

**BETH C. DRAIN, CA CSR NO. 7152**

BEFORE THE  
GOVERNANCE SUBCOMMITTEE OF THE  
INDEPENDENT CITIZENS' OVERSIGHT COMMITTEE  
TO THE  
CALIFORNIA INSTITUTE FOR REGENERATIVE MEDICINE  
ORGANIZED PURSUANT TO THE  
CALIFORNIA STEM CELL RESEARCH AND CURES ACT  
REGULAR MEETING

LOCATION: VIA ZOOM

DATE: MARCH 14, 2022  
12 P.M.

REPORTER: BETH C. DRAIN, CA CSR  
CSR. NO. 7152

FILE NO.: 2022-11

**133 HENNA COURT, SANDPOINT, IDAHO 83864  
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**I N D E X**

**ITEM DESCRIPTION** **PAGE NO.**

**OPEN SESSION**

1. CALL TO ORDER
2. ROLL CALL
3. CONSIDERATION OF PROCESS AND  
TIMELINE FOR SELECTION OF CHAIR AND  
VICE CHAIR OF THE ICOC

**DISCUSSION ITEMS**

4. PUBLIC COMMENT
5. ADJOURNMENT

**BETH C. DRAIN, CA CSR NO. 7152**

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MONDAY, MARCH 14, 2000 22; 12:00 P.M.

(THE MEETING WAS CALLED TO ORDER AND  
THE ROLL WAS CALLED AS FOLLOWS:)

MS. BONNEVILLE: DAN BERNAL. GEORGE  
BLUMENTHAL.

DR. BLUMENTHAL: HERE.

MS. BONNEVILLE: LINDA BOXER. ELENA  
FLOWERS.

DR. FLOWERS: PRESENT. AND I'M JUST  
FINISHING MY LUNCH AND I'LL HAVE MY VIDEO ON IN A  
MOMENT.

MS. BONNEVILLE: THANK YOU. JUDY GASSON.

CHAIRWOMAN GASSON: YES.

MS. BONNEVILLE: STEVE JUELSGAARD.

MR. JUELSGAARD: HERE.

MS. BONNEVILLE: JIM KOVACH.

DR. KOVACH: HERE.

MS. BONNEVILLE: LINDA MALKAS.

DR. MALKAS: HERE.

MS. BONNEVILLE: ADRIANA PADILLA.

DR. PADILLA: HERE.

MS. BONNEVILLE: JONATHAN THOMAS.

CHAIRMAN THOMAS: HERE.

MS. BONNEVILLE: ART TORRES.

**BETH C. DRAIN, CA CSR NO. 7152**

1 MR. TORRES: HERE.

2 MS. BONNEVILLE: KRISTINA VUORI.

3 DR. VUORI: HERE.

4 MS. BONNEVILLE: THANK YOU. AND WE HAVE  
5 QUORUM.

6 DR. VUORI: I THINK LINDA BOXER.

7 DR. BOXER: I'M HERE TOO.

8 MS. BONNEVILLE: THANKS, LINDA. WE  
9 DEFINITELY HAVE QUORUM.

10 CHAIRWOMAN GASSON: ALL RIGHT. THANK YOU  
11 VERY MUCH, MARIA. THANK YOU AGAIN ALL FOR JOINING.  
12 TODAY WE'RE GOING TO OFFICIALLY BEGIN THE PROCESS OF  
13 SEARCHING FOR A NEW CHAIR AND VICE CHAIR OF THE ICOC  
14 AS J.T. AND ART WILL BE TERMED OUT IN DECEMBER.

15 SO WE ARE NOT GOING TO TALK ABOUT THE  
16 QUALIFICATIONS OF THE POSITION, THE PERCENT EFFORT,  
17 THE RESPONSIBILITIES, OR ANY OF THOSE THINGS TODAY.  
18 WE ARE REALLY GOING TO LIMIT OUR DISCUSSION TO  
19 TALKING ABOUT THE PROCESS AND THE TIMELINE SO THAT  
20 WE CAN ALL AGREE ON WHAT WE'RE GOING TO DO AND HOW  
21 WE'RE GOING TO DO IT.

22 SO IT TURNS OUT THAT THE BOARD HAS THE  
23 AUTHORITY AND THE RESPONSIBILITY TO ELECT THE CHAIR  
24 AND THE VICE CHAIR FROM THE NOMINEES THAT ARE COMING  
25 TO US FROM THE CONSTITUTIONAL OFFICERS. THE

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1 CONSTITUTIONAL OFFICERS ARE THE GOVERNOR, THE  
2 LIEUTENANT GOVERNOR, THE TREASURER, AND THE  
3 CONTROLLER. AND SO ONCE THE BOARD HAS HAD THE  
4 OPPORTUNITY TO CONSIDER THE ROLES AND  
5 RESPONSIBILITIES FOR THE POSITIONS OF CHAIR AND VICE  
6 CHAIR, INCLUDING PERCENT EFFORT, COMPENSATION, AND  
7 SO ON, IT MAY REQUEST THAT THE CONSTITUTIONAL  
8 OFFICERS NOMINATE CANDIDATES TO THE BOARD FOR  
9 CONSIDERATION.

10 ONCE THE CONSTITUTIONAL OFFICERS HAVE  
11 NOMINATED CANDIDATES FOR CHAIR AND VICE CHAIR, THE  
12 GOVERNANCE SUBCOMMITTEE AND THE BOARD WILL HAVE THE  
13 OPPORTUNITY TO EVALUATE THE NOMINEES. BY THE WAY,  
14 THANK YOU, JAMES HARRISON, FOR LAYING THIS ALL OUT  
15 FOR US IN SUCH A NICE MEMO. I APPRECIATE THAT, AND  
16 I'M SURE WE HAVE ALL REVIEWED IT.

17 IN ORDER TO GUIDE THE PROCESS FOR THE  
18 SELECTION OF THE CHAIR AND THE VICE CHAIR, THE  
19 GOVERNANCE SUBCOMMITTEE AND THE BOARD MUST DO THE  
20 FOLLOWING THINGS. WE HAVE TO DETERMINE THE SCOPE OF  
21 ROLES AND RESPONSIBILITIES FOR THE CHAIR AND FOR THE  
22 VICE CHAIR, THE PERCENT EFFORT THAT WILL BE REQUIRED  
23 TO UNDERTAKE THOSE DUTIES, AND THE COMPENSATION.

24 SO ARE THERE ANY QUESTIONS ABOUT THIS PART  
25 OF THE PROCESS BEFORE WE GO INTO THE TIMELINE OR

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1 COMMENTS?

2 MR. TORRES: YES. WHEN DO WE ANTICIPATE  
3 THE SURVEY TO BE COMPLETED?

4 CHAIRWOMAN GASSON: WE'RE GOING TO START  
5 THE SURVEY AFTER THIS MEETING, A SURVEY OF THE  
6 BOARD. AND THAT'S HOW WE'RE GOING TO COLLECT  
7 INFORMATION ABOUT THE SCOPE OF ROLES AND  
8 RESPONSIBILITIES, THE PERCENT EFFORT, AND THOSE  
9 TYPES OF THINGS.

10 MR. TORRES: I'M SORRY. MY QUESTION WAS  
11 RELATED TO SALARY LEVELS.

12 CHAIRWOMAN GASSON: I'M SORRY, ART. COULD  
13 YOU SAY THAT AGAIN?

14 MR. TORRES: YEAH. MY QUESTION WAS  
15 RELATED TO WHEN WILL THE SALARY LEVELS OR A CHART  
16 THAT WE REQUESTED BE READY?

17 MS. BONNEVILLE: YOU MEAN FROM THE SALARY  
18 SURVEY, ART?

19 MR. TORRES: YES.

20 MS. BONNEVILLE: KEVIN.

21 DR. MARKS: WE ARE STILL IN THE PROCESS OF  
22 WORKING WITH OUR EXTERNAL CONSULTANTS. WE ARE  
23 HOPEFUL THAT BY THE END OF MARCH WE'LL HAVE THAT  
24 SURVEY COMPLETE AND THE FINAL REPORT PREPARED.

25 MR. TORRES: THANK YOU.

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1 CHAIRWOMAN GASSON: ANY OTHER QUESTIONS OR  
2 COMMENTS ON THE PROCESS BEFORE WE GO INTO THE  
3 TIMELINE? OKAY, THEN.

4 MARIA HAS PREPARED SLIDES FOR US TO WALK  
5 THROUGH THE TIMELINE. SO, MARIA, IF YOU COULD SHARE  
6 YOUR SCREEN.

7 MS. BONNEVILLE: MARIANNE IS GOING TO  
8 SHARE THAT.

9 CHAIRWOMAN GASSON: OH, MARIANNE. THANK  
10 YOU.

11 MS. BONNEVILLE: ABSOLUTELY.

12 CHAIRWOMAN GASSON: OKAY. IT IS NOW  
13 MARCH, AND WE ARE GOING TO CONDUCT A SURVEY OF THE  
14 BOARD MEMBERS TO GATHER THEIR INPUT FOR THE CRITERIA  
15 FOR SELECTION OF THE CHAIR AND THE VICE CHAIR AND  
16 THE SCOPE AND PERCENT EFFORT OF THE POSITIONS. WE,  
17 THE GOVERNANCE COMMITTEE, WILL COLLECT THOSE DATA  
18 AND REVIEW THEM OVER THE APRIL, MAY TIME FRAME AND  
19 WILL PREPARE RECOMMENDATIONS TO THE BOARD REGARDING  
20 THE CRITERIA FOR THE CANDIDATES, THE SCOPE OF THE  
21 POSITIONS, AND THE PERCENT EFFORTS THAT ARE  
22 REQUIRED.

23 IN JULY THE BOARD WILL CONSIDER THE  
24 RECOMMENDATION OF THE GOVERNANCE SUBCOMMITTEE AND  
25 MAKE A DETERMINATION WITH REGARD TO THE SELECTION

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1 CRITERIA, THE SCOPE OF THE POSITIONS, AND THE  
2 PERCENT EFFORT REQUIRED.

3 AND, JAMES, IT'S MY UNDERSTANDING THAT  
4 SUCH A SURVEY WAS DONE THE LAST TIME, AND SO WE CAN  
5 USE INFORMATION ON THAT SURVEY TO DETERMINE WHAT  
6 QUESTIONS WE WANT TO ASK THE BOARD?

7 MR. HARRISON: THAT'S CORRECT.

8 CHAIRWOMAN GASSON: OKAY. IF THERE'S NO  
9 QUESTIONS ABOUT THE TIMELINE, THEN THERE'S ONE MORE  
10 SLIDE. OKAY. IN AUGUST WE WILL REQUEST THAT THE  
11 CONSTITUTIONAL OFFICERS NOMINATE CANDIDATES FOR THE  
12 CHAIR AND THE VICE CHAIR NO LATER THAN SEPTEMBER 1ST  
13 BASED UPON THE SELECTION CRITERIA, THE SCOPE, THE  
14 PERCENT EFFORT, AND SO ON AS HAS BEEN DETERMINED BY  
15 THE BOARD THROUGH THE SURVEY AND OUR GOVERNANCE  
16 SUBCOMMITTEE.

17 GOVERNANCE SUBCOMMITTEE WILL REQUEST THAT  
18 THEY PROVIDE BACKGROUND INFORMATION REGARDING THE  
19 NOMINEES WHICH WOULD INCLUDE A BRIEF PERSONAL  
20 STATEMENT ABOUT WHY THE PERSON BELIEVES THAT THEY  
21 WOULD BE QUALIFIED AND WHY THEY ARE SEEKING THIS  
22 POSITION. THE MATERIAL WILL BE PROVIDED TO THE  
23 BOARD AND MADE AVAILABLE, OF COURSE, TO THE PUBLIC.

24 IN OCTOBER AND NOVEMBER WE WILL HAVE THE  
25 OPPORTUNITY -- THE NOMINEES WILL HAVE COME IN IN



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1 SEPTEMBER, AND IN OCTOBER AND NOVEMBER WE'LL HAVE  
2 THE OPPORTUNITY TO VET THE NOMINEES, REQUEST  
3 ADDITIONAL INFORMATION AS NECESSARY, AND TO CONDUCT  
4 INTERVIEWS WITH THE CANDIDATES THAT HAVE BEEN  
5 BROUGHT FROM THE CONSTITUTIONAL OFFICERS.

6 AND THEN THAT BRINGS US INTO DECEMBER  
7 WHERE THE BOARD WILL CONSIDER THE NOMINEES,  
8 INCLUDING PUBLIC PRESENTATIONS BY THE CANDIDATES, IN  
9 ADDITION TO CLOSED SESSION INTERVIEWS, AND THEN A  
10 PUBLIC VOTE WILL BE HELD AT THAT TIME TO VOTE ON THE  
11 NEW CHAIR AND THE VICE CHAIR FOR THE ICOC. ASSUMING  
12 THAT WE ARE SUCCESSFUL WITH THIS PROCESS, WE WILL  
13 ELECT A NEW CHAIR AND A VICE CHAIR, AND THOSE  
14 INDIVIDUALS WILL TAKE THEIR OATH AT THE FIRST  
15 MEETING IN JANUARY PERMITTING AN ORDERLY TRANSITION  
16 OF POWER FROM J.T. AND ART.

17 SO THAT'S THE TIMELINE THAT WE ARE  
18 PROPOSING TO THE GOVERNANCE SUBCOMMITTEE AT THIS  
19 POINT. AND DOES ANYONE HAVE ANY QUESTIONS OR  
20 CONCERNS OR ISSUES THAT THEY'D LIKE TO DISCUSS?  
21 YES, STEVE.

22 MR. JUELSGAARD: I THINK GEORGE WAS AHEAD  
23 OF ME.

24 CHAIRWOMAN GASSON: I'M SORRY, GEORGE.

25 DR. BLUMENTHAL: NO PROBLEM.

**BETH C. DRAIN, CA CSR NO. 7152**

1 CHAIRWOMAN GASSON: I DIDN'T SEE YOUR  
2 HAND. GO AHEAD, GEORGE.

3 DR. BLUMENTHAL: NO PROBLEM. I'M  
4 CONCERNED THAT IT'S A VERY TIGHT TIMELINE. IF WE  
5 ARE MAKING THESE DECISIONS IN DECEMBER, EXPECTING  
6 SOMEONE TO START JANUARY 1ST, THE CALIBER OF PEOPLE  
7 WE WILL BE LOOKING FOR AREN'T NECESSARILY PEOPLE WHO  
8 WILL BE ABLE TO IMMEDIATELY DROP WHAT THEY'RE DOING.  
9 AND SO I'M CONCERNED THAT -- I'M WONDERING IS THERE  
10 A WAY OF SPEEDING UP THIS TIMELINE TO SOME EXTENT,  
11 AND ALTERNATIVELY WONDER WOULD THE PLAN BE IN PLACE  
12 SHOULD WE CHOOSE SOMEONE WHO IS NOT ABLE TO BEGIN ON  
13 JANUARY 1ST? WHAT HAPPENS IN THAT SITUATION?

14 MR. JUELSGAARD: MY QUESTION IS SIMILAR TO  
15 GEORGE'S, AND IT HAS MORE TO DO WITH THE TRANSITION.  
16 SO TRANSITIONS GENERALLY TAKE TIME. I THINK,  
17 GEORGE, THIS IS PART OF WHAT YOU WERE SAYING. AND  
18 IT'S NICE TO HAVE A NEW CHAIR RUNNING SIDE BY SIDE  
19 WITH THE OLD CHAIR FOR A PERIOD OF TIME, SO MUCH AS  
20 IN A RELAY RACE, YOU HAVE A SMOOTH HANDOFF OF THE  
21 BATON, WHICH SUGGESTS, THEN, THAT EITHER WE PROLONG  
22 THE PERIOD AND THE RUN-IN FOR THE NEW CHAIR SOMETIME  
23 THROUGH THE FIRST PART OF NEXT YEAR, OR WE DO AS  
24 GEORGE SUGGESTED AND SPEED UP THE TIMELINE SO THAT  
25 WE HAVE AN ELECTION WELL BEFORE DECEMBER SO THAT THE

**BETH C. DRAIN, CA CSR NO. 7152**

1 NEW PERSON CAN GET UP TO SPEED, SO TO SPEAK, AND  
2 THERE'S A SMOOTH AND ORDERLY TRANSITION.

3 CHAIRWOMAN GASSON: THANK YOU BOTH.

4 JAMES, DO YOU HAVE ANY COMMENT ON THE QUESTION THAT  
5 STEVE JUST ASKED ABOUT IF WE DON'T HAVE A PERSON  
6 THAT'S READY TO TAKE OFFICE IN JANUARY?

7 MS. BONNEVILLE: JAMES JUST JOINED. HE  
8 DROPPED OFF FOR A SECOND. SO I JUST WANT TO MAKE  
9 SURE HE KNOWS THE FULL CONTEXT OF WHAT THE QUESTION  
10 WAS. JAMES, DID YOU HEAR ALL OF IT?

11 MR. HARRISON: YES. FORTUNATELY I JOINED  
12 JUST IN TIME FOR JUDY TO RESTATE THE QUESTION.

13 MS. BONNEVILLE: OKAY. GREAT.

14 MR. HARRISON: SO I APPRECIATE THAT. SO  
15 UNDER THE LAW, THE CHAIR AND VICE CHAIR HOLD OVER,  
16 MEANING THEY CONTINUE TO SERVE UNTIL THEIR  
17 REPLACEMENTS QUALIFY. AND THAT MEANS THEY'RE  
18 NOMINATED, ELECTED, AND TAKE THE OATH OF OFFICE. SO  
19 IF THERE WERE A DELAY IN ANY STAGE OF THAT PROCESS,  
20 THE CHAIR AND THE VICE CHAIR WOULD CONTINUE TO SERVE  
21 SO LONG AS THEY'RE WILLING TO DO SO.

22 CHAIRWOMAN GASSON: THANK YOU, JAMES.

23 SO IN LOOKING AT THIS TIMELINE, WE WILL  
24 HAVE THE NOMINEES -- I THINK EACH OF THE  
25 CONSTITUTIONAL OFFICERS WILL NOMINATE ONE PERSON; IS

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1 THAT CORRECT, JAMES?

2 MR. HARRISON: THAT'S RIGHT.

3 CHAIRWOMAN GASSON: SO ON SEPTEMBER 1ST,  
4 IN THIS DOCUMENT, WE WOULD HAVE THE FIVE NOMINEES.  
5 SO IT SEEMS CONCEIVABLE TO ME THAT, RATHER THAN  
6 VETTING THEM IN OCTOBER AND NOVEMBER, WE COULD START  
7 THAT PROCESS IN EARLY SEPTEMBER. AND GIVEN THAT  
8 THERE ARE ONLY FIVE NOMINEES, IT SEEMS LIKE WE MIGHT  
9 BE ABLE TO ACCOMPLISH IT WELL BEFORE DECEMBER. DO  
10 PEOPLE HAVE THOUGHTS ABOUT THAT?

11 MS. BONNEVILLE: STEVE HAS HIS HAND  
12 RAISED.

13 CHAIRWOMAN GASSON: STEVE.

14 MR. JUELGAARD: YEAH. I'M JUST GOING TO  
15 REPEAT WHAT I SAID, JUDY. I THINK AT THE VERY LEAST  
16 I WOULD LIKE TO SEE A NEW CHAIR AND VICE CHAIR  
17 ELECTED AND SERVING STARTING IN NOVEMBER. THAT IS,  
18 WHEN I SAY THAT, I MEAN THEY'RE ABLE TO ATTEND  
19 MEETINGS AND CONVERSE WITH THE CHAIR AND THE VICE  
20 CHAIR ABOUT THEIR ROLES AND RESPONSIBILITIES IN A  
21 HANDOFF SITUATION. THIS IS A LITTLE DIFFERENT THAN  
22 BECOMING PRESIDENT OF THE UNITED STATES.

23 IN MOST CASES WHERE THERE'S A CHAIR  
24 TRANSITION, AT LEAST THOSE THAT I'VE BEEN INVOLVED  
25 IN, UNLESS THERE'S EXTRAORDINARY CIRCUMSTANCES,

**BETH C. DRAIN, CA CSR NO. 7152**

1     THERE IS A TRANSITIONARY PERIOD USUALLY OF A COUPLE  
2     MONTHS TO MAKE SURE THAT THE NEW CHAIR UNDERSTANDS  
3     HOW THINGS OPERATE. IT MIGHT BE A LITTLE BIT  
4     DIFFERENT IF YOU PICKED SOMEBODY FROM THIS BOARD TO  
5     BE THE NEW CHAIR, THEY MIGHT HAVE THAT EXPERIENCE,  
6     BUT I'M ASSUMING THERE'S EVERY BIT OF CHANCE OF  
7     THERE BEING SOMEBODY BRAND NEW AND NOT ON THIS BOARD  
8     OR BECOMING THE NEW CHAIR. AND THEY'LL REQUIRE A  
9     LITTLE HAND-HOLDING AT THE BEGINNING.

10           CHAIRWOMAN GASSON: SO I WASN'T -- WHEN  
11     RANDY TOOK OVER, CAN SOMEONE REMIND US WHAT THAT  
12     PROCESS LOOKED LIKE?

13           MR. JUELSGAARD: RANDY WAS THE CEO.

14           CHAIRWOMAN GASSON: I'M SORRY. I DON'T  
15     MEAN RANDY. I MEAN J.T.

16           CHAIRMAN THOMAS: ONE THING, JUDY, I  
17     MIGHT, FOR WHATEVER THIS IS WORTH, IN THE PROCESS  
18     THAT LED UP TO THE ELECTION WHERE I WAS SELECTED TO  
19     BE CHAIR, I ACTUALLY WENT TO THREE OR FOUR OF THE  
20     PRECEDING BOARD MEETINGS JUST TO GET SORT OF A  
21     HANDLE ON THINGS SO THAT AT SUCH TIME AS I WAS  
22     ELECTED, I WAS ABLE TO HIT THE GROUND RUNNING, IF  
23     YOU WILL. SO I THINK THE IDEA OF HAVING THE NEW  
24     CHAIR HAVE AN OPPORTUNITY TO ATTEND A MEETING OR TWO  
25     OR THREE OR WHATEVER IS NOT A BAD IDEA BECAUSE THERE

**BETH C. DRAIN, CA CSR NO. 7152**

1 ARE THINGS EVERYBODY HAS TO GET UP TO SPEED ON,  
2 PARTICULARLY IF IT'S SOMEBODY WHO IS NOT FROM THE  
3 CURRENT BOARD. BUT SOMEBODY WHO IS A MEMBER OF THE  
4 CURRENT BOARD, THEN IT'S AN ENTIRELY DIFFERENT  
5 MATTER. I JUST, FOR EVERYBODY'S SAKE, WANTED TO LET  
6 YOU KNOW THAT'S HOW I HANDLED IT.

7 MR. TORRES: I CAN JUST RELATE TO THIS  
8 CONVERSATION BECAUSE BEING A MEMBER OF THE SENATE,  
9 WE NEEDED TO ADVISE AND CONSENT ON ALL GUBERNATORIAL  
10 APPOINTMENTS FOR THE MOST PART. AND SOMETIMES THE  
11 GOVERNOR WAS VERY LATE IN APPOINTING A REPLACEMENT,  
12 AND SO IT WAS NOT UNCOMMON TO HAVE HOLDOVERS ON FOR,  
13 IN SOME CASES, AS LONG AS A YEAR BEFORE THE GOVERNOR  
14 WOULD HAVE APPOINTED A REPLACEMENT. SO I THINK,  
15 GIVEN THE SCHEDULES AND MAKING SURE THAT EVERYTHING  
16 IS NOT ALL THAT COMPACTED, IT'S NOT UNREASONABLE  
17 EVEN 30 DAYS HOLDOVER, IF J.T. AND I ARE WILLING TO  
18 DO THAT, TO TAKE THAT INTO CONSIDERATION AND MAKE  
19 SURE THAT THERE IS A TRANSITION THAT'S NOT RUSHED,  
20 BUT CLEARLY APPROPRIATE.

21 WHEN I WAS ELECTED VICE CHAIR, THE  
22 COMPROMISE, BECAUSE ARNOLD SCHWARZENEGGER DID NOT  
23 WANT ME TO BE VICE CHAIR OF THE ORGANIZATION, THERE  
24 WAS A COMPROMISE MADE TO CREATE TWO VICE CHAIRS, A  
25 STATUTORY VICE CHAIR AND A REGULAR VICE CHAIR. AND

**BETH C. DRAIN, CA CSR NO. 7152**

1 SO DWAYNE AND I HIT IT OFF TO A VERY SHAKY START,  
2 BUT IN THE END WE BECAME VERY CLOSE FRIENDS AND  
3 COLLABORATORS ON SOME BIPARTISAN INITIATIVES IN THE  
4 LEGISLATURE AND CLEARLY OUTSIDE THE LEGISLATURE.  
5 BUT TO TAKE THE TIME TO DO THAT WAS VERY IMPORTANT  
6 FOR ME TO BE ACCLIMATED IN WORKING WITH DWAYNE  
7 BEFORE I WAS SWORN IN.

8 CHAIRWOMAN GASSON: SO WHAT I'M HEARING IS  
9 THAT IT WOULD BE FAIR TO HAVE HOWEVER MANY NOMINEES  
10 WE END UP WITH ON SEPTEMBER 1ST ATTEND THE  
11 SUBSEQUENT BOARD MEETINGS THROUGH THE END OF THE  
12 YEAR SO THAT THEY WOULD KNOW WHAT BUSINESS THE BOARD  
13 WAS CONDUCTING AS J.T. JUST POINTED OUT HE DID. IT  
14 ALSO SEEMS, ACCORDING TO WHAT ART HAS SAID AND WHAT  
15 JAMES HAS SAID, THAT THE CURRENT CHAIR AND VICE  
16 CHAIR, IF THEY'RE WILLING TO CONTINUE TO SERVE,  
17 COULD PROVIDE THAT TRANSITION AS WE GO INTO THE NEW  
18 YEAR AS WELL.

19 MR. TORRES: ABSOLUTELY.

20 CHAIRWOMAN GASSON: OTHER THOUGHTS FROM  
21 MEMBERS OF THE GOVERNANCE COMMITTEE? IS THERE A  
22 SENTIMENT THAT WE TRY TO MOVE THIS -- I DON'T WANT  
23 TO COMPRESS THE TIMELINE. WE WANT TO DO A REALLY  
24 GOOD JOB. THIS IS A REALLY, REALLY IMPORTANT  
25 DECISION FOR THE BOARD TO MAKE GOING FORWARD IN

**BETH C. DRAIN, CA CSR NO. 7152**

1 TERMS OF THE LEADERSHIP STARTING NEXT YEAR.  
2 HOWEVER, IF WE HAVE THREE, FOUR, OR FIVE CANDIDATES  
3 SEPTEMBER 1ST, WE WILL TAKE HOWEVER MUCH TIME WE  
4 NEED TO TAKE. HOWEVER, IF WE WERE FINISHED WITH THE  
5 VETTING PROCESS IN SEPTEMBER AND OCTOBER, IT MIGHT  
6 BE POSSIBLE FOR US TO MAKE A RECOMMENDATION IN  
7 NOVEMBER. IS THAT SOMETHING THAT PEOPLE ARE  
8 INTERESTED IN ATTEMPTING?

9 YES. STEVE, OKAY. IS THERE ANY REASON  
10 THAT WE HAVE TO STICK TO THIS PARTICULAR TIMELINE,  
11 JAMES?

12 MR. HARRISON: NO, THERE'S NOT.

13 CHAIRWOMAN GASSON: OKAY. SO WHAT I'M  
14 HEARING IS THAT THE PROCESS WILL BE INFORMING THE  
15 CONSTITUTIONAL OFFICERS THAT WE WOULD LIKE TO HAVE  
16 THEIR NOMINATIONS BY SEPTEMBER 1ST AND HOPEFULLY  
17 THAT CAN HAPPEN. WE WILL THEN SET ABOUT HOWEVER  
18 LONG IT TAKES US TO DO A COMPLETE VETTING PROCESS TO  
19 THE SATISFACTION OF THIS COMMITTEE AND TO THE  
20 SATISFACTION OF THE FULL BOARD. IF WE ARE ABLE TO  
21 MOVE UP THAT PROCESS AND COME UP WITH A NOMINEE  
22 EARLIER THAN THE DECEMBER MEETING, WE WILL  
23 DEFINITELY DO THAT.

24 AND THEN ALSO I DON'T KNOW WHETHER IT  
25 WOULD BE APPROPRIATE FOR US TO ENCOURAGE THE



**BETH C. DRAIN, CA CSR NO. 7152**

1 NOMINEES TO ATTEND THE BOARD MEETINGS, BUT IT WOULD  
2 CERTAINLY BE HELPFUL THEY WERE TO DO SO AND IF THEY  
3 WERE CLEARLY NOT MEMBERS OF THE BOARD ALREADY, IF  
4 THEY WERE OUTSIDE NOMINEES.

5 MR. TORRES: MADAM CHAIR.

6 CHAIRWOMAN GASSON: YES.

7 MR. TORRES: ANOTHER WRINKLE, AND THAT IS  
8 THAT THE GOVERNOR ESPECIALLY AND TO SOME EXTENT THE  
9 LIEUTENANT GOVERNOR ARE JUST SWAMPED BEFORE  
10 SEPTEMBER 15TH BECAUSE IT'S USUALLY THE END OF  
11 SESSION OR THERE'S A RECESS IN BETWEEN SESSIONS. I  
12 WONDER IF WE ARE BEING TOO OPTIMISTIC THAT THEY  
13 COULD COME UP WITH NOMINEES, ESPECIALLY THE TROUBLE  
14 WE HAVE HAD IN TERMS OF GETTING NOMINEES, THE  
15 VETTING PROCESS, THE GOVERNOR'S SCHEDULE, THE  
16 GOVERNOR'S OBVIOUSLY ATTENTION THAT NEEDED TO BE  
17 ADDRESSED TO SOME OTHER MATTERS, NOT THE LEAST OF  
18 WHICH WAS A PANDEMIC, THAT I JUST WANT TO MAKE SURE  
19 THAT WE ARE NOT VIEWED AS RUSHING, BUT AT THE SAME  
20 TIME THAT PEOPLE, WHEN VIEWING THIS PROCESS, WILL  
21 SEE THAT WE HAVE TAKEN DELIBERATE TIME BECAUSE THIS  
22 IS A 12-YEAR TENURE THAT WE ARE SEEKING TO REPLACE.  
23 AND I THINK WE WANT TO MAKE SURE THAT WE DOT EVERY I  
24 CROSS EVERY T AS WE PROCEED. AND I'M NOT SAYING WE  
25 ARE NOT WILLING TO DO THAT OR ON UNWILLING TO DO

**BETH C. DRAIN, CA CSR NO. 7152**

1 THAT. I'M JUST SAYING WE NEED TO BE SENSITIVE TO  
2 THE OTHER SCHEDULES THAT ARE INVOLVED WITH PEOPLE  
3 WHO ARE BEING ASKED TO NOMINATE.

4 CHAIRWOMAN GASSON: THANK YOU, ART.  
5 STEVE.

6 MR. JUELSGAARD: I WANT TO CONCUR WITH  
7 WHAT ART SAID. I WOULD ACTUALLY MOVE UP THE ASK OF  
8 THE CONSTITUTIONAL OFFICERS TO NO LATER THAN JUNE  
9 1ST. THAT PROCESS IS INDEPENDENT OF ANYTHING ELSE  
10 WE ARE DOING. THIS IS THEIR PROCESS TO COME UP WITH  
11 NAMES OF PEOPLE. AND I CAN RECALL WHEN THIS  
12 HAPPENED BACK THE LAST TIME AROUND GETTING A COUPLE  
13 OF DIFFERENT PHONE CALLS FROM A COUPLE OF DIFFERENT  
14 CONSTITUTIONAL OFFICERS AS THEY WERE SHOPPING AROUND  
15 FOR PEOPLE TO NOMINATE. SO THEY DON'T HAVE ANYBODY  
16 NECESSARILY RIGHT OFF THE TOP OF THEIR HEAD THAT  
17 THEY ALREADY THOUGHT ABOUT, AND THEY HAVE TO GO  
18 THROUGH A PROCESS TO COME UP WITH IF THEY'RE GOING  
19 TO NOMINATE SOMEBODY TO DO THAT.

20 SO I COMPLETELY AGREE WITH ART. I THINK  
21 GIVING THEM A MONTH AND A HALF IS JUST FAR TOO SHORT  
22 A TIMELINE TO GET DONE WHAT WE NEEDED TO DO. I  
23 WOULD MUCH PREFER TO HAVE THEM START AROUND JUNE 1ST  
24 AND WORK THROUGH THE SUMMER.

25 CHAIRWOMAN GASSON: OTHER THOUGHTS ON

**BETH C. DRAIN, CA CSR NO. 7152**

1 THIS?

2 MR. JUELSGAARD: WHAT DOES JAMES THINK?

3 MR. HARRISON: I THINK THAT SEEMS  
4 REASONABLE, STEVE. AND OBVIOUSLY, TO THE EXTENT  
5 THAT THE GOVERNANCE SUBCOMMITTEE AND THE BOARD CAN  
6 AFFORD THE CONSTITUTIONAL OFFICERS MORE TIME, THAT  
7 WOULD BE IDEAL. I DEFER TO MARIA ABOUT THE BOARD  
8 SCHEDULE SINCE THE SORT OF FIRST STEP IN THIS  
9 PROCESS -- WELL, THEORETICALLY YOU COULD INFORM THE  
10 CONSTITUTIONAL OFFICERS AT ANY POINT IN TIME THAT  
11 THE CURRENT CHAIR AND VICE CHAIR'S TERMS ARE COMING  
12 TO AN END AND THAT THE BOARD REQUEST THAT THEY  
13 CONSIDER OR BEGIN TO CONSIDER MAKING NOMINATIONS  
14 WITH MORE INFORMATION TO COME FROM THE BOARD WITH  
15 RESPECT TO THE SCOPE OF THE ROLE, PERCENT EFFORT  
16 REQUIRED, AND COMPENSATION. BUT ULTIMATELY THE  
17 BOARD WILL HAVE TO MAKE THE FINAL DETERMINATION ON  
18 THOSE QUESTIONS BEFORE THAT SPECIFIC INFORMATION CAN  
19 BE PROVIDED TO THE CONSTITUTIONAL OFFICERS. SO IT  
20 DEPENDS, IN PART, ON THE TIMING OF THE BOARD'S  
21 MEETING SCHEDULE.

22 MS. BONNEVILLE: WE WOULD NEED TO ADD  
23 PROBABLY A BOARD MEETING IN EARLY JUNE AFTER OUR  
24 LATE MAY BOARD MEETING. I'M NOT SURE WE COULD GET  
25 EVERYTHING TO THE MAY BOARD MEETING. IT'S A LOT,

**BETH C. DRAIN, CA CSR NO. 7152**

1 BUT WE CAN TRY, BUT A JUNE MEETING JUST IN CASE.

2 MR. JUELSGAARD: MARIA, RATHER, MOVE THE  
3 LATE MAY MEETING TO JUNE.

4 MS. BONNEVILLE: EASIER SAID THAN DONE  
5 WITH 35 BOARD MEMBERS.

6 MR. JUELSGAARD: WELL, JUST AN  
7 OBSERVATION.

8 MS. BONNEVILLE: I'D ALMOST KEEP THE MAY  
9 JUST TO GET ALL THE BOARD BUSINESS DONE THERE AND  
10 THEN SEE WHAT WE CAN ADD IN JUNE. BUT I'M WILLING  
11 TO TRY ANYTHING.

12 CHAIRWOMAN GASSON: OKAY. SO WHAT WE ARE  
13 TALKING ABOUT NOW IS TO TRY TO COMPRESS THE FRONT  
14 END WHICH INVOLVES THE IDENTIFICATION OF THE ROLES,  
15 RESPONSIBILITIES, THE QUALIFICATION, THE PERCENT  
16 EFFORT SO THAT WE CAN GET THAT INFORMATION TO THE  
17 CONSTITUTIONAL OFFICERS. BUT WE CAN AT ANY TIME  
18 INFORM THEM WE WILL BE LOOKING FOR NOMINATIONS FROM  
19 THEM, AND WE WILL BE PROVIDING THEM INFORMATION ON  
20 THOSE QUALIFICATIONS. THAT WOULD THEN GIVE THEM  
21 MORE TIME TO COME UP WITH NOMINEES.

22 AND THEN ON THE BACK END, WE ARE TRYING TO  
23 BE VERY EFFICIENT, BUT AT THE SAME TIME VERY CAREFUL  
24 THAT WE GO THROUGH A VERY RIGOROUS VETTING PROCESS  
25 WITH THOSE NOMINEES. IF WE ARE ABLE TO COME UP WITH

**BETH C. DRAIN, CA CSR NO. 7152**

1 A VOTE IN NOVEMBER AND IF THE CURRENT CHAIR AND VICE  
2 CHAIR ARE WILLING TO REMAIN ON AFTER THE END OF  
3 DECEMBER, THEN THERE SHOULD BE A PERIOD THERE FOR AN  
4 ORDERLY TRANSITION OF A VERY COMPLICATED  
5 ORGANIZATION IF THE NEW CHAIR AND/OR VICE CHAIR ARE  
6 NOT CURRENT MEMBERS OF THE BOARD.

7 OTHER THOUGHTS FROM THE MEMBERS OF THE  
8 COMMITTEE? WOULD THE COMMITTEE LIKE US TO REVISE  
9 THE TIMELINE OR KEEP THE TIMELINE AS IT IS, BUT  
10 ARTICULATE TO THE BOARD THAT WE WILL TRY TO MOVE  
11 MORE EFFICIENTLY THROUGH THIS PROCESS TO MAKE SURE  
12 THAT WE HAVE THE BEST CANDIDATES, THE BEST  
13 OPPORTUNITY TO VET THEM, AND THE BEST OPPORTUNITY TO  
14 VOTE? GEORGE.

15 DR. BLUMENTHAL: MY INCLINATION, IN ANSWER  
16 TO YOUR QUESTION, WOULD BE TO SAY BETTER TO MOVE THE  
17 TIMELINE UP. IF YOU SET A HARD GOAL, YOU HAVE A  
18 CHANCE OF REACHING IT. IF YOU DON'T ACTUALLY MAKE  
19 IT AN OFFICIAL GOAL, IT SEEMS TO ME THERE'S VERY  
20 LITTLE CHANCE THAT WE WOULD MAKE THE QUICKER  
21 TIMELINE. SO I'M IN FAVOR OF ALL THE METHOD THAT  
22 YOU MENTIONED TO TRY TO SPEED THIS ALONG.

23 CHAIRWOMAN GASSON: THANK YOU, GEORGE.  
24 STEVE.

25 MR. JUELGAARD: I SECOND THAT MOTION.

**BETH C. DRAIN, CA CSR NO. 7152**

1 CHAIRWOMAN GASSON: THANK YOU, STEVE.

2 ADRIANA.

3 DR. PADILLA: YES. I ALSO AGREE. I THINK  
4 THE NOMINATION NEEDS TO HAPPEN EARLIER, AND I LIKE  
5 THE JUNE TIMELINE FOR THAT.

6 CHAIRWOMAN GASSON: THANK YOU VERY MUCH.  
7 ANYONE ELSE?

8 SO IF JAMES, KRISTINA, MARIA, AND I COME  
9 UP WITH A SLIGHTLY FASTER TIMELINE AND CIRCULATE IT  
10 TO THE MEMBERS OF THE COMMITTEE BEFORE THE BOARD  
11 MEETING NEXT WEEK, WOULD THAT WORK FOR THE MEMBERS  
12 OF THE COMMITTEE? I SEE A FEW HEADS NODDING. I  
13 WANT TO PUT THE SLIDE DOWN, MARIA, SO I CAN SEE IF  
14 PEOPLE ARE NODDING OR NOT. THANKS. OKAY. ARE WE  
15 NODDING? I SEE NODDING. OKAY. LINDA IS NODDING.  
16 NODDING, NODDING, NODDING. OKAY. SO THE FOUR,  
17 FIVE, SIX OF US WILL DO THAT, AND WE WILL CIRCULATE  
18 IT. AND IF EVERYBODY IS GOOD, THEN WE WILL PRESENT  
19 THIS WHOLE SORT OF PROCESS TO THE BOARD AT THE  
20 MEETING. I THINK IT'S NEXT THURSDAY.

21 I'M SORRY. ART, WERE YOU GOING TO SAY  
22 SOMETHING?

23 MR. TORRES: NO.

24 CHAIRWOMAN GASSON: OKAY. MARIA, IS THERE  
25 ANY OTHER BUSINESS FOR US TO DISCUSS TODAY?

**BETH C. DRAIN, CA CSR NO. 7152**

1 MS. BONNEVILLE: THERE IS NOT.

2 CHAIRWOMAN GASSON: AND --

3 MS. BONNEVILLE: JUDY, DID YOU WANT TO  
4 TAKE A VOTE WITH THE CAVEAT THAT THE TIMELINE WOULD  
5 BE CHANGED TO REFLECT THE MEMBERS' INPUT SO THAT WE  
6 COULD THEN SUGGEST IT TO THE BOARD NEXT WEEK?

7 CHAIRWOMAN GASSON: YES. I THINK WE HAD A  
8 MOTION FROM GEORGE AND STEVE.

9 MR. JUELSGAARD: THAT'S GOOD.

10 CHAIRWOMAN GASSON: OKAY. MARIA, DID YOU  
11 WANT TO CALL THE ROLL PLEASE.

12 MS. BONNEVILLE: CAN WE ASK FOR PUBLIC  
13 COMMENT FIRST JUST IN CASE SOMEONE FROM THE PUBLIC  
14 IS ON?

15 CHAIRWOMAN GASSON: OF COURSE.

16 MS. BONNEVILLE: I DON'T THINK ANYONE IS,  
17 BUT JUST IN CASE.

18 CHAIRWOMAN GASSON: YES. IS THERE ANY  
19 COMMENT FROM THE PUBLIC BEFORE WE TAKE THE ROLE?

20 MR. TORRES: JUST ONE -- I'M SORRY TO  
21 INTERRUPT AGAIN, BUT JUST ONE CAVEAT. DON'T  
22 ANTICIPATE THAT ALL THE CONSTITUTIONAL OFFICERS WILL  
23 MEET A JUNE DEADLINE. THAT'S ALL.

24 CHAIRWOMAN GASSON: WE CAN TRY. IT  
25 DOESN'T SOUND LIKE SEPTEMBER IS ANY BETTER THAN

**BETH C. DRAIN, CA CSR NO. 7152**

1 JUNE.

2 MS. BONNEVILLE: MAYBE WE SHOULD TELL THEM  
3 MAY.

4 MR. TORRES: I WAS EVEN THINKING AFTER  
5 SEPTEMBER 15 WOULD PROBABLY BE A BETTER TIME BECAUSE  
6 YOU'RE ALSO DEALING WITH A BUDGET IN JUNE AS WELL.  
7 SO I HATE TO PUT THOSE WRINKLES IN, BUT THAT'S THE  
8 REALITY OF WHAT THESE CONSTITUTIONAL OFFICERS HAVE  
9 BEEN DEALING WITH.

10 CHAIRMAN THOMAS: CAN I JUST ADD, JUDY,  
11 ONE ADDITIONAL WRINKLE TO WHAT ART SAID? IF WE ARE  
12 LOOKING TO GET SOME NOMINEES IN PLACE BY JUNE, WITH  
13 RESPECT TO ANY NOMINEES THAT MAY NOT BE MEMBERS OF  
14 THE BOARD, THAT'S A PRETTY ACCELERATED TIMELINE FOR  
15 THE CONSTITUTIONALS TO HAVE TO COME UP WITH SOME  
16 NAMES, ET CETERA. ART, WHAT DO YOU THINK ABOUT  
17 THAT?

18 MR. TORRES: YES. AND, NO. 2, ALL OF  
19 THESE CONSTITUTIONAL OFFICERS ARE UP FOR REELECTION  
20 IN JUNE '22. ANOTHER WRINKLE.

21 CHAIRWOMAN GASSON: THIS IS GETTING  
22 WRINKLIER AND WRINKLIER.

23 CHAIRMAN THOMAS: SORRY, JUDY. THAT  
24 DIDN'T HELP MUCH, THOSE LAST COUPLE OF COMMENTS.

25 CHAIRWOMAN GASSON: AND THANK YOU FOR



**BETH C. DRAIN, CA CSR NO. 7152**

1 THAT, J.T.

2 I THINK THAT ONE THING THAT THIS BOARD CAN  
3 DO IS TO REACH OUT TO EACH OF OUR NETWORKS AND TO  
4 SOLICIT PEOPLE WHO WOULD BE INTERESTED IN BEING  
5 NOMINATED FOR THE CHAIR AND THE VICE CHAIR OF THE  
6 ICOC AND PROVIDE THAT INFORMATION, IF IT'S AT ALL  
7 HELPFUL, TO THE CONSTITUTIONAL OFFICERS.

8 J.T., HOW DID YOU COME TO BE A CANDIDATE?

9 CHAIRMAN THOMAS: I WAS NOMINATED BY THREE  
10 OF THE FOUR.

11 CHAIRWOMAN GASSON: WELL, THAT MADE IT A  
12 LITTLE EASIER, DIDN'T IT?

13 CHAIRMAN THOMAS: WELL, IT RESULTED IN WE  
14 HAD A VERY HIGHLY QUALIFIED OTHER CANDIDATE AS WELL,  
15 SO THE NOMINEES WENT TO THE BOARD AT THE JUNE  
16 MEETING 2011, I BELIEVE IT WAS. MAYBE IT WAS THE  
17 MAY BOARD MEETING. I FORGET. ANYWAY, WE HAD PUBLIC  
18 PRESENTATIONS BY MYSELF AND MY OPPONENT, AND THEN A  
19 CLOSED SESSION, AND THEN A PUBLIC SESSION VOTE AFTER  
20 THAT.

21 BUT WITH RESPECT TO -- IT WAS A LITTLE BIT  
22 DIFFERENT. I SORT OF TALKED TO THE CONSTITUTIONAL  
23 OFFICERS MYSELF. IT WASN'T A MATTER OF THE BOARD  
24 SUBMITTING MY NAME OR MY OPPONENT'S NAME TO THE  
25 CONSTITUTIONALS. THIS IS A LITTLE BIT DIFFERENT

**BETH C. DRAIN, CA CSR NO. 7152**

1 PROCESS THAN WE DID FOR THAT ONE.

2 MR. TORRES: THEY ALSO RELIED ON YOUR  
3 RELATIONSHIP WITH GOVERNOR BROWN, WHICH WAS VERY  
4 EXTENSIVE. I THINK THAT HELPED A LOT. AND IT WAS  
5 NOT AN EASY RACE. I MEAN IT WAS PRETTY ELEVATED AND  
6 PRETTY DIVIDED WHERE SOME BOARD MEMBERS WOULD NOT  
7 EVEN RETURN JERRY'S CALLS BECAUSE THEY KNEW WHY HE  
8 WAS CALLING, RIGHT. AND IT WAS JUST -- IT WAS VERY  
9 UNPLEASANT. AND THANK GOD WE PREVAILED. I STILL  
10 HAVE THE TENSION THAT WAS ON IN THAT ROOM WHEN THE  
11 VOTE WAS BEING COUNTED BECAUSE IT WAS INTERESTING.  
12 BUT THANK GOD J.T. PREVAILED.

13 CHAIRMAN THOMAS: THANK YOU, ART.

14 CHAIRWOMAN GASSON: THANK YOU BOTH. AND  
15 BOY HAVE WE REALLY GOT SOMETHING TO LOOK FORWARD TO  
16 HERE.

17 MR. TORRES: WELL, MAYBE NOT AS BAD AS IT  
18 WAS.

19 CHAIRWOMAN GASSON: LET'S SEE. SO THERE  
20 WAS NO PUBLIC COMMENT. OKAY. ALL RIGHT. SO THEN  
21 WE WILL GO AHEAD AND CALL THE ROLL, MARIA.

22 MS. BONNEVILLE: DAN BERNAL. GEORGE  
23 BLUMENTHAL.

24 DR. BLUMENTHAL: YES.

25 MS. BONNEVILLE: LINDA BOXER.

**BETH C. DRAIN, CA CSR NO. 7152**

1 DR. BOXER: YES.  
2 MS. BONNEVILLE: ELENA FLOWERS.  
3 DR. FLOWERS: YES.  
4 MS. BONNEVILLE: JUDY GASSON.  
5 CHAIRWOMAN GASSON: YES.  
6 MS. BONNEVILLE: STEVE JUELSGAARD.  
7 MR. JUELSGAARD: YES.  
8 MS. BONNEVILLE: JIM KOVACH.  
9 DR. KOVACH: YES.  
10 MS. BONNEVILLE: LINDA MALKAS.  
11 DR. MALKAS: YES.  
12 MS. BONNEVILLE: ADRIANA PADILLA.  
13 DR. PADILLA: YES.  
14 MS. BONNEVILLE: JONATHAN THOMAS.  
15 CHAIRMAN THOMAS: YES.  
16 MS. BONNEVILLE: ART TORRES.  
17 MR. TORRES: AYE.  
18 MS. BONNEVILLE: KRISTINA VUORI.  
19 DR. VUORI: YES.  
20 MS. BONNEVILLE: GREAT. THE MOTION  
21 CARRIES.  
22 CHAIRWOMAN GASSON: OKAY. WE WILL GET OUR  
23 HEADS TOGETHER AND COME UP WITH AN ACCELERATED  
24 TIMELINE AND PRESENT IT TO THE BOARD NEXT THURSDAY.  
25 MR. TORRES: THANK YOU, ALL. THANK YOU,

**BETH C. DRAIN, CA CSR NO. 7152**

1 JUDY AND KEVIN AND MARIA.

2 CHAIRWOMAN GASSON: ANY OTHER COMMENTS OR  
3 QUESTIONS?

4 DR. BLUMENTHAL: I JUST WANT TO THANK YOU,  
5 JUDY. IF WE CAN DO THIS WHOLE PROCESS AS  
6 EFFICIENTLY AS YOU RAN THIS MEETING, WE WILL BE  
7 FINE.

8 DR. BOXER: I SECOND THAT.

9 CHAIRWOMAN GASSON: THANK YOU FOR THAT.  
10 YOU'RE JUST TRYING TO MAKE ME FEEL BETTER AFTER WHAT  
11 ART SAID ABOUT THE TENSION.

12 DR. BOXER: YOU'RE UP FOR IT, JUDY.

13 MR. TORRES: YOU'RE TOUGH, GIRL.

14 CHAIRWOMAN GASSON: THANK YOU, EVERYBODY.  
15 THANKS FOR BEING SO TIMELY. I APPRECIATE IT.

16 (THE MEETING WAS THEN CONCLUDED).  
17  
18  
19  
20  
21  
22  
23  
24  
25

**REPORTER'S CERTIFICATE**

I, BETH C. DRAIN, A CERTIFIED SHORTHAND REPORTER IN AND FOR THE STATE OF CALIFORNIA, HEREBY CERTIFY THAT THE FOREGOING TRANSCRIPT OF THE VIRTUAL PROCEEDINGS BEFORE THE GOVERNANCE SUBCOMMITTEE OF THE INDEPENDENT CITIZEN'S OVERSIGHT COMMITTEE OF THE CALIFORNIA INSTITUTE FOR REGENERATIVE MEDICINE IN THE MATTER OF ITS REGULAR MEETING HELD ON MARCH 14, 2022, WAS HELD AS HEREIN APPEARS AND THAT THIS IS THE ORIGINAL TRANSCRIPT THEREOF AND THAT THE STATEMENTS THAT APPEAR IN THIS TRANSCRIPT WERE REPORTED STENOGRAPHICALLY BY ME AND TRANSCRIBED BY ME. I ALSO CERTIFY THAT THIS TRANSCRIPT IS A TRUE AND ACCURATE RECORD OF THE PROCEEDING.

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