

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

BEFORE THE  
PRESIDENTIAL SEARCH 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: DECEMBER 12, 2023  
3:30 P.M.

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

FILE NO.: 2023-39

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**I N D E X**

| <b>ITEM DESCRIPTION</b>                                    | <b>PAGE NO.</b> |
|--|-----------------|
| <b>OPEN SESSION</b>  |                 |
| 1. CALL TO ORDER   | 3               |
| 2. ROLL CALL   | 3               |
| 3. CONSIDERATION OF KEY PRESIDENTIAL<br>SELECTION CRITERIA | 4               |
| 4. PUBLIC COMMENT  | NONE            |
| 5. ADJOURNMENT   | 59              |

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DECEMBER 12, 2023; 3:30 P.M.

CHAIRMAN BLUMENTHAL: ARE WE READY TO GO?

MR. TOCHER: YES, GEORGE, WE ARE. WE HAVE JUST ONE OR TWO MEMBERS WHO ARE STILL IN THE PROCESS OF JOINING, BUT WE HAVE ENOUGH FOR A QUORUM. SO YOU CAN START ANY TIME, AND WE'LL TAKE THE ROLL AFTER THAT AND PROCEED.

CHAIRMAN BLUMENTHAL: GREAT. SO WHY DON'T WE BEGIN THIS MEETING OF THE PRESIDENTIAL SEARCH SUBCOMMITTEE OF THE ICOC. AND I WANT TO WELCOME YOU ALL AND THANK YOU ALL FOR YOUR WILLINGNESS TO SERVE IN THIS REALLY IMPORTANT TASK OF CHOOSING A NEW PRESIDENT FOR THE STEM CELL AGENCY. THIS IS GOING TO BE AN IMPORTANT OCCUPATION OF OURS OVER THE NEXT SEVERAL MONTHS. AGAIN, I REALLY WANT TO THANK ALL OF YOU FOR YOUR WILLINGNESS TO PARTICIPATE AND TO PUT IN THE TIME THAT'S NECESSARY FOR THIS.

I THINK THE FIRST THING WE SHOULD DO IS, AFTER YOU TAKE THE ROLL, SO WOULD YOU PLEASE READ THE ROLL.

MS. MANDAC: MOHAMAD ABOUSALEM. KIM BARRETT.

DR. BARRETT: PRESENT.

MS. MANDAC: GEORGE BLUMENTHAL.

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1 CHAIRMAN BLUMENTHAL: HERE.  
2 MS. MANDAC: MARIA BONNEVILLE.  
3 VICE CHAIR BONNEVILLE: PRESENT.  
4 MS. MANDAC: LEONDRA CLARK-HARVEY.  
5 DR. CLARK-HARVEY: PRESENT.  
6 MS. MANDAC: ANNE-MARIE DULIEGE. FRED  
7 FISHER.  
8 DR. FISHER: PRESENT.  
9 MS. MANDAC: JUDY GASSON.  
10 DR. GASSON: HERE.  
11 MS. MANDAC: VITO IMBASCIANI.  
12 DR. IMBASCIANI: HERE.  
13 MS. MANDAC: STEVE JUELSGAARD.  
14 MR. JUELSGAARD: PRESENT.  
15 MS. MANDAC: JOE PANETTA.  
16 MR. PANETTA: HERE.  
17 MS. MANDAC: BACK TO YOU, GEORGE.  
18 CHAIRMAN BLUMENTHAL: OKAY. GREAT. THANK  
19 YOU.  
20 SO OUR MAIN JOB TODAY IS TO TALK ABOUT THE  
21 KEY SELECTION CRITERIA. BUT BEFORE WE GET TO THAT,  
22 I JUST WANT TO BRING UP A COUPLE OF OTHER THINGS TO  
23 TAKE UP BEFORE WE GET TO OUR MAIN TOPIC OF THE DAY.  
24 FIRST, I WANT TO TALK A LITTLE BIT ABOUT  
25 CONFIDENTIALITY. OVER THE COURSE OF OUR WORK OVER

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1 THE NEXT SEVERAL MONTHS, WE WILL BE LOOKING AT FILES  
2 OF APPLICANTS. WE WILL BE DISCUSSING THOSE FILES  
3 ALL IN CLOSED SESSION. AND I WANT TO MAKE SURE THAT  
4 EVERYONE UNDERSTANDS THAT WE NEED TO KEEP THIS  
5 PROCESS CONFIDENTIAL.

6 SO ALTHOUGH TODAY'S MEETING IS AN OPEN  
7 SESSION AND WE WON'T DISCUSS ANYTHING TODAY THAT'S  
8 CONFIDENTIAL OR NEEDS TO BE HELD BACK, AS WE DELVE  
9 INTO DISCUSSING CANDIDATES AND SPECIFIC CANDIDATES,  
10 IT'S GOING TO BE REALLY IMPORTANT TO KEEP EVERY  
11 ASPECT OF THAT CONVERSATION CONFIDENTIAL. AND I  
12 KNOW I CAN COUNT ON ALL OF YOU TO DO THAT, BUT I  
13 JUST WANT TO EMPHASIZE THAT IT'S REALLY IMPORTANT  
14 FOR THE EFFICACY OF CIRM AS WELL AS FOR THE EFFICACY  
15 OF OUR SEARCH PROCESS. WE CERTAINLY DON'T WANT TO  
16 LOSE POTENTIAL CANDIDATES BECAUSE OF QUESTIONS ABOUT  
17 CONFIDENTIALITY.

18 SO WITH THAT SAID, WE CAN MOVE ON TO THE  
19 NEXT ISSUE UNLESS ANYONE HAS ANY QUESTIONS.

20 DR. BARRETT: GEORGE, CAN I JUST ADD  
21 SOMETHING TO THAT?

22 CHAIRMAN BLUMENTHAL: SURE. YOU SURE CAN.

23 DR. BARRETT: OF COURSE WE INITIALLY  
24 MAY BE LOOKING ONLY AT PROSPECTS THAT THE SEARCH  
25 FIRM HAS SOURCED WHO MAY OR MAY NOT HAVE INTEREST IN

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1 BEING CANDIDATES, BUT WE WOULD THEN WANT TO SORT  
2 INTEREST IN THE POSITION, BUT IT'S VERY ESSENTIAL  
3 THAT WE GIVE PRIORITY TO THEIR CURRENT POSITION.  
4 AND THAT IS ANOTHER REASON WHY CONFIDENTIALITY IS SO  
5 EXCEPTIONALLY IMPORTANT. WE MAY LOSE REALLY  
6 ATTRACTIVE CANDIDATES IF WE CAN'T CONVINCING THEM THAT  
7 WE WILL BE MINDFUL OF THEIR PRESENT POSITION.

8 CHAIRMAN BLUMENTHAL: THANKS, KIM. I  
9 COMPLETELY AGREE WITH WHAT YOU SAID. SO ARE THERE  
10 ANY OTHER COMMENTS ON CONFIDENTIALITY OR QUESTIONS?  
11 OKAY.

12 MOVING RIGHT ALONG, THE SECOND THING I  
13 WANTED TO MENTION IS THAT IS A SUGGESTION THAT KIM  
14 AND I WANT TO PUT FORWARD, THAT THE ENTIRE COMMITTEE  
15 DO TRAINING IN IMPLICIT BIAS TRAINING. LET ME  
16 REMIND YOU OR POINT OUT TO YOU THAT AT MANY  
17 UNIVERSITIES AND CERTAINLY THROUGHOUT THE UC SYSTEM,  
18 WHENEVER THERE IS A SEARCH FOR AN IMPORTANT  
19 POSITION, EVEN FACULTY POSITIONS, IT IS NORMAL FOR  
20 THE COMMITTEE, THE SEARCH COMMITTEE, TO DO IMPLICIT  
21 BIAS TRAINING. THAT CAN BE DONE ONLINE. AND WE CAN  
22 CERTAINLY PROMISE TO FIND THE GOOD TRAINING PROGRAM  
23 THAT WILL NOT TAKE TOO MUCH TIME, BUT WHICH WILL  
24 BRING CERTAIN POINTS ACROSS.

25 AND I KNOW THAT SEVERAL OF YOU WILL HAVE

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1 ALREADY GONE THROUGH THIS AS I HAVE MANY TIMES. BUT  
2 I STILL THINK IT'S WORTHWHILE FOR THE ENTIRE  
3 COMMITTEE TO DO THIS AS A WHOLE AND TO KNOW THAT  
4 EVERY MEMBER OF THE COMMITTEE HAS UNDERGONE THIS  
5 TRAINING.

6 DOES ANYONE HAVE ANY OBJECTIONS OR ANY  
7 COMMENTS ON THIS? HEARING NONE, WE WILL PROVIDE YOU  
8 WITH THAT INFORMATION GOING FORWARD. I JUST WANTED  
9 TO MAKE SURE THAT EVERYONE KNEW ABOUT THAT.

10 THE THIRD THING I WANTED TO MENTION IS  
11 THAT SCOTT HAS SHARED WITH EVERYONE THE ROUGH  
12 SCHEDULE OF HOW EVENTS WILL TRANSPIRE OVER THE NEXT  
13 SIX MONTHS OR SO. I THINK IT'S WORTH TAKING NOTE  
14 AND AT SOME POINT TAKING A LOOK AT THAT SCHEDULE  
15 BECAUSE I THINK IT DOES CONTAIN THE BROAD OUTLINES  
16 OF WHAT WE WILL BE DOING. IT IS, HOWEVER, NOT A  
17 SCHEDULE ETCHED IN STONE. IT IS ONLY MEANT TO BE A  
18 ROUGH GUIDE TO WHAT WE MIGHT EXPECT TO BE DOING AND  
19 WHEN.

20 THE SPECIFIC DEADLINES THAT WE WILL SET  
21 FOR OURSELVES WE'LL DO SUBSEQUENTLY, BUT I THINK  
22 IT'S A USEFUL DOCUMENT TO LOOK AT AND EVEN THE  
23 PROCEDURES IMPLIED IN THAT DOCUMENT ARE NOT  
24 NECESSARILY SET IN STONE EITHER. FOR EXAMPLE, ONE  
25 ISSUE THAT WE WILL NEED TO DISCUSS AS A GROUP IS HOW

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1 WE WILL HANDLE SCREENING OF POTENTIAL CANDIDATES OR  
2 PROSPECTS FOR THIS POSITION, TO WHAT EXTENT ARE WE  
3 GOING TO ALLOW THE SEARCH FIRM TO DO SOME OF THE  
4 INITIAL SCREENING, TO WHAT EXTENT DO WE WANT TO DO  
5 ALL OF THE SCREENING OR SOME OF THE SCREENING  
6 OURSELVES. THAT'S AN ISSUE WE'RE GOING TO HAVE TO  
7 DECIDE. I DON'T THINK IT'S A DECISION WE HAVE TO  
8 MAKE TODAY BECAUSE, HONESTLY, WE DON'T KNOW HOW MANY  
9 PROSPECTS AND CANDIDATES WE'RE GOING TO BE TALKING  
10 ABOUT. HOW WE MAKE THAT DECISION MAY DEPEND ON WHAT  
11 WE ARE FACING IN TERMS OF NUMBER OF CANDIDATES AND  
12 PROSPECTS. BUT IT IS SOMETHING THAT WE WILL NEED TO  
13 DECIDE, AND THAT DECISION IS NOT, FOR EXAMPLE,  
14 REFLECTED ON THE SCHEDULE. SO THERE ARE OTHER  
15 THINGS THAT MAY NOT BE REFLECTED ON THAT SCHEDULE AS  
16 WELL. NONETHELESS, IT IS A GOOD ESTIMATE OF KIND OF  
17 WHERE WE'LL BE AND WHEN WE'LL BE THERE.

18 SO ANY QUESTIONS OR COMMENTS ON THE  
19 SCHEDULE? OKAY. SO MOVING RIGHT ALONG TO THE MAIN  
20 EVENT, OUR MAIN JOB TODAY IS TO LOOK AT THE KEY  
21 CRITERIA FOR THE POSITION OF PRESIDENT. JUST VERY  
22 BRIEFLY, WHAT WE DID IS SCOTT PULLED OUT WHAT WE  
23 USED IN 2013 FOR THE PRESIDENT SEARCH AND SHOWED IT  
24 TO KIM AND ME. AND WE IDENTIFIED SEVERAL ISSUES  
25 THAT ARE NOT PRESENT OR NOT DEALT WITH BACK IN 2013



1 OR 14.

2 IN PARTICULAR, ONE THAT STUCK OUT TO ME  
3 WAS THE COMPLETE ABSENCE OF ANY DISCUSSION ABOUT DEI  
4 OR DIVERSITY OR SERVING UNDERSERVED POPULATIONS IN  
5 THE STATE OF CALIFORNIA. SO WE'VE ADDED LANGUAGE TO  
6 THAT EFFECT TO THE DRAFT, AND WE'VE ADDED, BOTH KIM  
7 AND I AND SCOTT HAVE EACH TAKEN A HAND AT PROVIDING  
8 SOME EDITS FOR THAT DOCUMENT THAT WAS CIRCULATED TO  
9 YOU. IT IS NOT YET CAST IN STONE. WE CAN CERTAINLY  
10 CHANGE IT. AND I KNOW SOME PEOPLE MAY HAVE  
11 SUGGESTIONS FOR HOW WE MIGHT WANT TO CHANGE IT. I  
12 THINK, STEVE, YOU MAY HAVE HAD A SUGGESTION IF I'M  
13 NOT MISTAKEN. SO WE CERTAINLY CAN DISCUSS THOSE  
14 CHANGES.

15 SCOTT, DO YOU WANT TO PULL UP THAT  
16 DOCUMENT AND SHARE IT? IS THAT A GOOD WAY TO GO  
17 ABOUT THIS? SCOTT, YOU'RE MUTED.

18 MR. TOCHER: THANKS. WE WILL PUT THAT UP  
19 TO THE SCREEN RIGHT NOW. WOULD YOU LIKE THE TRACK  
20 CHANGES? WE HAVE OPTIONS. WE HAVE TRACK CHANGES,  
21 WE HAVE A CLEAN VERSION OF THE EDITS THAT WERE  
22 SHARED, THESE FIRST ROUND OF EDITS. LOOKS LIKE  
23 CLAUDETTE HAS THE CLEAN VERSION RIGHT NOW.

24 CHAIRMAN BLUMENTHAL: IT'S PROBABLY THE  
25 ONE -- I THINK IT'S A LITTLE CONFUSING TO WORK WITH

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1 THE EDITED VERSION, BUT WE CAN GO BACK TO IT IF  
2 QUESTIONS ARISE.

3 MR. TOCHER: VERY GOOD.

4 DR. BARRETT: I SUGGEST WE WORK FROM THE  
5 CLEAN VERSION TOO.

6 CHAIRMAN BLUMENTHAL: SO NOW I'D LIKE TO  
7 OPEN IT UP FOR SUGGESTIONS FOR WHAT WE MIGHT DO TO  
8 CHANGE IT. PROCEDURALLY WHAT'S GOING TO HAPPEN IS  
9 WE WILL TRY BY THE END OF THE MEETING TODAY TO HAVE  
10 A DRAFT COPY THAT WE CAN PRESENT TO THE BOARD AT THE  
11 BOARD'S MEETING ON THURSDAY. AND HOPEFULLY THE  
12 BOARD -- THE BOARD IS WELCOME TO MAKE ADDITIONAL  
13 SUGGESTIONS AND CHANGES. AFTER THE BOARD MEETING,  
14 WE WILL HOPEFULLY HAVE A FINALIZED DOCUMENT, AND I  
15 SAY FINALIZED IN QUOTES BECAUSE MY UNDERSTANDING IS  
16 THAT THIS DOCUMENT WILL THEN GO ULTIMATELY TO THE  
17 SEARCH FIRM THAT WE SELECT, AND THEY WILL USE THIS  
18 DOCUMENT AS A BASIS FOR PREPARING MATERIAL THAT THEY  
19 WILL BE CIRCULATING TO POTENTIAL CANDIDATES AND TO  
20 POTENTIAL PROSPECTS.

21 SO IT STILL HAS A LOT OF MASSAGING TO DO  
22 BEFORE IT ACTUALLY GOES OUT AND MEETS CANDIDATES.  
23 BUT WE MAY AS WELL GET IT AS RIGHT AS WE CAN AS  
24 EARLY AS WE CAN.

25 SO WITH THAT IN MIND, I'M HAPPY TO OPEN IT

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1 UP FOR COMMENTS OR SUGGESTIONS. STEVE, I SEE YOUR  
2 HAND IS UP.

3 MR. JUELSGAARD: RIGHT. SO A QUESTION  
4 REGARDING PROCESS AND THEN KIND OF GETTING STARTED.  
5 MY SUGGESTION IS WE JUST DEAL WITH EACH BULLET POINT  
6 AS THEY COME. AND THEN ANY COMMENTS, TO DEAL WITH  
7 THEM, AND ONCE WE ARE DONE WITH THAT, THEN MOVE ON  
8 TO THE NEXT BULLET POINT. SO IF YOU WILL INDULGE  
9 ME, I'D LIKE TO START WITH THE FIRST BULLET POINT.

10 I'D LIKE TO UNDERSTAND WHAT THE LANGUAGE  
11 "ESPECIALLY FOR UNDERSERVED POPULATIONS" IS SUPPOSED  
12 TO GET TO. WHAT'S THE PURPOSE OF THAT LANGUAGE?

13 CHAIRMAN BLUMENTHAL: I THINK THE PURPOSE  
14 OF THAT LANGUAGE IS SIMPLY TO CALL OUT UNDERSERVED  
15 POPULATIONS AS A GROUP THAT WE WANT TO MAKE SURE  
16 THAT WE DON'T IGNORE.

17 MR. JUELSGAARD: WELL, THEN MAYBE WE SAY  
18 INCLUDING AS OPPOSED TO ESPECIALLY. LET ME MAKE TWO  
19 POINTS. THE FIRST IS THAT NOWHERE IN PROPOSITION 14  
20 IS THERE A CALL TO SPECIALIZE WORK REGARDING  
21 UNDERSERVED POPULATIONS. CERTAINLY THERE ARE THINGS  
22 LIKE THE NEUROLOGICAL AREA WHICH HAVE BEEN  
23 DESIGNATED AS SUCH, BUT WE DON'T SEE UNDERSERVED  
24 POPULATIONS SHOWING UP IN PROP 14.

25 THE SECOND POINT IS THAT THE BOARD HAS

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1 NEVER MADE A DETERMINATION THAT WE WANT TO FOCUS  
2 ESPECIALLY ON UNDERSERVED POPULATIONS. SO I FEEL A  
3 LITTLE UNCOMFORTABLE CALLING THEM OUT SPECIALLY. I  
4 COMPLETELY AGREE WITH INCLUDING, BUT I'M A LITTLE  
5 RELUCTANT TO HAVE US FOCUS ON THAT AS AN IMPORTANT  
6 PART OF THE MANDATE OF THE PRESIDENT.

7 CHAIRMAN BLUMENTHAL: I THINK YOU MAKE A  
8 GOOD POINT. I'M FINE WITH INCLUDING. DOES ANYONE  
9 ELSE HAVE ANY COMMENTS ON THAT?

10 DR. CLARK-HARVEY: I DO. THIS IS LEONDR A.  
11 I THINK IT'S IMPORTANT TO CALL OUT. I DON'T THINK  
12 THAT IT RUNS AFOUL TO THE MANDATE OF THE MISSION.  
13 THE WORD CHANGES ARE ESPECIALLY PROBLEMATIC FOR ME.  
14 I THINK THE NEURO DISORDERS, I THINK WE NEED TO  
15 THINK BROADLY WHEN WE THINK ABOUT UNDERSERVED  
16 POPULATIONS. AND I THINK THAT THE LANGUAGE, MAYBE  
17 SOME FOLKS IMMEDIATELY THINK RACE, BUT IT CAN ALSO  
18 INCLUDE SOME OF THE DISORDERS TOO, I'M THINKING.  
19 THAT'S HOW -- I WAS MUCH MORE EXPANSIVE IN HOW I  
20 THOUGHT ABOUT IT. SO PUTTING INCLUDING OR PUTTING  
21 FOR EXAMPLE AND LISTING A COUPLE THINGS, I THINK, IS  
22 FINE TOO.

23 BUT JUST WANTED TO ADD THAT WHEN I SEE  
24 THAT, I DON'T JUST LOOK AT -- I'M NOT SAYING THAT  
25 ANYONE ELSE DOES, BUT I DO SEE IT MORE EXPANSIVE,

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1 BUT ALSO RECOGNIZE THAT SOME FOLKS MIGHT FEEL  
2 NARROWLY DRAWN AND THAT COULD BE DISTRACTING.

3 MR. JUELSGAARD: YEAH. I THINK WITH THE  
4 WORDING THAT PRECEDED THAT, "UNMET MEDICAL NEEDS," I  
5 THINK EVERYBODY WOULD AGREE WITH. AND THE QUESTION  
6 IS WERE WE GOING TO BE ADDING SOMETHING IN ADDITION  
7 TO THAT. I'D JUST POINT OUT THAT I THINK THE SINGLE  
8 GREATEST AREA THAT I'M AWARE OF ANYWAY THAT  
9 WE -- DISEASE AREA THAT WE'VE MADE AN INVESTMENT  
10 HISTORICALLY IN APPROXIMATING \$80 MILLION FOR ONE  
11 COMPANY IS IN THE AREA OF TREATING TYPE 1 DIABETES.  
12 NOW, THAT'S CERTAINLY CONTINUING UNMET MEDICAL NEED,  
13 BUT IT'S A PART OF THE POPULATION THAT HAS IT.  
14 SO...

15 DR. CLARK-HARVEY: MY ORIGINAL RAISED  
16 HAND, AND THANK YOU FOR THAT, STEVE, I APPRECIATE  
17 THAT. I'M IN AGREEMENT WITH THE CHANGE.

18 MY RAISED HAND WAS ABOUT THE SECOND BULLET  
19 POINT ACTUALLY. ARE WE READY TO MOVE THERE THOUGH?  
20 I DON'T WANT TO GET AHEAD.

21 CHAIRMAN BLUMENTHAL: LET ME JUST ASK.  
22 ANY OTHER COMMENTS ON THE FIRST BULLET POINT?

23 DR. BARRETT: JUST THAT IT COULD BE  
24 INCLUDING FOR UNDERSERVED POPULATIONS BECAUSE  
25 UNDERSERVED POPULATIONS ARE NOT AN UNMET

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1 MEDICAL NEED.

2 MR. TOCHER: F-O-R.

3 DR. BARRETT: YES. THANK YOU.

4 CHAIRMAN BLUMENTHAL: OKAY. THANKS, KIM.

5 ALL RIGHT. LEONDRA, YOU WANTED TO TALK

6 ABOUT THE SECOND BULLET.

7 DR. CLARK-HARVEY: SURE. JUST A QUESTION  
8 AND THEN MAYBE A SUGGESTION. I HEARD THAT THIS WAS  
9 TAKEN FROM PRIOR LANGUAGE. WAS THE HUNDRED MILLION  
10 FIGURE USED ORIGINALLY BECAUSE I DON'T KNOW THAT  
11 THAT WAS THE CRITERIA OF THE PRIOR EXECUTIVE. I'M  
12 JUST CURIOUS.

13 MR. TOCHER: IT WASN'T IN THE ORIGINAL  
14 FROM 2014.

15 DR. CLARK-HARVEY: IT WAS. OKAY.

16 MR. TOCHER: IT WAS NOT.

17 DR. CLARK-HARVEY: YOU GUYS ARE BREAKING  
18 UP A LITTLE BIT. IT WAS NOT. OKAY.

19 MR. TOCHER: CORRECT. THIS IS JUST A  
20 PLACEHOLDER IF YOU WANT TO PUT SOME --

21 DR. CLARK-HARVEY: I APPRECIATE THAT. AND  
22 THE ONLY CONCERN I HAVE IS THAT THERE ARE EXECUTIVES  
23 WHO HAVE DONE TREMENDOUS WORK AND MAYBE THE ACTUAL  
24 AMOUNT OF MONEY IN THE BUDGET WASN'T A HUNDRED  
25 MILLION, MAYBE 70, MAYBE IT WAS 58, MAYBE IT WAS 60.

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1 I WONDER IF WE WANT TO INSTEAD SAY -- I'M GOOD WITH  
2 X NUMBER OF EMPLOYEES, BUT IT DEMONSTRATES THAT WE  
3 WANT SOMEONE THAT'S ABLE TO SUPERVISE AND LEAD LARGE  
4 GROUPS AND NUMBERS OF EMPLOYEES FOR LARGE  
5 ORGANIZATIONS. BUT THE \$100 MILLION, MAYBE WE WANT  
6 TO SAY WHAT CIRM IS AND SAY A CAPACITY OR CAPABILITY  
7 OF LEADING AN ORGANIZATION SUCH AS CIRM OR MAYBE HAS  
8 EXPERIENCE WITH LARGER. BUT PUTTING IN AN EXACT  
9 DOLLAR AMOUNT, I THINK THAT MIGHT LIMIT US  
10 UNNECESSARILY BECAUSE THERE MAY BE A FANTASTIC  
11 PERSON WHOSE ORGANIZATION ISN'T QUITE AT THE \$100  
12 MILLION MARK. I HOPE THAT MAKES SENSE.

13 DR. BARRETT: I THINK THAT'S WHY WE HAVE  
14 THE X'S THERE BECAUSE THIS WAS VERY MUCH A POINT OF  
15 DISCUSSION.

16 DR. CLARK-HARVEY: OKAY.

17 DR. BARRETT: BUT WE ALSO SHOULD LOOK AT  
18 ALL OF THESE CRITERIA AND BULLET POINTS IN THE  
19 CONTEXT OF THE FIRST THING THAT SAYS IS SOME  
20 COMBINATION OF THE FOLLOWING. SO IT'S HIGHLY  
21 UNLIKELY THAT WE WILL FIND A CANDIDATE THAT HITS  
22 EVERY SINGLE BULLET POINT ON THAT LIST, AND MAYBE  
23 THEY PARTIALLY HIT SOME OR DON'T HIT THEM AT ALL.  
24 THAT DOES NOT MEAN THAT THEY WOULD BE DISQUALIFIED.

25 DR. CLARK-HARVEY: I APPRECIATE THAT

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1 SUGGESTION. I THINK THAT MAKES SENSE. THANK YOU.

2 CHAIRMAN BLUMENTHAL: ARE WE SUGGESTING  
3 KEEPING THOSE NUMBERS, OR ARE WE SUGGESTING  
4 ELIMINATE THE NUMBERS AND SIMPLY TALKING ABOUT A  
5 SUBSTANTIAL BUDGET OR A SIGNIFICANTLY SIZED  
6 ORGANIZATION?

7 DR. CLARK-HARVEY: LET'S SAY WHAT WE MEAN.  
8 IF CIRM IS THIS MANY MILLIONS OF DOLLARS, WE SHOULD  
9 BE ASKING THAT WE HAVE SOMEBODY THAT MEETS THE  
10 CALIBER OR BE ABLE TO LEAD AN ORGANIZATION OF THAT  
11 SIZE AND BASICALLY DEAL WITH THAT BUDGET. SO EITHER  
12 WE JUST CALL OUT THAT OR WE SAY SOMEONE HAS THE  
13 LEADERSHIP CAPABILITY OF LEADING A LARGE  
14 ORGANIZATION SUCH AS CIRM, SOMETHING TO THAT. I  
15 DON'T HAVE EXACT WORDS. SORRY. IT'S BEEN A LONG  
16 DAY. SOMETHING TO THAT EFFECT.

17 MR. JUELSGAARD: GEORGE, CAN I MAKE A FEW  
18 POINTS?

19 CHAIRMAN BLUMENTHAL: ABSOLUTELY.

20 MR. JUELSGAARD: SO LET'S JUST START  
21 WITH -- AND I WANT TO FOLLOW ON LEONDRA'S FOOTSTEPS  
22 HERE. SO LET'S START WITH THE MONEY PART OF THIS.  
23 SO CIRM ACTUALLY HAS TWO BUDGETS. IT HAS AN  
24 ADMINISTRATIVE BUDGET. THAT'S THE ONE THAT COVERS  
25 ALL THE EMPLOYEES, ET CETERA, WHICH IS TYPICAL IN AN



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1 ORGANIZATION OF ABOUT \$29 MILLION FOR THIS FISCAL  
2 YEAR, 23/24. SEPARATE AND APART FROM THAT IT HAS  
3 ABOUT A \$500 MILLION BUDGET THAT COVERS RESEARCH  
4 WORK. THESE ARE ALL THE GRANTS THAT WE MAKE, ET  
5 CETERA, THAT THE BOARD MAKES.

6 SO THIS BUDGET NUMBER IS -- IT'S DIFFICULT  
7 BECAUSE WE REALLY WORK WITH TWO DIFFERENT BUDGETS.  
8 AND I DON'T KNOW WHAT TO MAKE OF TRYING TO PUT A  
9 NUMBER TO IT BECAUSE OF THE WAY IT'S DIVIDED UP. SO  
10 WE DIDN'T ACTUALLY GIVE IT IN THE FIRST GO-ROUND  
11 BACK IN 2013 WHEN WE PUT THIS TOGETHER. WE DIDN'T  
12 INDICATE A BUDGETARY SIZE, BUT I DO THINK FISCAL  
13 RESPONSIBILITY FOR SIGNIFICANT SUMS OF MONEY DURING  
14 THE BUDGETING PROCESS OR SOMETHING TO THAT EFFECT  
15 THAT'S MORE SUBJECTIVE RATHER THAN OBJECTIVE MIGHT  
16 BE A BETTER WAY TO GO.

17 THE EMPLOYEES, CIRM CURRENTLY HAS ABOUT 60  
18 EMPLOYEES. MARIA BONNEVILLE MAY KNOW BETTER. I  
19 DON'T RECKON WE'RE GOING TO GET TOO MUCH ABOVE THAT.  
20 WE'LL HIRE SOME MORE FOR AFFORDABILITY AND  
21 ACCESSIBILITY, BUT THAT'S KIND OF OUR CAP. HAVING  
22 SOMEBODY FOR 200 EMPLOYEES, I THINK MAY MISS SOME  
23 GREAT LEADERS. BY THE TIME YOU GET TO PEOPLE WHO  
24 HAVE 200 EMPLOYEES, THEY MAY NOT BE WELL CONNECTED  
25 WITH PEOPLE FURTHER DOWN IN THE ORGANIZATION. AND I

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1 THINK WHAT WE DO NEED IS A PRESIDENT WHO DELEGATES  
2 AUTHORITY, BUT STAYS CONNECTED WITH THE ENTIRE  
3 ORGANIZATION.

4 SO I'M A LITTLE WORRIED ABOUT HAVING THAT  
5 HIGH A NUMBER FOR EMPLOYEES. THERE ARE A LOT OF  
6 COMPANIES OUT THERE, YOUNG COMPANIES, WHO HAVE  
7 REALLY GREAT CEO'S WHO HAVE NOWHERE NEAR THAT NUMBER  
8 OF EMPLOYEES. SO I'M JUST SUGGESTING THAT MAYBE WE  
9 THINK DEEPLY ABOUT WHETHER WE REALLY WANT TO PUT  
10 NUMBERS TO THIS OR USE MORE SUBJECTIVE LANGUAGE LIKE  
11 SUBSTANTIAL OR SIGNIFICANT OR WHATEVER.

12 DR. CLARK-HARVEY: THAT'S GREAT. AGREE.

13 VICE CHAIR BONNEVILLE: I AGREE AS WELL.

14 DR. FISHER: I THINK THE NUMBERS HURT US.

15 DR. CLARK-HARVEY: YES. I FEEL LIKE MARIA  
16 IS TRYING TO SAY SOMETHING. WHENEVER SOMEONE IS  
17 SPEAKING FROM IT LOOKS LIKE 4033, THE ROOM, YOUR  
18 COMMENTS ARE KIND OF FUZZY AND BROKEN UP, AT LEAST  
19 FOR ME, SO I CAN'T FULLY HEAR YOUR INTERJECTION.  
20 SORRY.

21 VICE CHAIR BONNEVILLE: THANK YOU,  
22 LEONDRA. I WAS GOING TO COMMENT SIMILAR TO THE  
23 DIRECTION STEVE WAS HEADED. I THINK IF THESE  
24 NUMBERS ARE MEANT TO REPRESENT SORT OF AN ABILITY TO  
25 BUDGET WELL AND SORT OF A SURROGATE FOR LEADERSHIP

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1 QUALITIES, I THINK THOSE ARE THE THINGS THAT WE  
2 SHOULD CALL OUT BECAUSE I DON'T THINK THAT THESE  
3 NUMBERS NECESSARILY REPRESENT WHAT WE ARE TRYING TO  
4 GET AT. AND I WOULD RECOMMEND JUST FROM -- CALLING  
5 OUT FISCAL RESPONSIBILITY, I THINK, IS REALLY  
6 IMPORTANT, AND I DIDN'T REALLY SEE IT IN THIS  
7 DOCUMENT STATED VERY OBVIOUSLY. AND THAT'S JUST  
8 BECAUSE WE ARE A STATE AGENCY, AND WE REALLY DO NEED  
9 TO KEEP THOSE THINGS IN MIND AND UNDERSTAND THAT  
10 THERE IS SCRUTINY AROUND HOW WE BUDGET AND WHAT WE  
11 BUDGET. SO I THINK THAT THAT'S JUST SOMETHING TO  
12 CONSIDER.

13 CHAIRMAN BLUMENTHAL: GREAT. WORKFORCE  
14 SIMILAR TO THAT OF CIRM. WHY DON'T WE SAY  
15 COMPARABLE INSTEAD OF SIMILAR? BECAUSE WE MAY  
16 NOT -- WE MAY NOT GET SOMEONE WITH A SIMILAR NUMBER,  
17 BUT IN TERMS OF COMPLEXITY, COMPARABLE MIGHT BE MORE  
18 INCLUSIVE.

19 MR. TOCHER: IS THERE CONSENSUS -- FORGIVE  
20 ME. I WAS TRYING TO MULTITASK HERE -- TO, I  
21 BELIEVE, STEVE'S POINT ABOUT THE BUDGETS, THAT WE  
22 HAVE RESEARCH BUDGET VERSUS AN ADMINISTRATIVE  
23 BUDGET. WE CAN CALL THAT OUT SPECIFICALLY HERE.

24 DR. BARRETT: I WAS GOING TO SPEAK TO THAT  
25 AS WELL ACTUALLY TO SAY BOTH ADMINISTRATIVE AND

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1 PROGRAMMATIC BUDGETS.

2 CHAIRMAN BLUMENTHAL: JOE, YOU'VE HAD YOUR  
3 HAND UP.

4 MR. PANETTA: THANKS, GEORGE. AND I'M NOT  
5 SURE IF WE COVER THIS FURTHER DOWN BECAUSE I DID  
6 READ THIS BEFORE, BUT I CAN ONLY SEE WHAT'S UP ON  
7 THE SCREEN. MY CONCERN IS THAT WE HAD A PRETTY  
8 SPECIFIC REASON FOR BEING WHERE WE ARE WITH NEEDING  
9 A NEW LEADER. AND WHAT I HEARD IN THE REVIEW WAS  
10 THAT ONE OF THE BIGGEST CHALLENGES WAS BUILDING A  
11 CULTURE OF COMMUNICATION AND INTERACTION WITH THE  
12 STAFF AND TRUST. AND I DON'T THINK WE REALLY HIT ON  
13 THAT IF THIS IS WHERE WE WANT TO COVER THAT. AND I  
14 JUST WANT TO MAKE SURE THAT WE ARE CLEAR ABOUT WHAT  
15 IS PROBABLY THE NO. 1 REASON THAT WE NEEDED TO --

16 DR. BARRETT: THANK YOU FOR MUTING JOE.  
17 WE SHOULDN'T BE TALKING ABOUT PERSONNEL MATTERS IN  
18 AN OPEN MEETING.

19 MR. PANETTA: ALL RIGHT. WELL, WE NEED A  
20 LEADER WHO HAS THE ABILITY TO BUILD TRUST ON A TEAM  
21 AND BUILD LOYALTY ON A TEAM. I'LL JUST MAKE THAT  
22 COMMENT.

23 CHAIRMAN BLUMENTHAL: WE CAN CERTAINLY ADD  
24 A BULLET POINT TALKING ABOUT THE ABILITY TO DELEGATE  
25 AND BUILD TRUST WITH THE WORKFORCE.

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1 MR. JUELSGAARD: JUST TO THAT POINT,  
2 GEORGE, IF YOU GO BACK -- SCOTT, IF YOU CAN SCROLL  
3 BACK TO WHERE WE WERE. THAT FIRST SUBBULLET SAYS  
4 BUILDING A DIVERSE, COHESIVE, AND TALENTED  
5 LEADERSHIP TEAM. I WOULD SAY BUILDING AND RETAINING  
6 A DIVERSE, COHESIVE, AND TALENTED LEADERSHIP TEAM.  
7 I'M TRYING TO GET A BIT AT JOE'S ULTIMATE CONCERN IS  
8 THAT YOU WANT A LEADER THAT'S A GOOD LEADER FROM AN  
9 HR POINT OF VIEW, HAS THE ABILITY TO LEAD A GROUP OF  
10 PEOPLE WHO WILL WILLINGLY FOLLOW THEM.

11 MR. TOCHER: SUPERVISE. I'VE ADDED THAT  
12 LANGUAGE, STEVE, TO ADDRESS THAT COMMENT.

13 MR. JUELSGAARD: I WOULD ALSO ADD THE  
14 COMMENT THAT MARIA MADE. AND THIS IS ABOUT FISCAL  
15 RESPONSIBILITY BECAUSE SHE'S RIGHT. IT DOESN'T  
16 APPEAR IN HERE IN ANYPLACE. AND FOR ME THAT'S  
17 ALWAYS SOMETHING, AT LEAST WHEN I'VE BEEN INVOLVED  
18 IN SEARCHES FOR SENIOR PEOPLE, IS THAT THEY HAVE AN  
19 EXPERIENCE WITH FISCAL MANAGEMENT, RESPONSIBLE  
20 FISCAL MANAGEMENT. DOESN'T NECESSARILY MEAN THE  
21 WORD, BUT SOMETHING TO THAT EFFECT, THAT THEY  
22 EXERCISE GOOD FISCAL RESPONSIBILITY BOTH DURING  
23 BUDGETING AND DURING THE IMPLEMENTATION OF THE  
24 BUDGET.

25 MR. TOCHER: I'LL WORDSMITH SOME OF THAT.

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1 I MADE THE NOTE THERE FOR THAT ENTRY.

2 MR. JUELSGAARD: THAT'S PERFECT. WHATEVER  
3 YOU COME UP WITH.

4 CHAIRMAN BLUMENTHAL: I THINK THAT'S GOOD.  
5 OKAY. ANY OTHER COMMENTS ON THAT SECOND BULLET  
6 POINT, EXPERIENCE LEADING?

7 MR. TOCHER: I KNOW THAT -- SORRY. THIS  
8 IS SCOTT JUMPING IN HERE. I KNOW THAT IT WAS IN  
9 SOME OF THE COMMUNICATIONS WITH FOLKS AND CERTAINLY  
10 IN THE TRANSMITTAL OF THE DRAFT IS THIS SECOND ENTER  
11 BULLET HERE OF ESTABLISHING A COMPELLING VISION AND  
12 STRATEGIC PLAN. IN THE FIRST, 2013/14, WE WERE AT A  
13 STAGE WHERE WE WERE AT A JUNCTURE WHERE WE WERE  
14 REALLY IN NEED OF A NEW STRATEGIC PLAN. SO I JUST  
15 RAISE THAT BECAUSE OBVIOUSLY WE ARE IN THE MIDDLE OF  
16 OUR CURRENT STRATEGIC PLAN. SO I THINK ONE OF THE  
17 THINGS THAT WILL BE HELPFUL TO THE RECRUITING FIRM  
18 AND OBVIOUSLY TO CANDIDATES WILL BE UNDERSTANDING  
19 WHAT THE BOARD'S EXPECTATIONS ARE WITH RESPECT TO  
20 THIS STRATEGIC PLAN OR THEIR FREEDOM TO OPERATE IN  
21 PROVIDING THEIR OWN ASSESSMENT AND INPUT ON PERHAPS  
22 ADDITIONAL DIRECTIONS.

23 CHAIRMAN BLUMENTHAL: GOOD. WE HAVE KIM  
24 AND THEN FRED.

25 DR. BARRETT: EVEN IF WE ARE NOT IN A

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1 POSITION RIGHT NOW THAT WE NEED A STRATEGIC PLAN  
2 DEVELOPED, I STILL THINK IT'S HELPFUL AS ONE OF THE  
3 POTENTIAL CRITERIA FOR IDENTIFYING STRONG CANDIDATES  
4 FOR THIS POSITION, SOMEBODY WHO UNDERSTANDS HOW TO  
5 FORMULATE AND DO THIS BECAUSE ONE HOPES THAT THE  
6 PRESIDENT WILL STAY FOR SOME TIME. THERE WILL BE AT  
7 SOME POINT THE NEED FOR ANOTHER STRATEGIC PLAN, AND  
8 I THINK THAT THE SORT OF NUANCE OF WHAT LATITUDE  
9 THEY WOULD HAVE IS SOMETHING THAT WOULD COME UP IN  
10 CONVERSATIONS DURING THE RECRUITMENT RATHER THAN  
11 MAKING OR NOT MAKING IT A CRITERION FOR STRONG  
12 CANDIDATES.

13 CHAIRMAN BLUMENTHAL: FRED.

14 DR. FISHER: MAYBE YOU ADDRESS THAT ISSUE  
15 BY HAVING IT BE SOMETHING TO ESTABLISHING A  
16 COMPELLING VISION AND DEVELOPING AND EXECUTING A  
17 STRATEGIC PLAN. THAT WAY YOU'VE SORT OF COVERED  
18 DEVELOPING A PLAN AND EXECUTING A PLAN, WHICH ARE  
19 SEPARATE.

20 DR. BARRETT: WE HAVE EXECUTING TWO LINES  
21 DOWN IN THAT SUBBULLET.

22 DR. FISHER: THAT GETS A LITTLE MORE  
23 GRANULAR CONNECTED TO STRATEGIC PLANNING. I'M NOT  
24 SURE THAT THAT'S NECESSARY BECAUSE THEN YOU COULD  
25 ADD THE WORD "EVALUATING PROGRESS TOWARD."

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1 MR. TOCHER: SOMETHING LIKE THAT, FRED?

2 DR. FISHER: YES. I THINK THAT WORKS.

3 CHAIRMAN BLUMENTHAL: THAT MAKES SENSE.

4 ANY OTHER COMMENTS ON THIS BULLET POINT? OKAY.

5 MOVING RIGHT ALONG.

6 PROVEN TRACK RECORD OF CREATING A CULTURE  
7 OF INCLUSIVITY WITHIN DIVERSE ORGANIZATIONS. ANY  
8 CONCERNS?

9 NOW WE GO TO THE NEW ONE, FISCAL  
10 RESPONSIBILITY IN BUDGETING AND IMPLEMENTATION OF  
11 BUDGETS. PROBABLY WANT TO REWORD THAT.

12 DR. FISHER: I COULDN'T QUITE GET TO MY  
13 RAISED HAND AND ALL THE REST. I'M NOT SURE I  
14 UNDERSTAND. SO WE ARE LOOKING FOR -- THIS BULLET  
15 "PROVEN TRACK RECORD OF CREATING CULTURE OF  
16 INCLUSIVITY WITHIN DIVERSE ORGANIZATIONS," DOES THIS  
17 MEAN THAT THEY'VE WORKED FOR A NUMBER OF PLACES  
18 WHERE THEY HAVE CREATED A CULTURE OF INCLUSIVITY?  
19 OR THEY'VE WORKED SOMEWHERE WHERE THEY CREATE A  
20 CULTURE OF INCLUSIVITY WITHIN OTHER ORGANIZATIONS  
21 THAT ARE NOT CIRM? I'M NOT ACTUALLY CLEAR WHAT THIS  
22 IS -- WHAT WE ARE LOOKING FOR WITH THAT BULLET.  
23 SORRY.

24 CHAIRMAN BLUMENTHAL: IT MAY NOT HAVE BEEN  
25 STATED WELL, BUT I THINK WHAT WAS INTENDED WAS THAT



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1 DEVELOPING INCLUSIVITY WITHIN ORGANIZATIONS WHICH  
2 HAVE DIVERSITY WITHIN THEM.

3 DR. CLARK-HARVEY: THAT'S HOW I READ IT.  
4 BUT I DO THINK THAT CLARIFICATION IS WARRANTED.

5 DR. FISHER: DIVERSE ORGANIZATIONS IS, IN  
6 MY MIND, SOMETHING DIFFERENT THAN VALUING DIVERSE  
7 WITHIN AN ORGANIZATION. I'M NOT SURE WHAT WE ARE  
8 LOOKING FOR.

9 MR. TOCHER: LET ME SEE. DOES THIS --  
10 VICE CHAIR BONNEVILLE: WITHIN AN  
11 ORGANIZATION. LOOK AT YOU, SCOTT.

12 CHAIRMAN BLUMENTHAL: FRED, DOES THIS  
13 ADDRESS YOUR CONCERN?

14 DR. FISHER: I KNOW WHAT THAT MEANS. IF  
15 THAT'S WHAT WE MEAN, GREAT.

16 CHAIRMAN BLUMENTHAL: OKAY. GOOD. THANK  
17 YOU FOR THAT.

18 DR. BARRETT: VAGARIES OF THE ENGLISH  
19 LANGUAGE.

20 CHAIRMAN BLUMENTHAL: THE NEXT ONE,  
21 EXPERIENCE CREATING -- EXPERIENCE BUDGETING AND  
22 IMPLEMENTING BUDGETS IN A FISCALLY RESPONSIBLE WAY.  
23 IS THAT OKAY WITH PEOPLE? OKAY. NOT HEARING  
24 OBJECTIONS, WE'LL MOVE ON.

25 NEXT ONE IS DOCTORAL DEGREE IN SCIENCE OR

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1 MEDICINE. FRED.

2 DR. FISHER: YEAH. THIS IS A TRICKY ONE  
3 FOR ME. I'M NOT SURE -- I THINK AN ADVANCED DEGREE  
4 IS IMPORTANT; BUT GIVEN THE EXPERTISE THAT WE HAVE  
5 ON THE BOARD, ON THE GRANT WORKING GROUPS, AND AMONG  
6 THE STAFF, IN MY MIND THE CEO DOESN'T NECESSARILY  
7 HAVE TO MATCH OR HAVE THOSE KINDS OF DEGREES. IT'S  
8 REALLY MORE ABOUT MANAGING A TEAM RATHER THAN HAVING  
9 THAT SPECIFIC EXPERTISE. I'VE EXPERIENCED THAT THE  
10 CEO WEIGHING ON THE SCIENCE, WE MIGHT LIMIT  
11 PERSPECTIVE GIVEN THE VISIBILITY THAT THEY HAVE.  
12 BUT THE QUESTION IS ABOUT THIS. THERE MIGHT BE  
13 SOMEONE REALLY GREAT THAT DOESN'T COME WITH THAT  
14 SCIENTIFIC BACKGROUND NECESSARILY.

15 DR. GASSON: I'D LIKE TO LEAVE IT IN FIRST  
16 TO REITERATE WHAT KIM SAID. WE MAY NOT FIND A  
17 PERSON THAT HAS EVERY SINGLE ONE OF THESE  
18 QUALIFICATIONS, BUT IN MY MIND THE CEO HAS TO GO TO  
19 LOCAL, REGIONAL, NATIONAL, AND INTERNATIONAL  
20 MEETINGS AND TALK ABOUT WHAT CIRM IS DOING. AND  
21 THEY HAVE TO BE ABLE TO TALK WITH THE VISIONARY  
22 SCIENTIFIC LEADERS AROUND THE WORLD AT SCIENTIFIC  
23 MEETINGS. AND I THINK, WHILE I COMPLETELY AGREE  
24 WITH FRED, THAT THEY HAVE TO BE ABLE TO WALK AND  
25 CHEW GUM, THAT THEY DO NEED ADMINISTRATIVE

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1 EXPERIENCE AND EXPERTISE. I THINK IN ORDER TO  
2 REPRESENT THE AGENCY PROFESSIONALLY IN THE  
3 ENVIRONMENT IN WHICH THEY'RE GOING TO BE LIVING, IT  
4 WOULD BE IMPORTANT THAT THEY HAVE, AT LEAST WE  
5 CONSIDER SOMEONE THAT HAS ONE OF THESE DOCTORAL  
6 DEGREES. THANK YOU.

7 CHAIRMAN BLUMENTHAL: THANKS, JUDY. KIM.

8 DR. BARRETT: PLUS ONE TO JUDY. I THINK  
9 WE'D BE EXCEEDINGLY SURPRISED IF THE HEAD OF THE NIH  
10 OR THE NSF WAS NOT SOMEBODY WITH A DOCTORAL DEGREE  
11 IN SCIENCE OR MEDICINE. AND I DON'T SEE WHY WE  
12 WOULD NOT LOOK TO AT LEAST HAVE THIS AS ONE OF THE  
13 LISTED CRITERIA IF NOT AN ABSOLUTE REQUIREMENT. I'M  
14 SURE THERE ARE PLENTY OF PEOPLE OUT THERE WHO HAVE  
15 THE CREDIBILITY WHO DON'T HAVE A DOCTORAL DEGREE,  
16 BUT THAT DOESN'T MEAN THAT IT SHOULDN'T BE ON THE  
17 LIST.

18 CHAIRMAN BLUMENTHAL: THANK YOU. STEVE.

19 MR. JUELSGAARD: YES. I'M GOING TO THIRD  
20 WHAT JUDY AND KIM JUST SAID. SO IN MY EXPERIENCE IN  
21 THE COMPANY WORLD, THE BEST RUN COMPANIES THAT ARE  
22 REALLY BASED ON SCIENCE HAVE AT THEIR HEAD PEOPLE  
23 WHO HAVE ADVANCED DEGREES IN SCIENCE OR MEDICINE.  
24 SCIENCE MIGHT BE PROTEIN CHEMISTRY OR ONE OF THE  
25 OTHER MOLECULAR BIOLOGY, THAT SORT OF THING. BUT

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1 THEY REALLY UNDERSTAND SCIENCE BASICALLY. THERE ARE  
2 CLEARLY HEADS OF ORGANIZATIONS THAT DON'T HAVE THAT,  
3 BUT THEY TEND TO BE LARGE ORGANIZATIONS WHERE THINGS  
4 LIKE COMMERCIALIZATION, SALES, ET CETERA, BECOME  
5 MORE IMPORTANT. BUT I THINK FOR A SCIENCE DRIVEN  
6 ORGANIZATION LIKE THIS ONE IS BECAUSE THAT'S WHAT WE  
7 ARE REALLY FOCUSED ON. WE NEED SOMEBODY WITH A GOOD  
8 UNDERSTANDING OF SCIENCE AT THE TOP.

9 CHAIRMAN BLUMENTHAL: SO, FRED, WE ARE  
10 HEARING A NUMBER OF VOICES FEELING THAT IT'S OKAY TO  
11 INCLUDE IT IN THE LIST AS LONG AS WE LISTED THIS AS  
12 NOT AN ABSOLUTE, BUT A HIGHLY DESIRED.

13 DR. FISHER: I APPRECIATE THE INSIGHTS  
14 THAT PEOPLE ARE LENDING ME. I THINK ABOUT A  
15 SCIENTIFIC ORGANIZATION MAY BE DIFFERENT. I WILL  
16 WATCH WITH INTEREST TO SEE CEO'S OF GIANT COMPANIES  
17 MOVING FROM ONE COMPANY TO THE NEXT WHERE THEY KNOW  
18 HOW TO BUILD CARS, BUT THEY'RE GOING TO AN  
19 ORGANIZATION THAT MAKES SOUP OR CLEANING PRODUCTS.  
20 SO I DON'T HAVE A PROBLEM WITH IT BEING LISTED. AND  
21 I GUESS IT GOES TO WHATEVER IS AT THE TOP OF THIS  
22 LIST IN TERMS OF HOW IT FRAMES WITH SOME COMBINATION  
23 OF THE FOLLOWING. YEAH, THAT'S FINE.

24 CHAIRMAN BLUMENTHAL: VERY GOOD. THANK  
25 YOU. SO I THINK WE CAN MOVE ON TO THE NEXT BULLET

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1 POINT, WHICH IS EXPERIENCE REPORTING TO A BOARD OF  
2 DIRECTORS WITH THE CONFIDENCE AND ABILITY NECESSARY  
3 TO DEVELOP COLLABORATIVE AND PRODUCTIVE  
4 RELATIONSHIPS WITH ITS MEMBERS. STEVE.

5 MR. JUELSGAARD: YES. CAN YOU SCROLL DOWN  
6 JUST A LITTLE BIT MORE, SCOTT. HOLD IT THERE. SO  
7 THE LAST BULLET POINT IS DUPLICATIVE OF THE BULLET  
8 POINT WE ARE JUST ON. SO WE ARE ON THE BULLET POINT  
9 RIGHT BELOW DOCTORAL DEGREE? READ THAT, AND THEN  
10 READ THE VERY LAST BULLET POINT. THEY HAVE  
11 DUPLICATIVE LANGUAGE EXCEPT THEY ADDED WITH THE  
12 LEADERSHIP OF THE BOARD. SO THAT'S -- SO WE CAN  
13 CROSS THAT OUT.

14 BUT THERE WERE TWO THOUGHTS BEING  
15 EXPRESSED AT THE END OF THAT SENTENCE. ONE WAS WITH  
16 ITS MEMBERS AND THE OTHER IS WITH THE LEADERSHIP OF  
17 THE BOARD. AND SO THE QUESTION IS, WELL, SCOTT,  
18 WITHIN THE MEMBERS IS THE LEADERSHIP OF THE BOARD.  
19 SO THE QUESTION IS DO WE WANT TO HAVE A  
20 COLLABORATIVE AND PRODUCTIVE RELATIONSHIP WITH EACH  
21 OF THE MEMBERS OR MORE THE LEADERSHIP OF THE BOARD,  
22 WHICH IS GOING TO BE VITO AND MARIA AND PROBABLY THE  
23 HEADS OF THE COMMITTEES AND THAT SORT OF THING? I  
24 DON'T KNOW. THIRTY-FIVE PEOPLE TO HAVE TO DEVELOP  
25 PRODUCTIVE RELATIONSHIPS WITH IS AN AWESOME TASK. I

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1 JUST POSE THE QUESTION. I'M NOT SITTING HERE -- I  
2 THINK IF I'M THAT PERSON, WHAT'S EXPECTED OUT OF ME?  
3 IF I'M THE PRESIDENT AND THIS IS WHAT'S ON MY LIST,  
4 THIS IS MY JOB DESCRIPTION AS TO WHAT'S EXPECTED OUT  
5 OF ME, THIS IS -- BECAUSE I'VE GOT TO MANAGE A WHOLE  
6 BUNCH OF PEOPLE UNDERNEATH ME. I'VE GOT A WHOLE  
7 STAFF TO MANAGE, ET CETERA. AND NOW IF I HAVE TO  
8 HAVE A COLLABORATIVE AND PRODUCTIVE RELATIONSHIP  
9 WITH EACH AND EVERY MEMBER OF THE BOARD, I'M GOING  
10 TO HAVE TO BE WORKING SOME PRETTY LONG HOURS.

11 CHAIRMAN BLUMENTHAL: ONE POSSIBILITY,  
12 STEVE, WOULD BE TO CHANGE IT TO PRODUCTIVE  
13 RELATIONSHIP WITH THE BOARD AND ITS LEADERSHIP. SO  
14 THE BOARD --

15 MR. JUELSGAARD: I LIKE THAT, YES. SO  
16 THAT'S A LITTLE LESS SPECIFIC. RIGHT.

17 CHAIRMAN BLUMENTHAL: I'D EMPHASIZE THAT  
18 LEADERSHIP IS IMPORTANT BECAUSE WE DO HAVE THIS  
19 UNUSUAL GOVERNANCE SITUATION WHERE WE HAVE FULL-TIME  
20 AND PAID CHAIR AND VICE CHAIR OF THE BOARD AND  
21 PRESIDENT OF THE ORGANIZATION. SO THAT'S A  
22 PARTICULARLY IMPORTANT RELATIONSHIP. KIM, IS THERE  
23 A COMMENT?

24 DR. BARRETT: SORRY TO BE A BROKEN RECORD,  
25 BUT I JUST WANT TO EMPHASIZE YET AGAIN THIS IS NOT A

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1 JOB DESCRIPTION. THIS IS SOME DESIRABLE ATTRIBUTES  
2 OF WHICH A CANDIDATE MAY HAVE SOME, UNLIKELY ALL,  
3 AND HOPEFULLY MANY. BUT I DO THINK IT'S HELPFUL FOR  
4 THE PRESIDENT AT LEAST TO KNOW WHO THE BOARD MEMBERS  
5 ARE AND TO MAKE SOME EFFORT TO CONNECT WITH THEM ON  
6 A PERSONAL BASIS, NOT JUST COLLECTIVELY WITH THE  
7 BOARD AS AN AMORPHOUS BLOB AND THEN ITS LEADERS MORE  
8 SPECIFICALLY.

9 MR. JUELSGAARD: I THINK THAT'S BOARD SIZE  
10 DEPENDENT. SO...

11 CHAIRMAN BLUMENTHAL: SO, KIM, ARE YOU  
12 SUGGESTING WE CHANGE IT BACK, OR ARE YOU KIND OF  
13 OKAY WITH THIS?

14 DR. BARRETT: I'M OKAY WITH IT AS REVISED.  
15 I JUST -- I THINK WE JUST NEED TO KEEP VERY LASER  
16 FOCUSED ON THE FACT THAT THIS IS NOT THE JOB  
17 DESCRIPTION. THIS IS SOMETHING COMPLETELY  
18 DIFFERENT. AND WE WANT THIS TO HAVE A NUMBER OF  
19 CRITERIA SO THAT MANY DIFFERENT TYPES OF PEOPLE CAN  
20 SEE THEMSELVES IN THIS ROLE AND CAST THE NET AS  
21 WIDELY AS WE CAN.

22 CHAIRMAN BLUMENTHAL: GREAT. EXCELLENT.  
23 OKAY. LET'S MOVE ON TO THE NEXT ONE, WHICH I WON'T  
24 READ. BECAUSE IT'S LONGER, I'LL LET EVERYONE READ  
25 IT THEMSELVES.

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1 I HAVE A COMMENT ON THIS WHICH IS WE MIGHT  
2 WANT TO ADD ONE MORE ITEM IN THAT LIST; NAMELY,  
3 BASIC SCIENCE BECAUSE THAT ISN'T CURRENTLY INCLUDED  
4 AND YET IT IS AN IMPORTANT PART OF OUR PORTFOLIO.  
5 MARIA.

6 DR. BARRETT: I THINK PRECLINICAL  
7 DEVELOPMENT WOULD ENCOMPASS THAT BECAUSE THAT COVERS  
8 A LOT.

9 CHAIRMAN BLUMENTHAL: OKAY.

10 VICE CHAIR BONNEVILLE: I WAS ALSO GOING  
11 TO MENTION BASIC SCIENCE. SO THANK YOU, KIM, FOR  
12 POINTING THAT OUT. I ALSO WONDERED IS THIS LANGUAGE  
13 ENOUGH TO INCLUDE THE ACCESS AND AFFORDABILITY  
14 JOURNEY THAT WE ARE ABOUT TO EMBARK ON AND HAVING AN  
15 UNDERSTANDING OF HOW COMPLICATED IT IS AND SOME  
16 KNOWLEDGE AROUND IT. THAT COULD BE -- AGAIN, THIS  
17 PERSON DOESN'T HAVE TO HAVE ALL THE EXPERIENCE. WE  
18 HAVE PLENTY OF PEOPLE IN THE ORGANIZATION THAT HAVE  
19 EXPERIENCE IN SO MANY OF THESE AREAS. SO I THINK,  
20 BACK TO YOUR POINT, KIM AND GEORGE, HAVING SOMEONE  
21 WHO HAS -- FINDING SOMEONE WHO HAS ALL OF THIS  
22 EXPERIENCE IS -- THAT'S NOT FEASIBLE. SO WE WILL AT  
23 SOME POINT HAVE TO PRIORITIZE WHICH ONES ARE THE  
24 MOST IMPORTANT TO US UNDERSTANDING THAT WE HAVE  
25 WONDERFULLY CAPABLE PEOPLE INTERNALLY.



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1 I DO WANT TO HIGHLIGHT ACCESS AND  
2 AFFORDABILITY IN SOME FASHION IN THESE CRITERIA, NOT  
3 AS A MUST HAVE, BUT JUST AS AN UNDERSTANDING THAT  
4 THIS IS IMPORTANT TO US.

5 CHAIRMAN BLUMENTHAL: GREAT. OKAY. I  
6 THINK WE AGREE. ISN'T THAT ACTUALLY DISCUSSED  
7 LATER, OR IS MY -- I THINK IT MAY --

8 VICE CHAIR BONNEVILLE: IS IT?

9 CHAIRMAN BLUMENTHAL: I'M NOT SURE BECAUSE  
10 I CAN'T SEE THE WHOLE DOCUMENT, BUT I THOUGHT IT WAS  
11 IN THERE.

12 VICE CHAIR BONNEVILLE: OKAY.

13 CHAIRMAN BLUMENTHAL: BUT LET'S HOLD THAT  
14 THOUGHT BECAUSE IF I'M WRONG, I THINK YOU'RE RIGHT  
15 WE SHOULD PUT IT IN. STEVE.

16 MR. JUELSGAARD: YES. SO JUST ON THE  
17 POINT, TWO THINGS ABOUT THE POINT THAT MARIA WAS  
18 MAKING. THE FIRST IS WHAT DO THOSE WORDS ACCESS AND  
19 AFFORDABILITY MEAN? WHAT ARE THEY -- WHAT DO THEY  
20 MEAN TO CIRM AND WHAT DO THEY MEAN GENERALLY  
21 SPEAKING? BECAUSE I THINK FOR US THEY MAY HAVE A  
22 VERY SPECIFIC MEANING THAT MAY DIFFER FROM WHAT  
23 HAPPENS IN THE INDUSTRY GENERALLY SPEAKING.

24 AND THE SECOND POINT IS, AS YOU ALL KNOW,  
25 THIS IS A VERY BROAD LIST, EVERYTHING FROM

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1 PRECLINICAL DEVELOPMENT BASICALLY TO GETTING  
2 SOMETHING APPROVED AND THEN GETTING IT PAID FOR, AND  
3 THAT'S A VERY BROAD UNDERSTANDING. I THINK IT WAS  
4 VOLTAIRE, IF I PARAPHRASE WHAT HE SAID IS DON'T LET  
5 THE PERFECT BE THE ENEMY OF THE GOOD.

6 VICE CHAIR BONNEVILLE: YES.

7 MR. JUELSGAARD: SO THIS GOES BACK TO THE  
8 COMBINATION OF THE FOLLOWING. THE MORE WE LOAD ON  
9 THINGS, THE QUESTION IS DO PEOPLE GET DISCOURAGED  
10 AFTER THEY READ THAT THESE ARE WHAT WE ARE LOOKING  
11 AT AND SAY, JESUS, I DON'T MEASURE UP. THERE ARE  
12 THINGS THAT ARE ON THIS LIST THAT I DON'T HAVE. AND  
13 ONCE THEY'VE READ THE DESCRIPTION, KEY SELECTION  
14 CRITERIA, KIND OF WALK AWAY FROM THE PROCESS, I  
15 DON'T WANT THAT TO HAPPEN. I'D BE CAREFUL TO ADD  
16 TOO MANY MORE THINGS TO IT.

17 CHAIRMAN BLUMENTHAL: GOOD POINT. THANK  
18 YOU. FRED, YOU HAD YOUR HAND UP.

19 DR. FISHER: YEAH, I DID. STEVE COVERED  
20 SOME OF IT, BUT IN MY MIND REIMBURSEMENT  
21 CONSIDERATIONS IS SUCH A BROAD AND VAGUE NOTION,  
22 THAT ONE MIGHT ASSUME IT CONCLUDES ISSUES AROUND  
23 ACCESS AND AFFORDABILITY. ONE MIGHT NOT. BUT  
24 CERTAINLY THAT'S WHAT I THINK ABOUT WHEN I THINK  
25 ABOUT REIMBURSEMENT CONSIDERATIONS.

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1           CHAIRMAN BLUMENTHAL:  OTHER COMMENTS?  SO  
2 WITH THE CAVEAT THAT WE MAY WANT TO COME BACK TO  
3 TALK ABOUT ACCESS AND AFFORDABILITY AT A SUBSEQUENT  
4 BULLET POINT, SHALL WE MOVE ON TO THE NEXT ONE?  
5 STEVE.

6           MR. JUELSGAARD:  I'M SORRY.  I KEEP  
7 INTERJECTING HERE.  BUT I'M HAVING A HARD TIME  
8 UNDERSTANDING EXACTLY WHAT WE ARE GETTING AT WITH  
9 THIS.  WHAT THINGS ARE WE DOING THAT A PRESIDENT --  
10 THIS WILL BE IMPORTANT FOR A PRESIDENT TO UNDERSTAND  
11 AND HAVE EXPERIENCE WITH?  I JUST -- I'M AT A LOSS  
12 RIGHT NOW.

13          MR. TOCHER:  GEORGE, MAYBE I CAN JUMP IN.  
14 I THINK, IF I RECALL, THAT THE POINT OF THIS WAS, I  
15 GUESS, TO CALL ATTENTION TO CIRM BEING PRIMARILY A  
16 SYSTEMS TYPE OF ORGANIZATION WHERE WE RUN SYSTEMS  
17 THAT RECRUIT A PROGRAM, SYSTEMS THAT EVALUATE THOSE  
18 PROGRAMS, SYSTEMS THAT DETERMINE THE FUNDING, AND  
19 THEN MANAGE THOSE GRANT AWARDS AS OPPOSED TO AN  
20 ORGANIZATION THAT CONDUCTS SCIENCE OR CONDUCTS  
21 RESEARCH OR SOMETHING.

22          SO IN TERMS OF THE ATTRIBUTES THAT A  
23 PERSON MIGHT HAVE IN THEIR BACKGROUND, SOMEONE  
24 WITH -- I GUESS THIS MAYBE GOES TO FRED'S EARLIER  
25 POINT ABOUT SORT OF SOMEONE BEING GOOD AT ONE

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1 PARTICULAR PRODUCT IF THAT'S WHAT YOUR EXPERTISE IS  
2 OR MANUFACTURING IF YOU'RE LOOKING AT A  
3 MANUFACTURING COMPANY THAT YOU WOULD BRING EVEN IF  
4 THE PRODUCT IS DIFFERENT, LET'S SAY. I THINK THAT  
5 THAT'S WHAT THAT WAS TRYING TO REACH PERHAPS  
6 INARTFULLY.

7 MR. JUELSGAARD: MAYBE WE GIVE AN EXAMPLE  
8 OF THAT, SCOTT. SO I TAKE IT YOU'RE TALKING ABOUT  
9 SOME OF THE PROGRAMS LIKE TRANSLATIONAL -- WELL,  
10 STARTING WAY BACK, DISCOVERY, TRANSLATIONAL, AND  
11 CLINICAL PROGRAMS. IS THAT -- ARE THOSE EXAMPLES OF  
12 WHAT YOU'RE TALKING ABOUT?

13 MR. TOCHER: I THINK SO, YES. IT'S HARD  
14 FOR ME TO IMAGINE WHAT THE UNIVERSE --

15 MR. JUELSGAARD: I'M JUST GIVING AN  
16 EXAMPLE. I'M NOT TRYING TO BE ALL ENCOMPASSING.

17 MR. TOCHER: THAT WOULD BE IT. EXACTLY.  
18 WE HAVE THESE THREE DIFFERENT PILLARS THAT HAVE  
19 EVERYTHING FROM IDENTIFYING AND RECRUITING QUALITY  
20 APPLICANTS TO EVALUATING THOSE APPLICANTS TO  
21 OVERSEEING AND MANAGING THEIR AWARDS AS WE DO TO TRY  
22 TO PROPEL SUCCESS, SUCCESSFUL OUTCOMES OF THOSE  
23 PROJECTS.

24 MR. JUELSGAARD: MY WHOLE POINT IS WHEN  
25 YOU READ THIS, IT SHOULD TELL YOU WHAT IT IS. THE

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1 PURPOSE OF THIS IS TO TELL YOU WHAT IT IS THAT --  
2 WHAT IT IS THAT YOU'RE LOOKING FOR IN THAT PERSON  
3 MORE SPECIFICALLY AS POSSIBLE. AND THIS ONE  
4 JUST -- AND I APOLOGIZE. I MAY BE THE ONLY ONE THAT  
5 FEELS THIS WAY. BUT THIS DOESN'T SEEM CLEAR ENOUGH  
6 TO REALLY -- IT'S A VERY BROADLY PHRASED SENTENCE  
7 AND I WAS STRUGGLING WITH TRYING TO FIGURE OUT WHAT  
8 WE WERE GETTING AT. SO I'M HAPPY TO MOVE ON IF  
9 EVERYBODY ELSE IS HAPPY. IT'S JUST --

10 VICE CHAIR BONNEVILLE: STEVE, UP UNTIL  
11 THIS POINT WE HAVEN'T REALLY EXPRESSED THAT WE ARE A  
12 FUNDING ORGANIZATION. IF YOU WERE TO READ THIS, IT  
13 SOUNDS -- IT DOESN'T TOTALLY SOUND THAT WAY. SO AT  
14 SOME POINT MAYBE THAT'S THE BULLET POINT -- THAT  
15 BULLET POINT CAN SERVE AS A WAY OF SHOWING THAT WE  
16 HAVE TO BUILD THESE SYSTEMS INTERNALLY BECAUSE WE  
17 GIVE OUT MONEY. WE CREATE PROGRAMS. WE DESIGN  
18 THEM. WE GIVE OUT MONEY. WE TRACK THAT MONEY. WE  
19 SEE HOW THE PROJECTS ARE DOING. AND WE NEED SYSTEMS  
20 IN ORDER TO BRING THAT BACK TOGETHER OR BRING THAT  
21 BACK.

22 CHAIRMAN BLUMENTHAL: FRED.

23 DR. FISHER: MAY I SUGGEST THAT MAYBE PART  
24 OF THE CHALLENGE, MAYBE THIS WILL HELP, STEVE, IS  
25 THAT THIS SENTENCE STARTS OUT TALKING ABOUT ONE

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1     THING, RUNNING AND IMPROVING SYSTEMS THAT ARE  
2     DESIGNED TO EVALUATE AND APPROVE, AND THEN WE GET  
3     INTO CONDUCTING LARGE MULTIYEAR PROJECTS OR  
4     PROGRAMS. SO WE START OUT TALKING ABOUT IMPROVING  
5     SYSTEMS DESIGNED TO EVALUATE AND IMPROVE, AND THEN  
6     WE PIVOT TO MANAGING LARGE MULTIYEAR PROJECTS OR  
7     PROGRAMS. SO IT'S KIND OF TWO THINGS MASHED UP INTO  
8     ONE THE WAY I READ IT. IT MAKES A PIVOT AFTER  
9     THE -- MAYBE EVALUATE OR MAYBE IMPROVE, BUT NOW WE  
10    SHIFT INTO CONDUCTING. SO WE ARE IMPROVING SYSTEMS  
11    THAT ARE DESIGNED TO DO TWO DIFFERENT THINGS?

12           DR. CLARK-HARVEY: CAN I OFFER MAYBE SOME  
13    EDITS TO THE CLARIFYING COMMENTS? IS THAT  
14    APPROPRIATE?

15           CHAIRMAN BLUMENTHAL: YES.

16           DR. CLARK-HARVEY: SO AS I HEAR FRED AND  
17    OTHERS, I TOO -- I CAN SEE WHERE THAT CAN BE  
18    CONFUSING. AND SO I WONDER IF IT'S REALLY ABOUT,  
19    AND I MAY BE OFF HERE, BUT IS IT ABOUT ATTRACTING A  
20    LEADER THAT HAS THE ABILITY TO OVERSEE AND LEAD  
21    STAFF WHO ARE ABLE TO DESIGN AND EVALUATE PROCESS  
22    FOR PROGRAMS AND PROJECTS? BECAUSE THAT MORE SPEAKS  
23    TO THE CHARACTERISTICS OF A LEADER IN NOT ONLY BEING  
24    ABLE TO HAVE SOME EXPERIENCE IN DOING THAT, BUT ALSO  
25    OVERSEEING STAFF BECAUSE THE TRUTH IS THAT THAT

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1 PERSON AT THAT EXECUTIVE LEVEL IS NOT GOING TO BE, I  
2 DON'T THINK, DOWN IN THE DETAILS. IT'S REALLY THE  
3 STAFF THAT ARE DESIGNING, THAT ARE EXACTING REALLY  
4 THOSE PROCESSES, THAT EVALUATION PROCESS, FOR THE  
5 PROJECTS AND PROGRAMS OF CIRM. SO I JUST WANT TO  
6 THROW THAT OUT THERE AND JUST MAYBE THAT LANDS WELL,  
7 MAYBE THAT FITS WELL, MAYBE IT DOESN'T, BUT JUST  
8 WONDERING IF THAT'S HELPFUL AT ALL.

9 DR. FISHER: I THINK THAT'S A VALID  
10 DISTINCTION. AND CERTAINLY FROM A -- I KNOW THIS  
11 ISN'T A JOB DESCRIPTION, BUT WE KEEP THINKING ABOUT  
12 IT IN THOSE TERMS. THIS REALLY IS -- YEAH, IT'S  
13 ABOUT SUPPORTING STAFF IN THE OVERSIGHT OF THESE  
14 SYSTEMS.

15 DR. CLARK-HARVEY: AND EXECUTION AS WELL.  
16 SO STAFF SHOULD BE ABLE TO DESIGN, EXECUTE, AND  
17 THERE SHOULD BE A LEADER THAT'S ABLE TO OVERSEE  
18 THAT, COURSE CORRECT. THOSE ARE THE TYPES OF THINGS  
19 THAT I THINK OF WHEN I THINK ABOUT THAT LEADER OF  
20 CIRM IN THAT ROLE. IF YOU ALL MEANT SOMETHING ELSE  
21 BY THIS, PLEASE DO SHARE. I'M JUST NOT SURE WHAT  
22 YOU MEAN BY THAT. I DON'T KNOW IF YOU'RE ACTUALLY  
23 TRYING TO SAY YOU WANT A LEADER WHO IS GOING TO  
24 ACTUALLY DO THAT WORK. IT WOULD SEEM TO ME THAT YOU  
25 HAVE SUCH TALENTED FOLKS THAT THEY WOULD BE EQUIPPED

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1 TO DO THAT WITH THE RIGHT TYPES OF LEADERSHIP AND  
2 SUPPORT.

3 CHAIRMAN BLUMENTHAL: WE ARE REALLY  
4 TALKING ABOUT EXPERIENCE IN OVERSEEING AN  
5 ORGANIZATION THAT EVALUATES, APPROVES, AND CONDUCTS  
6 LARGE MULTIYEAR PROJECTS.

7 DR. CLARK-HARVEY: RIGHT.

8 CHAIRMAN BLUMENTHAL: SO IT'S OVERSEEING  
9 AN ORGANIZATION.

10 DR. CLARK-HARVEY: OR A TEAM OR WHATEVER  
11 THE LANGUAGE NEEDS TO BE, BUT THANK YOU.

12 CHAIRMAN BLUMENTHAL: SO IT'S A TEAM,  
13 THEN, THAT EVALUATES, APPROVES, AND RUNS.

14 DR. FISHER: UNLESS THIS WAS GETTING AT  
15 SOME CONCERN --

16 DR. CLARK-HARVEY: RIGHT. THAT'S WHY I  
17 WAS TRYING TO SAY IS THERE SOMETHING ELSE YOU'RE  
18 GETTING AT?

19 DR. FISHER: THIS ALMOST SUGGESTS THAT  
20 THERE'S A CONCERN ABOUT THAT YOUR CURRENT PROCESS  
21 ISN'T RUNNING RIGHT AND WE NEED SOMEBODY WHO CAN FIX  
22 IT, WHICH ISN'T MY SENSE. BUT IT MIGHT BE WHAT THE  
23 AUTHOR OF THIS WAS GETTING AT BECAUSE THEY HAD SOME  
24 INSIGHT AROUND THAT.

25 DR. CLARK-HARVEY: OR IT'S RUNNING WELL



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1 AND WE JUST NEED SOMEONE TO CONTINUE TO BE ABLE TO  
2 MAINTAIN THAT BECAUSE IT'S AN IMPORTANT ASPECT OF  
3 THE WORK OF CIRM.

4 DR. FISHER: WELL, IT TALKS ABOUT  
5 PREVIOUSLY IMPROVING THE SYSTEMS, WHICH MAKES ME  
6 WONDER WHETHER SOMEONE WAS SUGGESTING THAT THE  
7 SYSTEMS THAT WE HAVE NEED IMPROVEMENT.

8 DR. BARRETT: I THINK ALL SYSTEMS  
9 CONSTANTLY --

10 DR. CLARK-HARVEY: I WAS GOING TO SAY  
11 THAT.

12 DR. BARRETT: -- HAVE ROOM FOR  
13 IMPROVEMENT.

14 DR. CLARK-HARVEY: INNOVATION.

15 CHAIRMAN BLUMENTHAL: MIGHT I SUGGEST THAT  
16 WE COULD JUST MAKE THAT EXPERIENCE IN OVERSEEING AN  
17 ORGANIZATION OR TEAM THAT EVALUATES, APPROVES, AND  
18 CONDUCTS LARGE MULTIYEAR AND SO ON. WE CAN TAKE OUT  
19 THE WORDS "IMPROVING SYSTEMS."

20 VICE CHAIR BONNEVILLE: I THINK IT IS,  
21 THOUGH, IMPORTANT -- I THINK THIS DOES GET TO THE  
22 HEART OF THE FACT THAT WE ARE A GRANTMAKING  
23 ORGANIZATION, AND ALL OF THOSE SYSTEMS ARE IMPORTANT  
24 TO FUNCTION AND RUN SMOOTHLY. AND SO I THINK THAT'S  
25 WHAT WE WERE TRYING TO GET AT WITH THIS STATEMENT IS

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1 THAT WE DON'T DO SCIENCE HERE, WE ENABLE SCIENCE, WE  
2 FUND SCIENCE. AND FUNDING SCIENCE CREATES THE NEED  
3 FOR SYSTEMS THAT WE LOOK AT, EVALUATE, UPDATE, AND  
4 THAT THE TEAM DOES DO THAT INTERNALLY. I MEAN THEY  
5 DO THAT NOW. SO THAT'S NOT TO SUGGEST THAT IT'S NOT  
6 HAPPENING, BUT MUCH TO THE POINT OF THIS IS HOW AND  
7 WHY WE EXIST IS FOR THAT PURPOSE. SO, AGAIN, I  
8 THINK THAT MAKING IT PERHAPS JUST A LITTLE MORE  
9 OBVIOUS WOULD HELP.

10 CHAIRMAN BLUMENTHAL: STEVE.

11 MR. JUELSGAARD: YEAH. SO TWO THINGS.  
12 ONE, I WANT TO FOLLOW UP ON SOMETHING FRED WAS  
13 TALKING ABOUT. WE DON'T ACTUALLY CONDUCT THESE  
14 PROJECTS AND PROGRAMS. THEY ARE CONDUCTED BY OTHERS  
15 WHO WE FUND. AND SO WHAT WE DO IS WE MONITOR THE  
16 CONDUCT OR WE ARE ASSOCIATED WITH THE CONDUCT, BUT  
17 WE REALLY DON'T CONDUCT THEM OURSELVES. ALL RIGHT.  
18 IT'S OUR GOAL TO KIND OF MAKE SURE THEY'RE BEING  
19 CONDUCTED IN A WAY THAT THEY WERE APPLIED FOR. SO I  
20 WOULD MODIFY THE CONDUCTS TO OVERSEE THE CONDUCT OF  
21 LARGE AS OPPOSED TO CONDUCT.

22 DR. BARRETT: I THINK THAT DEPENDS, STEVE,  
23 ON YOUR DEFINITION OF PROJECTS OR PROGRAMS.  
24 CERTAINLY WE CONDUCT PROGRAMS THAT ARE DESIGNED TO  
25 SELECT AND FUND PEOPLE TO DO THE SCIENCE, BUT THE

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1 ACTUAL DESIGN AND THE CONCEPT AND ALL OF THE PIECES  
2 THAT GO INTO THE EVALUATION IS ITSELF A PROGRAM OR A  
3 PROJECT.

4 MR. JUELSGAARD: THAT MAY BE PART OF THE  
5 PROBLEM IS WE'VE GOT SO MANY THINGS LUMPED INTO  
6 PROJECTS OR PROGRAMS, WE PICK AND CHOOSE DIFFERENT  
7 THINGS. BECAUSE I THINK ABOUT ALL THE ONES THAT WE  
8 FUND WITH THE \$500 MILLION, FUNDING THAT WE HAVE,  
9 AND WE DON'T DO ANY OF THOSE THAT WE APPROVE.  
10 SOMEBODY ELSE IS DOING THEM. WE APPROVE GIVING THEM  
11 MONEY TO DO THEM. THIS IS MARIA'S POINT ABOUT WHAT  
12 WE REALLY ARE AS AN ORGANIZATION. ANYWAY, I DON'T  
13 KNOW IF WE WANT TO WORDSMITH THIS TO DEATH, BUT I  
14 STILL THINK THERE'S SOME VAGARY THERE.

15 BUT MARIA MAKES ANOTHER POINT WHICH ISN'T  
16 REALLY IN HERE ANYWHERE AND WHICH IS DO WE WANT TO  
17 HAVE A BULLET POINT THAT SAYS UNDERSTAND THE MISSION  
18 AND OBJECTIVE OF CIRM AND PROPOSITION 14? DO WE  
19 WANT TO HAVE THAT AS A CRITERIA, THAT PEOPLE REALLY,  
20 BEFORE WE SPEND TIME WITH THEM OR BEFORE THEY SIGN  
21 UP, THAT THEY HAVE A GOOD UNDERSTANDING OF THIS  
22 ORGANIZATION AND WHAT IT DOES AND WHAT ITS MANDATE  
23 IS IN THE PUBLIC PAST PROPOSITION 14. I JUST ASK  
24 THAT AS A QUESTION BECAUSE I THINK THAT'S SOMETHING  
25 WE NEED TO CONSIDER.

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1 DR. CLARK-HARVEY: I AGREE 100 PERCENT.  
2 AND I ALSO THINK THAT NOT ONLY TALKING ABOUT HAVING  
3 KNOWLEDGE OF THE PROPOSITION, BUT ALSO RELATES TO  
4 THE DIFFERENT ROLES THAT THE LEADER IS GOING TO HAVE  
5 TO ASSUME. SO THEIR ROLE AS A BOARD MEMBER, THEY'RE  
6 ROLE AS A LEADER OF THE STAFF, ET CETERA, MAKING  
7 SURE THAT THAT MISSION IS ACCOMPLISHED THROUGH ALL  
8 OF THE WORK AND ALL OF THE DIFFERENT LEVELS.

9 DR. IMBASCIANI: ASTERISK, DOT, DOT, DOT  
10 IN THE CONTEXT OF BEING A GOVERNMENT AGENCY.

11 MR. JUELSGAARD: YEAH. TO ADD TO VITO'S  
12 WORDS, SCOTT, AND BEING AS SET FORTH IN PROPOSITION  
13 14 AND INCUMBENT ON BEING A STATE AGENCY.

14 CHAIRMAN BLUMENTHAL: YOUR QUESTION IS, IF  
15 THIS BULLET IS OKAY, SHOULD THIS COME FIRST?

16 DR. FISHER: THIS LIST IS A LIST OF THINGS  
17 THAT WOULD BE NICE, BUT THEY DON'T NECESSARILY NEED  
18 TO -- AGAIN, WE ARE TEETERING BACK AND FORTH BETWEEN  
19 IS THIS A JOB DESCRIPTION? ARE THESE REQUIREMENTS?  
20 ARE THESE THINGS THAT WE THINK WOULD BE NICE, BUT  
21 UNNECESSARY?

22 DR. BARRETT: I WOULD SAY THE LATTER. AND  
23 I WOULD IMAGINE THAT THERE WOULD BE LOTS OF  
24 QUALIFIED -- OTHERWISE QUALIFIED CANDIDATES THAT  
25 DON'T NECESSARILY FULFILL THIS PARTICULAR BULLET,

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1 BUT THEY NEED TO BE AT LEAST WILLING TO LEARN.

2 CHAIRMAN BLUMENTHAL: THAT'S A GOOD WAY OF  
3 PUTTING IT.

4 DR. BARRETT: THERE WILL BE MANY OF US ON  
5 THIS BOARD WHO DID NOT UNDERSTAND ALL OF THIS WHEN  
6 SELECTED.

7 MR. JUELSGAARD: I'M SURE IF I'M ON THE  
8 COMMITTEE AND I INTERVIEW PEOPLE, BELIEVE ME THIS  
9 WILL BE AT THE TOP OF MY LIST OF THINGS THAT I'LL  
10 ASK ABOUT BECAUSE IF THE ANSWER TO THAT IS I DON'T  
11 KNOW ANYTHING ABOUT THIS, IT'S GOING TO BE A PRETTY  
12 SHORT CONVERSATION.

13 CHAIRMAN BLUMENTHAL: GOOD POINT. OKAY.  
14 ARE WE READY TO MOVE ON?

15 MR. JUELSGAARD: GEORGE.

16 CHAIRMAN BLUMENTHAL: YES.

17 MR. JUELSGAARD: SORRY. THERE'S MY HAND.  
18 IN BOTH THIS ONE AND THE FOLLOWING ONE, WE USE THE  
19 TERM "ALL STAKEHOLDERS," WHICH IS A PRETTY BROAD  
20 TERM. AND I ALWAYS GET A LITTLE WORRIED WHEN YOU  
21 INCLUDE SOMETHING THAT HAS EVERYBODY IN IT. AND I  
22 WOULD -- MY PREFERENCE WOULD BE TO USE THE WORD  
23 "WITH IMPORTANT STAKEHOLDERS" IN BOTH PLACES AS  
24 OPPOSED TO ALL AND ALLOW SOME DISCRETION.

25 CHAIRMAN BLUMENTHAL: I COMPLETELY AGREE

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1 WITH YOU. JUDY.

2 DR. GASSON: ALMOST FOUR YEARS AND I STILL  
3 HAVE TO BE TOLD THAT I'M MUTE. I AGREE WITH STEVE  
4 THAT IMPORTANT IS GOOD, BUT I ALMOST WONDER IF WE  
5 COULD MERGE THESE. AND THE FIRST ONE WOULD SAY WHAT  
6 IT SAYS, AND THEN IT WOULD SAY SOMETHING LIKE  
7 LEADING TO -- NO, IT WOULDN'T LEAD TO A PROVEN  
8 ABILITY. NEVER MIND.

9 WELL, WHAT I WAS THINKING WAS LEADING TO  
10 ALIGNMENT OF THE MISSION AND VISION OF THE  
11 ORGANIZATION WITH ALL IMPORTANT STAKEHOLDERS.

12 CHAIRMAN BLUMENTHAL: WELL, ONE ADVANTAGE  
13 OF THAT IS I'M A LITTLE BIT UNCOMFORTABLE WITH A  
14 PROVEN ABILITY TO CREATE ALIGNMENT. THEY'RE  
15 STARTING ANEW. THEY WON'T HAVE PROVEN ANYTHING AT  
16 THIS POINT, SO WE MAY WANT TO CHANGE THOSE WORDS AT  
17 THE VERY LEAST.

18 MR. TOCHER: DOES THAT ADDRESS IT?  
19 GEORGE, I JUST CHANGED THAT.

20 CHAIRMAN BLUMENTHAL: OKAY.

21 MR. TOCHER: I AGREE IT DOES SUGGEST  
22 SOMEHOW --

23 CHAIRMAN BLUMENTHAL: THAT DOES ADDRESS MY  
24 CONCERN.

25 MR. TOCHER: OKAY.

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1 CHAIRMAN BLUMENTHAL: OKAY. ARE WE READY  
2 TO MOVE ON? OKAY. LET'S MOVE ON. THE NEXT ONE IS  
3 THE STRATEGIC LEADERSHIP ABILITIES, LET ME REMIND  
4 YOU, FALL UNDER THE CRITICAL COMPETENCIES FOR  
5 SUCCESS. THIS IS NOW A MORE IMPORTANT ROLE IN THE  
6 JOB DESCRIPTION.

7 MR. TOCHER: AND, GEORGE, JUST FOR THE  
8 BENEFIT OF THE GROUP, I WOULD POINT OUT THAT THE  
9 REMAINDER OF THE DOCUMENT IS AS WAS APPROVED IN  
10 2013/14. THE CHANGE HERE IS THIS NEW PARAGRAPH  
11 REGARDING DEI. SO THE LANGUAGE THAT YOU SEE HERE IN  
12 THE REMAINDER, OTHER THAN THAT PARAGRAPH, IS  
13 UNTOUCHED FROM 2014.

14 CHAIRMAN BLUMENTHAL: THANK YOU, SCOTT.  
15 INVITING COMMENTS.

16 MR. JUELSGAARD: I JUST CAN'T FIGURE OUT  
17 HOW TO GET MY HAND RAISED HERE.

18 CHAIRMAN BLUMENTHAL: OKAY.

19 MR. JUELSGAARD: I'M WORKING ON TWO  
20 COMPUTERS AND ONE SEEMS TO HAVE TAKEN OVER THE  
21 OTHER.

22 IT'S THE SECOND TO THE LAST SENTENCE. NO,  
23 WAIT A MINUTE. IT'S THE LAST SENTENCE. AND IT  
24 SAYS, "THE SUCCESSFUL CANDIDATE WILL HAVE A RECORD  
25 OF DEMONSTRATING THEIR ABILITY TO ACHIEVE THIS

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1 MISSION." AND IF YOU BACK IT UP, THE MISSION IS ALL  
2 PEOPLE IN CALIFORNIA, REGARDLESS OF THEIR  
3 BACKGROUND, DESERVE EQUAL ACCESS TO THE BENEFITS OF  
4 REGENERATIVE MEDICINE. SO THAT'S A VERY DESIRABLE,  
5 BUT HUGE MISSION. AND THE ABILITY TO ACHIEVE THAT  
6 MISSION IS A WORK IN PROGRESS FOR ANYBODY.

7 DR. CLARK-HARVEY: MAYBE PROMOTE THE  
8 MISSION. IS THAT BETTER?

9 MR. JUELSGAARD: I THINK THAT WORKS MUCH  
10 BETTER, LEONDRA. I WOULD CERTAINLY SAY --

11 DR. BARRETT: OR LIKELY ABILITY TO ACHIEVE  
12 THIS MISSION.

13 DR. CLARK-HARVEY: RIGHT. OR PROMOTE IT.  
14 YEAH.

15 MR. JUELSGAARD: I JUST DON'T LIKE THE  
16 WORD "ACHIEVE" BECAUSE WHO KNOWS WHEN WE'RE GOING TO  
17 GET TO THE END OF THE MISSION. I DO LIKE THE WORD  
18 "TO SUPPORT THE MISSION" OR "PROMOTE THE MISSION" OR  
19 THAT SORT OF THING. BUT TO ACHIEVE THE MISSION IS  
20 GOING TO BE GOING ON FOR DECADES, I THINK.

21 DR. FISHER: PURSUE IS ANOTHER WORD.

22 MR. TOCHER: WHAT WAS THAT, FRED?

23 DR. FISHER: PURSUE, PROMOTE AND PURSUE OR  
24 PURSUE AND PROMOTE. THEY'RE KIND OF TWO DIFFERENT  
25 THINGS, BOTH IMPORTANT, I THINK.



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1 MR. JUELSGAARD: ALL OF THOSE ARE FINE. I  
2 JUST WRESTLE WITH THE WORD "ACHIEVE."

3 DR. BARRETT: YES. THAT'S A GOOD  
4 AMENDMENT, STEVE.

5 CHAIRMAN BLUMENTHAL: THIS WAS THE  
6 PARAGRAPH I WAS THINKING OF WHEN I SAID THAT THERE  
7 WAS SOMETHING ABOUT AFFORDABILITY, AND IT ISN'T  
8 EXPLICITLY MENTIONED HERE. BUT DO YOU WANT TO  
9 COMMENT ON THAT?

10 VICE CHAIR BONNEVILLE: I THINK TO FRED'S  
11 POINT, TALKING ABOUT -- I DON'T THINK REIMBURSEMENT  
12 COVERS IT ALL, BUT IT'S A START. AND IF WE ARE NOT  
13 EXACTLY SURE WHAT WE MEAN BY ACCESS AND  
14 AFFORDABILITY, IT'S HARD TO -- OR WE HAVEN'T COME TO  
15 THAT DETERMINATION INTERNALLY, IT'S HARD TO SET IT  
16 OUT THIS WAY. I THINK THAT PROBABLY NEEDS MORE  
17 CONVERSATION.

18 CHAIRMAN THOMAS: OKAY.

19 DR. BARRETT: BUT I DO THINK THIS THING  
20 SAYING ABOUT DESERVING EQUAL ACCESS REALLY GETS TO  
21 THE HEART OF WHAT WE ARE TRYING TO ACCOMPLISH.

22 CHAIRMAN BLUMENTHAL: YES. ANY MORE  
23 COMMENTS ON THIS PARAGRAPH? WE'LL MOVE ON TO THE  
24 NEXT ONE.

25 DR. CLARK-HARVEY: COLLABORATIVE AND

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1 DELEGATION IS THAT WHAT WE ARE LOOKING AT?

2 CHAIRMAN BLUMENTHAL: YES.

3 DR. CLARK-HARVEY: THE FIRST SENTENCE I'M  
4 STUCK. I'M SO SORRY. HELP ME. THE IDEAL CANDIDATE  
5 WILL WORK AS EFFECTIVELY THROUGH INFLUENCE AS  
6 THROUGH DIRECT AUTHORITY. I KNOW IT'S LATE IN THE  
7 DAY, BUT THAT'S JUST NOT -- IS THAT A SENTENCE?

8 DR. BARRETT: YES. PEOPLE WILL WANT TO  
9 FOLLOW YOU RATHER THAN JUST BECAUSE YOU'RE THE BOSS.

10 DR. CLARK-HARVEY: WORK AS EFFECTIVELY  
11 THROUGH INFLUENCE AS THROUGH DIRECT. OKAY. CAN WE  
12 REWORD IT THEN PLEASE?

13 DR. BARRETT: THAT SENTENCE DOES SOUND  
14 LIKE IT WAS BY A SEARCH FIRM.

15 DR. CLARK-HARVEY: AS EFFECTIVELY  
16 THROUGH...

17 DR. IMBASCIANI: LEONDRA, I JUST ASKED  
18 MARIA WHAT THAT FIRST SENTENCE MEANT QUIETLY OVER  
19 HERE.

20 DR. CLARK-HARVEY: OKAY. THANK YOU. I'M  
21 LIKE -- I'M SORRY. IT DOESN'T COMPUTE FOR ME. IT  
22 IS LATE. WHAT IS IT THAT WE ARE TRYING TO SAY HERE?

23 MR. JUELGAARD: I THINK WE ARE TRYING TO  
24 SAY BASICALLY THAT THERE ARE TWO WAYS OF WORKING.  
25 ONE IS INFLUENCE AND THE OTHER IS SOMETIME IMPOSING

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1 YOUR DIRECT AUTHORITY. AND ESSENTIALLY YOU'VE GOT  
2 TO BE ABLE TO WORK EFFECTIVELY -- AS EFFECTIVELY  
3 INFLUENCING PEOPLE WHICH IS SOMETIMES MORE DIFFICULT  
4 THAN THE DIRECT AUTHORITY.

5 DR. CLARK-HARVEY: CAN WE JUST SAY THAT?  
6 CAN WE JUST SAY THAT WE ARE LOOKING FOR SOMEONE THAT  
7 HAS THE ABILITY TO LEAD IN THE WAYS IN WHICH STEVE  
8 EXPLAINED, WHICH WAS MUCH MORE STRAIGHTFORWARD TO  
9 ME? SO WE ARE LOOKING FOR SOMEONE WHO HAS THE  
10 SKILLS TO BE AN INFLUENCER OR LEAD BY EXAMPLE, I  
11 THINK IS REALLY WHAT WE ARE GETTING AT. WE ARE  
12 LOOKING FOR SOMEONE WHO IS ABLE TO DELEGATE. TO ME  
13 THESE ARE KIND OF COMMON-SENSE LEADERSHIP THINGS.  
14 SO...

15 MR. JUELGAARD: YOU NEED TO HAVE BOTH OF  
16 THOSE, I THINK, LEONDRA. THAT'S JUST THE POINT.  
17 SOMETIMES --

18 DR. CLARK-HARVEY: NO, I AGREE WITH YOU.  
19 I JUST THINK --

20 MR. JUELGAARD: SO SOMEHOW WE JUST NEED  
21 TO BREAK THIS UP SO THAT IT MAKES SENSE. WE ARE  
22 LOOKING FOR TWO SKILL SETS, PEOPLE WHO CAN --

23 DR. CLARK-HARVEY: EXACTLY.

24 MR. JUELGAARD: BUT WHO CAN ALSO, IF THE  
25 NEED CALLS FOR IT, KIND OF ASSERT DIRECT AUTHORITY.

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1 DR. CLARK-HARVEY: OF COURSE. IF WE COULD  
2 JUST WRITE THAT MORE DIRECTLY, I THINK THAT'S  
3 HELPFUL, AT LEAST FOR ME.

4 MR. JUELSGAARD: NO. I AGREE.

5 CHAIRMAN BLUMENTHAL: I THINK YOU'RE  
6 RIGHT.

7 MR. JUELSGAARD: SCOTT WILL WORDSMITH IT.

8 MR. TOCHER: YEAH. NOTHING LIKE 20 SETS  
9 OF EYES STARING DOWN THE --

10 CHAIRMAN BLUMENTHAL: IT'S GOOD TO HAVE  
11 THE SKILLS TO LEAD BOTH THROUGH DIRECT EXAMPLE AND  
12 THROUGH DIRECT AUTHORITY. SOMEWHAT REPETITIVE.

13 DR. CLARK-HARVEY: YOU GET WHERE WE ARE  
14 GOING, SCOTT. HAVE FUN WITH IT.

15 DR. GASSON: I LIKE THE DIRECTION.

16 MR. TOCHER: I'LL CONTINUE TO WORK, BUT  
17 DON'T LET ME SLOW DOWN THE PROCESS HERE.

18 CHAIRMAN BLUMENTHAL: AND I LIKE THE LAST  
19 SENTENCE. I THINK THAT'S AN IMPORTANT ONE.

20 MR. JUELSGAARD: RIGHT.

21 CHAIRMAN BLUMENTHAL: ANY OTHER COMMENTS  
22 ON THIS BULLET? OKAY. MOVE ON TO THE NEXT ONE.  
23 TEAM LEADERSHIP ABILITIES.

24 MR. JUELSGAARD: I THINK IT'S HARD TO  
25 IMPROVE UPON WHAT'S ALREADY HERE.

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1 DR. GASSON: I AGREE WITH STEVE.

2 DR. CLARK-HARVEY: NEXT.

3 CHAIRMAN BLUMENTHAL: SHALL WE MOVE ON

4 TO --

5 DR. CLARK-HARVEY: YES.

6 CHAIRMAN BLUMENTHAL: -- OTHER PERSON  
7 CHARACTERISTICS?

8 DR. GASSON: WHAT HAPPENED? WHERE DID IT  
9 GO?

10 MR. TOCHER: SORRY. I HAVE A BIG FEAR  
11 THAT SUDDENLY MY COMPUTER WOULD SHUT DOWN. SO JUST  
12 MAKING SURE.

13 VICE CHAIR BONNEVILLE: WE ARE LIKE WHAT  
14 ARE YOU DOING?

15 DR. CLARK-HARVEY: I LIKE ALL THOSE  
16 THINGS. THAT'S MY COMMENT.

17 DR. GASSON: I THINK THIS IS GREAT. I  
18 THINK THESE ARE SORT OF INTANGIBLE THINGS, BUT  
19 THEY'RE REALLY IMPORTANT.

20 CHAIRMAN BLUMENTHAL: GREAT. SO DOES THAT  
21 MEAN WE ARE DONE?

22 DR. GASSON: COULD BE. THAT'S WHAT YOUR  
23 COMPUTER SAID.

24 MR. JUELSGAARD: COMPUTER IS TIMING OUT.

25 DR. BARRETT: THIS WAS A GREAT DISCUSSION.

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1 IT'S VERY EXEMPLARY OF THE GREAT COMMITTEE THAT WE  
2 HAVE THAT IS GOING TO REALLY DIG INTO THE  
3 CANDIDATES.

4 CHAIRMAN BLUMENTHAL: EXACTLY. AND IT'S  
5 IMPRESSIVE THAT --

6 MR. JUELSGAARD: KIM, YOU'RE A SWEET  
7 TALKER.

8 CHAIRMAN BLUMENTHAL: IT'S ALSO IMPRESSIVE  
9 THAT WE TIMED IT OUT SO WELL. FINISHED OUR JOB ON  
10 TIME AT THE END OF A LONG DAY.

11 SO THE PROCEDURE NOW IS THAT SCOTT WILL  
12 WRITE UP A FINAL CLEAN VERSION THAT WE WILL THEN  
13 PRESENT TO THE FULL ICOC. I DON'T THINK THERE'S ANY  
14 REASON TO PRESENT THE TRACK CHANGE VERSION TO THEM.  
15 AND THE ICOC CAN FURTHER WORDSMITH IT OR THEY CAN  
16 APPROVE IT. AND THEN ONCE IT'S APPROVED, IT WILL GO  
17 TO THE YET UNCHOSEN SEARCH FIRM.

18 AND SINCE WE HAVE ONE OR TWO MINUTES LEFT,  
19 SCOTT, DO YOU WANT TO SAY ANYTHING MORE ABOUT THE  
20 PROCESS FOR CHOOSING A SEARCH FIRM?

21 MR. JUELSGAARD: CAN I ASK A QUESTION?  
22 SCOTT, DO WE NEED ANY PUBLIC COMMENT BEFORE WE GO?

23 MR. TOCHER: YES. WE'LL HAVE AN  
24 OPPORTUNITY FOR PUBLIC COMMENT AS WELL.

25 AND FOR THE PROCESS, THE RFP HAS BEEN

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1 POSTED, AND WE HAVE IDENTIFIED A LONG LIST OF SEARCH  
2 FIRMS ALSO TO REACH OUT TO LET THEM KNOW THAT THE  
3 RFP IS AVAILABLE NOW. WE ANTICIPATE THAT IT WILL  
4 CLOSE AT THE END OF THE MONTH. THEN WE WILL BRING A  
5 SET OF RECOMMENDATIONS. LAST TIME IN 2014 THE  
6 CHAIR, THE COMMITTEE, AND BOARD GOVERNANCE, AND  
7 ANOTHER MEMBER OF THE BOARD -- EXCUSE ME -- OF THE  
8 SUBCOMMITTEE TRY TO HELP THE PROCESS ALONG BY  
9 IDENTIFYING SORT OF WHO THE TOP-TIERED CANDIDATES  
10 ARE THAT HAD WORTHWHILE RESPONSES AS A WAY OF  
11 PRIORITIZING THE WORK OF THE COMMITTEE. SO WAS ABLE  
12 TO CONDUCT SOME INTERVIEWS WITH THOSE FIRMS IN  
13 ADVANCE OF ANOTHER MEETING OF THIS COMMITTEE.

14 SO THE NEXT MEETING OF THIS COMMITTEE  
15 WOULD BE TO SELECT THE SEARCH FIRM THAT WOULD BE  
16 ENGAGED. AND PRESUMABLY, IF IT IS THE WISH OF THE  
17 GROUP, THE LEADERSHIP OF THIS COMMITTEE WOULD DO  
18 SOME LEGWORK IN THE BACKGROUND TO HELP PRIORITIZE  
19 AND RATE SOME OF THE RESPONDENTS SO THAT WE COULD  
20 USE THAT TIME EFFICIENTLY.

21 CHAIRMAN BLUMENTHAL: SELECTION OF THE  
22 SEARCH FIRM IS DONE IN CLOSED SESSION OR IN OPEN  
23 SESSION?

24 MR. TOCHER: THE FINAL SELECTION IS DONE  
25 IN OPEN SESSION.

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1 VICE CHAIR BONNEVILLE: DID YOU SAY THE  
2 RFP WILL BE CLOSING AT THE END OF DECEMBER?

3 MR. TOCHER: CORRECT.

4 DR. GASSON: ALL RIGHT. THAT'S SOON.  
5 THAT'S GREAT.

6 MR. JUELSGAARD: SO, SCOTT, BACK IN 2013,  
7 WHAT WE DID IS PROVIDED FOR QUALIFICATIONS AND  
8 CRITERIA FOR AN EVALUATION OF A SEARCH FIRM. SO WE  
9 PUT OUT A WHOLE LIST OF THINGS THAT A SEARCH FIRM  
10 NEEDED TO MEET. I DON'T KNOW IF YOU REMEMBER THAT  
11 OR NOT.

12 VICE CHAIR BONNEVILLE: YES.

13 MR. JUELSGAARD: TO DRAW THE METES AND  
14 BOUNDS FOR SEARCH FIRMS THAT ARE GOING TO SUBMIT  
15 PROPOSALS, THEY ALREADY KNOW THE MILIEU IN WHICH  
16 THEY'RE GOING TO OPERATE.

17 MR. TOCHER: RIGHT.

18 CHAIRMAN BLUMENTHAL: I THINK WE ALSO NEED  
19 TO HEAR PUBLIC COMMENT. IS THERE ANY PUBLIC  
20 COMMENT?

21 DR. IMBASCIANI: I HAD A COMMENT, GEORGE,  
22 IF THERE'S NOBODY.

23 MS. MANDAC: THERE ARE NO HANDS RAISED FOR  
24 PUBLIC COMMENT.

25 CHAIRMAN BLUMENTHAL: OKAY. THANK YOU.



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1 YES, GO AHEAD.

2 DR. IMBASCIANI: I JUST WANTED -- THIS IS  
3 A VERY SUCCESSFUL MEETING, IN MY OPINION. BUT I  
4 THINK PART OF THE SUCCESS WAS THE QUALITY OF THE  
5 DOCUMENT THAT WE WERE PRESENTED TO WORK ON. AND  
6 EVEN THOUGH WE KIND OF SHREDED IT, IT STILL WAS  
7 VERY COMPREHENSIVE. AND, SCOTT, I THINK YOU'RE  
8 PROBABLY RESPONSIBLE FOR IT. I WANT TO THANK YOU.

9 MR. TOCHER: GEORGE AND KIM ARE WHO YOU'RE  
10 THANKING.

11 DR. IMBASCIANI: AHA. WELL, THANK YOU  
12 VERY MUCH FOR ALL OF THE PREWORK AND FOR ARRANGING  
13 THIS SO NICELY AS A WORKING DOCUMENT. IT WAS A  
14 MODEL. IT WAS VERY HELPFUL AND WE GOT THROUGH IT  
15 EXPEDITIOUSLY. SO THANKS.

16 CHAIRMAN BLUMENTHAL: GREAT. I THINK NOW  
17 IT IS A COLLECTIVE DOCUMENT. SO WE CAN ALL TAKE  
18 PRIDE IN IT. OKAY. ANY OTHER BUSINESS THAT WE NEED  
19 TO TAKE CARE OF?

20 MR. TOCHER: NO. I THINK YOU'RE FREE TO  
21 ADJOURN, GEORGE.

22 CHAIRMAN BLUMENTHAL: OKAY. I THINK WITH  
23 THAT WE CAN ADJOURN. AGAIN, LET ME THANK YOU ALL.

24 VICE CHAIR BONNEVILLE: THANK YOU, GEORGE  
25 AND KIM.

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DR. BARRETT: THANK YOU, EVERYBODY.  
(THE MEETING WAS THEN CONCLUDED AT 4:55 P.M.)

**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 PRESIDENTIAL SEARCH SUBCOMMITTEE OF THE INDEPENDENT CITIZEN'S OVERSIGHT COMMITTEE OF THE CALIFORNIA INSTITUTE FOR REGENERATIVE MEDICINE IN THE MATTER OF ITS REGULAR MEETING HELD ON DECEMBER 12, 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.

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