

**Strategic
Science LLC**
Commercializing Science and Technology

October 12, 2021

Dear Barbro,

Reflecting about the Swedish American **Life** Science Summit through the years since our serendipitous meeting in an elevator heading to the twenty-fifth floor to view Christo and Jean-Claude's Gates Project above Central Park where you roped me into SALSS... to this year's meeting, Thank You.

There was the memorable time when you were in Denver staying with Martha and me and you wanted a cowgirl hat. On the way to the airport, we stopped at a western clothing store and found the perfect Stetson hat for you.

Your Stetson is quite fitting, as it is characteristic of your innate ability recognizing that it takes a herd, or in the case of SALSS, a team to be successful. Like a cowgirl, you "wrangled" not only resources for SALSS, but also many of the world's "Best and Brightest," including scientists, human behavioralists, artists, politicians, policymakers, bio-financiers, and economists.

As the "wrangler" you recognized the genetic requirements for the SALSS herd, and the specificity of our traits. We, on the other hand, quickly learned: "**You cannot say NO to Barbro!**" We have all interacted and perhaps synthesized pathways that have made SALSS its own organism, conceivably its own cultural type of **LIFE** form.

These past two years with the COVID pandemic have shown how important this is. It portends to be even more significant for the future and its challenges – allowing us to rise to what appear to be greater challenges facing humanity and the survival of planet Earth. We, and even those who are not cognizant of SALSS, owe you and SALSS a huge debt of gratitude.

You have placed SALSS at the intersection of science and, importantly, humanity.

My deepest respect and admiration to you Barbro and our SALSS colleagues.

Sincerely yours,



Charles F. Ferris, Ph.D., President and Founder