

Blank Survey

EXHIBIT A

California Institute for Regenerative Medicine

Current Board and Future Board Chair Evaluation

INTRODUCTION AND INSTRUCTIONS

In an effort to gather input relating to the Board’s selection of a new Chair, the Governance Subcommittee recommended, and the Board approved, the use of a survey of Board members to gather information regarding members’: (1) assessment of the Board’s performance; (2) self-assessment; and (3) assessment of the desired attributes for a new Chair. In order to use the information gathered in the Board’s consideration of a new Chair, we request that you complete this survey and return it to James Harrison (harrison@rjp.com) or Melissa King (mking@cirm.ca.gov) no later than February 10, 2011. Alternatively, you may complete this survey electronically: <http://www.surveymonkey.com/s/XHJM63H>. The results of the survey will be presented to the Governance Subcommittee and the Board. *This survey may be subject to a Public Records Act request; if you desire, you may complete the survey anonymously.*

Self-Assessment of Board Performance/Function

1. The Board

Please complete the following section by checking “Yes” if you agree with the statement, “Sometimes” if you believe the statement is sometimes true, or “No” if you disagree with the statement. Please add additional comments in the appropriate box if necessary to explain your response.

Statement	Yes	Sometimes	No
CIRM lives up to its mission.			
Board focuses on the appropriate strategic, fiduciary and generative issues that guide the work of CIRM.			
Board attends to policy-related activities that guide the work of management staff.			
Board avoids getting into excessive administrative/management details.			
Board engages in appropriate level of oversight of CIRM staff.			
Board is independent-minded and asks the penetrating questions required to uncover issues.			
Board members offer a diversity of opinions and address issues in a respectful manner.			
Board is too influenced by the views of the President and/or other management staff.			

Board plays an appropriate role in CIRM's internal financial issues.			
Board plays an appropriate role in CIRM's external financial issues.			
Board members have appropriate input into the preparation of the agendas.			
Board meets with appropriate frequency and timing to carry out its mission.			
Board meetings are conducted in a manner that ensures open communication and meaningful participation.			
Board grasps and deliberates the important issues and brings decision topics to closure in a timely manner.			
Board receives adequate information to understand the issues presented and to make good decisions.			
The information received prior to and during the meetings is clear and concise and is delivered in a timely fashion.			
Functionally, the Board has an effective, cooperative and collaborative culture.			
Additional Comments			

2. Individual Board Members

Please complete the following section by checking "Yes" if you agree with the statement, "Sometimes" if you believe the statement is sometimes true, or "No" if you disagree with the statement. Please add additional comments in the appropriate box if necessary to explain your response.

Statement	Yes	Sometimes	No
I understand and support CIRM's mission.			
I understand my responsibilities as a Board member.			
I come to the Board meetings fully prepared to participate.			
At Board meetings, I feel comfortable raising and discussing dissenting or contrary opinions.			
I think about the work of CIRM between Board calls and meetings.			
I understand the issue of conflict of interest.			
I receive personal satisfaction from my role as a Board member.			
Additional Comments			

Desired Attributes of Board Chair

3. Future Board Chair and Chair Functions

Please complete the following section by providing your top three responses to the first two statements and by providing a narrative response to the last four items. Please include additional comments as necessary.

Statement	Response	
<p>Desired Attributes of a Chair (e.g., collaborative, problem-solver, etc.)</p>	1	
	2	
	3	
<p>Desired Skill Sets of Chair (e.g., advocacy, financial, scientific, etc.)</p>	1	
	2	
	3	
<p>Under Prop. 71, the Chair and statutory Vice Chair have statutory responsibility for external finance, government relations, public communications, oversight, etc. Define the best way for these duties to be carried out (e.g., Chair and Vice Chairs should operationally manage these responsibilities; Board should request that Chair and Vice Chairs delegate operational responsibility to staff to the extent permitted by law; Chair and Vice Chairs should work in partnership with President, with each assigned well-defined responsibilities, approved by the Board, within their respective areas of expertise; Chair and Vice Chairs should share responsibility for these duties with other Board members, etc.).</p>		

<p>Define the appropriate relationship and division of responsibilities between the Chair and the Vice Chairs and the President (e.g., the Chair and Vice Chairs should work in partnership with the President; the President should report to the Chair and the Vice Chairs who should provide oversight, etc.).</p>	
<p>Recommended Time Commitment of Chair (e.g. Full-Time, One Day/Week, Attendance at Meetings, Availability by Phone, etc.; the current percent effort is 50%)</p>	
<p>Recommended Financial Compensation for Chair (Current Salary Range is \$275,000 - \$508,750 for 100% Effort)</p>	\$ _____ for ____% effort
Additional Comments	

Board Performance Assessment

EXHIBIT B

CIRM Current Board and Future Board Chair Evaluation



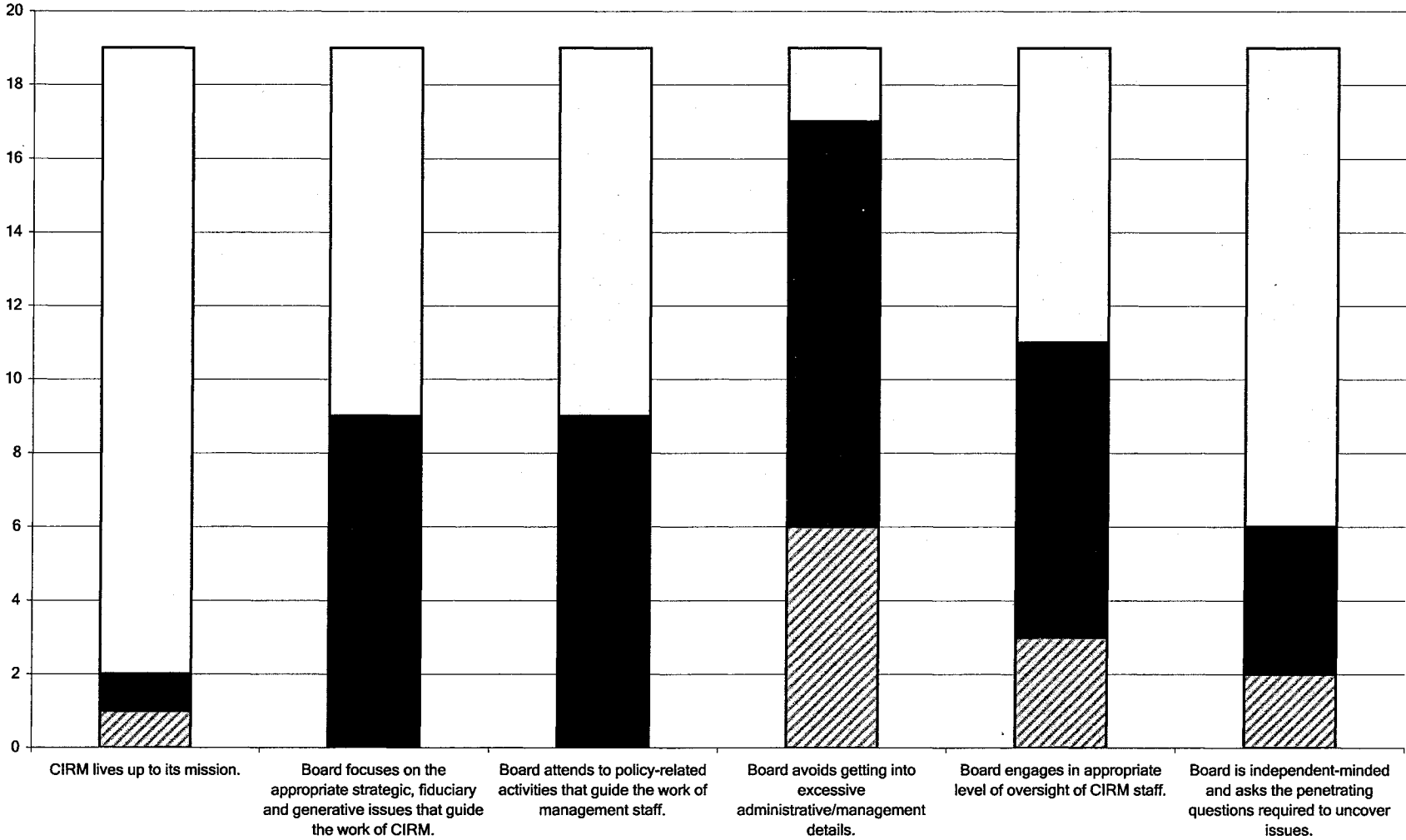
1. Please complete the following section by checking "Yes" if you agree with the statement, "Sometimes" if you believe the statement is sometimes true, or "No" if you disagree with the statement. Please add additional comments in the appropriate box if necessary to explain your response.

	YES	SOMETIMES	NO	Response Count
CIRM lives up to its mission.	90.0% (18)	5.0% (1)	5.0% (1)	20
Board focuses on the appropriate strategic, fiduciary and generative issues that guide the work of CIRM.	55.0% (11)	45.0% (9)	0.0% (0)	20
Board attends to policy-related activities that guide the work of management staff.	55.0% (11)	45.0% (9)	0.0% (0)	20
Board avoids getting into excessive administrative/management details.	10.0% (2)	60.0% (12)	30.0% (6)	20
Board engages in appropriate level of oversight of CIRM staff.	40.0% (8)	45.0% (9)	15.0% (3)	20
Board is independent-minded and asks the penetrating questions required to uncover issues.	70.0% (14)	20.0% (4)	10.0% (2)	20
Board members offer a diversity of opinions and address issues in a respectful manner.	73.7% (14)	21.1% (4)	5.3% (1)	19
Board is too influenced by the views of the President and/or other management staff.	15.0% (3)	35.0% (7)	50.0% (10)	20
Board plays an appropriate role in CIRM's internal financial issues.	30.0% (6)	55.0% (11)	15.0% (3)	20
Board plays an appropriate role in CIRM's external financial issues.	45.0% (9)	45.0% (9)	10.0% (2)	20
Board members have appropriate input into the preparation of the agendas.	25.0% (5)	40.0% (8)	35.0% (7)	20

Board meets with appropriate frequency and timing to carry out its mission.	80.0% (16)	20.0% (4)	0.0% (0)	20
Board meetings are conducted in a manner that ensures open communication and meaningful participation.	60.0% (12)	25.0% (5)	15.0% (3)	20
Board grasps and deliberates the important issues and brings decision topics to closure in a timely manner.	30.0% (6)	55.0% (11)	15.0% (3)	20
Board receives adequate information to understand the issues presented and to make good decisions.	55.0% (11)	35.0% (7)	10.0% (2)	20
The information received prior to and during the meetings is clear and concise and is delivered in a timely fashion.	55.0% (11)	30.0% (6)	15.0% (3)	20
Functionally, the Board has an effective, cooperative and collaborative culture.	45.0% (9)	35.0% (7)	20.0% (4)	20
			Additional Comments	9
			answered question	20
			skipped question	1

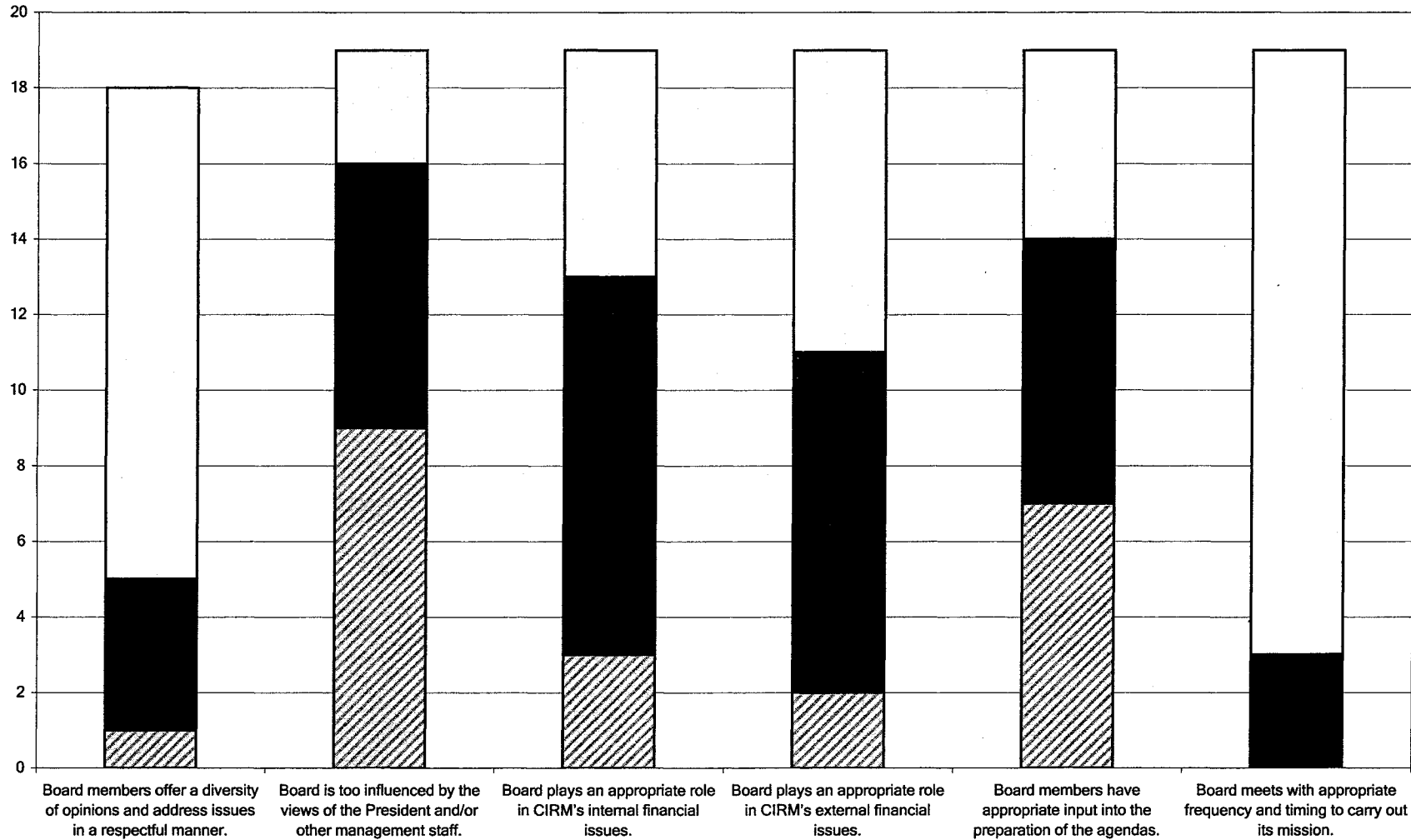
Results: The Board (1)

▨ NO ■ SOMETIMES □ YES



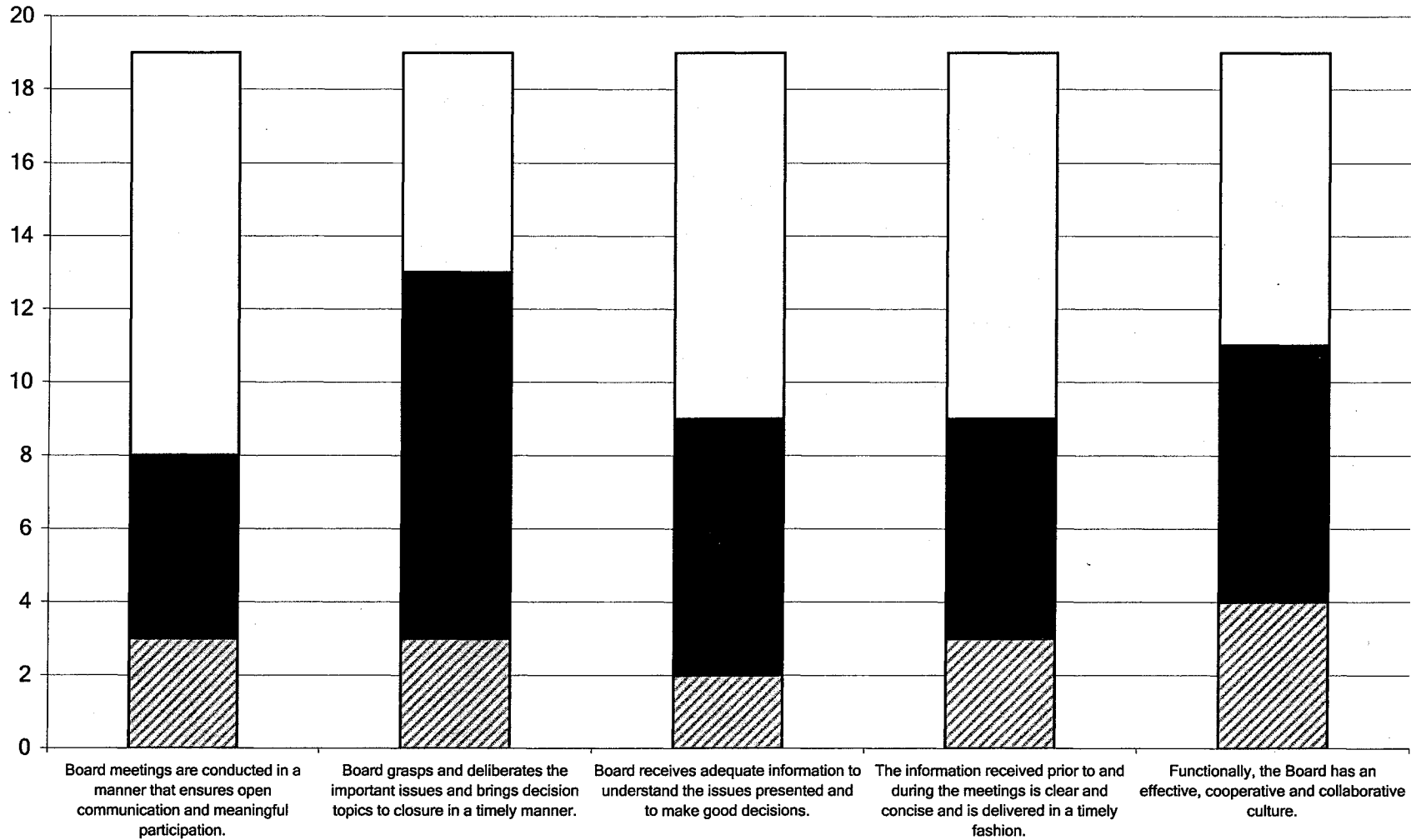
Results: The Board (2)

☐ NO ■ SOMETIMES □ YES



Results: The Board (3)

▨ NO ■ SOMETIMES □ YES



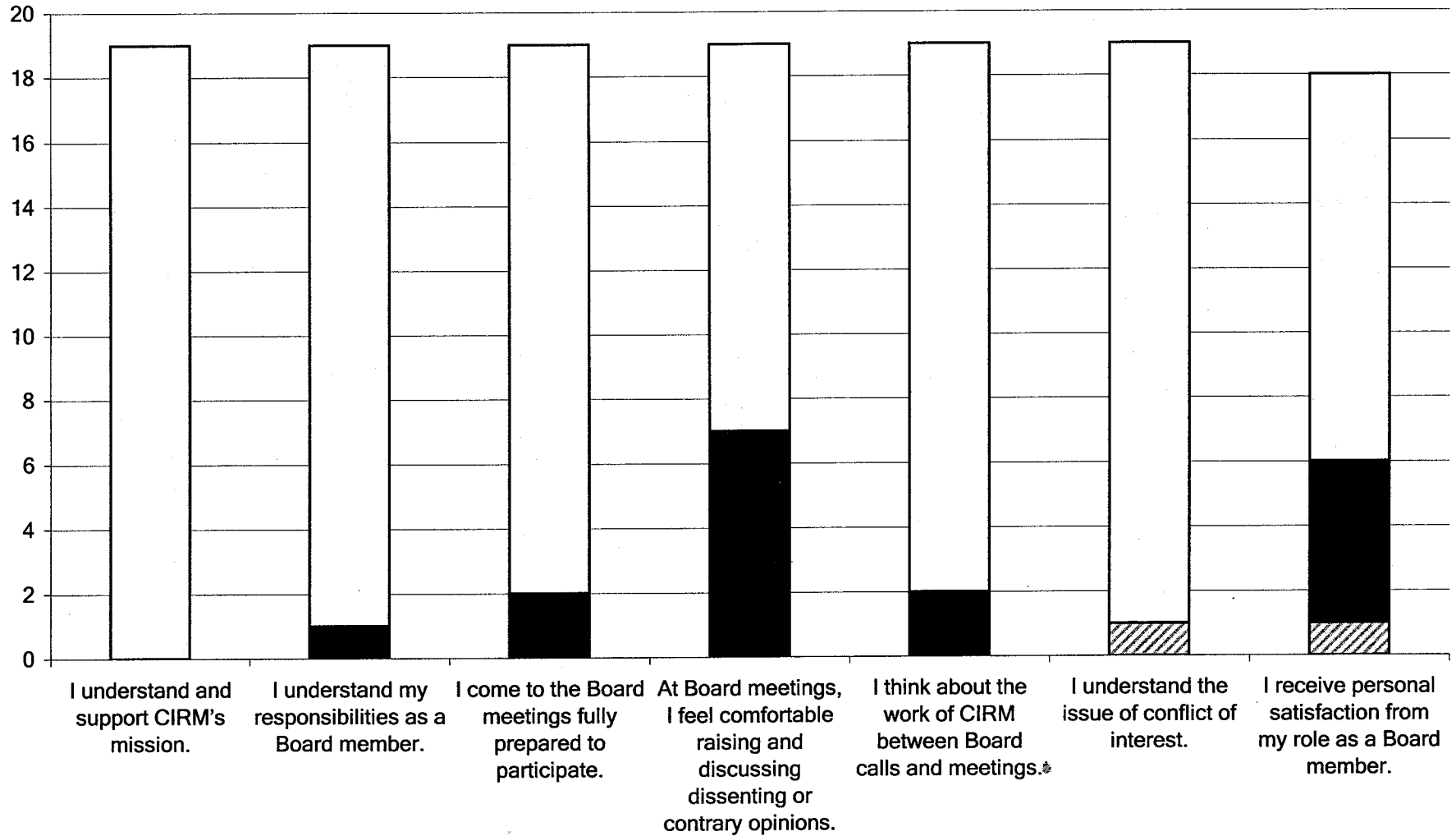
Individual Board Members' Performance Assessment

EXHIBIT C

2. Please complete the following section by checking "Yes" if you agree with the statement, "Sometimes" if you believe the statement is sometimes true, or "No" if you disagree with the statement. Please add additional comments in the appropriate box if necessary to explain your response.				
	YES	SOMETIMES	NO	Response Count
I understand and support CIRM's mission.	100.0% (20)	0.0% (0)	0.0% (0)	20
I understand my responsibilities as a Board member.	95.0% (19)	5.0% (1)	0.0% (0)	20
I come to the Board meetings fully prepared to participate.	90.0% (18)	10.0% (2)	0.0% (0)	20
At Board meetings, I feel comfortable raising and discussing dissenting or contrary opinions.	65.0% (13)	35.0% (7)	0.0% (0)	20
I think about the work of CIRM between Board calls and meetings.	90.0% (18)	10.0% (2)	0.0% (0)	20
I understand the issue of conflict of interest.	95.0% (19)	0.0% (0)	5.0% (1)	20
I receive personal satisfaction from my role as a Board member.	68.4% (13)	26.3% (5)	5.3% (1)	19
			Additional Comments	5
			answered question	20
			skipped question	1

Results: Individual Board Members

☐ NO ■ SOMETIMES ☐ YES



Desired Attributes and Skill Sets of New Chair

EXHIBIT D

[« Back to Summary](#)**Desired Attributes of a Chair (e.g., collaborative, problem-solver, etc.)**

#	Response Date	Attribute 1
1	Feb 3, 2011 12:34 AM	collaborative
2	Feb 3, 2011 12:36 AM	ethical
3	Feb 3, 2011 1:30 AM	visionary
4	Feb 3, 2011 2:56 AM	respectful
5	Feb 3, 2011 4:56 AM	Comfortable working through conflict
6	Feb 3, 2011 8:00 PM	consensus builder
7	Feb 4, 2011 5:57 PM	Effective leader with committee experience
8	Feb 4, 2011 6:02 PM	Integrity
9	Feb 5, 2011 5:31 AM	Knowledgeable and intellectually curious
10	Feb 6, 2011 1:36 AM	collaborative
11	Feb 6, 2011 4:15 PM	personable/charismatic
12	Feb 7, 2011 4:44 AM	collaborative
13	Feb 7, 2011 7:40 AM	collaborative and inclusive
14	Feb 7, 2011 10:50 PM	informed leadership
15	Feb 8, 2011 5:57 PM	Collaborative / consensus builder
16	Feb 8, 2011 9:26 PM	Collaborative
17	Feb 10, 2011 4:48 PM	Wise, thoughtful servant leader
18	Feb 11, 2011 1:04 AM	visionary
19	Feb 11, 2011 3:45 PM	Facilitator - able to align divided opinions. Able to communicate well.
20	Feb 11, 2011 10:42 PM	Good Communicator

[« Back to Summary](#)**Desired Attributes of a Chair (e.g., collaborative, problem-solver, etc.)**

#	Response Date	Attribute 2
1	Feb 3, 2011 12:34 AM	brief and concise in management/board meetings
2	Feb 3, 2011 12:36 AM	organized
3	Feb 3, 2011 1:30 AM	collaborative
4	Feb 3, 2011 2:56 AM	pragmatic
5	Feb 3, 2011 4:56 AM	Resourceful
6	Feb 3, 2011 8:00 PM	priority driver
7	Feb 4, 2011 5:57 PM	Scientifically educable
8	Feb 4, 2011 6:02 PM	Commitment to mission
9	Feb 5, 2011 5:31 AM	Collaborative & respectful towards colleagues
10	Feb 6, 2011 1:36 AM	significant governance experience
11	Feb 6, 2011 4:15 PM	collaborative
12	Feb 7, 2011 4:44 AM	listener
13	Feb 7, 2011 7:40 AM	respectful and efficient
14	Feb 7, 2011 10:50 PM	dedication to mission of CIRM
15	Feb 8, 2011 5:57 PM	Strategic vision
16	Feb 8, 2011 9:26 PM	Consensus driven
17	Feb 10, 2011 4:48 PM	Collaborative and respectful
18	Feb 11, 2011 1:04 AM	goal oriented
19	Feb 11, 2011 3:45 PM	Consensus builder - and problem solver
20	Feb 11, 2011 10:42 PM	Team Leader

[« Back to Summary](#)**Desired Attributes of a Chair (e.g., collaborative, problem-solver, etc.)**

#	Response Date	Attribute 3
1	Feb 3, 2011 12:34 AM	a steady bridge between the President and Chair's staffs
2	Feb 3, 2011 12:36 AM	
3	Feb 3, 2011 1:30 AM	understand the rigor of peer-reviewed science
4	Feb 3, 2011 2:56 AM	collegial
5	Feb 3, 2011 4:56 AM	Collaborative
6	Feb 3, 2011 8:00 PM	board leader
7	Feb 4, 2011 5:57 PM	Good grasp of state politics and financial issues
8	Feb 4, 2011 6:02 PM	Consensus-seeker
9	Feb 5, 2011 5:31 AM	Able to delegate appropriately
10	Feb 6, 2011 1:36 AM	translational experience / industry experience
11	Feb 6, 2011 4:15 PM	proven leadership skills
12	Feb 7, 2011 4:44 AM	communicator
13	Feb 7, 2011 7:40 AM	resourceful
14	Feb 7, 2011 10:50 PM	ability to incorporate diverse opinions and skills into mission
15	Feb 8, 2011 5:57 PM	Leadership ability
16	Feb 8, 2011 9:26 PM	Compassionate
17	Feb 10, 2011 4:48 PM	Empowering of others
18	Feb 11, 2011 1:04 AM	strong leadership skills
19	Feb 11, 2011 3:45 PM	Strategic thinker who puts the mission of CIRM foremost
20	Feb 11, 2011 10:42 PM	Decisive

Desired Attributes of a Chair

