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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. If Bill decides to be a free man , or just needs some time , you can offer him private time on the island, with or without guests or me. 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 you two "

To effecively manage this crisis. I suggest :

1. The purpose , strategy and tactics , each 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) , Hopefully none of this will be needed but if so , the pr is critical . 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,(annuity) b, related party, an investment entity (we might consider buying the Foundation Medicine position in its entirety, from Bill) . continued investment vehicle/fund -khosla, capital gains etc. keeping in mind that even as of today there is no current written agreement that describes Bill/ Boris partnership 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, Melinda needs time to digest the events . real time, if still necessary , the first move should be seen as temporary, health leave , try out, training , Boris is taking an intensive ... for three months

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