

February 5, 2014

To Whom It May Concern:

In the second half of 2013, the Cleveland Clinic was faced with the challenge of replacing the first director and 13-year incumbent of the Office of Innovations. This position is responsible for all operating aspects of the technology transfer and innovation arm of the organization.

We engaged The Synergy Organization to assist us in understanding the current needs of the position and how we might embark upon a search for the new executive director. Synergy worked closely with my office as well as the Chief of Staff and Chief Executive Officer to understand the Cleveland Clinic operation and what we perceived as the needs for a future leader. They conducted extensive interviews and collected information from individuals within the office, members of the organization who utilized their services and some external consultants. Upon the completion of their analysis, they presented a comprehensive report to leadership on their understanding of what changes should be made in the operation as well as the traits and abilities of potential leadership candidates.

This report was presented and was well received. We engaged The Synergy Organization to conduct a national search for the new leader of Innovations. As a result of the analysis and the preliminary search activity, we made a decision to select an internal candidate for the new leadership position.

The work The Synergy Organization completed was utilized throughout the process and also in our determination of selecting our new director. Their recommendations for design changes were also significantly utilized in reformatting not only the director position but the office structure. This work was invaluable to us as we set forth on establishing future operations for this group.

Kenneth Cohen, Ph.D., who leads The Synergy Organization, was available to us through every step of the process. His attention to detail, effective communication and presentation skills kept us aware of all steps within the process. We were impressed that The Synergy Organization treated us as an individual client and conducted their interviews and analysis solely with the Cleveland Clinic in mind. There was never a feeling that the company brought forward "templated reports" and simply populated them with our data. It was a unique analysis designed solely for the Cleveland Clinic.

My office would be happy to further discuss the work done by The Synergy Organization consultants.

Robert W. Coulton, Jr.
Executive Director, Professional Staff Affairs

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