

NARRATIVE DESCRIPTION OF FILING

Stanford Health Care Advantage (“Plan”), a health care service plan licensed pursuant to the California Knox-Keene Health Care Service Plan Act of 1975 and its implementing regulations (collectively “Knox-Keene Act”), submits this Notice of Material Modification (the “Notice”) to the California Department of Managed Health Care (the “Department”) to provide information regarding a proposed corporate conversion, described in detail below, solely for the purpose of facilitating a change of control of Plan as filed with the Department via a separate Notice of Material Modification to License Application (the “Transaction Notice”).

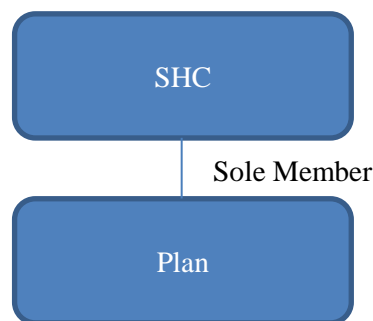
This Exhibit E-1 addresses the following:

- A. Overview of the Proposed Conversion and Proposed Transaction
- B. Strategic Intent
- C. Conversion
- D. Set-Aside
- E. Member and Board Approvals
- F. Regulatory and Quasi-Regulatory Approvals and Notice
- G. Exhibits Included or To Be Included in this Filing

A. Overview of the Proposed Conversion and Proposed Transaction

Plan is a fully licensed health care service plan and currently operates and/or performs under a Medicare Advantage Plan pursuant to a contract with the Centers for Medicare & Medicaid Services (“CMS”). Based on the Medicare Advantage Enrollment by State/County/Contract report published by CMS for April 2020¹ (the most recent report available), Plan has just under 4,600 enrollees across the California counties of Alameda, San Mateo and Santa Clara, which three (3) counties comprise Plan’s service area.

Plan is organized as a California nonprofit public benefit corporation under the Nonprofit Public Benefit Corporation Law. The sole member of Plan is Stanford Health Care (“SHC”), also a California nonprofit public benefit corporation that operates pursuant to Title 26 of the United States Code Section 501(c)(3). This organization structure is reflected below:



¹ <https://www.cms.gov/research-statistics-data-and-systemsstatistics-trends-and-reportsmcradvpartdenroldatamonthly/monthly-enrollment-cpsc-2020-04>.

SHC is the principal teaching hospital affiliate of the Stanford University School of Medicine and provides primary and specialty health services. It operates the clinical settings through which the School of Medicine educates medical and graduate students, trains residents and clinical fellows, supports faculty and community clinicians and conducts medical and biological sciences research. It delivers clinical innovation across its inpatient services, specialty health centers, physician offices, virtual care offerings and Plan programs.

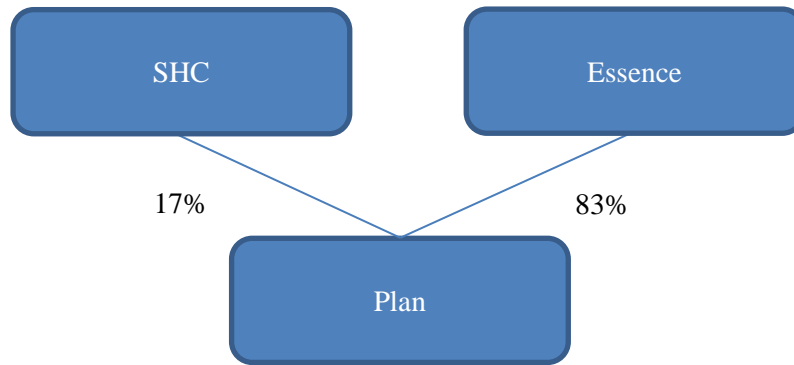
SHC's charitable mission and grant-making function is dedicated to serving the health care needs of the people of California. In fiscal year 2018 (the most recent data available), SHC invested over \$378 million in services and activities to improve the health of the communities it serves, including the following:

- Financial Assistance and Charity Care (includes uncompensated costs of medical services for patients enrolled in Medi-Cal, out-of-state Medicaid and other means-tested government programs): \$241,091,720.00
- Health Professions Education (resident physician, fellow, and medical student education costs, and nurse and allied health professions training): \$110,684,943.00
- Financial and In-Kind Contributions (includes community clinic capacity building and support, community health improvement grants, donations of medical equipment, supplies and food, event sponsorships for nonprofit organizations): \$12,887,700.00
- Community Health Improvement Services (including Children Health's Initiative, community health education programs, patient financial advocacy, programs to support healthy lifestyles for seniors, and Stanford Supportive Care Programs for cancer and neuroscience): \$7,428,299.00
- Subsidized Health Services (includes Stanford Life Flight, which provides transport solutions for critically ill and injured patients throughout Northern California): \$3,530,258.00
- Community Benefit Operations (community health needs assessment, reporting and compliance costs, training and staff developments): \$345,928.00
- Community Building Activities (advocacy for vulnerable population health issues, nonprofit scholarship support, support for community emergency management and workforce development): \$298,768.00

Plan has filed concurrently with this Exhibit E-1 a copy of SHC's 2018 Community Benefits Report as a Miscellaneous Public Document.

SHC and the Board of Directors of Plan desire to undertake a conversion and sale transaction pursuant to which: (1) Plan will convert from a nonpublic benefit corporation to a for-profit corporation organized under the laws of the State of California ("Proposed Conversion"), following which Proposed Conversion and immediately prior to the consummation of the sale transaction described below ("Closing"), SHC will be the beneficial and record owner of all of the

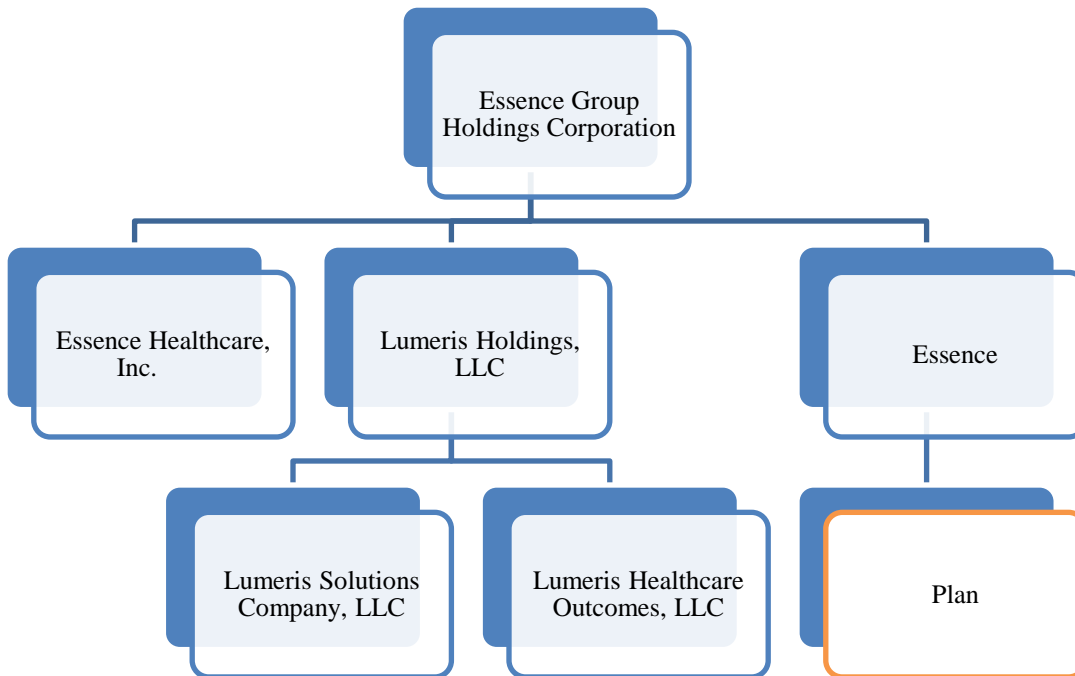
issued and outstanding capital stock of Plan (the “Shares”); and (2) at the Closing, Essence Plan Holdings LLC (“Essence”) will purchase and acquire from SHC eighty-three percent (83%) of the Shares (the “Proposed Transaction”). As stated above, the Proposed Conversion is being undertaken solely in connection with the Proposed Transaction. Plan will not legally effectuate the Proposed Conversion unless the Proposed Transaction is also approved by the Department. The post-Closing ownership structure is represented below:



Essence is organized as a Delaware limited liability company under the Delaware Limited Liability Company Act. The sole member of Essence is Essence Group Holdings Corporation (“EGHC”), a Delaware corporation organized under the General Corporation Law of the State of Delaware.

EGHC is also the sole shareholder of Essence Healthcare, Inc. (“EHI”), a Missouri corporation licensed as a health maintenance organization in the states of Missouri, Illinois, Washington and Texas. EHI operates a Medicare Advantage plan with over 64,0000 members with service areas in Missouri and southern Illinois. Founded in 2004, EHI has been consistently rated one of the highest quality Medicare Advantage plans in the nation, averaging an overall plan rating of 4.5 Stars the last ten (10) years. EHI is fully operated by Lumeris Healthcare Outcomes, LLC (“Lumeris”), a wholly owned subsidiary of EGHC and an affiliate of Essence and EHI. Lumeris has a proven track record of operational excellence with EHI and other clients across the nation.

Additionally, as set forth in Plan’s Notice of Material Modification submitted on December 26, 2019, Plan desires to enter into a managed services agreement (“MSA”) with Lumeris (the “Proposed MSA Arrangement”). Plan desires to outsource the services described in the MSA, including claims, customer service and provider network administration to Lumeris. Pursuant to the Proposed MSA Arrangement, Plan and Lumeris are committed to strengthening the administration and optimization of Plan’s performance by focusing on measures and incentives that ensure providers are achieving quality, affordable, engaging care.



Lumeris is an accountable care delivery innovation company offering health systems, payers and providers operational support and technology solutions. Lumeris’ model for supporting value-based care delivery has achieved recognition for its ability to improve outcomes across populations, with results validated by AON Hewitt. For more than ten (10) years, Lumeris has operated Essence Healthcare, one of the highest performing Medicare Advantage plans in the country as measured by clinical and financial outcomes, as well as member and physician satisfaction. Lumeris provides access to a deeply experienced management team that is passionate about client success and achieving market-leading results. Lumeris adapts quickly to the needs and nuances of each healthcare collaboration it enters into, sharing knowledge and dynamic technology to deliver better outcomes together. It is accredited by the National Committee for Quality Assurance for credentialing, case management and utilization management.

Plan expects the Proposed Conversion and the Proposed Transaction to have an extremely positive impact on Plan’s enrollees, operations and financial results. Among the principal impacts:

- Members will experience no disruption in terms of continuity of care as Plan’s network of providers will remain the same following the Proposed Conversion and Proposed Transaction;
- Contracted providers will have access to enhanced reporting, analytics and population health tools to augment their current care management efforts in a coordinated and integrated manner; and
- Consumers as a whole will benefit from enhanced competition among Medicare Advantage plans in Plan’s Service Area.

Essence and SHC intend for Plan to continue operating under its current name for a period of time following the Closing. When Essence and SHC make the determination that a name change is

desired, Plan will seek approval from the Department to modify its name. Mechanisms to contact Plan will not be modified in connection with the Proposed Conversion and Proposed Transaction. Plan's contact information including telephone numbers, email addresses and physical address will remain the same following the Closing.

B. Strategic Intent

SHC's decision to enter the Medicare Advantage market in 2015 was founded on the following objectives:

- Create a stable, provider-centric alternative to national and regional plans that had engaged in repeated market entry and exit patterns that caused disruption for SHC's patients and the communities it serves;
- To enable SHC to become proficient in population health management and deploying the right care at the right place at the right time, in partnership with a Medicare Advantage plan; and
- Develop an "inside" view of the mechanics of Medicare Advantage and its operational norms (*e.g.*, consumer protections, quality metrics, risk adjustment) in order to take such learnings to relationships with payors in other lines of business.

SHC has achieved these objectives and desires to take the operation of Plan to the next level of performance, while still maintaining a provider-centric, stable Medicare Advantage plan to serve its patients. In order to do so, scale is critical for health plan administration, not only to offset the high fixed costs of operating a health plan, but more critically, to stay at the forefront of best-in-class administration. SHC needs to partner with an of-scope and at-scale administrator to meet this objective. SHC also desires a management team that can focus on being best-in-class in health plan administration – recognizing that at its roots, SHC is an academic medical center and health delivery system.

Ultimately, SHC's future vision of the Medicare Advantage business as a part of the broader SHC enterprise is as a platform from which SHC's future care delivery innovations (*e.g.*, artificial intelligence-driven clinical pathways, digital health delivery options, genomics-driven precision medicine, new innovations across the entire care delivery spectrum) can be connected to best-in-class navigation, preventative health, predictive modeling and consumer experience. Further, SHC believes Plan should continue to be a vehicle to drive culture change at SHC toward a value-focus (*e.g.*, consumer-centric engagement, real-time triage to optimize appropriate settings, and the navigation of patients to the most optimal setting for care).

The selection of Essence and Lumeris as SHC's business partners was the culmination of eighteen (18) months of due diligence. During that time, SHC had substantive discussions with multiple entities, including all of the national and regional Medicare Advantage plans, as well as numerous start-up health plan companies. Essence and Lumeris emerged as the only potential partners that desire fundamental engagement with SHC as the keystone provider, who are committed to creating incremental infrastructure in California to serve the population and who seek to keep Plan independent, versus absorbing the membership into an existing plan. Ultimately, the selection of

Essence and Lumeris will create a long-term administrative platform to allow Plan to remain a “state-of-the-art” Medicare Advantage plan, allowing SHC to focus on innovative care delivery.

C. Proposed Conversion

Article 11 of the Knox-Keene Act describes the process the Department is to follow upon a request from a nonprofit health care service plan to convert to a for-profit health care service plan. As an initial matter, the Department must determine whether any proposed transaction is a conversion, as set forth in California Health & Safety Code § 1399.72 versus a restructuring, as set forth in California Health & Safety Code § 1399.71. A “conversion” is defined as the transformation of a health care service plan from nonprofit to for-profit status. A “restructuring” is defined as “the sale, lease, conveyance, exchange, transfer, or other similar disposition of a substantial amount of a nonprofit health care service plan’s assets, as determined by the director, to a business or entity carried on for profit.”

Given that Plan is requesting the Department’s approval to transform from a nonprofit public benefit corporation to a for-profit corporation (as opposed to an asset sale to a for-profit entity), Plan believes the transaction falls definitively within the meaning of a “conversion” rather than a “restructuring.” The Proposed Conversion will not impact Plan’s day-to-day operations, just its corporate form – Plan will remain headquartered in Dublin, California, and will continue to operate pursuant to its contract with CMS to serve its enrolled members pursuant to its contracts with network providers.

Similarly, the Proposed Transaction with Essence does not fall within the meaning of a “restructuring” as the only mechanism being used to effect such transaction is the sale of stock and, therefore, there is no “sale... of a substantial amount of a nonprofit health care service plan’s assets.” The Proposed Transaction is not an asset sale. Contrary to the above definition of restructuring, after the Proposed Transaction, again the Plan will be the same entity, continuing to operate as it has historically operated.

Section 1399.70 of the Health & Safety Code provides that in connection with a conversion, the health care service plan must submit (i) a copy of all of its original and amended articles of incorporation and bylaws; and (ii) a report summarizing the activities undertaken by Plan to meet its nonprofit obligations as directed by the Director of the Department. The report must include the following: (1) the nature of public benefit or charitable activities undertaken by Plan; (2) the expenditures incurred by Plan on these public benefit or charitable activities; (3) Plan’s procedure for avoiding conflicts of interest involving public benefit or charitable activities and a summary of any conflicts that have occurred and the manner in which they were resolved; and (4) a written plan that specifies on a projected basis this information for the immediately following fiscal year. Plan has filed the original Articles of Incorporation and proposed amended Articles of Incorporation as Exhibit F-1-a-i. Plan has filed the original Bylaws and proposed amended Bylaws as Exhibit F-1-a-ii. Plan has filed the report required under Section 1399.70 as a Miscellaneous Document/Public.

D. Set-Aside

Prior to approving the Proposed Conversion, the Department must find that the Proposed Conversion meets specifically enumerated charitable trust requirements and the fair market value (“FMV”) of Plan must be set-aside for appropriate charitable purposes. In determining FMV², the Department must consider, but is not bound by, any market-based information available concerning Plan. To that end, Plan has filed a copy of the valuation opinion (the “Valuation Opinion”) prepared by VMG Holdings LLC, d/b/a VMG Health as a Miscellaneous Document/Public. VMG has determined that the FMV of Plan’s total invested capital is its normalized tangible net equity plus its excess tangible net equity (as calculated by the formula set forth in Title 28, Article 9, Section 1300.76(c) of the California Code of Regulations) (the “Set-Aside Amount”).

Section 1399.72(c)(2) of the Health & Safety Code provides that the Set-Aside Amount shall be dedicated and transferred to one or more existing or new tax-exempt charitable organizations operating pursuant to Section 501(c)(3) (26 U.S.C.A. § 501(c)(3)) of the federal Internal Revenue Code. This section also states that “[T]he director shall consider requiring that a portion of the set-aside include equity ownership in the plan.” Accordingly, Plan respectfully requests that the Set-Aside Amount be transferred to SHC as equity ownership in Plan.

Section 1399.72(c)(3) provides that “[e]ach 501(c)(3) or 501(c)(4) organization receiving a set-aside, its directors and officers, and its assets including any plan stock, shall be independent of any influence or control by the health care service plan and its directors, officers, subsidiaries, or affiliates.” The Knox-Keene Act defines an “affiliate” of a person as “a person controlled by, under common control with, or controlling such person.” The term “control” (including the terms “controlling,” “controlled by” and “under common control with”) means “the possession, direct or indirect, of the power to direct or cause the direction of the management and policies of a person, whether through the ownership of voting shares, debt, by contract, or otherwise.” Notwithstanding the existing relationship between Plan and SHC, in light of the above definitions and as further discussed below, Plan believes that Section 1399.72(c)(3) does not preclude SHC from receiving the Set-Aside Amount.

² For the purposes of the engagement with VMG, FMV is generally defined by the International Glossary of Business Valuation Terms as the price, expressed in terms of cash equivalents, at which a property would change hands between a hypothetical willing and able buyer and a hypothetical willing and able seller, acting at arm’s length in an open and unrestricted market, when neither is under compulsion to buy or sell and when both have reasonable knowledge of the relevant facts. The level of value assumed is a fully marketable, controlling ownership interest in the assets of subject business.

Following the Proposed Conversion, Plan will be a subsidiary of SHC and, as a subsidiary, will not have the ability to influence or control SHC as its corporate parent. Furthermore, following the Proposed Transaction, which will occur immediately after the Proposed Conversion, Plan will be only minority-owned by SHC (17%). A minority interest in Plan is insufficient to impart “control” for purposes of the Knox-Keene Act. Common control is also eliminated by virtue of the fact that Plan’s proposed parent entities, SHC and Essence, are independent entities, not “affiliates” as defined under the Knox-Keene Act. Given that (i) Plan will not effectuate the Proposed Conversion unless the Department approves the Proposed Transaction, and (ii) the Proposed Transaction will be consummated immediately following the Proposed Conversion, Plan believes that it is appropriate to consider the relationship between Plan and SHC following the Closing of the Proposed Transaction when assessing compliance with Section 1399.72(c)(3). Even for the de minimis period of time between the Proposed Conversion and the Proposed Transaction, the public policy rationale behind Section 1399.72(c)(3) – the notion that a for-profit entity should not be able to influence use of the set-aside proceeds – is respected. This stems from the parent-subsidary relationship between SHC and Plan described above.

Regarding the merits and qualifications of SHC as the recipient of the Set-Aside Amount, Section 1399.72(c)(6) requires that the 501(c)(3) organization that receives a set-aside under Section 1399.72 demonstrate that its directors and officers have sufficient experience and judgment to administer grant-making and other charitable activities to serve the state’s health care needs. SHC’s Board of Directors and Senior Management team is committed to serving California’s health care needs and has managed the investment of over \$1 billion dollars from September 1, 2015 through August 31, 2018 (the most recent data available) into services and activities to improve the health of the communities it serves. Please see Attachment 1 attached to this Exhibit E-1 that provides biographical information for each of the members of the Board of Directors of SHC.

Section 1399.72(c)(7) requires that the 501(c)(3) organization that receives a set-aside under Section 1399.72 provide the Director and the Attorney General with an annual report that includes a detailed description of its grant-making and other charitable activities related to its use of the set-aside received from the health care service plan. The annual report shall be made available by the Director and the Attorney General for public inspection, notwithstanding the California Public Records Act. Plan and SHC understand such obligation, and SHC is committed to complying with the same.

E. Member Approvals

The required approval to consummate the Proposed Conversion and the Proposed Transaction will be obtained prior to consummation of the Proposed Conversion and the Proposed Transaction.

F. Regulatory and Quasi-Regulatory Approvals and Notice

The Proposed Conversion is conditioned upon the receipt of the Department’s approval of the Proposed Transaction, which is being sought pursuant to the Transaction Notice. In addition, Plan is required to notify CMS and will file evidence of the same with the Department as Exhibit D-2.

G. Additional Exhibits Included or To Be Included in this Filing

D-2 Filings with Other Agencies	Contact at CMS
Exhibit F-1-a-i Articles of Incorporation	<ul style="list-style-type: none"> ▪ Original Articles of Incorporation ▪ Certificate of Amendment of Articles of Incorporation (filed with the Secretary of State on July 20, 2015) ▪ Proposed Amended Articles of Incorporation
Exhibit F-1-a-ii Bylaws	<ul style="list-style-type: none"> ▪ Original Bylaws ▪ Proposed Amended Bylaws
Exhibit F-1-a-iii Corporate Information Form	<ul style="list-style-type: none"> ▪ Clean Corporate Information Form ▪ Redlined Corporate Information Form
Miscellaneous Public Document	SHC's 2018 Community Benefits Report
Miscellaneous Public Document	Report Required by Section 1399.70
Miscellaneous Public Document	Fair Market Valuation Opinion Prepared by VMG Health

Attachment 1

SHC BOARD OF DIRECTORS

January 2020

SUSAN "SUSIE" BECHTEL

President and Director, Oak Meadow Foundation

Susie spent over 30 years supporting Bechtel Group Inc.'s employees and their families through her extensive travels to offices and jobsites around the world. She led the early development of an internal global network to facilitate communication and provide information about events, programs, services, education, and training. She also chaired Bechtel Women of the Bay Area, an organization dedicated to supporting female employees, spouses of employees, and the communities in which they lived.

Susie has served on numerous nonprofit boards and advisory councils, with a particular interest in health and education. Her board service includes the Lucile Packard Foundation for Children's Health, Phillips Brooks School, and The Thacher School.

Susie and her husband, Riley, JD '79, MBA '79, have been supporters of Stanford health programs for women, at risk-youth, and aging adults. In addition to her degree in psychology from UC Santa Barbara, she holds a teaching credential from San Jose State University. She and Riley have three grown children, all of whom have earned multiple degrees from Stanford.

WILLIAM "BILL" BRODY, MD, PhD

Director, W.M. Keck Foundation

Bill served as president of Johns Hopkins University, president of the Salk Institute for Biological Studies, and provost of the University of Minnesota Academic Health Center. He has authored more than 100 publications, holds two U.S. patents in the field of medical imaging, and has made contributions in medical acoustics, computed tomography, digital radiography, and magnetic resonance imaging. These contributions have led to his recognition by numerous national and international organizations.

Bill currently serves on the boards of the W.M. Keck Foundation, the Curtis Institute of Music, as well as several private venture capital backed companies in the healthcare space. He completed service on the President's Foreign Intelligence Advisory Board, the Science Board of the Food and Drug Administration, the Scientific Management Review Board of the National Institutes of Health, and the MIT Corporation.

Bill holds bachelor's and master's degrees in electrical engineering from MIT, as well as medical degree, doctoral degree in electrical engineering, and residency certificate from Stanford. He retired from the Stanford Board of Trustees in June 2014.

MARIANN BYERWALTER***Chair, SRI International***

Mariann has been a close partner of Stanford for nearly 40 years. She is a trustee emerita having served three terms as a Stanford trustee over 20 years. She also served as CFO and vice president for Business Affairs of Stanford University from 1996-2000, and special assistant to the president through 2001. At Stanford Health Care, Mariann chaired the board of directors from 2006 – 2013 and served as interim president and CEO in 2016. Previously, Mariann was an entrepreneur and co-founded America First Financial Corporation, which raised funds to purchase and turn-around failed savings and loans from the government. She served as CFO at EurekaBank, and COO of America First Eureka Holdings. She was vice president of Strategic Planning and Corporate Development at Bank America Corporation.

Mariann currently serves on the boards of directors of Franklin Resources, Inc.; Pacific Life Insurance; Redwood Trust, Inc.; SRI International; and Lucile Packard Children's Hospital.

Mariann earned a bachelor's degree in economics and political science/public policy from Stanford University in 1982, and later obtained her MBA from Harvard Business School in 1984.

JEFF CHAMBERS***Senior Advisor, TA Associates***

Jeff chairs the Board of Directors of Lucile Salter Packard Children's Hospital, where he has been a board member since September 2009. He is also a member of the Stanford Medicine Advisory Council and is a director of the Lucile Packard Foundation for Children's Health, Stanford Management Company and the Santa Lucia Preserve. He serves on the advisory committee of Eastside Preparatory School and was previous Board Chair of Sacred Heart Schools-Atherton.

Jeff joined TA Associates, a private equity firm, in 1980 and opened its West Coast office in 1982. He became a managing director in 1984 and served on TA's executive committee from 1988 to 2010. He has served on the boards of numerous public and private company boards during his career.

Jeff earned his bachelor's degree, cum laude, in economics from Harvard College in 1976, and his MBA from the Stanford Graduate School of Business in 1980. He and his wife have two sons, both of whom graduated from the Stanford Graduate School of Business.

BRET COMOLLI***Chair, Asurion Corporation***

Bret serves on the Stanford University Board of Trustees, the Stanford Medicine Advisory Council, the Stanford Medicine Cabinet, and the Stanford Management Company Board of Directors. Previously, he served on the GSB Management Board and was a member of the National Advisory Board for Stanford University's Haas Center for Public Service.

Bret is Chairman and former CEO of privately-held Asurion Corporation, a consumer technology protection services firm. He also serves as a board member and officer for CTIA – the industry lobbying organization for the wireless and telecom industries. With more than thirty years of leadership, business

management, and consulting experience, Bret has held CEO, COO and general manager positions at organizations such as the U.S. Army Corps of Engineers, Excite@Home, Risk Management Solutions and Kendara. He also worked at McKinsey & Company, consulting to Fortune 500 companies on strategic, operational and organizational issues.

Bret graduated from the United States Military Academy at West Point with a bachelor's degree in engineering. He earned an MBA from the Graduate School of Business at Stanford University in 1989.

EDWARD DAMROSE, MD, FACS
Chief of Staff, Stanford Health Care

Ed is a professor of Otolaryngology—Head and Neck Surgery and (by courtesy) of Anesthesiology, and chief of the Division of Laryngeal Surgery for the Stanford University School of Medicine. He also heads the Voice and Swallowing Center and the Laryngology Fellowship Program.

Ed is a diplomate of the American Board of Otolaryngology—Head and Neck Surgery, and a member of the American Academy of Otolaryngology—Head and Neck Surgery, the American Head and Neck Society, the American Laryngological Association, and the Triological Society. He is the past medical director of the International Association of Laryngectomees, medical advisor to the Foundation for Voice Restoration, and Clinical Practice Guidelines Committee Chair for the American Bronchoesophagological Association.

Ed earned his bachelor's in biology, cum laude, from Yale University in 1991, medical degree from UCLA School of Medicine in 1995, and completed his residency also at UCLA in 2001. He served as a clinical instructor at UCLA, completing a fellowship in laryngeal surgery, then traveled north to join the Stanford faculty in 2003. Additionally, Ed is a Captain in the United States Navy Reserve.

DONNA DUBINSKY
Co-founder and CEO, Numenta

Donna is a serial entrepreneur currently leading Numenta, a research and development company applying neocortical theory to machine intelligence. In addition, Dubinsky serves on the board of Twilio (TWLO), a technology company powering business communications and Cortical.io, a Vienna based private company creating natural language understanding solutions. Previously, Dubinsky was CEO of Palm Computing and Handspring—pioneers of the first successful handheld computers and smartphones. Earlier in her career, Dubinsky held positions in sales, sales support, and logistics at Apple and at Claris, an Apple software subsidiary.

Donna earned her bachelor's degree from Yale University in 1977, and her MBA from Harvard Business School in 1981. She also served on the board of Yale University for 12 years, including two years as Senior Fellow. Her husband, Len Shustek, MS'72, PhD'78 (computer science), is Founder and Chairman of the Computer History Museum.

DAVID ENTWISTLE***President and CEO, Stanford Health Care***

David joined Stanford Health Care as president and CEO in July 2016. Previously, he served for nine years as CEO of University of Utah Hospitals & Health Systems (UUHC). As the only academic medical center in a region that includes Utah and five surrounding states, UUHC has 1,100 board-certified physicians who staff four university hospitals, 10 community clinics, and several specialty centers. It is consistently ranked among U.S. News & World Report's Best Hospitals and in 2010, was #1 on the prestigious University Health System Consortium's Quality and Accountability scorecard, achieving top 10 status in subsequent years.

Prior to UUHC, David held several senior operations executive positions at the University of Wisconsin Hospital & Clinics and City of Hope National Medical Center, where he also served as president and CEO for Oncology Management Services.

David earned a master's degree in Health Services Administration at Arizona State University and his bachelor's degree at Brigham Young University.

CHANDLER EVANS, JD***President, Woodside School Foundation***

Chandler is a community volunteer primarily interested in healthcare and education. She serves on the Stanford Medicine Community Council. Chandler was a founding member of the Stanford Women's Health Tea committee, which is now the Stanford Medicine Women's Health Lunch. Chandler is president of the Woodside School Foundation where she has Co-Chaired the Annual Fund. She led the volunteer efforts of the parcel tax campaign for the Woodside Elementary School.

Chandler is a former attorney. She was an assistant general counsel for Oak Hill Capital Partners. Prior to that, she was a corporate associate in the New York City office of Paul, Weiss, Rifkind, Wharton & Garrison. Chandler earned her bachelor's degree at Harvard College in 2000, and her law degree at Yale Law School in 2004.

KAYE FOSTER***Independent Leadership Consultant***

Kaye is an independent consultant, working with CEO's and leadership teams focusing on business transformations, talent management, and human resources strategy development and implementation. She is also senior advisor to The Boston Consulting Group. Previously, Kaye served as senior vice president of Global Human Resources for Onyx Pharmaceuticals, where she led all aspects of the human resources function, most notably through the merger negotiations for employee related issues in Amgen's acquisition of Onyx Pharmaceutical. Prior to that, Kaye held senior executive human resource posts at Johnson & Johnson, and Pfizer Inc. supporting the pharmaceutical firms in Japan, Asia, Africa, Middle East and Latin America.

Kaye is a trustee of Spelman College in Atlanta, and also sits on the boards of Glide Memorial Church, and Grails biotech, whose mission is to detect cancer early, when it can be cured.

Kaye earned her undergraduate business degree at Baruch College of the City University of New York, and an MBA from Columbia University Graduate School of Business.

JOHN GOLDMAN

Community Volunteer and Philanthropist

John has been on Stanford Health Care board since 2012 and has served in myriad volunteer roles including the Graduate School of Business advisory council, the Stanford Live advisory council, former Chair of the Stanford Athletic Board, and Stanford's Center for Philanthropy and Civil Society.

John is president of the John and Marcia Goldman Foundation, and serves on the board of the San Francisco Symphony, being its immediate past president. He is former Chairman of Willis Bay Area Inc., an insurance brokerage and risk management firm, and former CEO of Goldman Insurance Services. He also served in California State offices as legislative analyst and assistant secretary of transportation. He is a trustee of several family foundations, including as president of the Goldman Environmental Foundation. He also serves as an advisory board member of the Wildlife Conservation Society and as an honorary board member of Project Open Hand. He is a past president of the board of Jewish Family and Children's Services, a former board member of the Institute on Aging of Mt. Zion Health Systems, and a past president of the Jewish Community Federation of San Francisco, the Peninsula, Marin and Sonoma Counties.

He received his bachelor's degree from Swarthmore College in 1971 and his MBA from the Stanford University Graduate School of Business in 1975.

LORI GOLER

Head of People, Facebook

Lori is responsible for all aspects of Facebook's people strategy including growing, developing, and retaining the Facebook team. She joined Facebook in 2008 after five years at eBay, where she led consumer marketing strategy, brand management, advertising, and consumer promotions. Since joining, Facebook has grown 80x and has been recognized as a leading workplace. Prior to Facebook, she worked at eBay where she led consumer marketing strategy, brand management, advertising, and consumer promotions. Lori was also a founding member of the executive team at babystyle.com where she led operations and merchandising. Prior to that, Lori was at The Walt Disney Company focused on strategy and business planning for consumer products businesses.

Lori holds a bachelor's degree from Yale University, MBA from Harvard Business School, and a master's degree in public policy from the Harvard's Kennedy School of Government.

JOHN GUNN

Trustee, Dodge & Cox Funds

John has a long history of volunteerism at Stanford. He is currently Chairman of the Advisory Board of the Stanford Institute of Economic Policy Research (SIEPR) and Vice Chair of the Board of Directors of Stanford Healthcare. He is a former member of the Stanford University Board of Trustees.

John, former Chairman and CEO of Dodge & Cox, joined the firm in 1972 and retired at the end of 2016. He now serves as Chairman of the Board of the San Francisco Opera.

John earned his undergraduate degree from Stanford University and received his MBA from the Stanford Graduate School of Business. He and his wife, Cynthia Fry Gunn, also a Stanford alumna, reside in Palo Alto.

FRED HARMAN

Managing Partner, Oak Investment Partners

Fred serves on the advisory councils for Stanford Live (Chair), and Stanford Arts, and on the board of Stanford Interdisciplinary Life Sciences.

Fred joined Oak Investment Partners in 1994, his primary investment focus is on consumer internet/new media investments. He is currently on the boards of Brit Media, Enjoy Technology, Group Nine Media (aka Thrillist & NowThis), Nutravail, RebelMouse, Sovrn, and Thrive Global. Previously, Fred was general partner at with Morgan Stanley's venture capital group. He also worked in business development at Hughes Communications where he was involved in the formation of the predecessor to DirectTV. He is co-owner of the Golden State Warriors, a trustee with the U.S. Ski and Snowboard Team Foundation.

He received a bachelor's and master's degrees in electrical engineering from Stanford in the early 1980s as a Hughes Fellow.

MARY HAWN, MD

Professor of Surgery and Chair of the Department of Surgery, Stanford University

Mary joined the Stanford faculty in 2015 as professor and chair of the Department of Surgery. She has extensive research in surgical quality measurement and national policy affecting surgical populations. Her work has changed guidelines for noncardiac surgery in patients with coronary stents and also informed policy about national surgical quality measurements. She is a Director and on the Executive Committee for the American Board of Surgery and serves on the editorial board of the Annals of Surgery and the Journal of the American College of Surgeons. Mary has several additional leadership roles including Secretary of the American Surgical Association, District Representative for the Western Surgical Association and Treasurer for James IV Society. She is the Co-Editor of the surgical textbook *Operative Techniques in Surgery*.

Mary earned her bachelor's, Master of Public Health, medical degrees, and her certificate in Healthcare Quality and Safety from University of Michigan in the 1990s. She completed her minimally invasive

surgical fellowship at Oregon Health and Science University. Her husband, Eben Rosenthal, MD, is the Ann and John Doerr Medical Director of Stanford Cancer Center.

CECILIA HERBERT

Chair, BlackRock's iShares ETF Board

Cecilia has held many volunteer positions as a Stanford alumna, including Reunion Chair, Chair of the Stanford Alumni Association, and Co-Chair of the Parent Advisory Board.

Cecilia is Chair of BlackRocks's iShares ETF board and a trustee of a Thrivent mutual fund. She has served on four other mutual fund boards for 20+ years. She is a member of the Independent Director's Council, the mutual fund industry policy and education organization for independent directors. She is also a board member of WNET, the public media company serving New York and New Jersey. Cecilia retired as managing director and manager of the San Francisco Office of JP Morgan in 1990.

Cecilia has served on the boards of the Bay Area Catholic Charities CYO, including as its president, The Thacher School, Groton School, Schools of the Sacred Heart, the International Women's Forum, the Bay Area Professional Women's

Network, the California Pacific Medical Center and its Foundation. She has chaired the Archdiocese of San Francisco Finance and Investment Councils. She is a member of the Northern California Chapter and New York Chapter of the International Women Forum's and is a Dame of the Order of Malta, an international charitable organization.

Cecilia received her bachelor's degree in economics from Stanford University, and her MBA from Harvard Business School. She and her husband, Jim, Co-Chaired the Stanford Parent Advisory Board. Two of their three children have multiple degrees from Stanford.

MARC JONES

Chairman and CEO, Aeris Communications

Marc is chairman and CEO of Aeris Communications, an Internet of Things (IoT) solutions provider. Before joining Aeris in 2005, he served as president and CEO of Visionael Corporation, a pioneer in enterprise network management and automation. Prior to joining Visionael in 1998, he was president and COO of Madge Networks. Previously, he served as senior vice president of integrated systems products for Chips & Technologies; senior vice president of corporate finance for L.F. Rothschild, Unterberg & Towbin; and a law associate at Pillsbury, Madison & Sutro.

Marc currently serves on the boards of the California Health Care Foundation, Management Leadership for Tomorrow, and Gardner Denver Inc. Previously, he was a member of the boards of Working Partnerships USA and Green for All, and chair of the National Cyber Security Partnership's Enterprise Task Force. At Stanford, Marc currently serves on the Board of Trustees. Previously, he served on the Law School Board of Visitors and the Athletics Board.

Marc earned his undergraduate degree in political science and his JD from Stanford. He and his wife, Lisa (MBA '88), have two children, one of whom has an undergraduate degree from Stanford.

PAUL KING

President and CEO, Lucile Packard Children's Hospital Stanford

Paul joined LPCH in January 2019. He has built a distinguished career of more than 30 years as a health care executive, including leadership positions at several nationally recognized academic medical centers.

Previously, Paul served as executive director of the University of Michigan's CS Mott Children's Hospital and Von Voigtlander Women's Hospital, and guided the strategic growth of the university's children's and women's programs and services. Prior to that, Paul served as president and CEO for the Pediatric Management Group, a 550-physician academic pediatric subspecialty group practice affiliated with Children's Hospital Los Angeles (CHLA). He also held senior management roles at the Mayo Clinic and the Samaritan Physicians Center.

Paul is currently on the board of trustees for the Children's Hospital Association. He holds a bachelor's degree in business administration and economics from the University of Nebraska, a master's degree in health care administration from the University of Iowa and is a Certified Medical Practice Executive.

LATA KRISHNAN

Technology Entrepreneur and Philanthropist

Lata Krishnan is a technology entrepreneur, a startup investor & an engaged philanthropist. She helped establish Shah Capital Partners, and takes an active role in identifying and investing in high-growth opportunities and inspiring founders from the technology, energy, real estate, and social impact worlds. Lata co-founded, SMART Modular Technologies, and lead as CFO through a public offering. Previously, she was a board member of Silicon Valley Bank Financial Group where she served on the Finance and Audit committee for 10 years.

She holds membership on several public and private boards most notably on the Stanford Health Care Board. She is the founder, former president, and current Co-Chair of the American India Foundation, as well as a board member of The Commonwealth Club of San Francisco. Lata is also a Senior Advisory Board Member of the London School of Economics, South Asia Centre.

Lata received a BS with honors from the London School of Economics, and is a member of the Institute of Chartered Accountants in England and Wales.

CHIEN LEE

Philanthropist

Chien has served Stanford in many capacities, including university trustee, board member of the Stanford Alumni Association, advisory council member of the Freeman Spogli Institute of International Studies, the Graduate School of Business, the Graduate School of Education, and School of Engineering.

Chien is based in Hong Kong and presides over Lee family charitable interests as a governor of Lee Hysan Foundation, and Chairman of Bei Shan Tang Foundation. He is Vice Chair of the board of Chinese University of Hong Kong, Chairman of the CUHK Medical Centre and Supervisor of St. Paul's Co-educational College in Hong Kong. He also serves on the boards of Phillips Academy in Andover, Massachusetts, the Outward Bound Center for Peacebuilding, and Outward Bound China. Chien is a non-executive director of Hysan Development Company Limited and Swire Pacific Limited which are publicly listed on the Hong Kong Stock Exchange.

Chien received his bachelor's degree in mathematical sciences, master's degree in operations research, and MBA in the 1970s from Stanford University.

MARK LESLIE

Managing Director, Leslie Ventures

Mark is a lecturer in management at Stanford Graduate School of Business, where he teaches courses in entrepreneurship, ethics and sales organization. He is also Chairman of Stanford's Medical Center Development Major Gifts Committee and sits on the Stanford Medicine Cabinet.

Mark is the Managing Director of Leslie Ventures, where he is a very active investor in ultra-high technology companies. He serves on the boards a number of privately held high-technology corporations and, over the past twenty-five years, has served on over fifty boards of directors, both public and private. He also currently serves on the NYU Board of Trustees, the Board of Overseers for the NYU Faculty of Arts and Sciences, the Board of Overseers of NYU Tandon Engineering School, and a member of the Executive Board of the NYU Innovation Fund.

Mark was a founder, Chairman, and CEO of Veritas Software, helping to build the company over his eleven-year tenure to 6,000 employees and annual revenues of \$1.5 billion. Prior to Veritas, Mark served as CEO of two Silicon Valley high- tech startup companies.

Mark received a bachelor's degree in physics and mathematics from New York University in 1966 and completed Harvard Business School's Program for Management Development in 1980.

JOHN LEVIN

Chair, Folger Levin LLP

In 2009 he completed a ten-year term as a Trustee of Stanford University, the last five years as Vice-Chair of the Board. John has been active in the leadership of Stanford Law School, serving as a member of the Dean's Advisory Council, Co-Chair of the Campaign for Stanford Law School and a member of the executive committee of the school's Board of Visitors. With his wife Terry, John established The John and Terry Levin Center for Public Service and Public Interest Law at Stanford Law School.

John is Chair of Folger Levin LLP. His practice focuses on transactions and strategic advice for businesses, high net worth families and individuals, and non-profit organizations. He co-founded Folger Levin in 1978 and served as its Chair and Managing Partner for nearly 30 years. He has been a member of the California Bar since 1973.

John is active in a wide range of community activities and has served on numerous boards. He is Chair of the Board of Trustees of the Jay and Rose Phillips Family Foundation of California, and a founding member of the Board of Trustees of Coaching Corps. He has also served Chair of the Board of Trustees of the Claude and Louise Rosenberg, Jr. Family Foundation, Vice-Chair of the Board of Trustees of Marin Country Day School, and a member of the Civil Justice Reform Act Advisory Group of the United States District Court for the Northern District of California.

John received a master's degree in education and his law degree from Stanford Law School in the early 1970s. He earned a bachelor's degree from Harvard College in 1969.

RANDY LIVINGSTON

Stanford University Vice President for Business Affairs, Chief Financial Officer and University Liaison for Stanford Medicine

Randy joined Stanford University in March 2001 as vice president for Business Affairs and CFO, he reports to Stanford President Marc Tessier-Lavigne. He oversees many of the administrative organizations that provide support for Stanford's academic mission including University IT (Enterprise Technology, Research Computing, Communications and IT Facilities, Client Services and Service Strategy), Financial Management Services (Controller's Office, Treasurer's Office, Financial Systems and Support, and Procurement), the Office of Chief Risk Officer (Internal Audit, Compliance, Privacy, Information Security and Enterprise Risk Management), improvement, Analytics and Innovative Services, and Business Development. The Office of Research Administration reports jointly to Randy and the Vice Provost and Dean of Research. In September 2017 Randy was appointed to the additional role of University Liaison for Stanford Medicine, with responsibility for enhancing collaboration and ensuring coordination on non-academic matters between the university and the three Stanford Medicine entities: the School of Medicine, Stanford Health Care, and Lucile Packard Children's Hospital Stanford.

Prior to Stanford, Randy spent 16 years working in Silicon Valley with several technology and life science companies as chief financial officer, and in corporate development and marketing roles. He led two companies through IPO's, founded a company, sold a company, and completed several acquisitions of other companies. Previously, Randy worked with McKinsey & Company as a management consultant. Randy also serves on the boards of eHealth, Pacific Biosciences, Lucile Packard Children's Hospital Stanford and Stanford Management Company.

ALDEN "CHIP" MCDONALD, MD

Interventional Cardiologist, Cardiovascular Consultants Medical Group/Stanford Healthcare

Chip is an interventional cardiologist at Cardiovascular Consultants Medical Group (CCMG)/ Stanford Health Care. At CCMG, Chip serves as a board member and physician operations leader. He is also a board member and immediate past president of the Bay Area American Heart Association. In this role, Chip has been a strong advocate for public policies and community programs that improve cardiovascular health, including promoting CPR training in schools, access to healthy food, physical activity, and smoking cessation. Chip also sits on the Board of Directors of Physicians Medical Forum, a non-profit organization dedicated to improving health in underserved communities by increasing diversity in the healthcare workforce. Chip is a Consortium Core member of the Stanford Precision Health for Ethnic and Racial

Equity (SPHERE), a center that works to identify genetic, biological, and environmental approaches to reducing health disparities in minority populations.

Chip received his undergraduate degree from Harvard College and his medical degree from Harvard Medical School. He completed residency training in Internal Medicine at Massachusetts General Hospital and fellowship training in general and interventional cardiology at the Texas Heart Institute, where he served as chief fellow.

SANJAY MEHROTRA

President and CEO, Micron Technology

Sanjay joined Micron Technology in 2017. Micron is an industry leader in innovative memory and storage solutions that enable disruptive trends, including artificial intelligence, 5G, machine learning and autonomous vehicles, across key market segments like mobile, data center, consumer, industrial, and automotive. Before Micron, he co-founded flash memory pioneer SanDisk Corporation and led the company from start-up in 1988 until its eventual sale in 2016. Previously, Sanjay held design engineering positions at Integrated Device Technology, SEEQ Technology, and Intel Corporation. Sanjay served on the board of Cavium from 2009-2018 and was appointed 2019 Chairman of the Semiconductor Industry Association, the primary advocacy organization for the U.S. semiconductor industry. He holds more than 70 patents and has published articles on flash memory design and systems and was honored in 2019 with the Flash Memory Summit's lifetime achievement award for his many contributions to the flash memory industry.

Sanjay earned both bachelor's and master's degrees in electrical engineering and computer science from the University of California, Berkeley, and is a graduate of the Stanford Graduate School of Business Executive Program (SEP).

LINDA MEIER

Civic leader

Linda has been a dedicated volunteer and leader for the university in wide variety of roles for more than 30 years. She was recipient of the Uncommon Woman Award from Stanford University in 2001. She currently serves on the Stanford Live Advisory Group and the Stanford Humanities Center advisory board. Her wide-ranging service also includes past membership on the Stanford University Board of Trustees. She Chaired the Stanford Athletic Board twice and was Founding Chair of the Cardinal Club. Additionally, Linda was one of four Co-Chairs of The Stanford Challenge. She officially re-joined the Stanford Health Care board in 2012 after serving from 1978 to 1995. Linda is also a former director of Lucile Packard Children's Hospital and served on the founding board for the Ronald McDonald House at Stanford.

Linda was a founding director of University Bank and Trust Company of Palo Alto, but most of her professional career has been spent in civic and board service. She was a member of the California Water Service Group Board and served on the boards of the Peninsula Community Foundation, the California Academy of Sciences, Greater Bay Bancorp, the Institute of International Education, and the World Affairs Council of Northern California. She also served as president and board member of the Peninsula Center for the Blind and Visually Impaired, and Junior League of Palo Alto.

Linda received a bachelor's degree in sociology from Stanford in 1961. Her husband, Anthony, is also a Stanford sociology alumnus. Two of their three adult children hold Stanford degrees, as does their son-in-law.

Lloyd Minor, MD
Dean, Stanford School of Medicine

Lloyd is a scientist, surgeon, and academic leader. He joined Stanford as the Carl and Elizabeth Naumann Dean of the School of Medicine in December 2012. He is also a professor of Otolaryngology–Head and Neck Surgery and a professor of Bioengineering and of Neurobiology, by courtesy, at Stanford University. As dean, Lloyd plays an integral role in setting strategy for the clinical enterprise of Stanford Medicine. With his leadership, Stanford Medicine has established a strategic vision to lead the biomedical revolution in Precision Health, a fundamental shift to more predictive, preventive, and personalized health care.

Before coming to Stanford, Lloyd was provost and senior vice president for academic affairs of Johns Hopkins University. Prior to his appointment as provost in 2009, he served as the Andelot Professor and Chair of the Department of Otolaryngology–Head and Neck Surgery. With more than 140 published articles and chapters, Lloyd is an expert in balance and inner ear disorders. In the medical community, he is perhaps best known for his discovery of superior canal dehiscence syndrome, a debilitating disorder characterized by sound- or pressure-induced dizziness. He subsequently developed a surgical procedure that corrects the problem and alleviates symptoms. In 2012, Lloyd was elected to the National Academy of Medicine.

Lloyd earned his medical degree at Brown University, and residency certificates at Duke University and University of Chicago. He completed his fellowship at Ear Foundation and Otology Group of Nashville in Illinois.

MARGARET RAFFIN
President, Ishiyama Foundation

Margaret currently serves on Stanford Medicine's Community Council, the Universal Healthcare Alliance Board of Directors, and the Haas Center National Advisory Board. Past Stanford involvements include Stanford Athletic Board, the School of Earth Sciences Strategic Planning and Development Task Force, and reunion classes.

Margaret is president of the Ishiyama Foundation and actively involved in her family's Ishiyama Corporation. She has served on the Palo Alto Medical Foundation (PAMF) Community Board of Trustees, of which she is former Chair, the Sutter Health Peninsula Coastal Region Board of Directors, and is a former trustee of Castilleja School and Scripps Collage. She currently serves as director of the Maui Arts and Cultural Center, is a member of the African Leadership Academy US Advisory Board and is a trustee of the National Parks Conservation Association.

Margaret holds a BA degree in English from Stanford University and an MA degree in Psychology from Santa Clara University.

NORMAN RIZK, MD***Chief Medical Officer, Stanford Health Care***

Norman is chief medical officer of SHC, senior associate dean for clinical affairs, medical director of intensive care units, and program director of fellowships in critical care medicine. He joined the Stanford faculty 1990 and has received numerous honors and awards for clinical teaching excellence which includes being named the Berthold and Belle N. Guggenheim Professor of Medicine in 2005. Norman has been a member of the board of directors at Stanford Health Care since 2001.

Norman received a bachelor's degree from Harvard College in 1972, and a medical degree from Yale University School of Medicine in 1976. He completed his residency and chief medical residency at UCSF and completed a pulmonary research fellowship at the Cardiovascular Research Institute at University of California Medical Center, San Francisco.

MINDY ROGERS***Community Volunteer Leader***

Mindy is a member of the Board of Trustees at Stanford University and serves on Stanford's Graduate School of Education Advisory Council and the Parents Advisory Board, of which she is a past Co-Chair. She also serves on the Board of Stanford's Haas School of Public Service. She is a director of Lucile Packard Children's Hospital and the Lucile Packard Foundation for Children's Health.

Mindy began her career at Bain & Company. Later, she joined Wells Fargo Bank and held a variety of managerial positions in Wells Fargo's banking operations, including vice president and general manager of Northern California check processing. After leaving the bank, she became a consultant to Wells Fargo on a wide range of issues.

Mindy has spent the last 20 years working as a community volunteer and leader for numerous non-profit organizations. In addition to her Stanford involvement, Mindy sits on the board of Positive Coaching Alliance, CollegeSpring, and Coaching Corps. She also serves as Board Chair for the East Palo Alto Academy Foundation.

She earned her bachelor's in economics and MBA degrees from Stanford in the mid-1980s. Her husband, Jesse, is also a Stanford economics alumnus. They have three children, all of whom hold Stanford degrees.

KAVITARK "RAM" SHRIRAM***Founder, Sherpalo***

Ram has been on the Stanford board of trustees for 10 years and a member of the Council on Foreign Relations. He has been a close partner of university development, having served in many capacities including principal gift volunteer, The Stanford Challenge Leadership Council, School of Engineering Dean's Cabinet, Chair of the Online Learning Special Committee, and Parents Advisory Board.

Ram started Sherpalo in January 2000, with the goal of applying his wealth of operating and company building experience to promising early stage ventures. As a technology industry insider for over 30 years

he has worked in companies large and small across all functional areas and through fluctuating business cycles. Ram is a founding board member of Google Inc. (now Alphabet), and [24]7.ai. He also serves on the boards of PaperlessPost.com and Yubico. He is an early supporter of MagicBus.org and Gooru.org. Ram is a Charter Member of TiE (The Indus Entrepreneurs).

Ram earned his bachelor's degree from University of Madras, and masters' degrees from University of Michigan Ann Arbor. His two children have multiple advanced degrees from Stanford.

JOSEPH "JOE" WOO, MD

Chair, Department of Cardiothoracic Surgery at Stanford University School of Medicine

Joe is the Norman E. Shumway Professor and Chair of the Department of Cardiothoracic Surgery at the Stanford University School of Medicine and holds a courtesy appointment in the Department of Bioengineering. He has an active clinical practice of 300 pump cases per year focusing on complex cardiac valve repair, aortic surgery, cardiopulmonary transplantation, and minimally-invasive surgery, and has advanced these fields by developing several innovative operations. Joe currently runs an NIH R01-funded basic science research lab studying stem cells, angiogenesis, tissue engineering, and biomechanics and has held continuous NIH funding since 2004. He has also served as principal investigator for several clinical device trials as well as translational scientific clinical trials entailing administration of stem cells during coronary artery bypass grafting and LVAD implantation. He has co-authored over 290 peer-reviewed publications.

Nationally, Joe has chaired several committees, including the American Heart Association Cardiovascular Surgery and Anesthesia Council and the American Association for Thoracic Surgery Scientific Affairs and Government Relations Committee. He is an Associate Editor for the *Journal of Thoracic and Cardiovascular Surgery* and has served as a Guest Editor for *Circulation*. Under his leadership, overall cardiovascular surgical clinical volume, extramural research funding, scholarly publications, and residency education programs in the Department of Cardiothoracic Surgery have doubled or tripled and continue to grow significantly.

He received his undergraduate degree from the Massachusetts Institute of Technology and his medical degree from the University of Pennsylvania where he also conducted his postgraduate surgical training in general surgery and cardiothoracic surgery as well as a postdoctoral research fellowship developing novel molecular strategies for attenuating myocardial ischemic injury.