

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: JUNE 19, 2023
9 A.M.

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

FILE NO.: 2023-21

**133 HENNA COURT, SANDPOINT, IDAHO 83864
208-920-3543 DRAIBE@HOTMAIL.COM**

BETH C. DRAIN, CA CSR NO. 7152

I N D E X

ITEM DESCRIPTION	PAGE NO.
OPEN SESSION	
1. CALL TO ORDER	3
2. ROLL CALL	3
3. CONSIDERATION OF PERFORMANCE MANAGEMENT REVIEW FORMS: PRESIDENT & CEO	4
4. PUBLIC COMMENT	NONE
5. ADJOURNMENT	25

BETH C. DRAIN, CA CSR NO. 7152

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JUNE 19, 2023; 9 A.M.

CO-CHAIRMAN LEVITT: WELL, I'M NOT JUDY GASSON. I'M PAT LEVITT, AND JUDY HAS ASKED ME TO RUN THIS MEETING.

MR. JUELSGAARD: SHE'S SNEAKY LIKE THAT.

CO-CHAIRMAN LEVITT: YES, SHE IS SNEAKY LIKE THAT. SO THE FIRST THING I'D LIKE TO DO IS CALL THE MEETING TO ORDER. AND SO THE MEETING IS CALLED TO ORDER. AND THEN THE SECOND WOULD BE FOR THE ROLL CALL TO BE DONE.

MS. DEQUINA-VILLABLANCA: KIM BARRETT.

DR. BARRETT: PRESENT.

MS. DEQUINA-VILLABLANCA: DAN BERNAL.
GEORGE BLUMENTHAL.

DR. BLUMENTHAL: HERE.

MS. DEQUINA-VILLABLANCA: MARIA
BONNEVILLE.

VICE CHAIR BONNEVILLE: PRESENT.

MS. DEQUINA-VILLABLANCA: LINDA BOXER.

DR. BOXER: PRESENT.

MS. DEQUINA-VILLABLANCA: ELENA FLOWERS.

DR. FLOWERS: PRESENT.

MS. DEQUINA-VILLABLANCA: JUDY GASSON.

DR. GASSON: HERE.

BETH C. DRAIN, CA CSR NO. 7152

1 MS. DEQUINA-VILLABLANCA: VITO IMBASCIANI.

2 CHAIRMAN IMBASCIANI: PRESENT.

3 MS. DEQUINA-VILLABLANCA: STEPHEN

4 JUELSGAARD.

5 MR. JUELSGAARD: PRESENT.

6 MS. DEQUINA-VILLABLANCA: PAT LEVITT.

7 CO-CHAIRMAN LEVITT: PRESENT.

8 MS. DEQUINA-VILLABLANCA: LINDA MALKAS.

9 AND ADRIANA PADILLA.

10 ALL RIGHT. WE HAVE A QUORUM AND WE CAN

11 PROCEED.

12 CO-CHAIRMAN LEVITT: THANK YOU. SO WE

13 HAVE ONE ITEM TO CONSIDER, THE PERFORMANCE

14 MANAGEMENT REVIEW FORMS FOR THE PRESIDENT AND CEO.

15 BEFORE WE GET TO THE MOTION TO CONSIDER THAT, I JUST

16 WANT TO GIVE SOME BACKGROUND, SORT OF THE TIMELINE

17 OF WHERE WE WERE AND WE ARE NOW.

18 SO, FIRST, THE CIRM POLICY ABOUT THE

19 PRESIDENT AND CEO'S ANNUAL REVIEW, THE PRESIDENT

20 REPORTS TO THE ICOC AND THE CHAIR OF THE ICOC.

21 THAT'S IN DOCUMENTATION. THERE'S AN ANNUAL REVIEW.

22 IT'S RETROSPECTIVE, AND THE REVIEW THAT WILL TAKE

23 PLACE SHORTLY IS JULY 1ST, 2022, TO JUNE 30, 2023,

24 INCLUSIVE.

25 THE PERFORMANCE REVIEW INCLUDES THE

BETH C. DRAIN, CA CSR NO. 7152

1 SURVEY, WHICH WE'LL GET TO, A SELF-ASSESSMENT AND
2 GOAL SETTING BY THE PRESIDENT AND CEO. AND THE CORE
3 OF THE FOLKS WHO ARE PARTICIPATING IN THE REVIEW,
4 WHICH RECORDS THE SURVEY, INCLUDES BOARD MEMBERS,
5 ALL BOARD MEMBERS OR THEIR ALTERNATES AND THE DIRECT
6 REPORTS OF PRESIDENT AND CEO, EXCLUDING THE
7 EXECUTIVE ASSISTANT.

8 IN ADDITION TO THE SURVEY, THE CONSULTANT,
9 SUSAN TINDER WHITE, WILL INVITE INDIVIDUALS TO
10 PARTICIPATE IN VIRTUAL INDIVIDUAL INTERVIEWS.
11 THAT'S GOING TO BE PART OF THE PROCESS. THAT
12 INCLUDES THE BOARD CHAIR, THE BOARD VICE CHAIR,
13 GOVERNANCE COMMITTEE CO-CHAIRS, AND ALL OTHER
14 SUBCOMMITTEE CO-CHAIRS, AS WELL AS THE DIRECT
15 REPORTS OF THE PRESIDENT, EXCLUDING THE EXECUTIVE
16 ASSISTANT. THESE ARE INVITATIONS. THEY'RE
17 VOLUNTARY IN TERMS OF THE HOLDING THE VIRTUAL
18 INTERVIEWS.

19 LET ME GIVE YOU A TIMELINE FOR WHERE WE
20 WERE. SO THERE WERE CONSULTANTS CONTACTED AND
21 PROPOSALS SUBMITTED TO THE CHAIR AND VICE CHAIR OF
22 THE BOARD AND THE CO-CHAIRS OF THE GOVERNANCE
23 COMMITTEE. THERE WAS A DETERMINATION MADE TO ENGAGE
24 SUSAN TINDER WHITE, WHO HAS OVER 30 YEARS OF
25 EXPERIENCE WITH NON-PROFITS, WITH OTHER RELEVANT

BETH C. DRAIN, CA CSR NO. 7152

1 ORGANIZATIONS PARTICULARLY RELATED TO HR, TO
2 EVALUATIONS, ET CETERA. AND I THINK YOU CAN FIND
3 HER WEBSITE AND YOU CAN READ ABOUT HER.

4 THE BOARD CHAIR, VICE CHAIR, AND THE
5 GOVERNANCE CO-CHAIRS MET WITH SUSAN ON JUNE 1ST. WE
6 HAD AN ENGAGING CONVERSATION, WENT THROUGH THE
7 SURVEY. WE TALKED ABOUT THE REVIEW PERIOD, THE
8 STAKEHOLDERS TO INVITE TO DO THE ASSESSMENTS, THE
9 VIRTUAL INTERVIEWS, AND THE TIMELINE. THE SAME
10 COMPETENCY AREAS, RATING SCALE, AND OVERALL
11 APPRAISAL RATING CHOICES THAT ARE IN THIS SURVEY
12 THAT WILL BE USED FOR THIS CURRENT REVIEW PERIOD ARE
13 IDENTICAL TO WHAT WAS USED LAST YEAR. WE WANTED IT
14 TO BE VERY CONSISTENT WITH WHAT OCCURRED IN THE
15 PREVIOUS REVIEW.

16 THERE'S ONE ADDITIONAL QUESTION THAT WAS
17 ADDED ABOUT THE PRESIDENT AND CEO'S COMMUNICATING OF
18 DECISIONS THAT THE PRESIDENT HAS MADE BACK TO THE
19 INDIVIDUALS WHO REPORT TO THE PRESIDENT AND CEO. SO
20 IT'S A COMMUNICATION QUESTION. OTHERWISE, THE
21 QUESTIONS ARE IDENTICAL TO WHAT WAS USED LAST YEAR.

22 SO TODAY, JUNE 19TH, WE HAVE THE
23 SUBCOMMITTEE MEETING TO DISCUSS THE PROCESS, DISCUSS
24 THE ASSESSMENT QUESTIONS, AND THE TIMELINE. SO JUNE
25 29TH WILL BE A BOARD MEETING TO APPROVE THE PROCESS

BETH C. DRAIN, CA CSR NO. 7152

1 THAT THE GOVERNANCE COMMITTEE RECOMMENDS. THE BOARD
2 CHAIR WILL COMMUNICATE TO THE PRESIDENT AND CEO THE
3 BOARD AND DIRECT REPORTS ABOUT THE PROCESS, AN
4 INTRODUCTION TO SUSAN TINDER WHITE WHO WILL BE THE
5 INDEPENDENT CONSULTANT TO RUN THE EVALUATION.

6 ON JULY 11TH SUSAN WILL SEND EMAILS TO ALL
7 STAKEHOLDERS WITH THE SURVEY MONKEY LINK THAT WILL
8 ALLOW INDIVIDUALS TO ANSWER CONFIDENTIALLY THE
9 SURVEY. REQUEST FOR RESPONSES ARE JULY 25TH.
10 THAT'S WHEN THE SURVEY CLOSES. SO JULY 11TH TO JULY
11 25TH. MY RECOLLECTION IS THAT SUSAN ADDS A FEW
12 FLEXIBLE DAYS AFTER THAT FOR THOSE WHO ARE THE
13 TYPICAL STRAGGLERS, WHICH ALWAYS OCCURS WITH A
14 SURVEY. I THINK THAT'S JULY 26TH TO 28TH.

15 SUSAN IS OUT OF HER OFFICE FOR A FEW WEEKS
16 ON VACATION. SO AUGUST, EARLY AUGUST SHE'S GOING TO
17 COMPILE AND ANALYZE THE RESULTS AND CREATE A
18 PERFORMANCE REVIEW SUMMARY. THERE WILL BE A WRITTEN
19 PERFORMANCE REVIEW SUMMARY TO THE BOARD CHAIR, VICE
20 CHAIR, AND THE GOVERNANCE COMMITTEE CO-CHAIRS. AND
21 SUSAN WILL BE AVAILABLE TO MEET WITH THOSE
22 INDIVIDUALS TO DISCUSS THE PERFORMANCE REVIEW
23 SUMMARY. AND THEN THE SEPTEMBER BOARD MEETING WILL
24 INCLUDE THE PERFORMANCE REVIEW SUMMARY THAT WILL BE
25 DISCUSSED.

BETH C. DRAIN, CA CSR NO. 7152

1 SO, JUDY OR VITO OR MARIA, HAVE I MISSED
2 ANYTHING? NO.

3 CO-CHAIR GASSON: NOPE. GREAT JOB.

4 CO-CHAIRMAN LEVITT: IS THAT A NO? OKAY.

5 SO IN ORDER TO HAVE THIS DISCUSSED, WE
6 NEED TO CONSIDER, SO WE NEED A MOTION TO CONSIDER
7 THE PERFORMANCE MANAGEMENT REVIEW FORMS AND THE
8 PROCESS FOR THE PRESIDENT AND CEO. DO I HEAR A
9 MOTION?

10 DR. BLUMENTHAL: SO MOVED.

11 DR. MALKAS: SO MOVED.

12 CO-CHAIRMAN LEVITT: WE HAVE THAT? GREAT.
13 OKAY.

14 SO WE ARE OPEN FOR DISCUSSION ABOUT THE
15 SURVEY WHICH WAS INCLUDED IN THE BRIEFING BOOK. I
16 DON'T KNOW IF YOU'VE ALL HAD A CHANCE TO READ
17 THROUGH IT. BUT IF YOU READ THE SURVEY FROM LAST
18 YEAR, IT'S IDENTICAL EXCEPT FOR ONE QUESTION THAT
19 WAS ADDED. SO HAPPY TO ENTERTAIN COMMENTS.

20 CO-CHAIR GASSON: WE HAVE HANDS UP FROM
21 GEORGE, STEVE, AND KIM.

22 CO-CHAIRMAN LEVITT: GEORGE.

23 DR. BLUMENTHAL: JUST A COUPLE OF VERY
24 QUICK QUESTIONS. COULD YOU REMIND ME -- FIRST
25 QUESTION IS CAN YOU REMIND US HOW MANY DIRECT

BETH C. DRAIN, CA CSR NO. 7152

1 REPORTS THE PRESIDENT CURRENTLY HAS THAT WOULD BE
2 TAKING THE SURVEY?

3 AND THE SECOND QUESTION WAS LAST TIME WE
4 DID THIS, COULD YOU REMIND US WHAT PERCENTAGE OF THE
5 BOARD ACTUALLY RESPONDED TO THE SURVEY?

6 CO-CHAIRMAN LEVITT: MARIA, DO YOU HAVE
7 THAT INFORMATION?

8 VICE CHAIR BONNEVILLE: ABOUT THE
9 PERCENTAGE THAT RESPONDED?

10 CO-CHAIRMAN LEVITT: THE PERCENTAGE THAT
11 RESPONDED. MY RECOLLECTION IS IT WAS OVER 70 OR 75
12 PERCENT. I DON'T REMEMBER THE EXACT NUMBER. AND I
13 DON'T ACTUALLY KNOW HOW MANY DIRECT REPORTS MARIA
14 HAS.

15 VICE CHAIR BONNEVILLE: RAFAEL CAN ANSWER
16 THAT QUESTION.

17 MR. SACASA: GIVE ME TWO SECONDS.

18 MS. DEQUINA-VILLABLANCA: HE'S LOOKING IT
19 UP.

20 CO-CHAIRMAN LEVITT: VERY GOOD, VERY, VERY
21 GOOD QUESTIONS. SO FOR ANY SURVEY, ANYTHING IN THAT
22 RANGE IS CONSIDERED A VICTORY FROM MY OWN
23 EXPERIENCE, BUT OTHERS MAY HAVE SIMILAR OR DIFFERENT
24 EXPERIENCES.

25 WHILE YOU'RE LOOKING THAT UP --

BETH C. DRAIN, CA CSR NO. 7152

1 MR. SACASA: I'M SORRY. IT'S NINE, PAT.
2 SORRY. I DIDN'T WANT TO INTERRUPT. IT'S NINE
3 DIRECT REPORTS.

4 VICE CHAIR BONNEVILLE: NINE ON THE
5 LEADERSHIP TEAM, CORRECT? AND THEN DOES THAT --
6 MITRA IS ALSO PART OF THE REVIEW, CORRECT? SO
7 THAT'S TEN?

8 MR. SACASA: ARE YOU ASKING ME?

9 VICE CHAIR BONNEVILLE: NO. THAT'S JUST
10 SOMETHING WE HAD DISCUSSED. SO I WANTED TO JUST
11 DISTINGUISH THAT THAT'S INCLUDED AS WELL.

12 MR. SACASA: PLUS MITRA.

13 CO-CHAIRMAN LEVITT: WAS THAT HELPFUL?

14 DR. BLUMENTHAL: VERY HELPFUL. THANK YOU.

15 CO-CHAIRMAN LEVITT: GREAT. OKAY. JUDY,
16 WHO IS NEXT? I DIDN'T WRITE IT DOWN.

17 DR. GASSON: STEVE JUELSGAARD AND THEN KIM
18 BARRETT.

19 MR. JUELSGAARD: SO I WANT TO TALK A
20 LITTLE BIT ABOUT FISCAL DISCIPLINE WHICH IS ON PAGES
21 3 AND CARRIED OVER TO THE TOP OF 4, AT LEAST ON WHAT
22 I RECEIVED.

23 SO ONE OF THE THINGS THAT HAPPENS WITH
24 PROPOSITION 14 THAT DIDN'T HAPPEN WITH PROPOSITION
25 71 WAS ACTUALLY APPROPRIATION OF MONEY FOR SPECIFIC

BETH C. DRAIN, CA CSR NO. 7152

1 USES; I.E., ONE AND A HALF BILLION DOLLARS FOR THE
2 NEUROSCIENCE AREA, OR WHAT I'LL CALL THE
3 NEUROSCIENCE AREA, AND THEN A CERTAIN, I THINK IT'S,
4 2 PERCENT OF THE BUDGET FOR ACCESS AND
5 AFFORDABILITY. SO THERE ARE CERTAIN THINGS THAT
6 MONEY IS PEGGED TOWARDS. LAST I THINK WE HAD
7 BASICALLY 3 PERCENT FOR ADMINISTRATION AND THE REST
8 OF IT FOR RESEARCH, IF I REMEMBER RIGHT, UNDER PROP
9 71.

10 SO I THINK, AND THIS IS JUST A SUGGESTION
11 ON OUR PART, BUT WE MIGHT WANT TO ADD ONE MORE LINE
12 THAT BASICALLY TALKS ABOUT MAKING SURE THAT THE
13 BUDGETING PROCESS AND THE ACTUAL USE OF MONEY
14 FOLLOWS THE REQUIREMENTS OF PROPOSITION 14. I THINK
15 FROM MY POINT OF VIEW THAT'S SOMETHING, AND I DON'T
16 NECESSARILY HAVE THAT MUCH MORE TENURE ON THIS
17 BOARD, SOMETHING THAT I'D LIKE TO SEE TRACKED AS WE
18 GO ALONG JUST -- I KNOW THE STATE TRACKS THE MONEY
19 OUT OF THOSE AREAS, BUT I THINK THAT'S ALSO A
20 RESPONSIBILITY OF THE BOARD TO MAKE SURE THAT WE ARE
21 FOLLOWING WHATEVER PROPOSITION 14 REQUIRES.

22 SO BEYOND JUST HAVING A RESPONSIBLE
23 ANNUAL BUDGET, IT'S MAYBE HAVING A BUDGET THAT
24 ALIGNS OVER TIME WITH THE REQUIREMENTS OF THE
25 ALLOCATION OF MONEY IN THE PROPOSITION 14.

BETH C. DRAIN, CA CSR NO. 7152

1 THE OTHER THING, AND IT'S SOMETHING THAT
2 WE REALLY HAVEN'T DONE BEFORE, AND I'M NOT
3 SUGGESTING WE NECESSARILY ESTABLISH IT RIGHT HERE
4 AND NOW, ALTHOUGH IT MIGHT BE GOOD AS WE GO FORWARD,
5 IS TO THINK ABOUT WHAT IN THE CORPORATE WORLD WE
6 WOULD CALL A LONG-RANGE PLAN. THAT IS, THE PROPOSED
7 EXPENDITURE OF MONEY NOT JUST FOR THE NEXT YEAR, BUT
8 OVER, LET'S SAY, A THREE-YEAR TIME HORIZON LOOKING
9 FORWARD, SO WE KIND OF HAVE A SENSE OF HOW WE'RE
10 GOING TO BE SPENDING MONEY.

11 I RAISE THAT, AGAIN, BECAUSE IT RELATES TO
12 THESE VARIOUS BUCKETS, I'LL CALL THEM, OF MONEY THAT
13 ARE TO BE UTILIZED UNDER PROPOSITION 14. SO I JUST
14 THINK IN TERMS OF FISCAL DISCIPLINE, THERE'S MAYBE A
15 LITTLE BIT MORE THAT COULD BE ADDED TO WHAT WE HAVE
16 ON PAPER HERE.

17 I'M GLAD GEORGE ASKED THE QUESTION THAT HE
18 ASKED. SO THEN I HAVE A QUESTION THAT BASICALLY
19 FOLLOWS ON THAT. SO MARIA HAS TEN REPORTS, AS I
20 UNDERSTAND IT. TEN REPORTS ARE AN AWFUL LOT OF
21 REPORTS IN MY EXPERIENCE. SIX REPORTS IS A GOOD
22 NUMBER, AND GOOD BY MEANING KIND OF AT THE TOP,
23 MAYBE SEVEN AT THE ABSOLUTE. BUT TO HAVE TEN IS A
24 LOT OF PEOPLE TO MANAGE.

25 SO I NOTE THAT. I'M NOT SURE THAT -- SO

BETH C. DRAIN, CA CSR NO. 7152

1 THAT BEGS THE QUESTION OF WHETHER WE HAVE THE RIGHT
2 STRUCTURE IF MARIA HAS GOT THAT MANY PEOPLE
3 REPORTING TO HER, WHETHER THERE ARE PEOPLE WITHIN
4 THAT SHOULD BE REPORTING TO OTHER PEOPLE. IT JUST
5 CONCERNS ME A LITTLE BIT. THAT'S A LOT OF
6 MANAGEMENT THAT GOES ON THAT MAYBE COULD BE
7 DELEGATED. SO LET ME JUST LEAVE IT AT THAT. THOSE
8 ARE MY COMMENTS.

9 CO-CHAIRMAN LEVITT: LET ME MAKE A FEW
10 COMMENTS AND THEN ENTERTAIN OTHERS. THE FIRST IS
11 EACH OF THE COMPONENTS THAT YOU MENTION ARE REALLY
12 IMPORTANT. THIS REVIEW IS A RETROSPECTIVE REVIEW.
13 AND SO I THINK, AT LEAST I'LL START WITH THE LAST
14 ONE YOU RAISED, THE LONG-RANGE PLANNING. ONE OF THE
15 THINGS THAT HAS NOT OCCURRED CONSISTENTLY AS FAR AS
16 WE CAN TELL IS LEADERSHIP IS TYPICALLY ASKED TO SET
17 GOALS FOR THE COMING YEAR. IT'S NOT JUST THE
18 EVALUATION OF WHAT HAS OCCURRED, BUT WHAT ARE YOU
19 GOING TO DO THE NEXT YEAR.

20 IT SEEMS TO ME THAT SEVERAL OF THE THINGS
21 THAT YOU MENTIONED COULD ACTUALLY BE INSERTED INTO
22 THE A WHAT ARE YOU GOING TO DO -- WHAT ARE YOUR
23 GOALS FOR NEXT YEAR, AND THESE ARE SPECIFIC ITEMS
24 THAT WOULD NEED TO BE ADDRESSED IN TERMS OF THE
25 PRESIDENT'S PLAN.

BETH C. DRAIN, CA CSR NO. 7152

1 I DON'T KNOW WHAT OTHERS FEEL ABOUT IT.
2 SO I THINK CERTAINLY FOR THE LONG-RANGE PLANNING,
3 THAT WOULD HOLD WEIGHT. IT'S HARD FOR ME TO --
4 SINCE THAT WAS NOT A REQUEST OVER THIS LAST YEAR,
5 ADDING IT AS A QUESTION, I THINK, WOULD NOT ADDRESS
6 THAT, BUT I THINK PUTTING --

7 MR. JUELSGAARD: FAIR ENOUGH.

8 CO-CHAIRMAN LEVITT: -- IT INTO A PLANNING
9 COMPONENT, WHICH I THINK HAS BEEN MISSING TO SOME
10 EXTENT, WOULD BE REALLY IMPORTANT.

11 OTHER COMMENTS ABOUT HAVING A QUESTION
12 THAT WOULD REFLECT THE ALIGNMENT OF THE BUDGET
13 UTILIZATION WITH THE ELEMENTS THAT'S IN THE
14 PROPOSITION? OTHER COMMENTS?

15 CO-CHAIR GASSON: KIM BARRETT HAS HAD HER
16 HAND UP.

17 DR. BARRETT: I WAS GOING TO COMMENT ON
18 SOMETHING ELSE. SO I CAN WAIT.

19 CO-CHAIRMAN LEVITT: SO VITO, MARIA, AND
20 JUDY, WE WOULD HAVE TO TAKE THIS BACK TO SUSAN
21 ABOUT -- IF WE WANTED TO STRUCTURE A QUESTION AROUND
22 THIS OR IF WE WANTED TO PUT THIS INTO THE GOALS THAT
23 SHE WOULD -- THAT MARIA WOULD ARTICULATE. RIGHT NOW
24 THE SURVEY DOESN'T -- TO BE HONEST, I'M NOT SURE
25 WHETHER WE'RE INCORPORATING A GOALS PROCESS WHICH

BETH C. DRAIN, CA CSR NO. 7152

1 WOULD BE SEPARATE FROM THE SURVEY.

2 MR. JUELSGAARD: PAT, I THINK YOU RAISE A
3 REALLY IMPORTANT POINT, WHICH IS WHAT WE HAVEN'T
4 DONE AND WHICH WE NEED TO DO, IS TO LOOK FORWARD,
5 RIGHT, BECAUSE THEN WE CAN MEASURE NEXT YEAR WHAT
6 WAS DONE AGAINST WHAT WE WANTED TO SEE DONE OR
7 EXPECTED TO SEE DONE. WE JUST HAVE MISSED THAT.
8 AND THAT'S A REALLY GREAT POINT. I THINK WE NEED TO
9 SEPARATELY FROM THIS DEVELOP OR HAVE MARIA DEVELOP A
10 SET OF GOALS BASED WITH SOME GUIDANCE FROM THIS
11 BOARD ABOUT WHAT'S GOING TO HAPPEN THIS COMING YEAR
12 SO WE CAN MEASURE PERFORMANCE AGAINST THOSE GOALS.

13 CO-CHAIRMAN LEVITT: YEAH.

14 VICE CHAIR BONNEVILLE: YES. STEVE, I
15 THINK THAT'S A GREAT SUGGESTION, SOMETHING THAT HAS
16 BEEN CONSIDERED. AS A SEPARATE ACTIVITY FROM THIS
17 SPECIFIC ONE IS WORKING EITHER WITH THE GOVERNANCE
18 SUBCOMMITTEE INITIALLY AND THEN BRINGING TO THE
19 WHOLE BOARD THE GOALS FOR THE YEAR BASED ON THE
20 STRATEGIC PLAN AND OTHER FACTORS THAT THE CEO
21 PRESIDENT MAY FEEL ARE IMPORTANT THAT ARE A LITTLE
22 OUTSIDE OF THE STRATEGIC PLAN, BUT MAY HAVE TO DO
23 WITH ORGANIZATIONAL HEALTH AND THINGS LIKE THAT.

24 CO-CHAIRMAN LEVITT: I THINK WE SHOULD --
25 I THINK THAT WOULD BE AN IMPORTANT ACTIVITY FOR US

BETH C. DRAIN, CA CSR NO. 7152

1 TO ENGAGE IN. IT CAN BE A SEPARATE ACTIVITY FROM
2 THE RETROSPECTIVE EVALUATION, BUT I THINK IF WE CAN
3 GET THAT DONE, IT'S BASICALLY IDENTIFYING SPECIFIC
4 DOMAINS IN WHICH WE WOULD LIKE MARIA TO ARTICULATE
5 SPECIFIC GOALS FOR THE COMING YEAR AND, STEVE, SOME
6 OF WHAT YOU MENTIONED, MOST OF WHAT YOU MENTIONED
7 COULD GO INTO THAT PROCESS WHICH WOULD BE EXTREMELY
8 HELPFUL.

9 CO-CHAIR GASSON: I AGREE. I ACTUALLY
10 LIKED STEVE'S FIRST SUGGESTION, WHICH I NOTED HERE
11 WAS TO FORMULATE A QUESTION AROUND BEING SURE THAT
12 WE'RE ADHERING TO THE SPECIFIC LANGUAGE IN PROP 71
13 WHICH WAS NOT IN THE PREVIOUS PROPOSITION.

14 I ALSO AGREE THAT TEN DIRECT REPORTS IS A
15 LOT. AND SO IN TERMS OF THE FUTURE ACTIVITIES OF
16 THIS COMMITTEE, THAT MIGHT BE SOMETHING, AFTER WE
17 FINISH THE SURVEY, TO TAKE A LOOK AT OR HAVE A
18 DISCUSSION ABOUT WHETHER THAT STRUCTURE IS
19 SUSTAINABLE.

20 VITO HAS HIS HAND UP.

21 DR. IMBASCIANI: THANK YOU. I NOTICE THAT
22 BY DOING THIS, MY HAND IS MUCH LARGER THAN KIM
23 BARRETT'S HAND, WHICH I THINK IS -- I DIDN'T MEAN TO
24 PREEMPT YOU THAT WAY.

25 TWO POINTS. ONE, I THINK THAT I LOVE YOUR

BETH C. DRAIN, CA CSR NO. 7152

1 SUGGESTION, STEPHEN, THAT WE SORT OF FORMALIZE THIS
2 WHERE ARE WE IN OUR MEETING THE SPENDING
3 REQUIREMENTS OR LIMITS OF THE PROPOSITIONS. I CAN
4 TELL YOU THAT, BEING PART OF THE BUDGET PREPARATIONS
5 THAT WENT INTO LAST MEETING'S PRESENTATION OF THE
6 BUDGET WHICH WAS VOTED ON, WE KIND OF DID A LOT OF
7 THAT. SO IT WILL NOT TAKE VERY MUCH MORE FOR BOARD
8 MANAGEMENT AND FOR MARIA MILLAN'S TEAM. I THINK
9 WE'VE ALREADY STARTED TO MAKE THOSE COLUMNS. AND I
10 SUGGESTED THAT WE CREATE NOMOGRAMS. WHAT ARE OUR
11 CAPS AND HOW FAR ALONG ARE WE IN MEETING THOSE?

12 SECONDLY, I'VE HAD A COUPLE OF
13 CONVERSATIONS IN MY SHORT TENURE ALREADY WITH THE
14 CEO/PRESIDENT ABOUT THE ORG STRUCTURE, WHICH I FOUND
15 FROM THE GET-GO TO BE -- SHOCKING MIGHT BE TOO
16 STRONG A WORD, BUT IT'S CLOSE. IN ALL THE
17 GOVERNMENT ENTITIES THAT I'VE BEEN PART OF AND IN
18 THE MILITARY, THE LEADER, IF YOU WILL, NEVER HAS
19 THAT MANY DIRECT REPORTS COMING IN. AND WHAT IS
20 EVEN MORE CONFOUNDING IS THE FACT THAT MANY OF THE
21 PEOPLE REPORTING TO OUR CEO HAVE WILDLY DIFFERENT
22 TITLES. WE HAVE VICE PRESIDENTS AND SENIOR
23 DIRECTORS. AND I'VE JUST NEVER SEEN ANYTHING QUITE
24 LIKE THAT. BUT I HAVE STARTED SOME CONVERSATIONS
25 WITH HER, AND I THINK SHE'S AMENABLE TO LOOKING

BETH C. DRAIN, CA CSR NO. 7152

1 AGAIN AT THE STRUCTURE TO SEE HOW IT MIGHT MAKE IT,
2 NOT JUST MORE EFFICIENT, BUT TO FREE UP OUR
3 PRESIDENT'S TIME TO GIVE HER MORE TIME IN THE
4 CREATIVE SPHERE INSTEAD OF BEING A MANAGER OF SO
5 MANY PEOPLE. THANK YOU.

6 DR. BOXER: CAN I JUST FOLLOW UP ON THAT
7 POINT -- SORRY, KIM -- TO ASK HOW WAS THIS SET UP,
8 AND HAS IT BEEN THE CASE THAT DIRECT REPORTS HAVE
9 BEEN ADDED OVER TIME? BECAUSE IT DOESN'T SEEM THAT
10 ONE WOULD SET OUT TO HAVE SUCH A LARGE NUMBER OF
11 DIRECT REPORTS.

12 VICE CHAIR BONNEVILLE: LINDA, IT HAS
13 VARIED OVER TIME, THE NUMBER OF DIRECT REPORTS.

14 CO-CHAIRMAN LEVITT: THAT'S NOT ATYPICAL
15 FOR SORT OF THE, WHAT I CALL, MR. POTATO HEAD
16 APPROACH TO ADMINISTRATION WHERE YOU JUST KEEP
17 ADDING STUFF AND IT'S IN THE WRONG PLACE AND THE
18 EYES ARE COMING OUT OF THE EAR AND ALL THAT KIND OF
19 STUFF. AND SO IT'S ADMINISTRATIVE DRIFT.

20 SO I THINK THIS COMMITTEE IS THE COMMITTEE
21 TO CONSIDER HOW TO -- EXAMINING THE CURRENT STATE
22 AND THEN MAKING RECOMMENDATIONS ABOUT HOW IT MIGHT
23 BE CHANGED TO BE MORE EFFICIENT, HELPFUL FOR THE
24 PRESIDENT AND CEO IN TERMS OF ALTERING THE CURRENT
25 STATE OF DIRECT REPORTS AS WELL. SO WE CAN TAKE

BETH C. DRAIN, CA CSR NO. 7152

1 THAT UP AS ANOTHER ITEM AT ANOTHER MEETING.

2 SO, KIM, YOU'VE BEEN PATIENT.

3 DR. BARRETT: SO I'LL SAY THAT I ALSO
4 AGREE WITH THE DIRECT REPORT ISSUE. IN FACT, I WAS
5 HAVING PALPITATIONS ABOUT WRITING THAT MANY
6 PERFORMANCE EVALUATIONS. AND SO IT'S NOT JUST
7 TAKING UP THE CEO'S TIME. IT'S DEPRIVING THOSE
8 PEOPLE DOWN THE CHAIN OF A THOROUGH EVALUATION OF
9 THEIR PERFORMANCE BECAUSE NOBODY CAN REASONABLY DO A
10 GOOD JOB ON TEN PERFORMANCE EVALUATIONS.

11 THEN I NOTED IN THE SORT OF CONTEXT THAT
12 YOU GAVE US, PAT, THAT THE EXECUTIVE ASSISTANT IS
13 EXPLICITLY EXCLUDED FROM ANY COMMENTS. AND I JUST
14 WONDERED WHY THAT WAS BECAUSE I THINK WE CAN ALL OR
15 MANY OF US CAN IDENTIFY COLLEAGUES WHO ARE VERY
16 EFFECTIVE AND CORDIAL WITH THEIR SO-CALLED PEERS,
17 BUT DON'T NECESSARILY TREAT THEIR EXECUTIVE
18 ASSISTANT AS WELL. I THINK IT'S SORT OF ALONG THE
19 LINES OF -- I'VE FORGOTTEN THE PRECISE QUOTE -- BUT
20 IT'S LIKE NO MAN IS A HERO TO HIS VALET OR
21 SOMETHING. SO I WONDERED WHERE THAT CAME FROM AND
22 WHY.

23 CO-CHAIRMAN LEVITT: WELL, I DON'T KNOW
24 WHAT THE DECISION WAS. I WASN'T ON THE BOARD WHEN
25 IT STARTED. BUT IT WAS DEFINITELY PART OF WHAT THE

BETH C. DRAIN, CA CSR NO. 7152

1 REVIEW PROCESS WAS THE PREVIOUS YEAR. AND WHEN
2 THERE'S EVALUATIONS OF 360S, THESE 360 EVALUATIONS,
3 WHICH IS WHAT THIS SORT OF IS, THERE'S OFTENTIMES
4 STAFF AND OTHERS WITH WHOM THE INDIVIDUAL INTERACTS
5 THAT MAY BE ASKED TO DO THE REVIEW AS WELL. I DON'T
6 KNOW. MARIA, YOU HAVE THE -- YOU'RE THE HISTORIAN.

7 VICE CHAIR BONNEVILLE: I DON'T REMEMBER
8 EXACTLY. BUT IF THE CONSULTANT DOES NOT THINK IT'S
9 A, I DON'T KNOW, A CONFLICT OR WHATEVER, WE CAN
10 GLADLY ADD THE EXECUTIVE ASSISTANTS TO THE PROCESS.
11 IT'S NOT A PROBLEM.

12 CO-CHAIRMAN LEVITT: THAT'S GREAT. SO IS
13 THAT OKAY, KIM, IF WE CONSULT WITH THE CONSULTANT?

14 DR. BARRETT: THAT'S COMPLETELY FINE. I
15 JUST THINK THAT THAT INDIVIDUAL IS IN AN ESPECIALLY
16 EFFECTIVE PLACE TO SEE INTERACTIONS WITH A WIDE
17 VARIETY OF INDIVIDUALS THAT MARIA WOULD CONNECT
18 WITH.

19 CO-CHAIRMAN LEVITT: WE ARE NOT
20 NECESSARILY -- I MEAN THE SURVEYS ARE CONFIDENTIAL
21 AND DEIDENTIFIED. SO WE ARE NOT GOING TO KNOW WHO'S
22 WHO, BUT HAVING THAT AS PART OF THE MIX, WE SHOULD
23 TALK -- WE CAN TALK TO SUSAN ABOUT THIS AND ASK FOR
24 HER SAGE ADVICE ABOUT IT SINCE SHE'S BEEN DOING
25 THESE FOR QUITE A LONG PERIOD OF TIME VERY

BETH C. DRAIN, CA CSR NO. 7152

1 SUCCESSFULLY.

2 DR. BARRETT: I'M COMPLETELY FINE WITH
3 THAT. THANK YOU.

4 CO-CHAIRMAN LEVITT: ARE THERE ANY
5 OTHER --

6 DR. GASSON: STEVE HAS HIS HAND UP, PAT.

7 MR. JUELSGAARD: JUST A QUICK SPECULATION
8 ON AN ANSWER TO LINDA'S QUESTION ABOUT HOW DID WE
9 GET HERE. IF YOU REMEMBER, ONE OF THE ISSUES WE'VE
10 HAD WITH MARIA OVER TIME IS HER DESIRE TO CONTROL AS
11 MUCH SHE CAN POSSIBLY CONTROL. AND MY SUSPICION IS
12 THAT, BY HAVING THIS MANY DIRECT REPORTS, IT'S
13 SIMPLY MORE BODIES IN THAT PROCESS. IT ENGRAINS IT
14 INTO THE ORGANIZATION. I THINK THAT MIGHT BE PART
15 OF WHY SHE HAS SO MANY. IT ALLOWS HER TO HAVE MORE
16 DIRECT CONTACT WITH THAT PART OF THE ORGANIZATION
17 AND MORE INFLUENCE, ET CETERA.

18 I DON'T MEAN THAT TO BE NECESSARILY A
19 CRITICISM, BUT AN OBSERVATION BECAUSE I THINK THAT'S
20 A LOT OF MARIA'S BUILT-IN CHARACTER TRAIT.

21 CO-CHAIRMAN LEVITT: OKAY. SINCE I CAN'T
22 SEE. I DON'T SEE ANY OTHER HANDS RAISED.

23 MS. DEQUINA-VILLABLANCA: NO OTHER HANDS.

24 CO-CHAIRMAN LEVITT: NO OTHER HANDS.

25 OKAY.

BETH C. DRAIN, CA CSR NO. 7152

1 SO THERE IS -- SO WHAT DO WE HAVE TO DO
2 HERE? SO THERE'S A REQUEST FOR AN ADDITIONAL
3 QUESTION, SURVEY QUESTION, TO BE ADDED UNDER THE
4 FINANCE SUBHEADING RELATED TO ALIGNING -- WITH THE
5 BUDGET ALIGNING WITH THE REQUIREMENTS THAT ARE
6 LISTED OF SPECIFIC DOMAINS IN THE PROPOSITION.
7 RIGHT. IT WOULD BE A QUESTION ALONG THOSE LINES
8 THAT WOULD BE GENERATED BY THE CONSULTANT.

9 MARIA, WOULD WE HAVE TO COME BACK, OR WE
10 CAN GET APPROVAL FOR THE SURVEY WITH THAT ONE
11 ADDITION ADDED?

12 VICE CHAIR BONNEVILLE: I DON'T THINK
13 THAT'S A PROBLEM, BUT I DEFER TO SCOTT. I DON'T
14 KNOW IF IT HAS TO BE INCORPORATED INTO THE MOTION.

15 MR. TOCHER: THANK YOU. IT DOESN'T NEED
16 TO BE INCORPORATED IN THE MOTION. I THINK WE CAN
17 PROCEED IN BETWEEN THE INTERIM PERIOD OF THIS
18 MEETING AND THE BOARD MEETING ON THE 29TH. WE'LL
19 INCORPORATE THESE SUGGESTIONS AND THIS DISCUSSION
20 INTO A REVISED SET OF QUESTIONNAIRE, AND THEN THAT
21 WILL COME TO THE FULL BOARD FOR APPROVAL ON THE
22 29TH.

23 CO-CHAIRMAN LEVITT: GREAT. OKAY. SO IF
24 WE'RE READY TO VOTE, IS THAT WHAT WE ARE DOING?

25 MR. TOCHER: WE JUST NEED TO ASK IF

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1 THERE 'S ANY PUBLIC COMMENT.

2 CO-CHAIRMAN LEVITT: ANY PUBLIC COMMENT?

3 MS. DEQUINA-VILLABLANCA: THERE ARE NONE.

4 CO-CHAIRMAN LEVITT: OKAY. I THINK WE ARE
5 READY TO CALL THE ROLL FOR THE VOTE.

6 MS. DEQUINA-VILLABLANCA: KIM BARRETT.

7 DR. BARRETT: AYE.

8 MS. DEQUINA-VILLABLANCA: GEORGE
9 BLUMENTHAL.

10 DR. BLUMENTHAL: YES.

11 MS. DEQUINA-VILLABLANCA: MARIA
12 BONNEVILLE.

13 VICE CHAIR BONNEVILLE: YES.

14 MS. DEQUINA-VILLABLANCA: LINDA BOXER.

15 DR. BOXER: YES.

16 MS. DEQUINA-VILLABLANCA: ELENA FLOWERS.

17 DR. FLOWERS: YES.

18 MS. DEQUINA-VILLABLANCA: JUDY GASSON.

19 DR. GASSON: YES.

20 MS. DEQUINA-VILLABLANCA: VITO IMBASCIANI.

21 CHAIRMAN IMBASCIANI: YES.

22 MS. DEQUINA-VILLABLANCA: STEPHEN
23 JUELSGAARD.

24 MR. JUELSGAARD: YES.

25 MS. DEQUINA-VILLABLANCA: PAT LEVITT.

BETH C. DRAIN, CA CSR NO. 7152

1 CO-CHAIR LEVITT: YES.

2 MS. DEQUINA-VILLABLANCA: LINDA MALKAS.

3 DR. MALKAS: YES.

4 MS. DEQUINA-VILLABLANCA: THE MOTION
5 CARRIES, PAT.

6 CO-CHAIRMAN LEVITT: OKAY. SO I WANT
7 THINK EVERYBODY FOR DOING DUE DILIGENCE AND
8 OBVIOUSLY HAVING READ THE SURVEY AND THE DETAILS
9 BEFORE THIS MEETING. THAT WAS GREAT. IT REALLY
10 FACILITATED THE DISCUSSION AND COMING TO THIS
11 OUTCOME IN TERMS OF THE APPROVAL OF THE PERFORMANCE
12 MANAGEMENT REVIEW FORM WITH THE ADDITION OF ANOTHER
13 FINANCIAL QUESTION THAT WE'LL SEND TO YOU BEFORE THE
14 JUNE 29TH -- BEFORE THE --

15 MS. DEQUINA-VILLABLANCA: JUNE 29TH BOARD
16 MEETING.

17 CO-CHAIRMAN LEVITT: SO WE'LL GET THAT
18 QUESTION GENERATED, SEND IT TO YOU, AND WE'LL JUST
19 FOLLOW WHATEVER SCOTT SAYS WE SHOULD DO. IS THAT
20 OKAY, SCOTT?

21 MR. TOCHER: IT SOUNDS GREAT. I LOVE THE
22 WAY YOU PUT IT.

23 CO-CHAIRMAN LEVITT: OKAY. SO I WAS A
24 DEPARTMENT CHAIR TWICE, BASIC SCIENCE DEPARTMENTS,
25 AND I PRIDED MYSELF IN, BECAUSE IT'S SO PAINFUL TO

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1 HAVE ONE-HOUR FACULTY MEETINGS. I FOUND OUT -- I
2 DID MY OWN SURVEY AND FOUND OUT THAT ONCE IT EXCEEDS
3 THAT TIME ELEMENT, THINGS DECAY QUITE RAPIDLY. SO I
4 COULD SPEND ANOTHER HALF HOUR WITH YOU JUST SHOOTING
5 THE BREEZE; BUT ON THE OTHER HAND, WE COULD ADJOURN,
6 WHICH I'M PROPOSING TO DO. SO LET'S ADJOURN THIS
7 MEETING. THANKS VERY MUCH AND SEE YOU IN A FEW
8 DAYS.

9 (THE MEETING WAS THEN CONCLUDED AT 9:32 A.M.)

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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 JUNE 19TH, 2023, 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.

BETH C. DRAIN, CA CSR 7152
133 HENNA COURT
SANDPOINT, IDAHO
(208) 920-3543