



## Ashley C. Gould

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Strategic and collaborative colleague with over two decades of experience including strategy, risk alignment, mergers and acquisitions, governance, legal, healthcare compliance, government affairs and corporate responsibility. Extensive experience working with private and public company boards of directors.

### PROFESSIONAL EXPERIENCE

**Cal Innovation Fund I, L.P.**  
*Advisory Committee*

**February 2022 - present**

*Member of advisory committee to Cal Innovation Fund I, L.P. as well as a limited partner. The Cal Innovation Fund is a fund focused on investments in start-up and early-stage companies founded by past and present University of California, Berkeley students, alumnus or professors.*

**University of San Francisco School of Law**  
*Board of Governors*

**January 2022 - present**

*Member of the Board of Governors of the University of San Francisco School of Law, a body which participates in key law school functions, campaigns and special endeavors, and offers advice and counsel to the law school administration.*

**Khalm Skincare**  
*Advisory Board*

**July 2021 – present**

*Member of advisory board to Khalm Skincare, a women-led luxury skincare company bringing the rituals of oud from the founder's Pakistani childhood to the elevated self-care experience of today.*

**Promontory**  
*Board of Governors*

**January 2021 -present**

*Member of advisory committee to the management that runs Promontory, a community in Park City, Utah, that includes a number of amenities and has over 60% of its 6,400 acres protected as natural space.*

**Arborea Ltd.**  
*Advisor to the CEO*

**June 2020 -present**

*Arborea's mission is to accelerate the global transition to sustainable food by producing the best sustainable source of healthy food ingredients out of the most advanced cultivation systems, driven by its proprietary "BioSolar Leaf" cultivation system. The system grows microscopic plants to produce healthy food ingredients while also generating breathable oxygen and sequestering high amount of carbon dioxide (CO2).*

**How Women Invest**  
**Founding Limited Partner**

**March 2020 - present**

*How Women Invest is an early stage venture firm seeking to realize untapped economic potential by focusing on the intersection of female founders and female investors. I am a limited partner and participate in pitches and diligence reviews of prospective investments.*

**Juul Labs, Inc.**

**June 2017 - January 2020**

*Juul was introduced as a product in 2015 to offer a satisfying alternative to cigarettes for adult smokers with the backdrop of smoking continuing as the leading cause of preventable death. As a legal entity, Juul split from Pax mid-2017.*

**Chief Administrative Officer**

- Integrally involved in several financing transactions
- Acted as public spokesperson for the organization with the press, discussions with Attorneys General, members of Congress, state officials and in policy settings; testified before House Committee on Energy & Commerce, Subcommittee on Oversight & Investigation
- Grew regulatory, scientific and clinical group to over 100 professionals and substantially increased preclinical, clinical and behavioral science work
- Established corporate responsibility function, including sustainability, philanthropy, volunteerism and environmental, social and governance work

**Pax Labs, Inc.**

**January 2017 - June 2017**

*Pax was founded to innovate on vaporization technology. Pax first created the Pax line of products which it still offers today. In 2015 the company introduced Juul, a vaporizer for nicotine delivery, developed to be a satisfying alternative to cigarettes. In mid-2017 Pax and Juul were separated into distinct legal entities.*

**General Counsel, Chief Regulatory and Communications Officer**

- Managed regulatory, legal, government affairs and communications functions, working closely with finance and the board of directors
- Worked with external counsel and the board in navigating complicated state and federal regulations as well as nascent FDA regulations
- Integrally involved in successfully closing of Series D financing
- Co-led with finance the split of the organization into Pax Labs, Inc. and Juul Labs, Inc. through a spin-off transaction

**Raptor Pharmaceutical Corp.**

**July 2015 - October 2016**

*Raptor was a public, commercial stage biopharma company with two products PROCYSBI approved in the United States to treat cystinosis and QUINSAIR approved in Europe and Canada to treat cystic fibrosis and multiple programs in clinical development (cystic fibrosis, Huntington's*

disease and bronchiectasis). On October 25, 2016, Horizon Pharma completed a cash acquisition of Raptor at a deal valued at \$800M.

SVP Government Affairs, Chief Legal and Compliance Officer      March 2016-October 2016  
(transitioning to Horizon through December 31, 2016)

SVP General Counsel and Corporate Governance      July 2015-March 2016

- Central role in the acquisition by Horizon
- Strategic business advisor as member of executive team in execution of asset acquisition, strategic planning initiatives, management of employee morale matters and integration of European office
- Frequent interactions with board of directors and board committees on regular and special matters during and after turmoil following two failed clinical trial readouts and loss of 70% of stock value
- Built successful government affairs program during period of political pressure on high therapy prices around the value of orphan disease companies

**Hyperion Therapeutics, Inc.**

**July 2013 - May 2015**

*Hyperion was a public, commercial stage biopharma company with two products RAVICTI and BUPHENYL approved in the United States to treat urea cycle disorders and a late-stage program for hepatic encephalopathy. On May 7, 2015 Horizon Pharma completed a cash acquisition of Hyperion at a deal valued at \$1 billion.*

SVP Government Affairs, Chief Legal and Compliance Officer      July 2013-May 2015

- Respected advisor to board of directors during period of great uncertainty as a single product profitable commercial enterprise
- Created successful government affairs function
- Settled \$100 million dollar lawsuit favorably, then successfully completed the acquisition of the company by Horizon Pharma
- Managed high stakes ANDA litigation related to the company's single commercial product

**23andMe, Inc.**

**April 2007 - July 2013**

*23andMe is a public company providing direct-to-consumer genetic testing with a mission to help people access, understand and benefit from the human genome.*

VP Corporate Development and Chief Legal Officer      July 2011 - July 2013  
General Counsel      May 2008 - July 2011  
Director, Legal Affairs      April 2007 - May 2008

- Leader in the organization, managing half of the company's functions (operations, legal, analytics, regulatory affairs and quality assurance, governmental affairs, communications and human resources)
- Testified before the House Committee on Energy & Commerce, Subcommittee on Oversight & Investigation Congress, enabling the company to continue its direct-to-consumer business model
- Regular interactions with the board of directors, managed the board process and meetings

- Scaled the supply chain function to significantly increase laboratory throughput enabling the company to execute on its strategic plan
- Executed on four financings to facilitate the company's growth as well as a reduction in force with the company's shift in strategy

**CoTherix, Inc.**

**September 2005-January 2007**

*CoTherix was a public commercial stage biopharma company with its product VENTAVIS approved to treat pulmonary arterial hypertension in the United States. Actelion completed a cash acquisition of CoTherix at a deal valued at \$420 million on January 9, 2007.*

Vice President, Legal Affairs  
Corporate Counsel

October 2006 - January 2007  
September 2005 - October 2006

- Valued advisor to CEO during fast moving acquisition process
- Team player known for helping to get projects completed to aid the Company's execution on deadlines
- Successfully managed acquisition of the Company by Actelion including board activity, managing due diligence and outside counsel, negotiating agreements filings, employee communications and closing of transaction

**O'Melveny & Myers LLP** (moved with M&A group from Wilson Sonsini)  
*O'Melveny & Myers is a large international law firm.*

Counsel

February 2005 - September 2005

**Wilson Sonsini Goodrich & Rosati, Professional Corporation**

*Wilson Sonsini Goodrich & Rosati is a law firm in the United States that specializes in business, securities, and intellectual property law.*

Associate

Fall 1999 - February 2005

- Built corporate governance expertise
- Practice resulted in sitting in many board rooms, learning how the board of directors manages the company from blessing the strategy to financings and mergers and acquisitions.

**PAST BOARD EXPERIENCE**

Alta Vista School Board of Directors

June 2018 – June 2021

Huckleberry Youth Programs

February 2016 - May 2018

*Not-for-profit serving youth in San Francisco and Marin County*

Tech4America

2-year position: 2013/2014

*Not-for-profit linking public and private sectors in dialog and partnership*

**EDUCATION**

DirectWomen Board Institute

October 2016

*The DirectWomen Board Institute is an annual two-day program to position a group of exceptional senior women lawyers for service as directors in major U.S. corporations. Each year, Di-*

*rectWomen identifies a small group of leading women lawyers from around the country to participate in the Board Institute based on an assessment of their ability to provide the experience, independence, and business judgment required for board effectiveness.*

Director's College, Stanford University

June 2014

*Directors' College is a program intended for current or former public company board directors and senior executives of private or publicly traded companies, as well as prospective public or of large private company directors. Acceptance of registration is at the discretion of the program directors, who many decline applications of unqualified candidates.*

Stanford Executive Education Program  
Finance and Accounting Executive Program

March 2013

University of San Francisco School of Law, J.D.  
Top 10%

May 1999

University of California at Berkeley, Political Economy of Natural Resources, B.S.

May 1996

L'Institut D'Etudes Politiques, Grenoble, France (All classes in French)

1994-1995