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**To:** Boris Nikolic <[REDACTED]>

**Subject:**

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I feel terrible for you and Bill both. I am sympathetic to the pain..but we should hope for the best and plan for the worst. Larry being involved needs attention. He is press savvy . it cuts both ways.

Taking a stand back , Melinda threatening to fire you, is similar tot he story of the polish guy that unexpectedly walks in on his wife making love to his best friend. He runs over to the the cabinet opposite the bed, reaches in the top draw, and pulls out a pistol - he puts the gun against his own head and screams ,I am soooo upset - " after I shoot myself , I will shoot the two of you "

To effecively manage this crisis. I suggest :

1. The purpose , strategy and tactics , need to be well defined.
2. The public relations for both of you are paramount as the terms and conditions of the seperation are really in our control ( not including MG) , the pr is not. questions will last for a very long time, why , what, what really happened. why did Boris leave?
3. In that regard a multi year severance pay is a non starter. too many people involved. too unique, , it will raise too many questions.
4. A third party payor might provide a layer of protection . a insurance, b, related party, an investment entity ( we might consider buying the Foundation Medicine position in its entirety, for Boris. ) . continued investment vehicle/fund -khosla, capital gains etc. keeping in mind that there is no current written agreement that describes this Bill/ Boris deal
5. a lateral or step aside then up, -- craft a new position, sceince? , giving?, seed a new program,
6. Health leave, maybe good but for only a short time, can;t force boris on others. no winks or nods. again delicate ,surgical. . not sure larry is the right guy, but we can discuss.
7. This will follow Boris for a very long time, ?
- 8 . I think no matter what, the first move should be seen as temporary, helath leave , try out, training though telling Meling the polish joke , might help alleviate the drama.

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