Vanessa First Name Pronouns	Zamora Last Name		
	Last Name		
Pronouns			
Email Address			
Street Address		Suite or Apt	
City		State	Postal Code
What City Council dis	trict do you live in?		
Primary Phone	Alternate Phone		
Employer	Job Title		
Which Boards would y	ou like to apply for?		

Submit Date: Oct 10, 2025

Interests & Experiences

Please tell us how your qualifications and participation will relate to the requested board and/or commission's mission.

As a Senior Project Manager at InterEthnica, I develop and manage project budgets and scopes of work for public-sector initiatives, ensuring that the resources we have available are used effectively and equitably. I have experience tracking budget performance and adjusting as needed to meet task deliverables. My consulting experience combines fiscal oversight with facilitation, public speaking, and translation of technical information into language that is accessible and culturally resonant. I have extensive experience leading community engagement efforts in Oakland and across the Bay Area that center equity and ensure community input shapes policy decision-making. Being born and raised in Oakland, I am passionate about ensuring that fenceline and historically underrepresented communities receive the resources they need to be successful. I would bring this commitment along with my years of experience to the Budget Advisory Commission by promoting transparency, equity, and accountability in how the City's budget reflects community priorities.

Please submit your resume or curriculum vitae. You may upload a document. (A Word format is preferred.) Alternatively, you may paste the text of your resume in the field provided below.

Upload a Resume

Please paste the text of your resume or curriculum vitae below.

About Me First-generation Mexican American born and raised in Oakland, with extensive experience in community engagement and project management. Passionate about fostering equitable outcomes and building strong relationships with underrepresented communities, particularly non-native English speakers. Proven track record of designing and implementing culturally relevant strategies, breaking through mistrust in government, and amplifying community voices. Fluent in Spanish, I strive to ensure that equity and inclusion are central to all projects I manage. InterEthnica • Senior Community Engagement Manager/Sr. Project Manager • Feb 2024 - Present • Lead projects from bid to completion, collaborating directly with clients to understand their needs and provide equitable solutions. • Present project updates, insights, and recommendations to clients and stakeholders • Provide strategic consulting to achieve equitable outcomes, particularly in anti-displacement initiatives, housing policies, transportation, and climate justice efforts. • Lead facilitation efforts for focus groups, community advisory boards, and public meetings in both English and Spanish. • Conduct needs assessments and pilot projects, utilizing insights to recommend program improvements. • Produce detailed monthly reports for program evaluation to inform decision-making. • Directed the review of community engagement strategies to ensure alignment with broader county equity goals. • Support and manage, produce, and deliver high-quality, effective proposals, presentations, and collateral materials. • Direct and manage the implementation of complex community programs • Oversee staff development and implement strengths-based approaches for team training, with a focus on maximizing community impact. • Draft and manage scopes, budgets, and maintain schedules, as well as work with clients and partners to execute project work. • Prepare and deliver effective public presentations, lead working meetings, speak clearly in front of groups, and facilitate meetings with clients and stakeholders. Color Health • Remote Market Manager • June 2022 - June 2023 • Piloted the ICATT-COVID-19 program in collaboration with the CDC, onboarding over 2,000 sites nationwide. • Developed training modules, SOPs, and communication scripts to streamline program implementation. • Developed standardized procedures and communication strategies, ensuring quality implementation of services for communities facing healthcare disparities. • Designed and delivered engaging webinars for partners and provided virtual support for program sites. • Presented detailed updates and program performance metrics to CDC directors and internal executives. • Successfully negotiated with pharmaceutical vendors for our multi-service clinics, developing an efficient system to organize and bring structure to vendor accounts. • Effectively managed a team of 15+ people supporting the program. • Managed Spanish-speaking partner sites, ensuring effective communication and support. Oversaw a 15-person team, coordinated schedules, and ensured consistent performance. Just Cities • Transformative Justice Lead Outreach Organizer • June 2020-January 2022 • Successfully project-managed the Alameda County Anti-Displacement Outreach project, demonstrating excellent leadership and project management skills. • Created and managed a Resident Advisory Council to guide the development of the East Oakland Mobility Action Plan for Oakland's Department of Transportation. • Coordinated outreach plans for the Fair Chance Housing Ordinance and led campaign outreach and event planning and management. • Monitored and spearheaded all social media outlets and campaigns, effectively increasing outreach and visibility in underrepresented communities. • Actively sought new grant opportunities for the organization, contributing to the development of new outreach projects. • Wrote and submitted grants for the outreach projects that were developed, utilizing excellent writing and communication skills. • Presented proposals and reports to the County Board of Supervisors and stakeholders, utilizing excellent presentation and reporting skills. Certifications • Certificate of Proficiency in Qualitative Research • CITI Program for Human Subjects Research

Please click the acknowledgement below.

Service on City of Oakland boards, commissions, and committees may require filings of the FPPC's Statements of Economic Interest (Form 700). Upon appointment and determination of filing status, I will comply with all filing obligations.

✓ I Agree *



About Me

First-generation Mexican American born and raised in Oakland, with extensive experience in community engagement and project management. Passionate about fostering equitable outcomes and building strong relationships with underrepresented communities, particularly non-native English speakers. Proven track record of designing and implementing culturally relevant strategies, breaking through mistrust in government, and amplifying community voices. Fluent in Spanish, I strive to ensure that equity and inclusion are central to all projects I manage.

InterEthnica • Senior Community Engagement Manager/Sr. Project Manager • Feb 2024 - Present

- Lead projects from bid to completion, collaborating directly with clients to understand their needs and provide equitable solutions.
- Present project updates, insights, and recommendations to clients and stakeholders
- Provide strategic consulting to achieve equitable outcomes, particularly in antidisplacement initiatives, housing policies, transportation, and climate justice efforts.
- Lead facilitation efforts for focus groups, community advisory boards, and public meetings in both English and Spanish.
- Conduct needs assessments and pilot projects, utilizing insights to recommend program improvements.
- · Produce detailed monthly reports for program evaluation to inform decision-making.
- Directed the review of community engagement strategies to ensure alignment with broader county equity goals.
- Support and manage, produce, and deliver high-quality, effective proposals, presentations, and collateral materials.
- · Direct and manage the implementation of complex community programs
- Oversee staff development and implement strengths-based approaches for team training, with a focus on maximizing community impact.
- Draft and manage scopes, budgets, and maintain schedules, as well as work with clients and partners to execute project work.
- Prepare and deliver effective public presentations, lead working meetings, speak clearly in front of groups, and facilitate meetings with clients and stakeholders.

Color Health • Remote Market Manager • June 2022 - June 2023

- Piloted the ICATT-COVID-19 program in collaboration with the CDC, onboarding over 2,000 sites nationwide.
- Developed training modules, SOPs, and communication scripts to streamline program implementation.
- Developed standardized procedures and communication strategies, ensuring quality implementation of services for communities facing healthcare disparities.
- Designed and delivered engaging webinars for partners and provided virtual support for program sites.
- Presented detailed updates and program performance metrics to CDC directors and internal executives.

- Successfully negotiated with pharmaceutical vendors for our multi-service clinics, developing an efficient system to organize and bring structure to vendor accounts.
- Effectively managed a team of 15+ people supporting the program.
- Managed Spanish-speaking partner sites, ensuring effective communication and support.
 - Oversaw a 15-person team, coordinated schedules, and ensured consistent performance.

Just Cities • Transformative Justice Lead Outreach Organizer • June 2020-January 2022

- Successfully project-managed the Alameda County Anti-Displacement Outreach project, demonstrating excellent leadership and project management skills.
- Created and managed a Resident Advisory Council to guide the development of the East Oakland Mobility Action Plan for Oakland's Department of Transportation.
- Coordinated outreach plans for the Fair Chance Housing Ordinance and led campaign outreach and event planning and management.
- Monitored and spearheaded all social media outlets and campaigns, effectively increasing outreach and visibility in underrepresented communities.
- Actively sought new grant opportunities for the organization, contributing to the development of new outreach projects.
- Wrote and submitted grants for the outreach projects that were developed, utilizing excellent writing and communication skills.
- Presented proposals and reports to the County Board of Supervisors and stakeholders, utilizing excellent presentation and reporting skills.

Certifications

- Certificate of Proficiency in Qualitative Research
- CITI Program for Human Subjects Research

Profile			
Rana	Bader Matly		
First Name	Last Name		
Pronouns			
Email Address			
Street Address		Suite or Apt	
City		State	Postal Code
What City Council d	istrict do you live in?		
☑ District 4			
District 4			
Primary Phone	Alternate Phone		
Triniary Thore	Alternate Phone		
Employer	Job Title		
Which Boards would	you like to apply for?		
Budget Advisory Comm	ission: Submitted		
Interests & Experie	ences		
Diagon tell up how w			As Abs
	our qualifications and par d/or commission's missior		to the
requested board an	4,01,001111113310113 111133101	•	
	Development Executive. Signi		
	ce training: Wharton MBA, Majo eloped, negotiated, and succes		
	rships and financial transaction		
	commercial growth opportuni		
record of designing, neg	gotiating, and closing 'low-prob	bability of success proje	cts.
Please submit your	resume or curriculum vita	ne. You may upload a	document.
	referred.) Alternatively, y	The state of the s	
Microsoft Word -			
RANA MATLY RESUME Upload a Resume	.docx.pdf		
Please paste the te	xt of your resume or curri	culum vitae below.	
ΡΔΝΔ ΜΔΤΙΥ			

Submit Date: Oct 21, 2024

d,

Rana Bader Matly

CAREER SUMM

negotiated, and successfully closed numerous domestic and global corporate partnerships and financial transactions valued at over \$50M. Identified and prioritized strategic and commercial growth opportunities with senior leadership. Track record of designing, negotiating, and closing 'low-probability of success' projects. Significant healthcare and finance training: Wharton MBA, Major in Finance; Bachelor of Dental Surgery. • Orchestrate deals: Ø∏ Due diligence. Ø∏ Develop Joint Ventures and Alliances. Ø∏ Term Sheet Negotiations and Closing. • Build partnerships: Ø∏ Identify and prioritize growth opportunities with senior leadership. Ø∏ Create innovative solutions for various stakeholders and partners. Ø∏ Develop strategies for continuous success and assessment of partnerships. • Core leader: Ø∏ Ø∏ Ø∏ Founder of pilot programs. Advisor to leadership. Led crossfunctional teams. EXPERIENCE MAYO CLINIC International Development Officer Mayo Clinic is a leading \$9B revenue/year healthcare organization in Clinical Practice, Research and Education. The Development Program within Mayo Clinic is a multi-billion dollar initiative to build partnerships and finance strategic initiatives across the enterprise. The International Development Program requires a different model than the domestic traditional one. Partners want jointly beneficial collaborations that could include revenue sharing, educational exchanges, joint research initiatives, joint Intellectual Property rights, joint branding and marketing among others. Responsible for the strategy and the execution of numerous transactions for Mayo's clinical, research and education initiatives. Report to Chair of Development. Developed a new international strategy and created the first program in the MENA region. Led cross-functional teams across the clinical practice, finance, legal, media, and PR/marketing. (Detailed Deal Sheet is included on page 3-4) Core leader within the Department of Development: • Oversaw the International MENA portfolio of \$100M. • Led the closing of \$25M in partnerships in biotechnology, individualized and regenerative medicine, and healthcare services innovation. • Led a global complex \$150M transaction through multiple rounds of negotiations while developing innovative solutions in telemedicine, cutting edge simulation, and new healthcare delivery models. • Represented Mayo Clinic in high profile meetings and transactions. Key Advisor to Senior Mayo Leadership: • Served as key advisor on strategy, management, organization, operations, funding and relationship management of key international growth opportunities. • Member of task force selected by Mayo leadership to review, evaluate, and restructure Mayo's international strategy. • Co-founder of the International Leadership Council that identified and recruited corporate and government leaders to help advance strategic initiatives. • Coled with Public Affairs the senior leadership strategy on participation in key global forums and conferences, e.g. World Economic Forum, Clinton Global Initiative, Arab Health. Rochester, MN 2008-2016 Co-led with Global Business Solutions strategy on corporate alliances and collaborations. Transaction Lead: • Led cross-functional teams including finance, operations, research and development, regulatory, corporate communications, PR, investor relations, marketing and legal on numerous projects. • Partnered with Mayo's medical experts to conceptualize and structure innovative solutions to achieve Mayo's key strategic initiatives with prospective partners. • Responsible for multiple domestic and international on-site due diligence and negotiation with corporate leaders and government officials leading to the successful completion of multi-year, multimillion dollar partnerships. • Led term sheet negotiation, closing agreements and transaction development and negotiations including all partners' interactions. • Led creation of stewardship and annual status and financial reports to partners. • Track and report successes and challenges to institutional leadership and new recommended strategies. BOSTON UNIVERSITY INSTITUTE FOR DENTAL RESEARCH AND EDUCATION Dubai, UAE Assistant Manager, Business Development 2007-2008 Led joint-venture between Dubai Government and Boston University to create the first post-graduate Dental Institute in the region. Entity has since changed its name to the Dubai College of Dental Medicine. • Developed brand positioning, market planning, financial, analysis/budgeting, pricing strategy and marketing effort. • Developed, marketed, and launched a comprehensive dental insurance plan for corporate and individual clients. • Successfully created recruiting strategy and interview process for faculty and allied health personnel. DUBAI HOLDING Dubai, UAE Senior Executive, Sales Department 2005-2007 Dubai Holding is a global investment holding company that develops and manages a portfolio of companies focused on investments, financial services, real estate, healthcare, telecommunications, and hospitality. • Researched, designed, and proposed sales and marketing strategies to target keyInternational institutions and investment groups to Dubai Holding's portfolio company Dubai Health Care City (DHCC), the world's first self- regulated healthcare free-zone • Led the creation of Joint ventures and alliances between DHCC and International healthcare institutions such as The German Medical Institute. • Successfully negotiated and secured Dhs. 80 million of direct investment capital for DHCC from investment groups such as Al Naboodah Investment Group, Al Bassam

Capital Investment, and Al Ghurair Group. NOVARTIS PHARMACEUTICALS Dubai, UAE Sales Representative 2002-2005 • Led the successful regional launch of Novartis drug products and awarded top performer for 2 years (2004/5) while increasing market share by 20% for Lamasil and Famvir. • Selected youngest of 15 Novartis employees to participate in High Potential Employee program (EEMA) EDUCATION THE WHARTON SCHOOL, UNIVERSITY OF PENNSYLVANIA MBA; Executive Program, Major in Finance. • Member of Finance Club and Consulting Club JORDAN UNIVERSITY OF SCIENCE AND TECHNOLOGY Bachelor of Dental Surgery • Graduated top 10% of class San Francisco, CA 2004-2016 Jordan 1994-1999

Please click the acknowledgement below.

Service on City of Oakland boards, commissions, and committees may require filings of the FPPC's Statements of Economic Interest (Form 700). Upon appointment and determination of filing status, I will comply with all filing obligations.

✓ I Agree *

RANA MATLY

CAREER SUMMARY

Business and Corporate Development Executive. Managed, developed, negotiated, and successfully closed numerous domestic and global corporate partnerships and financial transactions valued at over \$50M. Identified and prioritized strategic and commercial growth opportunities with senior leadership. Track record of designing, negotiating, and closing 'low-probability of success' projects. Significant healthcare and finance training: Wharton MBA, Major in Finance; Bachelor of Dental Surgery.

- Orchestrate deals:
 - Due diligence.
 - Develop Joint Ventures and Alliances.
 - Term Sheet Negotiations and Closing.
- Build partnerships:
 - Identify and prioritize growth opportunities with senior leadership.
 - Create innovative solutions for various stakeholders and partners.
 - Develop strategies for continuous success and assessment of partnerships.
- Core leader:
 - > Founder of pilot programs.
 - > Advisor to leadership.
 - ➤ Led cross-functional teams.

EXPERIENCE

MAYO CLINIC International Development Officer Rochester, MN 2008-2016

Mayo Clinic is a leading \$9B revenue/year healthcare organization in Clinical Practice, Research and Education. The Development Program within Mayo Clinic is a multi-billion dollar initiative to build partnerships and finance strategic initiatives across the enterprise. The International Development Program requires a different model than the domestic traditional one. Partners want jointly beneficial collaborations that could include revenue sharing, educational exchanges, joint research initiatives, joint Intellectual Property rights, joint branding and marketing among others.

Responsible for the strategy and the execution of numerous transactions for Mayo's clinical, research and education initiatives. Report to Chair of Development. Developed a new international strategy and created the first program in the MENA region. Led cross-functional teams across the clinical practice, finance, legal, media, and PR/marketing. (Detailed Deal Sheet is included on page 3-4)

Core leader within the Department of Development:

- Oversaw the International MENA portfolio of \$100M.
- Led the closing of \$25M in partnerships in biotechnology, individualized and regenerative medicine, and healthcare services innovation.
- Led a global complex \$150M transaction through multiple rounds of negotiations while developing innovative solutions in telemedicine, cutting edge simulation, and new healthcare delivery models.
- Represented Mayo Clinic in high profile meetings and transactions.

Key Advisor to Senior Mayo Leadership:

- Served as key advisor on strategy, management, organization, operations, funding and relationship management of key international growth opportunities.
- Member of task force selected by Mayo leadership to review, evaluate, and restructure Mayo's international strategy.
- Co-founder of the International Leadership Council that identified and recruited corporate and government leaders to help advance strategic initiatives.
- Co-led with Public Affairs the senior leadership strategy on participation in key global forums and conferences, e.g. World Economic Forum, Clinton Global Initiative, Arab Health.

• Co-led with Global Business Solutions strategy on corporate alliances and collaborations.

Transaction Lead:

- Led cross-functional teams including finance, operations, research and development, regulatory, corporate communications, PR, investor relations, marketing and legal on numerous projects.
- Partnered with Mayo's medical experts to conceptualize and structure innovative solutions to achieve Mayo's key strategic initiatives with prospective partners.
- Responsible for multiple domestic and international on-site due diligence and negotiation with corporate leaders and government officials leading to the successful completion of multi-year, multimillion dollar partnerships.
- Led term sheet negotiation, closing agreements and transaction development and negotiations including all partners' interactions.
- Led creation of stewardship and annual status and financial reports to partners.
- Track and report successes and challenges to institutional leadership and new recommended strategies.

BOSTON UNIVERSITY INSTITUTE FOR DENTAL RESEARCH AND EDUCATION

Dubai, UAE 2007-2008

Assistant Manager, Business Development

Led joint-venture between Dubai Government and Boston University to create the first post-graduate Dental Institute in the region. Entity has since changed its name to the Dubai College of Dental Medicine.

- Developed brand positioning, market planning, financial, analysis/budgeting, pricing strategy and marketing effort.
- Developed, marketed, and launched a comprehensive dental insurance plan for corporate and individual clients.
- Successfully created recruiting strategy and interview process for faculty and allied health personnel.

DUBAI HOLDING Senior Executive, Sales Department

Dubai, UAE

2005-2007

Dubai Holding is a global investment holding company that develops and manages a portfolio of companies focused on investments, financial services, real estate, healthcare, telecommunications, and hospitality.

- Researched, designed, and proposed sales and marketing strategies to target keyInternational institutions and investment groups to Dubai Holding's portfolio company Dubai Health Care City (DHCC), the world's first selfregulated healthcare free-zone
- Led the creation of Joint ventures and alliances between DHCC and International healthcare institutions such as The German Medical Institute.
- Successfully negotiated and secured Dhs. 80 million of direct investment capital for DHCC from investment groups such as Al Naboodah Investment Group, Al Bassam Capital Investment, and Al Ghurair Group.

NOVARTIS PHARMACEUTICALS

Dubai, UAE 2002-2005

Sales Representative

- Led the successful regional launch of Novartis drug products and awarded top performer for 2 years (2004/5) while increasing market share by 20% for Lamasil and Famvir.
- Selected youngest of 15 Novartis employees to participate in High Potential Employee program (EEMA)

EDUCATION

THE WHARTON SCHOOL, UNIVERSITY OF PENNSYLVANIA

San Francisco, CA 2004-2016

MBA; Executive Program, Major in Finance.

Member of Finance Club and Consulting Club

JORDAN UNIVERSITY OF SCIENCE AND TECHNOLOGY

Jordan 1994-1999

Bachelor of Dental Surgery

• Graduated top 10% of class

DEAL SHEET

Mayo Clinic:

• <u>Transformative Partnership with the Government of UAE: \$150 million</u>

Led all aspects of a multi-year transaction to build a transformative collaboration with the government of Abu Dhabi. Conceptualized, structured, and negotiated all aspects related to this bilateral partnership including knowledge sharing, governance, and aligning of interests. Led team in developing marketing materials and pitching collateral to the Crown Prince Office and a number of government officials. Created internal materials and analysis for Mayo Clinic senior leadership and Board of Trustees. Drafted initial agreement and term sheet, designed, and led multiple rounds of negotiations. Spun out an independent entity to oversee, co-manage, and administer the program whose team members were selected from both entities.

This transformation alliance focuses on Regenerative Medicine, Individualized Medicine, and the Science of Healthcare Delivery. The agreement included joint training at Mayo Clinic for UAE physicians and administrators, Preferred Provider Access for direct referral of patients to any Mayo Clinic facility, access to Ask Mayo Expert, E-consult and Telemedicine, and electronic consultations for interpretations of imaging (MRI, CT, echocardiography, ultrasound) to optimize patient care in UAE while creating a pipeline for referrals for tertiary care cases at Mayo.

• Regenerative Human Heart Valve Program: \$7 million

Led collaboration between Mayo Clinic and Al Hail Holding. Introduced the concept of regenerative medicine and stem-cells as a breakthrough initiative for the future and patients of UAE. Led a number of high-profile meetings, business model negotiations, intellectual property negotiations, creation of Arabic and English presentations, and visits to UAE that successfully led to a multi year partnership of 'first of its kind' program in regenerative biologic heart valves. This program has been highly successful and continues to grow including the addition of the University of Minnesota as a partner and the first annual International Conference on the Regenerative Heart Valve.

• Regenerative Diabetes Program: \$5 million

Led an international research collaboration between Mayo Clinic Diabetes Research Center and the Khalifa bin Zayed Al Nahyan Foundation. Orchestrated the efforts internally and externally to design and finalize all aspects of the partnership including financial, legal, marketing, PR, continued reporting, and follow-up. This research program focused on the regeneration of pancreas cell ultimately leading to a cure for diabetes. This program has been high successful and continues to grow with the recent launch of an international conference on regenerative diabetes.

• The Study of Aging Center: \$5 million

Negotiated and successfully closed 15 year research collaboration between the Neurology Center at Mayo Clinic led by Dr. Ronald Peterson, a world renowned expert on the treatment of Alzheimer and the Private Office of Prince Khalid in London t find the root cause of Dementia and Alzheimer's Disease. Worked closely with the financial committee and capital budgeting office because of the length of the partnership.

Cardiovascular Initiative: \$5 million

Created a multi-project collaboration between the Private Office of Sheikh Al Nahyan and the leadership of Al Mafraq Hospital to establish an international research consortium in cardiovascular disease swhich included \$1 million for the study of the Long QT Syndrome, a congenital disease that causes sudden death in children, and \$2 million for the study of Endocarditis. In addition, a \$2 million cardiovascular screening program for innovative non-invasive imaging. Successfully led multiple inperson negotiations between the Vice Chairman of the Private Office, CEO of Mafraq Hospital and Medical Advisor to the Royal Family, and the Mayo research leadership, legal, and finance teams. This model of partnering became an important template for future partnerships in education and training.

Training and Education Partnership with the Abu Dhabi Health Services Company (SEHA)

Led internal and external teams to develop a collaboration with SEHA in UAE to train clinical fellows and residents as well as hospital administrators from UAE in the Mayo Clinic. Participated in a local conference in Abu Dhabi to launch the program,

present it to senior leadership in UAE and help create the guidelines, recruitment and selection process. Mayo Clinic to receive compensation for licensing treatment protocols, staff FTE and consulting fees on an annual contract.

Mayo Clinic Affiliated Practice Network:

Advisor to Mayo Clinic leadership in the diligence process and negotiations with leading healthcare organizations in the GCC to join the Affiliated Practice Network. The process included identifying and prioritizing possible partnership opportunities by meeting and presenting to leaders of distinguished hospitals in the GCC, e.g ARAMCO, KAUST, SEHA and the American Hospital in Dubai.

• International Global Partnership for Tobacco Control

Advisor to the Mayo Clinic and King Hussein Cancer Center in Jordan to participate in a global alliance for tobacco control. Organized international conference. Designed the collaboration and oversaw the implementation.

• Global HIV Education Initiative

Advisor to the Khalifa bin Zayed Al Nahyan Foundation and the Mayo Clinic Department of Infectious Diseases to build an online educational platform for HIV patients.

• MayoClinic.com Arabic platform: \$100 million (still in process)

Led the collaboration agreement with Qatar Foundation to build a virtual partnership. Worked with internal teams in Global Business Solutions and Information Technology to develop country specific portals and discuss a revenue sharing model. Engage with other departments to build a strategy to expand Mayo's online presence and virtual outreach through new technological platforms and innovative interaction with global customers.

• Government of Saudi Arabia Healthcare Partnership: \$10 million (still in process)

Led the negotiation of a Mayo Clinic partnership through an Affiliated Practice Network. Built a case for value creation and appropriation though continuous negotiations with medical advisors to the Royal court. Partnership included training at Mayo Clinic for Saudi physicians and allied health staff and administrators, Preferred Provider Access for direct referral of patients to any Mayo Clinic facility and Ask Mayo Expert, a point-of-care educational tool providing real time answers and guidance for management of a large and ever expanding menu of common diseases.

Dubai Holding:

Boston University Institute For Dental Research & Education

Led Joint Venture between Dubai Government and Boston University to create first post-graduate dental institute in the region. Developed brand positioning, market planning, financial analysis/budgeting, pricing strategy and overall marketing effort. Developed, marketed, and launched a comprehensive dental insurance plan for corporate and individual clients. Successfully created the recruitment strategy and interview process for faculty and allied health personnel.

• Dubai Healthcare Institutional Partnerships:

Led numerous Joint Ventures between the Dubai Government and International Institutions with the objective that patients of the UAE and GCC can access world-class medical care. Led negotiations and closing of a number of transactions including The German Medical Institute, Stepping Stone Center for Autistic Disorders, and Ayurveda Center.

Dubai Government Investment Deals:

Successfully negotiated and secured Dhs. 80 million of direct investment capital for Dubai Healthcare City from investment groups including Dhs. 10 million from Al Naboodah Investment Group (a conglomerate of more than 20 companies extending over a wide range of sectors and specialties), Dhs. 25 million from Al Bassam Capital Investment (a renowned Saudi group of companies with diversified industrial & commercial interests), and Dhs. 20 million from Al Ghurair Group (one of the largest diversified industrial enterprises in the Middle East).