

Dear CIRM Board member,

I am writing to express my sincere interest in the Board Chair position at the California Institute for Regenerative Medicine and I look forward to speaking with you in the coming weeks.

My interest in the position stems primarily from the ambitious and inspiring mission of CIRM- “accelerating world class science to deliver transformative regenerative medicine treatments in a equitable manner to a diverse California and world.” The taxpayers generously voted to support \$5.5B of funding over the next 10 years to translate the amazing advances in genomics and stem cell biology into dramatic improvement in the quality of human life in an accessible way that addresses health inequities. CIRM has a fiscal, ethical and scientific responsibility to ensure the money is well-spent with clear societal impact. Facilitating the work of the outstanding scientists and patient advocates on the Board in achieving the CIRM mission would be an unparalleled privilege.

I am currently the Senior Associate Dean of Strategy at the David Geffen School of Medicine at UCLA. In this capacity I work directly with the Dean of the Medical School to identify and implement short and long-term strategic priorities in education, research and community engagement and ensure alignment with the UCLA Health System and UCLA campus. I was a key contributor to the pivot necessitated by Covid and the establishment of the Oversight Committee for Research on Covid, responsibly distributing over \$10M in research funding including for development and implementation of the SWAB-Seq rapid Covid PCR test which was widely deployed throughout California.

Prior to joining UCLA, I had a long and distinguished career in leading one of the world’s most impactful biomedical research journals, Cell, as Editor-in-Chief. As EIC I was responsible for all decisions of what research would be published in the journal. Cell publishes only a fraction of the manuscripts that are submitted so this honed my skills in recognizing breakthrough science. It also required that I interact with scientists and read manuscripts in all areas of biomedical research giving me a broad overview of the current state of science and the ability to identify patterns and opportunities to stimulate collaborations. As EIC I always had my eye on the horizon of biomedicine to detect emerging important areas of research before they crested. One clear example of this is our decision to launch in partnership with the International Society for Stem Cell Research a new journal focusing on stem cell research (Cell Stem Cell) prior to the explosion of work in the area.

For the last 7 years of my 20 years at Cell Press, I was CEO of the publishing company as well as EIC of Cell. To prepare for the new responsibilities of CEO, Cell Press sponsored me for an immersive executive MBA course at Harvard Business School. As CEO, I was responsible for leading the company successfully through a period of unprecedented change in the publishing industry. This required a well-honed and well-implemented innovative strategy and building a strong, inspired and empowered leadership team. I am proud to say that for those 7 years, Cell Press experienced year-on-year growth in revenue, margin and quality.

As a woman leader in a traditionally male-dominated profession I am acutely aware of issues of inequity and the lack of racial and ethnic diversity in health care, biomedicine and academia. I have been an active contributor to efforts to increase diversity in biomedicine in both my roles at Cell Press and UCLA, speaking at international conferences on gender diversity and contributing to UCLA Health’s Justice, Equity, Inclusion and Diversity strategic plan and recruitment diversity efforts. One of our greatest challenges as a society and in the field of biomedicine is achieving equitable access to education,

professional opportunities and health care. Through the education programs, the Alpha Clinics network and community partnerships like Community Care Centers of Excellence, I think the work of CIRM has the opportunity to lead in this space.

As Board Chair I would look to build on the outstanding work that has been done over the last decade including expansion of support for robust clinical trials that help move findings in basic research into the realm of helping patients. My priorities would be in four key areas: 1) working to identify and support areas of research that will be important for advancing stem cell therapies and regenerative medicine in the next 10 years, including key areas of bioengineering and the technology needed to provide treatment at scale; 2) education including supporting and expanding the BRIDGE and SPARK programs to train the next generation of stem cell scientists throughout California; 3) accelerating the capacity to deliver effective treatments through support for the development of robust infrastructure, support for clinical trials and expansion of Alpha Clinics and building industry partnerships; 4) and ensuring equitable access to stem cell therapies across the diverse population of California. I also believe there is an important opportunity for increasing the visibility of CIRM, the scientific opportunities it is addressing and the successes it is achieving through-out the state; California's tax-payers should take pride in what they are making possible.

Moving into a new role it is always good to have a vision for your first 90 days. While I have a good grasp of the CIRM organization and priorities as an outsider, I would plan to spend the first month getting to know you and your perspective and goals for the mission of CIRM and learning more in depth about the organization and how it is structured. The second month I would focus on traveling around the state to colleges and universities and patient advocacy organizations to ensure that CIRM engages with and represents the full breadth of interests related to stem cell research and the potential of regenerative medicine. I would spend the third month working closely with the board to identify some urgent quick-win priorities while simultaneously fleshing out the tactical steps for executing the longer-term priorities of the new strategic plan.

I am confident that I would be bring the commitment, passion, people skills, and capacity to recognize transformative science to the Board Chair position. My knowledge of biomedical research, including stem cell research, business acumen, and eyes on the horizon strategic vision would make me a strong steward and ambassador for the tax-payers investment in the mission of CIRM.

I am attaching my CV and I look forward to having an opportunity to speak with you.

Best wishes,

Emilie