove the creation of the Familion DNA sequencing test. Familion is used to perform molecular diagnoses of various genetic arrhythmias to guide therapeutic decisions for patients at risk of sudden cardiac death. As his career progressed, Dr. Curran has established himself as a leader in the biomarkers field by driving companion diagnostic efforts within Janssen R&D leading to markers currently undergoing clinical validation. In addition, he has worked closely with the company's global marketing organization to validate commercial potential for precision medicines. In this role, he is articulating intricate scientific concepts for nonscientists and thus is gaining significant support for the company's efforts in individual patienttargeted drug development.

Dr. Curran has also successfully led efforts on behalf of Janssen for the Biomarkers of Anti-TNF Treatment Efficacy in Rheumatoid Arthritis-Unresponsive Populations (BAT-TER-UP) consortia, a collaborative effort between the pharmaceutical industry, academia, rheumatologists, and researchers to evaluate a biomarker-screening test for rheumatoid arthritis that would enable physicians to improve the way current treatments are prescribed and used.

Demonstrating a solution-oriented vision and an entrepreneurial mindset, Dr. Curran translates his former experience from small companies to his role within Janssen. His deep scientific expertise, entrepreneurial passion, and commitment to mentoring have made Janssen R&D a stronger organization, his colleagues report.

Dr. Curran's ultimate career goal is to make personalized medicine a reality for patients with autoimmune disorders, such as inflammatory bowel disease and rheumatoid arthri-

It would appear that Dr. Curran has taken the best career advice he was ever given to heart: when faced with a difficult decision as to what to do next, the single biggest mistake researchers can make is to become paralyzed by the options and choose to do nothing; the solution — get in the lab and do experiments.

Confident and comfortable with his abilities and understanding of disease biology and the drug discovery process, he is also humble and self-effacing. So much so that Dr. Curran once sat listening to a university presentation about new advances defining the molecular



DRIVEN TO INNOVATE BY **IMPACT**

basis of cardiac arrhythmias. The presenter was unaware that he was building upon work Dr. Curran contributed to a decade earlier.

"The wonderfully kind and talented researcher told the story better than I ever have," Dr. Curran exclaims.

Dr. Curran displays a mindset that embraces an inclusive and collaborative ethos in working with colleagues outside his area of expertise, as shown in his effort to bring informatics colleagues throughout Janssen together. The goal is to decipher the genetic variations that reside in a massive whole genome sequence data set generated from patients suffering from rheumatoid arthritis. According to colleagues, Dr. Curran is a pleasure to work with, whose judgment, integrity, professionalism, expertise, generosity, and enthusiasm for doing good science is infectious.

His passion for science combined with an overarching objective of improving patient care and ultimately curing diseases motivate him every day.

"I find inspiration from our patients, who maintain a high quality of life despite the challenge of living with debilitating diseases and imperfect treatments," he says. "I am motivated knowing that our work - our science — has tremendous impact on patients."

He encourages his team members to focus on the big picture of bringing new and better treatments to patients amidst the thrill of scientific discovery and advancing the biological knowledge base and to recognize the opportunities rather than the barriers that they face.

Getting to Know...

Mark Edward Curran, Ph.D.

TITLE: VP, Systems Pharmacology and Biomarkers

COMPANY: Janssen Research & Development LLC, part of the Janssen Pharmaceutical Companies of Johnson & Johnson

EDUCATION: BS, MS, Biology, Worcester Polytechnic Institute; Ph.D., Human Genetics, University of Utah College of Medicine

FAMILY: Wife, Janice

HOBBIES: Bicycle racing, amateur ham radio, bowling

BUCKET LIST: Visit all 59 U.S. National Parks with his wife, visit Easter Island, tour Australia, earn his private pilot

SOCIAL MEDIA: iiii



Dr. Francis COLLINS

Brain Power

n April 2, 2013, President Barack Obama announced the Brain Research through Advancing Innovative Neurotechnologies (BRAIN) Initiative. In front of about 200 scientists in the White House, the President declared: "...there is this enormous mystery waiting to be unlocked, and the BRAIN Initiative will change that by giving scientists the tools they need to get a dynamic picture of the brain in action and better understand how we think and how we learn and how we remember. And that knowledge could be - will be - transformative.'

Such an undertaking would be beyond most researchers, but the job seems tailormade for the doctor and scientist who unlocked the 6-billion letter DNA sequence and oversaw the Human Genome project - Francis Collins, M.D., Ph.D., director of the National Institutes of Health (NIH).

The BRAIN Initiative is being launched with proposed federal funding of \$110 million in the first year and will be led by the NIH, the Defense Advanced Research Projects Agency (DARPA), and the National Science Foundation (NSF). Private partners, including

Getting to Know...

Francis Sellers Collins, M.D., Ph.D.

TITLE: Director

ORGANIZATION: National Institutes of Health

EDUCATION: BS, Chemistry, University of Virginia; M.D., University of North Carolina at Chapel Hill; Ph.D., Physical Chemistry, Yale University

FAMILY: Wife, two daughters, five grandkids

HOBBIES: Music, playing guitar and piano; riding motorcycles — Harley-Davidson Road King Classic; bicycling

BUCKET LIST: Writing more country songs; going to the Galapagos; taking his grandkids to Africa

AWARDS/HONORS: An elected member of the Institute of Medicine and the National Academy of Sciences; recipient of the Presidential Medal of Freedom, 2007; recipient of the National Medal of Science, 2009

TWEET AT: @NIHDirector

SOCIAL MEDIA: 2+





DRIVEN TO INNOVATE BY CURIOSITY

the Allen Institute for Brain Science; the Howard Hughes Medical Institute, the Kavli Foundation, and the Salk Institute for Biological Studies have also committed to ensuring its success.

"The BRAIN Initiative aims to build on the growing scientific foundation of neuroscience, genetics, physics, engineering, informatics, nanoscience, chemistry, mathematics, and other advances of the past few decades to make sense of how the brain works - how those circuits in the brain allow us to do all the complicated things that we currently don't understand," Dr. Collins says. "This will build the foundation that allows us then to understand what are the causes and, ultimately, the way to prevent and cure diseases like Alzheimer's, schizophrenia, autism, epilepsy, and traumatic brain injury. We want to begin to understand how the circuits in the brain work in real time to accomplish complex tasks such as laying down and retrieving memory."

At the recent TedMed Conference in Washington, D.C., Dr. Collins told the audience that the idea for BRAIN took root during a roundtable discussion involving some of the top neurologists and scientists in the world.

Despite plenty of naysaying by some of his peers, Dr. Collins is unafraid of the risks that lie ahead and he remains committed to understanding how neurons in the brain, which he likens to individual TV pixels, interact and form a whole picture.

"I live in the midst of a paradoxical time scientific opportunities have never been more exciting, and yet the support for biomedical research in the public sector has never been under more stress," Dr. Collins says.

As director of the NIH, he oversees the work of the largest supporter of biomedical research in the world, spanning the spectrum from basic to clinical research, at more than \$30 billion -83% of which funds outside research.

Under Dr. Collins, NIH supports more than 300,000 scientists at more than 2,500 universities and institutions across the United States. According to reports, another 10% goes to intramural research performed by 6,000 NIH scientists.

Dr. Collins is motivated by the noble work of the NIH.

IMPATIENT. OPTIMISTIC.



Impatient by nature. Dr. Francis Collins is also a visionary who optimistically believes in the possibility of true medical breakthroughs.

"We seek every day to make the world a better place by reducing illness and its consequences; what we do every day really matters," he says.

Dr. Collins is noted for being an excellent communicator and being able to breakdown complicated scientific issues into language anybody can understand; he has even been known to break out his guitar as a way to put everyone at ease. As a mentor to many graduate and post doctoral students, he derives a great amount of joy from watching them do

"I let my teams know I believe in them, that I have high expectations, and then I give them the responsibility to shine," he says.

The physician-geneticist is noted for his landmark discoveries of disease genes — he helped discover the gene for cystic fibrosis in 1989 — and his leadership of the international Human Genome Project, which culminated in April 2003, with the completion of a finished sequence of the human DNA instruction book. He was instrumental in taking his team from "walking" to "jumping" over stretches of DNA, which sped the process by 10-fold.

"In another 10 years, everything we know about medicine will be different because of the precise information available from genome sequencing," he says. "My hope for the future is that medical research will lead to more effective prevention, diagnosis, and treatment, and that healthcare costs will come down as a result."

Dr. Scott **CHAPPEL** Reproducing Success

here was a time in college when Scott Chappel, Ph.D., the future infertility and reproductive health expert, thought he might change his major from science to phys. ed. Luckily for women and families around the world, he opted to go back to his first love of science, and subsequently develop innovative breakthroughs for infertility and hormone-dependent cancers. Nineteen patents and more than 70 scientific publications later, Dr. Chappel is now chief scientific officer at OvaScience, a biotechnology company focused on reproductive medicine.

This remarkable scientist is known to many as a brilliant mentor, manager, and born leader. Using new approaches, such as recombinant DNA techniques, mammalian cell expression technology, and gene targeting, Dr. Chappel continues to strive to bring development candidates to clinical trials.

His groundbreaking discoveries, including cloning and the expression of FSH, demonstrate his strong commitment to helping women with infertility.

Today, Dr. Chappel is focused on developing a new infertility treatment, which has the potential to improve the success of in vitro fertilization, or IVF, and could be avail-

Getting to Know.

Scott Chappel, Ph.D.

TITLE: Chief Scientific Officer

COMPANY: OvaScience Inc.

EDUCATION: Ph.D., Penn State University, University of Maryland Medical School

FAMILY: Wife, son, two daughters

HOBBIES: Cooking, gardening

BUCKET LIST: Read more classical literature

AWARDS/HONORS: Boston's 100 Greatest Innovators award, 2011

SOCIAL MEDIA: fin

DRIVEN TO INNOVATE BY **SOLUTIONS**

able to patients as soon as next year. Further down the pipeline in ongoing preclinical research, he is working on next-generation IVF treatments, which may represent a completely new approach to treating infertility. If successful, these technologies could offer new hope for women who currently have few future fertility options.

His greatest career highlight to date was successfully creating a cell line that expressed commercially relevant levels of FSH for the treatment of infertility, and one of the more impactful events of his career happened when an acquaintance told him that he and his wife had just had a baby as a result of using the FSH Dr. Chappel helped develop.

"This is what makes working as an industrial scientist so meaningful," he says.

Previous to his role at OvaScience, Dr. Chappel was chief scientist at Tokai Pharmaceuticals, a biotechnology company developing androgen receptor modulators for the treatment of hormone-refractory prostate

Dr. Chappel has held executive positions at a number of biotechnology companies, including Dyax, Serono, Diacrin, and Integrated Genetics.

While chief scientist at Serono, Dr. Chappel directed research that led to the development of several FDA-approved and marketed products, including Gonal-f, Luveris, and Ovidrel for the treatment of infertility. During his tenure at Serono, the company became the market leader for recombinant protein therapeutics in assisted reproduction.

Along with his work at OvaScience, Dr. Chappel is also co-founder of Arteaus Therapeutics, a biotechnology development company creating new antibody therapies for migraine prevention.

No stranger to out-of-the-box thinking

PERSISTENT, HARD-WORKING.



Dr. Scott Chappel has been instrumental in developing innovative advancements in reproductive health treatments.

himself, Dr. Chappel credits a colleague with shaping his critical thinking about bringing new developments to bear.

"Dr. Jerry Strauss at the at Hospital of University of Pennsylvania provided the most impact on my professional career," Dr. Chappel says. "He showed me how valuable it is to incorporate new techniques and methods to solve a scientific problem."

In return, Dr. Chappel enjoys mentoring others, especially those just starting their ca-

"I want to teach younger scientists to trust their instincts and to take chances," he

He motivates his own team by making sure they know their efforts and ideas are important and by helping them consider options through a wider lens.

"We are a team working together to solve problems and when we do, we all share in the success; when we don't, we work together to decide what our next steps should be," he

Every new day represents another opportunity for Dr. Chappel to make progress. Dr. Chappel says some of the best career advice he has received was from a post-doctoral advisor, who told him not to expect job security in science, but rather to create his own job security by becoming invaluable.

He obviously listened well to that advice.