



NAME OF APPLICANT	Dalia Dawoud
MEMBER IN GOOD STANDING	Yes
RECOMMENDED BY SOCIETY MEMBERS IN GOOD STANDING	Tracy Merlin Ramiro Gilardino
POSITION APPLYING FOR	Director
ORGANIZATION NAME	Cytel Inc.
ORGANIZATION TYPE	Consultancy
POSITION WITH COMPANY	Research Principal, HTA Policy and Strategy
COUNTRY OF RESIDENCE	United Kingdom
CONFLICT OF INTEREST	
ARE YOU CURRENTLY SERVING ON ANY BOARDS?	Yes
IF YES, WHICH BOARD?	ISPOR
CAN THIS SERVICE ON ANOTHER BOARD GIVE RISE TO A CONFLICT OF INTEREST WITH HTAi BOARD SERVICE?	No, as my board service will finish in June 2026.
IF YES, PLEASE DECLARE YOUR CONFLICT OF INTEREST.	-
DO YOU HAVE ANY CONTRACTUAL AGREEMENTS WITH HTAi FOR SERVICES?	No
IF YES, PLEASE SPECIFY.	-
DO YOU HAVE ANY AFFILIATIONS, MEMBERSHIPS, CONTRACTS OR SPECIAL INTERESTS CONFLICTING WITH THE ROLE AND DUTIES AS AN HTAi DIRECTOR?	No
IF YES, PLEASE DECLARE YOUR CONFLICT OF INTEREST.	-
APPLICANT EXPERIENCE	
LEADERSHIP EXPERIENCE	Academia, Government, Healthcare, HTA, Patient Advocacy, Pharmaceutical
PREVIOUS BOARD SERVICE. YES/NO	Yes
IF YES:	
HOW MANY YEARS?	ISPOR Board of Directors (3 years), Thrombosis UK (2 years), Nansen Village Board of Trustees (3 years)
WHICH BOARD POSITION?	Member
EXPERIENCE IN LEADERSHIP AND GOVERNANCE OF NOT-FOR-PROFIT	Yes.

AND FOR-PROFIT ORGANIZATIONS. YES/NO	
IF YES:	
HOW MANY YEARS?	Years.
TYPE OF EXPERIENCE	Board Director, Not for profit, 3 years Trustee, Not for Profit, 5 years
LEVEL OF MANAGEMENT EXPERIENCE	Middle Level of Management
EXPERIENCE CHAIRING BOARD OR COMMITTEE YES/NO	No
IF YES:	
TYPE OF EXPERIENCE	-
NUMBER OF YEARS	-
PUBLIC SPEAKING EXPERIENCE YES/NO	Yes
IF YES:	
TYPE OF EXPERIENCE	Conference and Webinar presentations
NUMBER OF YEARS	20+ years
DO YOU UNDERSTAND THE DIFFERENCE BETWEEN GOVERNANCE AND MANAGEMENT	Yes, served as Trustee and Board member for not for profit organizations (ISPOR, Thrombosis UK, Nansen Village), 8 years.
STRATEGIC PLANNING EXPERIENCE? YES/NO	Yes
IF YES:	
TYPE OF EXPERIENCE	ISPOR Board of Directors
NUMBER OF YEARS	3 years
EXPERIENCE IN DEVELOPING GROWTH STRATEGIES AND PLANS? YES/NO	Yes
IF YES:	
TYPE OF EXPERIENCE	In my role as Associate Director (Research) at NICE
NUMBER OF YEARS	6 years
MEMBERSHIP RECRUITMENT AND ENGAGEMENT EXPERIENCE? YES/NO	Yes
IF YES:	
TYPE OF EXPERIENCE	Chairing ISPOR Biosimilars Special Interest Group and leading member engagement activities
NUMBER OF YEARS	3 years
PARTNERSHIP DEVELOPMENT EXPERIENCE? YES/NO	Yes
IF YES:	
TYPE OF EXPERIENCE	In my role as Associate Director (Research) at NICE
NUMBER OF YEARS	6 years
PROGRAMS' EVALUATION EXPERIENCE? YES/NO	Yes
IF YES:	

TYPE OF EXPERIENCE	As Expert Reviewer of funded HORIZON Europe and IHI Research Projects
NUMBER OF YEARS	3 years
FINANCIAL OVERSIGHT	
FINANCIAL LITERACY? YES/NO	Yes
IF YES:	
TYPE OF EXPERIENCE	Serving as treasurer of the Egyptian Students Union in the UK.
NUMBER OF YEARS	2 years
EXPERIENCE WITH FINANCIAL STATEMENTS AND VARIANCE ANALYSIS? YES/NO	Yes
IF YES:	
TYPE OF EXPERIENCE	As part of my board service and in my role as Associate Director (Research) at NICE, managing HORIZON Europe funded projects
NUMBER OF YEARS	6 years
EXPERIENCE WITH FINANCIAL RISK IDENTIFICATION AND ASSESSMENT? YES/NO	Yes
IF YES:	
TYPE OF EXPERIENCE	As part of my board service and in my role as Associate Director (Research) at NICE, managing HORIZON Europe funded projects
NUMBER OF YEARS	6 years
COMMITTEE WORK	
WHICH BOARD ADVISORY COMMITTEES ARE YOU INTEREST TO SERVE ON?	Annual Meeting Committee, Policy Forum Advisory Committee, Scientific Development and Capacity Building Committee.
EXPLAIN WHY YOU SELECTED THE ABOVE COMMITTEES	I am currently serving on the Annual Meeting Committee and would like to continue this. I am interested in the scientific activities of HTAi, hence chose the other two committees.
WHICH BOARD ADVISORY COMMITTEE(S), IF AVAILABLE, WOULD YOU BE INTERESTED TO CHAIR IN THE NEAR FUTURE?	Annual Meeting Committee
EXPLAIN WHY YOU SELECTED THE ABOVE COMMITTEE(S)	I have served on the Annual Meeting Committee for 2 years and have a good understanding of its role and responsibilities.
WOULD YOU BE INTERESTED IN BECOMING THE HTAi BOARD LIAISON FOR THE IJTAHC IN THE NEAR FUTURE? YES/NO	Yes
IF YES, PLEASE EXPLAIN YOUR EXPERTISE WITH ACADEMIC	I serve as Associate Editor of ISPOR Journal Value in Health and have previously served as Associate Editor of

**PUBLISHING/WRITING AND/OR
SERVING ON EDITORIAL BOARDS OF
INTERNATIONAL, PEER-REVIEWED
JOURNALS.**

Elsevier's Research in Social and Administrative Pharmacy Journal. I have authored more than 100 papers. My peer reviewed publications are available at:

<https://www.scopus.com/authid/detail.uri?authorId=26639217600&source=sd-apx>

Biography

Prof. Dalia Dawoud holds MSc in Economic Evaluation in Health Care (City University London) and PhD in pharmaceutical policy and economics (King's College London) and has practised as health economist and researcher for over 20 years. Her work is largely focused on the application of health economics and outcomes research (HEOR) in HTA and clinical guideline development. Prior to joining Cytel Inc., she worked at leading organisations including NICE, where she was the founding Associate Director of NICE HTA Innovation Laboratory (HTA Lab) with projects in the areas of RWE, HTA methods and health economics, focusing on managed access, evaluating emerging therapies, such as dementia treatments and multi-indication diagnostics, and the use of AI in economic modelling. She also led a portfolio of HORIZON Europe projects, such as HTx, SUSTAIN HTA and EDiHTA, with combined funding of over 5 million euros. Dalia also worked at the Royal College of Physicians- London and King's College London among other academic institutions.

She is widely published in the area of HEOR, HTA and pharmacy policy and serves as Associate Editor of ISPOR journal Value in Health and as Director on ISPOR Board of Directors (2023-2026). She is also a member of ISPOR AI Working Group, Living HTA Working Group and ISPOR Task Force on using GenAI in systematic reviews. She also holds Professor position at the Faculty of Pharmacy, Cairo University.

Dear Members of the HTAi Nominating Committee,

I am writing to express my sincere interest in serving as a Director on the Board of HTAi. With over two decades of progressive experience in health technology assessment (HTA), health economics, research leadership, and international scientific collaboration, I believe I bring the expertise, judgment, and governance experience that align closely with the HTAi Board competencies and the Society's mission.

Throughout my career—spanning leadership roles at NICE, Cytel, PEHTA Consulting, and academic institutions—I have consistently engaged in work that advances HTA practice, contributes to global methodological development, and strengthens the interface between evidence, policy and decision-making. My professional values, strategic orientation, and experience working across diverse stakeholder groups equip me well to contribute meaningfully to the HTAi Board.

1. Governance Experience and Strategic Leadership

My recent roles have placed me at the centre of organisational governance, strategy, and long-term planning. As Research Principal for HTA Policy and Strategy at Cytel, I provide strategic leadership to global Evidence, Value & Access teams and shape internal methodological direction. Previously, as Associate Director (Research) at NICE, I participated in high-level decisions on organisational strategy, research priorities, business planning, and risk management. My service on the ISPOR Board of Directors (2023–2026) evidences my capability to operate effectively within a global governance structure.

2. Knowledge, Judgment, and Technical Expertise in HTA

My academic background and more than 20 years of HTA and health economics practice provide a strong foundation in the scientific areas central to HTAi's mission. Highlights include leading major HTA methodological research programmes at NICE's HTA Innovation Laboratory, serving as Principal Investigator on nine EU-funded projects, conducting systematic reviews, network meta-analyses, de novo economic models, and engaging with international organisations including WHO, OECD, EMA, MHRA, and

FDA. A full list of my publications is available at:

<https://www.scopus.com/authid/detail.uri?authorId=26639217600>

3. Effective Communication and Preparation

I regularly present research outputs at major international conferences (HTAi, ISPOR, FIP, EPA), deliver invited lectures at Harvard, LSE, and City University London, and lead complex stakeholder meetings. As an editor and reviewer for several journals—including being an Associate Editor with *Value in Health* and *Frontiers in Pharmacology*—I bring excellent written communication skills and the ability to synthesise complex information.

4. Teamwork, Collaboration, and Contributions to the HTA Community

I currently serve on HTAi Annual Meeting Committee and on the HTAi International Scientific Program Committee (2025–2026) and have previously served as Scientific Officer for the HTAi 2020 Annual Meeting Committee. I supervised MSc and PhD students internationally, delivered HTA capacity-building workshops in LMICs, and have chaired the ISPOR Biosimilars Special Interest Group.

5. Commitment to HTAi's Mission and Future

HTAi has played a central role in shaping my professional journey. If selected for Board membership, I would support the Society's strategic direction on AI, personalised medicine, and global regulatory transformation; strengthen international collaboration; promote methodological innovation and capacity building; and enhance member engagement.

Yours sincerely,

Prof. Dalia Dawoud