

BEFORE THE
REGULAR MEETING
OF THE

PRESIDENTIAL SEARCH COMMITTEE OF THE
INDEPENDENT CITIZENS' OVERSIGHT COMMITTEE
TO THE CALIFORNIA INSTITUTE FOR REGENERATIVE MEDICINE

STANFORD UNIVERSITY
JAMES H. CLARK CENTER
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ROOM 360
STANFORD, CALIFORNIA 94305

THE BURNHAM INSTITUTE
THE FISHMAN AUDITORIUM
10901 N. TORREY PINES ROAD
LA JOLLA, CALIFORNIA 92037

UNIVERSITY OF CALIFORNIA
SAN FRANCISCO
PRESIDENT'S ROOM
17-323 CHS
LAUREL HEIGHTS CAMPUS
3333 CALIFORNIA STREET
SAN FRANCISCO, CALIFORNIA

UNIVERSITY OF CALIFORNIA LA
LOS ANGELES
SCHOOL OF MEDICINE
10833 LE CONTE AVENUE
LOS ANGELES, CALIFORNIA

ZILKHA NEUROGENIC INSTITUTE
KECK SCHOOL OF MEDICINE OF USC
HERKLOTZ SEMINAR ROOM, RM 112
1501 SAN PABLO STREET
LOS ANGELES, CALIFORNIA 90033

DATE: MONDAY, JANUARY 24, 2005
9:00 A.M.

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

BRS FILE NO.: 71505

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1 LOS ANGELES, CALIFORNIA; MONDAY JANUARY 24, 2005

2

3 CHAIRMAN KLEIN: TO KEEP THIS AGENDA ON TIME,
4 AND SO I WILL CALL THIS MEETING TO ORDER FOR A
5 CONFERENCE CALL. THIS IS THE PUBLIC MEETING I'M CALLING
6 TO ORDER, AND I'LL ASK AMY DUROSS TO TAKE ROLL. AND THEN
7 I'M GOING TO INCORPORATE INTO THE MEETING ITSELF JUST A
8 SUMMARY OF OPEN DISCUSSION PRIOR TO THE MEETING
9 COMMENCING SO THAT WE HAVE IT ON THE RECORD.

10 AMY DUROSS, COULD YOU TAKE ROLL, PLEASE?

11 MS. DU ROSS: BOB BIRGENEAU.

12 DR. BIRGENEAU: HERE.

13 MS. DU ROSS: KEITH BLACK.

14 MS. KING: NOT HERE YET.

15 MS. DU ROSS: SUSAN BRYANT.

16 DR. BRYANT: HERE.

17 MS. DU ROSS: MICHAEL GOLDBERG.

18 MR. GOLDBERG: HERE.

19 MS. DU ROSS: BRIAN HENDERSON.

20 DR. HENDERSON: HERE.

21 MS. DU ROSS: DAVID KESSLER. BOB KLEIN.

22 CHAIRMAN KLEIN: HERE.

23 MS. DU ROSS: SHERRY LANSING.

24 MS. LANSING: HERE.

25 MS. DU ROSS: RICHARD MURPHY.

1 DR. MURPHY: HERE.

2 MS. DU ROSS: TINA NOVA.

3 DR. NOVA: HERE.

4 MS. DU ROSS: PHIL PIZZO.

5 DR. PIZZO: HERE.

6 MS. DU ROSS: JOAN SAMUELSON. PHYLLIS
7 PRECIADO. JANET WRIGHT.

8 DR. WRIGHT: HERE.

9 CHAIRMAN KLEIN: OKAY. WE HAVE A QUORUM. THEY
10 ARE HAVING TECHNICAL DIFFICULTIES AT UC SAN FRANCISCO.
11 THEY'RE GOING TO BE JOINING US AS SOON AS THEY CAN, BUT
12 WE NEED TO PROCEED.

13 IT IS IMPORTANT THAT WHEREVER THERE IS A SITE,
14 THAT WE BE ABLE TO AT LEAST HAVE A STAFF PERSON THERE FOR
15 THE FIRST MEETING TO TRY AND WORK OUT THE TECHNICAL SIDE
16 OF THE OPERATIONS.

17 BEFORE I COMMENCE THE AGENDA, I'D LIKE TO ASK
18 IF THERE'S ANY GENERAL COMMENTS FROM THE PUBLIC, AND I'M
19 GOING TO PROCEED SEQUENTIALLY THROUGH THE SITES TO ASK
20 THAT QUESTION. I WILL REPEAT THE PROCEDURE FOR EACH OF
21 THE ITEMS ON THE AGENDA. HOWEVER, WHEN I REPEAT THE
22 PROCEDURE, I'LL REVERSE THE ORDER SO THAT EVERYONE HAS AN
23 EQUAL CHANCE TO TALK FIRST OR LAST.

24 FIRST OF ALL, ARE THERE ANY PUBLIC COMMENTS
25 FROM STANFORD? ANY PUBLIC COMMENTS FROM BERKELEY? ANY

1 PUBLIC COMMENTS FROM UCLA? PUBLIC COMMENTS FROM USC?
2 ANY PUBLIC COMMENTS FROM THE BURNHAM INSTITUTE?

3 UNIDENTIFIED SPEAKER: NO.

4 CHAIRMAN KLEIN: OKAY. I WOULD LIKE TO HAVE
5 AMY DUROSS READ FOR THE MINUTES A PUBLIC COMMENT FROM
6 JOAN SAMUELSON. JOAN ALSO ADDRESSES THE SITE ISSUE THAT
7 WAS ADDRESSED BEFORE. IN ADDITION, SHE RAISES SOME
8 QUESTIONS THAT I'D LIKE TO PRELIMINARILY ANSWER. AND
9 POTENTIALLY IF WE GET THROUGH THE AGENDA, WE COULD ALSO
10 HAVE ADDITIONAL COMMENTS IN RESPONSE TO JOAN'S QUESTIONS.

11 MS. DU ROSS: THIS IS FOR JOAN SAMUELSON.
12 SINCE I WILL NOT BE ABLE TO ATTEND THE MEETING, FOLLOWING
13 ARE MY SUMMARY THOUGHTS. I WOULD APPRECIATE IT IF THIS
14 COULD BE MADE AVAILABLE TO THE PARTICIPANTS.

15 REGARDING MEETING PROCESS, I UNDERSTAND THAT
16 OTHER GROUPS OPERATING OPEN MEETINGS TELECONFERENCE
17 PROCEDURES, FOR EXAMPLE, SONOMA COUNTY UNDER THE BROWN
18 ACT, ALLOW PARTICIPANTS TO TAKE ANY SITE THAT CAN BE
19 AVAILABLE TO THE PUBLIC AND PUBLICIZE THE LOCATION,
20 THEREBY EXPANDING THE AVAILABLE SITES. WE NEED TO
21 REVISIT THIS PROCEDURE. I COULDN'T GIVE UP THE ENTIRE
22 DAY TO TRAVEL TO ONE OF THE SITES, BUT I COULD HAVE
23 OPENED MY OFFICE TO THE PUBLIC.

24 REGARDING THE PRESIDENTIAL SEARCH, HERE ARE
25 SOME QUESTIONS I WOULD POSE FOR OUR DISCUSSION. ARE WE

1 EXPECTING THE SEARCH FIRM TO HELP US REFINE THE JOB
2 DESCRIPTION? IF NOT, WHAT IS OUR PROCESS OF DOING SO?
3 ARE WE LOOKING FOR SPACE IN LABS IN GRANT FUNDING
4 MANAGEMENT, EXPERTISE IN DRIVING A RESULTS-ORIENTED
5 MISSION, EXPERIENCE WITH COLLABORATIONS AMONG ACADEMIA
6 AND INDUSTRY OR BETWEEN RECIPIENTS OF A MULTITUDE OF
7 FUNDING AGENCIES, CIRM, NIH, PRIVATE SECTOR, ETC? WHERE
8 DOES THE PROP 71 REQUIREMENT FOR STRATEGIC PLANNING FIT
9 IN?

10 NO. 3, I WONDER OF THIS PROCESS ISN'T
11 PREMATURE. INPUT TO DATE, FOR EXAMPLE, AT THE IRVINE
12 NATIONAL ACADEMY MEETING, SUGGESTS THAT THERE ARE A WIDE
13 VARIETY OF APPROACHES WE COULD TAKE THROUGH THE FUNDING
14 PROGRAMS FROM HEAVY RELIANCE ON ROIS, ALA NIH, TO A
15 MANHATTAN PROJECT, EMPHASIZING OUTCOMES. OUR DECISIONS
16 ON THAT APPROACH WOULD INFORM THE SKILL SET WE NEED TO
17 ASSIST US.

18 ALSO, UNTIL WE HAVE COMPLETED OUR DEVELOPMENT
19 OF CONFLICT OF INTEREST AND ETHICS STANDARDS, HOW DO WE
20 RESPOND TO CHARGES THAT OUR SEARCH MAY BE TAINTED?

21 FINALLY, WE SHOULD BE SURE THAT WE ARE NOT
22 PLACING UNDUE RELIANCE ON AN OUTSIDE ENTITY, A SEARCH
23 FIRM, FOR EXAMPLE, TO DO OUR JOB FOR US JUST BECAUSE OUR
24 OWN PROCESS IS UNWIELDY. WITH A BIT MORE TIME, THE ICOC
25 WILL REFINE ITS SYSTEMS FOR DOING BUSINESS. MY

1 EXPERIENCE WITH SEARCH FIRMS, INCLUDING SOME BEFORE US
2 NOW, IS THAT THE RESULT IS HEAVILY INFLUENCED BY THE
3 QUALITY OF THE INPUT.

4 I LOOK FORWARD TO THE COMMITTEE RECOMMENDATIONS
5 AND HOPE TO PARTICIPATE DIRECTLY NEXT TIME.

6 CHAIRMAN KLEIN: OKAY. IN ORDER TO PROVIDE
7 SOME INITIAL RESPONSE TO JOAN'S COMMENTS, WE HAVE
8 IDENTIFIED EARLIER THAT WE CAN OPEN ANY LOCATION TO THE
9 CONFERENCE CALL AS LONG AS THE PARTY ON THE CONFERENCE
10 CALL IS GOING TO MAKE THAT SITE A PUBLIC SITE. SO IF
11 SOMEONE IS PREPARED TO OPEN THEIR HOME TO THE PUBLIC,
12 THAT CAN BECOME A PUBLIC SITE. WE CERTAINLY WOULD LIKE
13 TO ACCOMMODATE JOAN. WE WERE NOT AWARE SHE WAS NOT ABLE
14 TO ATTEND AT THE SAN FRANCISCO SITE. THE SECOND --

15 DR. PIZZO: JUST WHAT IS THE LENGTH OF TIME OR
16 THE DURATION THAT THAT SITE HAS TO BE POSTED TO MAKE IT
17 AN AVAILABLE SITE?

18 CHAIRMAN KLEIN: IT HAS TO BE POSTED FOR TEN
19 DAYS.

20 DR. PIZZO: THAT'S IMPORTANT. SO THAT MEANS
21 THAT AS WE'RE SITTING AT THESE CALLS, SO THAT WHENEVER
22 YOU ARE DOING THE REGULAR POSTING, WE NEED TO BE ABLE TO
23 POST OURS AS WELL. SO OPERATIONALLY THAT'S GOING TO BE A
24 KEY ISSUE, WHICH MEANS THAT WE REALLY NEED TO KNOW IF
25 THERE'S A DIFFICULTY BEFORE TEN DAYS IF WE'RE GOING TO BE

1 SUCCESSFUL IN THAT.

2 CHAIRMAN KLEIN: THAT'S CORRECT. AND WE HAVE
3 TO BE ABLE TO CONFIRM TECHNICAL CAPACITY AT EACH OF THE
4 SITES. THIS MORNING WE HAVE TECHNICAL CAPACITY PROBLEMS
5 AT UC SAN FRANCISCO, WHICH SHOULD HAVE SOME SIGNIFICANT
6 TECHNICAL CAPABILITIES AT THE SITE ITSELF.

7 DR. WRIGHT: BOB, THIS IS JANET WRIGHT. JUST
8 FOR CLARIFICATION, IS THE REQUIREMENT -- IS THERE AN
9 ADDITIONAL REQUIREMENT FOR ADA ACCESSIBILITY AND A ROOM
10 THAT WOULD ACCOMMODATE 50 PEOPLE OR MORE AND THE STAFF
11 PERSON PRESENT STILL?

12 CHAIRMAN KLEIN: THAT IS CORRECT. THOSE ARE
13 ALL CORRECT STATEMENTS.

14 DR. HENDERSON: DO YOU HAVE TO HAVE A STAFF
15 PERSON FROM --

16 CHAIRMAN KLEIN: IT IS NOT A LEGAL REQUIREMENT
17 THAT YOU HAVE A STAFF PERSON; IT IS A BEST PRACTICE.

18 MS. LANSING: I HAVE ANOTHER QUESTION. THIS IS
19 FOR THE TELECONFERENCE. THIS IS SHERRY LANSING. SORRY.
20 THIS IS FOR THE TELECONFERENCE.

21 NOW, IF YOU HAVE THE MEETING, FOR EXAMPLE, THE
22 MEETING IN SAN DIEGO, AND THIS I DON'T KNOW THE ANSWER
23 TO, CAN SOMEONE PHONE INTO THAT IF THEY'RE UNABLE TO
24 ATTEND? I DON'T KNOW IF THEY CAN, BUT I DON'T KNOW THE
25 ANSWER. AND ALSO MAKE THEIR SITE AVAILABLE TO THE

1 PUBLIC?

2 MS. KING: YOU'RE TALKING ABOUT THE ICOC
3 MEETING?

4 MS. LANSING: YEAH. I DON'T KNOW THE ANSWER TO
5 THAT.

6 CHAIRMAN KLEIN: LET US REFER HERE TO JAMES
7 HARRISON, WHO IS HERE, WHO IS NOW OUR OUTSIDE COUNSEL.
8 JAMES, COULD YOU REPLY TO THAT QUESTION, PLEASE?

9 MR. HARRISON: AS LONG AS THE SITE IS NOTICED
10 AND POSTED TEN DAYS PRIOR TO THE MEETING, THE MEMBER
11 COULD PARTICIPATE FROM HIS OR HER HOME OR OFFICE. THE
12 ONLY REAL EXCLUSIONS ARE THINGS LIKE CARS OR AIRPLANES.
13 BUT IF A MEMBER, AFTER THE MEETING HAS BEEN POSTED,
14 SUDDENLY REALIZES THAT HE OR SHE CAN'T MAKE IT TO ONE OF
15 THE SITES THAT'S NOTICED, UNFORTUNATELY THEY CAN'T
16 PARTICIPATE FROM ANOTHER LOCATION AT THAT TIME.

17 DR. HENDERSON: DOES THIS HAVE TO BE WITHIN THE
18 STATE OF CALIFORNIA, I PRESUME?

19 CHAIRMAN KLEIN: THAT IS A CORRECT STATEMENT.

20 MR. HARRISON: ONE COMMENT ABOUT THAT. THE
21 ATTORNEY GENERAL'S OFFICE TAKES THE POSITION THAT AS LONG
22 AS THE SITE IS ACCESSIBLE TO THE PUBLIC, A MEMBER COULD
23 PARTICIPATE FROM OUT OF STATE AS WELL.

24 CHAIRMAN KLEIN: OH, THEY DID. THAT'S A
25 CLARIFICATION?

1 MR. HARRISON: THAT'S A CLARIFICATION.

2 CHAIRMAN KLEIN: OKAY. NOW, ONE OF OUR
3 CONSTRAINTS HAS BEEN IN TRYING TO IDENTIFY ADDITIONAL
4 SITES IS THIS ISSUE OF THE ATTORNEY GENERAL SAYING WE
5 NEEDED TO ACCOMMODATE 50 PERSONS. IS THAT JUST AN
6 INITIAL ESTIMATE TO BE CONSERVATIVE, OR IS THAT AN ACTUAL
7 RULE?

8 MR. HARRISON: I'M NOT AWARE OF A REQUIREMENT
9 THAT YOU NEED A CAPACITY FOR 50 PEOPLE. IT DOES HAVE TO
10 BE ADA ACCESSIBLE, AND IT DOES HAVE TO BE NOTICED TEN
11 DAYS IN ADVANCE. AND THE CONCEPT IS THAT WE'RE TRYING TO
12 PROVIDE FACILITIES THAT CAN ACCOMMODATE THE PUBLIC
13 DEPENDING ON THE LEVEL OF INTEREST. SO FOR THE INITIAL
14 TELECONFERENCE MEETINGS, WE THOUGHT IT WOULD BE PRUDENT
15 TO HAVE THEM ALL CONVENE IN VERY EASILY ACCESSIBLE PUBLIC
16 BUILDINGS IN ORDER TO ACCOMMODATE THE PUBLIC.

17 CHAIRMAN KLEIN: ALL RIGHT. SO THAT IS VERY
18 HELPFUL, AND PLEASE REALIZE AS WELL THAT WE NEED EACH
19 SITE TO BE A SITE WHERE WE CAN OVERNIGHT MATERIALS TO
20 MAKE CERTAIN WE HAVE MATERIALS FOR THE PUBLIC PRESENT AT
21 EACH SITE. SO LOGISTICS ARE IMPORTANT, AND IT'S
22 IMPORTANT TO HAVE SUFFICIENT NOTICE.

23 TO ANSWER ONE OF JOAN'S QUESTIONS, THE BOARD IS
24 LOOKING AT EXECUTIVE SEARCH PROPOSALS THAT DO CALL OUT
25 FOR THE EXECUTIVE SEARCH FIRMS TO PARTICIPATE IN HELPING

1 US CONFIRM THE JOB DESCRIPTIONS AND THE CRITERIA. AND
2 AFTER DISCUSSION OF THE SEARCH FIRMS THEMSELVES, BEFORE
3 WE GO INTO EXECUTIVE SESSION, IT WAS MY INTENT TO DISCUSS
4 A PROCESS FOR INTEGRATING THE PRESIDENTIAL SEARCH
5 COMMITTEE IN THE SELECTION PROCESS SO THAT THE SEARCH
6 COMMITTEE IS AN INTEGRAL PART OF THE JOB DESCRIPTION
7 APPROVALS AND THE CRITERIA THAT ARE GOING TO DRIVE THE
8 LOCATION AND IDENTIFICATION OF THIS INDIVIDUAL.

9 MS. LANSING: BOB, CAN I JUST BEFORE -- THIS IS
10 SHERRY LANSING AGAIN. JUST FOR THE PUBLIC RECORD, JUST
11 BECAUSE I KNOW THIS, JUST STATE THAT I THINK THIS IS
12 GREAT, THAT WE'RE MAKING THIS ACCOMMODATION IN THE
13 TELECONFERENCE CALLS. AND I ALSO THINK IT'S GREAT THAT
14 WE'RE MAKING IT IN THE ICOC MEETING, BUT I ALSO WANT TO
15 JUST ADD A CAVEAT, THAT I DON'T THINK WE SHOULD TAKE, YOU
16 KNOW, TAKE THAT LIGHTLY. BY THAT I MEAN WE SHOULD ALL
17 MAKE EVERY POSSIBLE EFFORT TO GET TO THE ICOC MEETINGS
18 BECAUSE IF EVERYBODY TAKES THIS AS A KIND OF RULE, THAT
19 THEY CAN CALL FROM THEIR HOUSE OR THEY CAN CALL FROM
20 THEIR OFFICE, WE WON'T HAVE THE INTERACTION IN PERSON
21 THAT I THINK WILL PRODUCE THE BEST DECISIONS. SO I THINK
22 WE SHOULD NOT AS A RULE, BUT JUST AS A BEST PRACTICE SAY
23 THAT ONLY WHEN IT'S IMPOSSIBLE TO ATTEND THE ICOC
24 MEETINGS WILL WE RESORT TO THIS, YOU KNOW, OPPORTUNITY
25 THAT'S OPEN TO US TO PARTICIPATE.

1 DR. PIZZO: I AGREE WITH, SHERRY. JUST ONE
2 MAYBE FRIENDLY MODIFIER. I THINK THAT IT'S ABSOLUTELY --
3 THIS IS PHIL PIZZO SPEAKING -- FOR THE ICOC MEETINGS PER
4 SE. I THINK FOR THE CONFERENCE CALLS, A SLIGHT
5 MODIFICATION OF THAT MAY BE APPROPRIATE JUST BECAUSE OF
6 THE CHALLENGE.

7 MS. LANSING: I AGREE WITH THAT FOR THE
8 CONFERENCE CALLS. I TOTALLY AGREE. I'M JUST TALKING
9 ABOUT FOR THE ICOC MEETINGS.

10 DR. HENDERSON: BRIAN HENDERSON HERE. I THINK
11 WE OUGHT TO FURTHER, YOU KNOW, SORT OF MAKE SURE THAT WE
12 ALWAYS HAVE A PHYSICAL QUORUM PRESENT AT ANY OF THE OPEN
13 MEETINGS AND SO THAT THIS CAN NEVER HAPPEN THAT TOO MANY
14 OF US ARE BY PHONE TO PARTICIPATE. I THINK THAT WOULD BE
15 NOT A GOOD IDEA.

16 CHAIRMAN KLEIN: OKAY. POINTS WELL TAKEN. I
17 WOULD LIKE TO ANNOUNCE THAT PHYLLIS PRECIADO HAS JOINED
18 THE STANFORD SITE. THANK HER FOR MAKING THIS SIGNIFICANT
19 TRIP FROM FRESNO. AND I BELIEVE THAT WE ARE NOW ON-LINE
20 WITH UC SAN FRANCISCO; IS THAT CORRECT?

21 DR. KESSLER: THAT'S CORRECT.

22 CHAIRMAN KLEIN: WHO IS PRESENT AT UC SAN
23 FRANCISCO?

24 DR. KESSLER: DAVID KESSLER, I'M HERE, AND WE
25 HAVE THREE MEMBERS OF THE PUBLIC.

1 CHAIRMAN KLEIN: OKAY.

2 CHAIRMAN KLEIN: WELL, WELCOME. AND WOULD THE
3 PUBLIC LIKE -- AT UC SAN FRANCISCO LIKE TO MAKE ANY
4 COMMENTS BEFORE WE GO INTO THE AGENDA?

5 DR. KESSLER: THEY'RE SIGNALING NO BY FACIAL
6 EXPRESSION.

7 CHAIRMAN KLEIN: OKAY. THANK YOU VERY MUCH.
8 SO WE NOW HAVE ALL ATTENDING MEMBERS PRESENT, AND WE ARE
9 GOING INTO THE FIRST AGENDA ITEM DEALING WITH DISCUSSING
10 THE PROPOSALS FROM THE EXECUTIVE SEARCH FIRMS AS
11 SUBMITTED THROUGH A PUBLIC RFP PROCESS.

12 AS THE COMMITTEE MEMBERS OF THE SEARCH
13 COMMITTEE KNOW, WE HAVE RECEIVED FIVE PROPOSALS FROM
14 EXECUTIVE SEARCH FIRMS THAT HAVE BEEN DISTRIBUTED TO
15 BOARD MEMBERS, AND THEY HAVE BEEN MADE AVAILABLE TO THE
16 PUBLIC ON THE WEBSITE AND AT EACH OF OUR CONFERENCE
17 SITES.

18 IN ADDITION TO POSTING ON OUR WEBSITE, WE SENT
19 THIS REQUEST FOR PROPOSALS TO APPROXIMATELY 20 DIFFERENT
20 FIRMS TO ENSURE WE WOULD HAVE A RANGE OF PROPOSALS. THE
21 FIVE FOLLOWING SEARCH FIRMS ARE REPRESENTED: A. T.
22 KEARNEY, SPENCER STUART, ISAACSON, MILLER, KINCANNON &
23 REED, AND CALIBER ASSOCIATES.

24 I 'D LIKE TO OPEN DISCUSSION AMONG THE MEMBERS
25 OF THE COMMITTEE ABOUT THE SEARCH FIRM PROPOSALS. COULD

1 THE COMMITTEE MEMBERS ADDRESS AT LEAST THE FOLLOWING
2 ISSUES ON THE APPLICATIONS, ALTHOUGH NOT NECESSARILY ON
3 EACH APPLICATION: RELEVANT EXPERIENCE, THE FIRM'S
4 UNDERSTANDING OF THE TASK AT HAND, THE TIMETABLE, AND THE
5 PRICING STRUCTURE, ALONG WITH ANY OTHER RELEVANT CONTRACT
6 PROVISIONS THEY WOULD LIKE TO HIGHLIGHT.

7 I WOULD LIKE TO ALSO INDICATE THAT FOR PUBLIC
8 COMMENT, WHEN WE GET TO PUBLIC COMMENT ON THIS ITEM, AS
9 WELL AS OTHER ITEMS ON THE AGENDA, IT WILL BE LIMITED TO
10 THREE MINUTES FOR EACH MEMBER OF THE PUBLIC.

11 AS I SAID A LITTLE EARLIER, WHEN WE ADDRESS
12 THE -- AFTER WE'VE ADDRESSED THE SEARCH FIRMS, I WOULD
13 LIKE TO TALK ABOUT A TIMETABLE AND A PROCESS. AS AN
14 INDEPENDENT SUBPART OF THIS DISCUSSION, THIS PORTION WILL
15 COME AFTER SELECTING THE EXECUTIVE SEARCH FIRM, BUT AS A
16 PART OF THE PUBLIC MEETING. AND THAT PROCESS WILL
17 DISCUSS A CONCEPT OR A PLAN UNDER WHICH THE PRESIDENTIAL
18 SEARCH COMMITTEE COULD BE INTEGRATED INTO THE TIME PATH
19 LAID OUT IN THE EXECUTIVE SEARCH FIRM PROPOSALS BECAUSE
20 WE HAVE TREMENDOUS AMOUNT OF EXPERTISE ON THE SEARCH
21 COMMITTEE. AND IT IS VERY IMPORTANT THAT THAT EXPERTISE
22 BE EMPLOYED IN A DIRECT INVOLVEMENT IN THE SEARCH FOR THE
23 PRESIDENT.

24 I'D LIKE TO OPEN FOR COMMENTS FROM THE BOARD,
25 AND I'D LIKE TO START BY ASKING ARE THERE COMMENTS FROM

1 THE BOARD MEMBERS AT THE BURNHAM INSTITUTE?

2 DR. NOVA: YES. THIS IS TINA NOVA AT THE
3 BURNHAM IN SAN DIEGO. I DO APPRECIATE THE FACT THAT WE
4 ARE ASKING THE SEARCH FIRMS TO HELP US WITH THE
5 DEFINITION AND THE JOB DESCRIPTION FOR THIS POSITION. MY
6 ONLY PROBLEM, BOB, IS THAT SOME OF THESE SEARCH FIRMS ARE
7 VERY FOCUSED IN AN ACADEMIC SEARCH; FOR EXAMPLE, A
8 PRESIDENT OF A UNIVERSITY, WHERE OTHER SEARCH FIRMS HAVE
9 DONE MORE LIKE BIOTECH AND PHARMACEUTICAL EXECUTIVES. A
10 FEW OF THE SEARCH FIRMS KIND OF CROSS OVER.

11 I GUESS WITHOUT -- I JUST DON'T HAVE A REALLY
12 GOOD HANDLE RIGHT NOW ON THE TYPE OF PERSON WE'RE
13 THINKING ABOUT. AND SO THAT'S WHY I'M HAVING A LITTLE
14 PROBLEM IN SORT OF COMING UP WITH SAYING THAT ONE SEARCH
15 FIRM MAY BE BETTER THAN ANOTHER. DO WE HAVE A LITTLE BIT
16 MORE DEFINITION ON WHAT WE THINK THIS PERSON SHOULD LOOK
17 LIKE?

18 CHAIRMAN KLEIN: WE DO. AND LET ME DO THIS.
19 LET ME PULL OUT A COPY OF THE RELEVANT SECTIONS OF THE
20 INITIATIVE, THE JOB DESCRIPTION, AND JUST READ THAT FOR
21 THE BENEFIT OF THE PUBLIC AS WELL.

22 DR. NOVA: THAT WOULD BE VERY HELPFUL. THANK
23 YOU.

24 CHAIRMAN KLEIN: OKAY. THE PRESIDENT'S PRIMARY
25 RESPONSIBILITIES ARE TO SERVE AS THE CHIEF EXECUTIVE OF

1 THE INSTITUTE, TO RECRUIT THE HIGHEST SCIENTIFIC AND
2 MEDICAL TALENT IN THE UNITED STATES TO SERVE THE
3 INSTITUTE ON ITS WORKING GROUPS. THE PRESIDENT IS A
4 MEMBER OF EACH OF THE WORKING GROUPS. TO DIRECT THE
5 INSTITUTE STAFF AND PARTICIPATE IN THE PROCESS OF
6 SUPPORTING ALL WORKING GROUP REQUIREMENTS, TO DEVELOP
7 RECOMMENDATIONS ON GRANTS, LOANS, FACILITIES, AND
8 STANDARDS, AS WELL AS TO DIRECT AND SUPPORT THE ICOC
9 PROCESS OF EVALUATING AND ACTING ON THOSE
10 RECOMMENDATIONS. THE IMPLEMENTATION OF ALL DECISIONS ON
11 THESE AND GENERAL MATTERS OF THE ICOC, TO HIRE, DIRECT,
12 AND MANAGE STAFF OF THE INSTITUTE, TO DEVELOP THE BUDGETS
13 AND COST CONTROL PROGRAMS OF THE INSTITUTE, TO MANAGE
14 COMPLIANCE WITH ALL RULES AND REGULATIONS OF THE ICOC,
15 INCLUDING THE PERFORMANCE OF ALL GRANT RECIPIENTS, AND TO
16 MANAGE AND EXECUTE ALL INTELLECTUAL PROPERTY AGREEMENTS
17 AND ALL OTHER CONTRACTS PERTAINING TO RESEARCH.

18 SO VERY BROADLY STATED, THE PRESIDENT IS THE
19 CHIEF SCIENTIFIC OFFICER OF THE INSTITUTE AND THE CHIEF
20 OPERATING OFFICER OF THE INSTITUTE. SO IN ORDER TO
21 RECEIVE THE HIGHEST SCIENTIFIC AND MEDICAL TALENT, WE
22 WOULD EXPECT SOMEONE TO BE HIGHLY ESTEEMED AMONG THEIR
23 PEERS IN THE SCIENTIFIC AND/OR PHYSICIAN SCIENTIFIC
24 FIELDS, AND WE WOULD EXPECT SOMEONE TO HAVE AN
25 OUTSTANDING RECORD OF MANAGEMENT OF A MAJOR INSTITUTIONAL

1 CAPACITY.

2 DR. PIZZO: BOB, COULD I ASK ONE SORT OF
3 QUALIFICATION OF THAT? THIS IS PHIL PIZZO SPEAKING. YOU
4 USE THE TERM "CHIEF OPERATING OFFICER." I CERTAINLY
5 UNDERSTAND THAT IT'S THE CHIEF SCIENTIFIC OFFICER. IT'S
6 NOT THE APPROPRIATE (UNINTELLIGIBLE), THOUGH, THE
7 EQUIVALENT OF CHIEF EXECUTIVE OFFICER IN THAT REALLY THIS
8 INDIVIDUAL IS GOING TO OVERSEE IMPLEMENTING THE
9 OPERATION. IT'S A NUANCE, BUT I THINK IT HAS SOME
10 IMPLICATIONS FOR THE KIND OF PERSON WE WOULD ATTRACT.

11 CHAIRMAN KLEIN: THAT'S A CORRECT STATEMENT,
12 AND ONE WOULD ASSUME THERE WOULD BE A COO OR A CHIEF
13 OPERATING OFFICER ACTUALLY UNDER IT, BUT THE REAL
14 RESPONSIBILITY FOR THOSE OPERATIONS LIES WITH THE
15 PRESIDENT. SO IN A SUPERVISORY CAPACITY. IS THAT
16 HELPFUL, TINA?

17 DR. NOVA: VERY MUCH SO. THANK YOU VERY MUCH,
18 BOB.

19 CHAIRMAN KLEIN: OKAY.

20 DR. MURPHY: BOB, RICH MURPHY AT THE BURNHAM.
21 COULD YOU ALSO DESCRIBE FOR US HOW YOU SEE YOUR WORKING
22 RELATIONSHIP WITH THE PRESIDENT HOW HANDS-ON WILL YOU BE
23 AND DR. PENHOET BE? AND HOW DO YOU SEE YOURSELF WORKING
24 WITH THE PRESIDENT ON A DAILY BASIS?

25 CHAIRMAN KLEIN: ALL RIGHT. IN SUMMARY FORM,

1 IF ONE WERE TO LOOK AT THE CHAIRMAN'S JOB AS VERSUS THE
2 PRESIDENT'S JOB, THE CHAIRMAN IS RESPONSIBLE FOR EXTERNAL
3 RELATIONS AND THE SUPPORTING ROLE SO THAT THE PRESIDENT
4 AND THE INSTITUTE CAN CARRY OUT THEIR SCIENTIFIC MISSION.

5 THE EXTERNAL RELATIONS ARE GOVERNMENTAL IN
6 PART, DEALING WITH THE CONGRESS, WHICH HAS LEGISLATION
7 WHICH WOULD BE VERY DIFFICULT. THE WELDON BROWNBACK
8 BILLS THAT HAVE PASSED THE HOUSE IN 2002 AND 2003, FOR
9 EXAMPLE, THAT COULD BAN CERTAIN TYPES OF EMBRYONIC STEM
10 CELL RESEARCH, DEALING WITH THE STATE LEGISLATURE,
11 DEALING WITH THE STATE EXECUTIVE OFFICERS, THE GOVERNOR,
12 TREASURER, CONTROLLER, ATTORNEY GENERAL'S OFFICE.

13 THE CHAIRMAN HAS A SPECIFIC RESPONSIBILITY
14 UNDER THE INITIATIVE TO SIT ON THE FINANCE COMMITTEE.
15 THE FINANCE COMMITTEE INVOLVES THE STATE'S FINANCIAL
16 OFFICERS AND MEMBERS OF THIS BOARD TO MANAGE THE FUNDING
17 OF THE INITIATIVE'S WORK.

18 THE CHAIRMAN ALSO SERVES ON THE OVERSIGHT
19 COMMITTEE AND/OR HAS A PUBLIC APPOINTMENT ON THE
20 OVERSIGHT COMMITTEE TO DEAL WITH PERFORMANCE REVIEWS WITH
21 THE PUBLIC, TO MONITOR TRANSPARENCY, ACCOUNTABILITY, AND
22 PERFORMANCE OF THIS INSTITUTE.

23 THE CHAIRMAN ALSO HAS SPECIFIC RESPONSIBILITY
24 TO LEAD THE INTELLECTUAL PROPERTY NEGOTIATIONS, ALTHOUGH
25 THAT IS CLEARLY A VERY CLOSE TEAM RELATIONSHIP WITH THE

1 PRESIDENT AND THE BOARD MEMBERS BECAUSE OF THE IMPORTANCE
2 OF THOSE AREAS TO THE STATE. BUT IN ALL CASES, EVEN
3 THOUGH THE PRESIDENT IS DEALING WITH THE SCIENTIFIC
4 OPERATION, THE CHAIRMAN IS DEALING WITH THE EXTERNAL
5 OPERATIONS, THE CHAIRMAN IS TO MANAGE THE WORK FLOW WITH
6 THE BOARD, AND NEEDS TO HAVE A VERY INTEGRATED STYLE
7 SUPPORTING THE PRESIDENT. AND THERE HAS TO BE AN ONGOING
8 COMMUNICATION ON A CONSTANT BASIS.

9 IT'S BEEN CONTEMPLATED THAT STRUCTURALLY THAT
10 THERE WOULD BE AN EXECUTIVE COUNCIL THAT WOULD INCLUDE
11 THE CHAIRMAN, FOR EXAMPLE, THE GENERAL COUNSEL, THE CHIEF
12 FINANCIAL OFFICER, THE HEAD OF COMMUNICATION, THE
13 PRESIDENT, HIS CHIEF SCIENTIFIC OFFICER, HIS CHIEF
14 OPERATING OFFICER, AND REPRESENTATIVES FROM THE THREE
15 WORKING GROUPS' STAFF THAT WOULD WEEKLY MEET AND
16 COORDINATE THOSE ACTIVITIES.

17 I THINK THAT WOULD BE A REASONABLE SUMMARY OF
18 THE RELATIONSHIP.

19 UNIDENTIFIED SPEAKER: WHO DOES THE PRESIDENT
20 REPORT TO?

21 CHAIRMAN KLEIN: THE PRESIDENT REPORTS TO THE
22 BOARD.

23 DR. PIZZO: SO IS A SIMPLE WAY OF THINKING
24 ABOUT THIS, AT LEAST THE WAY I'VE BEEN THINKING ABOUT
25 THIS IS THAT AS OTHER ORGANIZATIONS FUNCTION, THE ICOC IS

1 WORKING AS A BOARD OF PRESTIGE OR DIRECTORS, CHAIRMAN OF
2 THE BOARD IS THE CHAIRMAN OF THAT ORGANIZATION, WHICH
3 REALLY IS THE FIDUCIARY FOR OVERSIGHT FOR THE OPERATION;
4 WHEREAS, THE CEO/PRESIDENT IS FUNCTIONING AS THE CHIEF
5 EXECUTIVE OFFICER OVER THE OPERATIONS AND THE STAFF THAT
6 GOVERN THE OPERATIONS FOR THE INSTITUTE ITSELF.

7 CHAIRMAN KLEIN: I THINK THAT'S A GOOD SUMMARY.

8 DR. KESSLER: I DON'T KNOW WHETHER WE'RE GOING
9 BY SITES. I'LL STOP. BUT JUST TO ASK PHIL A QUESTION,
10 WHAT'S THE THOUGHT ABOUT THE SCIENTIFIC STRUCTURE VERSUS
11 THE ADMINISTRATIVE STRUCTURE? THIS IS DAVID KESSLER.

12 CHAIRMAN KLEIN: DAVID, LET ME RESPOND TO THAT
13 WITH A FORWARD. AND THE FORWARD IS THAT IN THE --
14 PERHAPS I SHOULD ADDRESS AT THIS POINT, RATHER THAN
15 LATER, SOME OF THE THOUGHTS ABOUT INTEGRATING THE SEARCH
16 COMMITTEE IN THE PROCESS OF THE PRESIDENTIAL SEARCH
17 COMMITTEE BECAUSE THE INTEGRATION OF THE SEARCH COMMITTEE
18 IN THAT PROCESS IS, IN FACT, FOR PROVIDING DEFINITION TO
19 PARTS OF THIS RELATIONSHIP.

20 AND IN VERY SHORT FORM, WHAT I WAS GOING TO
21 SUGGEST LATER, BUT MAYBE COULD ADVANCE THESE THOUGHTS AT
22 THIS POINT, AT LEAST TO GIVE IT TO YOU CONCEPTUALLY, WHEN
23 THE SEARCH COMMITTEE COMES BACK WITH ITS LONG LIST, ITS
24 JOB DESCRIPTION, AND ITS CRITERIA FOR THE PRESIDENT, IT
25 WAS MY INTENT TO SUGGEST THAT OUR PRESIDENTIAL SEARCH

1 COMMITTEE HAVE AGAIN ANOTHER CONFERENCE CALL MEETING TO
2 GO OVER THOSE CRITERIA, TO GO OVER THE JOB DESCRIPTION,
3 TO GO OVER THINGS LIKE THE SCIENTIFIC DEFINITION THAT
4 THEY WERE LOOKING FOR IN THIS STRUCTURE, AND HOW THE
5 SCIENTIFIC FUNCTIONS MIGHT BE ORGANIZED.

6 SECONDLY, WHEN THE SEARCH FIRM CAME BACK WITH
7 ITS SHORT LIST, HAVING AN ADDITIONAL PRESIDENTIAL SEARCH
8 COMMITTEE MEETING THAT WOULD GO OVER THE SHORT LIST, HOW
9 THE SHORT LIST CANDIDATES REFLECTED THE CRITERIA IN THE
10 JOB DESCRIPTIONS PREVIOUSLY TO SEE IF THERE'S ANY
11 ADDITIONAL REFINEMENTS TO BE MADE IN THE STRUCTURES AND
12 RELATIONSHIPS, AND AT THAT POINT ASK THAT THE
13 PRESIDENTIAL SEARCH COMMITTEE FORM TWO-MEMBER INTERVIEW
14 TEAMS. IT'S IMPORTANT THEY BE TWO-MEMBER INTERVIEW TEAMS
15 BECAUSE OF THE FACT THAT IF THERE ARE THREE MEMBERS, THEN
16 THEY INTERVIEW WITH THE CANDIDATE AND IT CANNOT BE
17 CONFIDENTIAL. AND IT'S IMPORTANT TO THE CONFIDENTIALITY
18 FOR SOME OF THESE MEMBERS TO EVEN BE CANDIDATES FOR THIS
19 POSITION.

20 IT WOULD THEN GO TO AN EXECUTIVE COMMITTEE OF
21 THE BOARD AFTER THE TOP CANDIDATES HAD GONE THROUGH THE
22 TWO-MEMBER INTERVIEWS. AND THE FULL BOARD OF THE ICOC
23 WOULD RANK THAT PRIORITY. FOLLOWING THAT RANKING, IT WAS
24 MY HOPE THAT THE PRESIDENTIAL SEARCH COMMITTEE COULD
25 ASSEMBLE ACTUALLY IN PERSON TO DO AN IN-PERSON GROUP

1 INTERVIEW OF THE FIRST AND SECOND TOP RANKED CANDIDATES
2 WITH AN AUTHORITY FROM THE BOARD TO MAKE OFFERS BASED
3 UPON THOSE CANDIDATES IF THE BOARD FOUND THE ORIGINAL
4 SHORT LIST ACCEPTABLE. THE BOARD OBVIOUSLY COULD CHANGE
5 THE CRITERIA, OR IT COULD ASK FOR MORE CANDIDATES, BUT
6 THAT WOULD BE A GENERAL PLAN.

7 THROUGH THIS PROCESS, DR. KESSLER, THERE ARE
8 MEMBERS OF THIS SEARCH COMMITTEE, LIKE YOURSELF, WHO HAVE
9 TREMENDOUS SCIENTIFIC EXPERTISE, WHO WE WOULD HOPE THE
10 SEARCH COMMITTEE WOULD DRAW UPON FOR INFORMATION AND
11 INPUT TO REFINE THE SCIENTIFIC ROLE.

12 DR. KESSLER: BOB, YOU JUST MENTIONED AN
13 EXECUTIVE COMMITTEE. I MAY HAVE MISSED SOMETHING AT THE
14 BOARD. IS THERE AN EXECUTIVE COMMITTEE OF THE BOARD?

15 CHAIRMAN KLEIN: I SHOULD HAVE CALLED IT THE
16 PRESIDENTIAL SEARCH COMMITTEE.

17 DR. KESSLER: I'M SORRY. THANK YOU. I GUESS
18 WHERE I WAS HEADING WAS THE QUESTION OF HOW WE THINK
19 ABOUT THE SKILLS NECESSARY FOR THE CEO, WHO, IN ESSENCE,
20 HAS TO HAVE THE STATURE, CREDIBILITY OF THE SCIENTIST, OR
21 IS THAT THE MODEL THAT WE'RE LOOKING FOR, OR ARE WE
22 WILLING TO GO TO SOMEONE (INAUDIBLE) BUT ALSO RELY ON
23 SCIENTISTS?

24 CHAIRMAN KLEIN: I BELIEVE IN ORDER TO ANSWER
25 THAT QUESTION, ARE THERE ANY MEMBERS FROM USC, UCLA, OR

1 UC BERKELEY THAT WOULD LIKE TO COMMENT ON THE QUESTION
2 JUST ASKED?

3 MS. LANSING: I WOULD. THIS IS SHERRY LANSING.
4 I THINK THAT WHEN YOU READ THE JOB DESCRIPTION, IT WAS
5 ACTUALLY I THINK, TO ME AT LEAST, RATHER CLEAR. I THINK
6 THE GREATEST THING THAT THE POTENTIAL CANDIDATE NEEDS IS
7 THE RESPECT OF THE SCIENTIFIC COMMUNITY. I THINK THAT IS
8 THE FOREMOST THING THAT THE PRESIDENT NEEDS. AND WE'RE
9 REALLY LOOKING TO HIM TO MANAGE THE SCIENCE.

10 BUT THE SECOND SKILL THAT, AND I DON'T THINK
11 THAT THESE ARE IMPOSSIBLE SKILLS TO FIND IN A PERSON, I
12 THINK THE SECOND SKILL THAT HE OR SHE NEEDS IS MANAGERIAL
13 QUALITIES BECAUSE YOU'RE GOING TO BE RUNNING AN
14 INSTITUTE. BUT, YOU KNOW, MY -- SO I WOULD SAY THAT THE
15 RESPECT OF THE SCIENTIFIC COMMUNITY, WHICH I WOULD HAVE
16 TO TURN TO THE SCIENTISTS ON THE ICOC TO VERIFY THAT THE
17 CANDIDATE HAD IT, AND THEN WE WOULD HAVE TO SEE -- MAKE
18 SURE THAT THE PERSON KNEW HOW TO MANAGE AN INSTITUTE.

19 I DO NOT THINK THAT THESE TWO TALENTS ARE
20 MUTUALLY EXCLUSIVE. I THINK THAT WE WILL BE ABLE TO FIND
21 A CANDIDATE WHO HAS BOTH OF THEM. AND I GUESS MY NAIVE
22 FEELING, AND I HOPE I'M PROVEN RIGHT, IS THAT WE'RE GOING
23 TO HAVE SOME VERY, VERY, VERY GOOD CANDIDATES TO CHOOSE
24 FROM BECAUSE I BELIEVE THAT THIS IS THE CUTTING EDGE OF
25 SCIENCE. AND I BELIEVE THAT WE'RE GOING TO HAVE AN

1 ABUNDANCE OF QUALITY PEOPLE TO CHOOSE FROM. AND SO I'M
2 RATHER OPTIMISTIC THAT WE'RE GOING TO HAVE SOME VERY HIGH
3 CLASS CHOICES AMONG THE LIST.

4 AND MY ONLY AMENDMENT WOULD BE TO WHAT YOU
5 SAID, BOB, IS PERHAPS IN PERSON WE'LL MEET MORE THAN TWO
6 PEOPLE. WE MAY MEET THREE PEOPLE OR FOUR PEOPLE,
7 DEPENDING ON WHAT OUR CHOICES ARE. AND I THINK WE SHOULD
8 BE OPEN TO THAT.

9 DR. HENDERSON: SHERRY, BRIAN HENDERSON HERE,
10 AT USC. I THINK SHERRY PUT IT VERY WELL, AND I SECOND
11 HER DESCRIPTION OF THE KIND OF PERSON WE'RE LOOKING FOR.

12 CHAIRMAN KLEIN: I BELIEVE DR. PIZZO HAS A
13 COMMENT AS WELL.

14 DR. PIZZO: IT'S EASY BECAUSE I THINK SHERRY
15 CAPSULIZED IT ENORMOUSLY WELL. I WOULD JUST ADD MY
16 UNDERSTANDING FROM THE VERY ONSET WAS THAT WE WERE, IN
17 FACT, LOOKING FOR SOMEONE WITH STRONG SCIENTIFIC AND
18 MANAGERIAL CREDENTIALS. AND I CONCUR, SHERRY, THAT THERE
19 WILL BE, HOPEFULLY, LOTS OF PEOPLE LIKE THAT. I'D LIKE
20 TO THINK THAT THOSE OF US WHO ARE RUNNING MEDICAL SCHOOLS
21 OR OTHER RESEARCH INSTITUTES HAVE SIMILAR EXPERIENCE TO
22 KNOW THAT THOSE KINDS OF CREDENTIALS EXIST. AND YOU
23 STATED EXTREMELY WELL. THIS HAS TO BE ONE OF THE MOST
24 ATTRACTIVE AND EXCITING OPPORTUNITIES FOR AN INDIVIDUAL
25 TO ASPIRE TO. SO I HOPE WE CAN REACH FOR THE STARS AND

1 FIND A REALLY WONDERFUL PERSON.

2 CHAIRMAN KLEIN: SHERRY, THIS IS BOB KLEIN. I
3 THINK YOUR COMMENT ON THE FACT THAT THE SEARCH COMMITTEE
4 MAY ELECT TO INTERVIEW IN PERSON AS A COMMITTEE OF THE
5 WHOLE THREE OR FOUR PEOPLE IS ABSOLUTELY APPROPRIATE.
6 IT'S JUST DEPENDING ON THE CANDIDATE AND WHERE THE
7 COMMITTEE FINDS THERE'S A SIGNIFICANT DIFFERENTIATING
8 POINT IN THE TOP-TIER LIST.

9 MS. LANSING: I AGREE.

10 DR. BIRGENEAU: BOB, THIS IS BOB BIRGENEAU AT
11 BERKELEY. I AGREE WITH EVERYTHING THAT'S BEEN SAID. I
12 WOULD ADD, HOWEVER, WHEN I THINK ABOUT THE KINDS OF
13 PEOPLE WE WILL BE LOOKING FOR, SHE WILL CERTAINLY HAVE
14 THE CHARACTERISTICS THAT SHERRY DESCRIBED; BUT IN
15 ADDITION, I THINK THIS PERSON IS GOING TO HAVE TO HAVE A
16 LEVEL OF POLITICAL SOPHISTICATION WHICH IS NOT
17 NECESSARILY IN ABUNDANCE AMONG SCIENTISTS. BECAUSE JUST
18 IN TALKING TO PEOPLE WHO ARE ACTUALLY ACTIVE IN THIS
19 FIELD, BECAUSE OF OBVIOUS ISSUES, BOTH STATEWIDE AND WITH
20 RESPECT TO THE FEDERAL GOVERNMENT, YOU KNOW, THIS IS
21 EXTRAORDINARILY COMPLICATED. AND I THINK WE WILL, YOU
22 KNOW, HOPEFULLY FIND SOMEONE WHO HAS ALSO DEMONSTRATED
23 EXPERTISE IN GOVERNMENT RELATIONS AND THE ABILITY TO
24 MANAGE IN COMPLICATED POLITICAL SITUATIONS.

25 MS. LANSING: BOB, THIS IS SHERRY AGAIN. I

1 UNDERSTAND WHAT YOU'RE SAYING, AND I RESPECT THE THOUGHT
2 OF IT. BUT IF WE HAD TO SACRIFICE ANY QUALITY, I THINK
3 THAT'S THE QUALITY WE CAN SACRIFICE BECAUSE I THINK THERE
4 ARE MEMBERS OF THE ICOC, THE CHAIRMAN, THE VICE CHAIRMAN
5 OF THE ICOC IN PARTICULAR, WHO HAVE DEMONSTRATED THOSE
6 SKILLS, AND I THINK MEMBERS OF THE BOARD CAN ALSO BE
7 HELPFUL. AND, YOU KNOW, WE MAY NOT -- IT WOULD BE
8 WONDERFUL IF THAT PERSON HAD ALL THREE, BUT I WOULD PUT
9 THE FIRST TWO WAY ON TOP AND THINK THAT THE POLITICAL
10 THINGS THAT WE HAVE TO DO CAN BE DONE BY OUR COMMITTEE,
11 SO TO SPEAK.

12 CHAIRMAN KLEIN: DR. PRECIADO HAS A COMMENT.

13 DR. PRECIADO: SHERRY, I JUST WANT TO ECHO WHAT
14 YOU'RE SAYING. I THINK WE HAVE TO REMEMBER THAT WE'RE
15 NOT WORKING IN ISOLATION, BUT RATHER WE'RE WORKING AS A
16 TEAM REALLY WITH OUR VARYING STRENGTHS AND BACKGROUNDS TO
17 SORT OF PUT TOGETHER THIS INSTITUTE. IT'S IMPORTANT NOT
18 TO EXPECT THAT THE PRESIDENT HAS ALL OF THE QUALITIES
19 THAT WE NEED FOR AN INSTITUTE, BUT RATHER HAS THE MOST
20 IMPORTANT ONES.

21 AND FROM MY PERSPECTIVE, I ECHO THE RESPECT OF
22 THE ACADEMIC COMMUNITY IS CRITICAL, MORE CRITICAL, I
23 THINK, THAN THE POLITICAL ONES.

24 MS. LANSING: AGAIN, THIS IS SHERRY. WE'RE NOT
25 GOING AWAY. WE'RE A COMMITTEE THAT'S GOING TO WORK

1 TOGETHER AND CAN BE VERY HELPFUL.

2 DR. MURPHY: RICH MURPHY AT THE BURNHAM. LET
3 ME ADD ONE MORE QUALITY TO THIS SUPER PERSON THAT WE'RE
4 GOING TO HIRE. AND THAT IS THE FACT THAT THEY'RE NOT
5 COMING INTO A FORMED ORGANIZATION, AND THEY ARE GOING TO
6 HAVE TO BUILD FROM SCRATCH, WHICH IS GOING TO TAKE A
7 TREMENDOUS AMOUNT OF ENERGY AND TIME COMMITMENT AND
8 WISDOM TO PULL ALL OF THIS TOGETHER AND THEN TO MAKE IT
9 WORK AND THEN TO HAVE ALL OF THE QUALITIES OF RUNNING THE
10 SHOW THAT SHERRY SO WELL DESCRIBES.

11 DR. PIZZO: AND WITH ONE BIG CAVEAT --

12 CHAIRMAN KLEIN: THIS IS DEAN PIZZO.

13 DR. PIZZO: I JUST WANT TO ADD TO THAT, AND
14 THAT IS TO DO IT IN LIGHTNING SPEED. IT'S ONE THING TO
15 HAVE THAT ASSIGNMENT TO DO IT OVER THE COURSE OF A YEAR
16 OR TWO. TO DO IT WITHIN THE FIRST MONTHS, WHICH IS WHAT
17 WE'RE REALLY TALKING ABOUT, REQUIRES REALLY AN
18 EXTRAORDINARY INDIVIDUAL WHO KNOWS WHAT SHE OR HE HAS
19 BEFORE THEM AND KNOWS PEOPLE THAT THEY CAN RAPIDLY GATHER
20 TOGETHER AS WELL.

21 CHAIRMAN KLEIN: THIS IS BOB KLEIN AGAIN.
22 WHILE I'M USUALLY THE ONE THAT'S TALKING ABOUT SPEED, I'D
23 LIKE TO EMPHASIZE HERE THAT I'M SURE THE COMMON SENSE OF
24 ALL OF US IS THAT WHILE WE MOVE FORWARD WITH ALL DUE
25 SPEED, WE WILL NOT SACRIFICE GETTING THE HIGHEST POSSIBLE

1 CANDIDATES SO THAT IT IS -- WE ARE AT THE MOMENT
2 OPTIMISTIC THAT, BECAUSE THIS IS SUCH AN IMPORTANT JOB,
3 WE'LL BE ABLE TO MOVE AHEAD RAPIDLY WHILE OBTAINING THE
4 HIGHEST POSSIBLE CANDIDATE, WHICH IS OUR SINGLE MOST
5 IMPORTANT OBJECTIVE.

6 DR. MURPHY: RICH MURPHY AGAIN. IF I COULD
7 JUST ADD ONE FINAL POINT. ANOTHER FUNCTION OF THIS
8 INDIVIDUAL WILL BE MANAGING A BOARD OF 29 PEOPLE WITH
9 VERY DIVERSE BACKGROUNDS. AND OBVIOUSLY THE PRESIDENT IS
10 GOING TO HAVE TO KEEP THE BOARD INFORMED AND ON SIDE, AND
11 THE BOARD IS GOING TO HAVE TO KNOW THAT IT IS ADVISORY
12 RATHER THAN OPERATIONAL. AND IF IT BECOMES OPERATIONAL,
13 THE PRESIDENT IS GOING TO HAVE TO BE ABLE TO STICKHANDLE
14 THAT AND ORGANIZE US IN A WAY THAT WE FEEL INVOLVED AND
15 ON SIDE AND SUPPORTIVE RATHER THAN CHALLENGED IN A
16 NEGATIVE WAY.

17 CHAIRMAN KLEIN: RICH, POINT IS WELL TAKEN. I
18 WOULD SAY THAT I THINK THIS BOARD IS THE DREAM TEAM, AND
19 IT IS A GREAT COMFORT TO ME THAT SHERRY LANSING SAID IT
20 WASN'T GOING TO LEAVE.

21 MS. LANSING: WE'RE NOT.

22 DR. PRECIADO: COULD I ADD SOMETHING, AND THIS
23 ACTUALLY --

24 CHAIRMAN KLEIN: THIS IS DR. PRECIADO.

25 DR. PRECIADO: I'M SORRY. I KEEP FORGETTING.

1 THE PUBLIC'S VOICE IS CRITICAL, AND WE ALL FEEL THE
2 ANXIETY SORT OF TO MOVE FORWARD, AND WE KNOW THE NEED IN
3 TERMS OF DISEASE, BUT LET'S NOT FORGET THAT, FIRST OF
4 ALL, THE PRESIDENT NEEDS TIME TO DEVELOP RELATIONSHIPS
5 WITH THE BOARD AND THE PUBLIC. AND RELATIONSHIP BUILDING
6 TAKES TIME. THIS IS INFRASTRUCTURE BUILDING RIGHT NOW.
7 AND SO IF WE GET OVERZEALOUS, AND CERTAINLY I KNOW THAT I
8 FEEL THE SCIENCE PUSH RIGHT NOW, IF WE GET OVERZEALOUS,
9 WE'RE GOING TO FORGET THAT, WAIT A MINUTE, THIS IS AN
10 AGREEMENT WE HAVE WITH THE PUBLIC. WE HAVE TO KEEP AT
11 PACE WITH THE PUBLIC'S PACE AS MUCH AS POSSIBLE.

12 DR. KESSLER: BOB, THIS IS DAVID IN SAN
13 FRANCISCO. I THINK SHERRY'S POINT MAY BE THE MOST
14 IMPORTANT POINT THAT THIS COMMITTEE GETS BEHIND. THE
15 NOTION THAT THE NO. 1 PRIORITY IN THE PROFILE OF A
16 PRESIDENTIAL CANDIDATE IS THE SCIENTIST CREDIBILITY AND
17 THEN STRONG MANAGEMENT AND THEN STRONG POLITICAL, I
18 THINK, IS A VERY IMPORTANT POINT.

19 I WONDER, BOB, I WONDER WHETHER IT'S WORTHWHILE
20 AT THIS POINT, WITH SHERRY'S POINT BEING SO IMPORTANT,
21 THAT THE NO. 1 PRIORITY IS SCIENCE AND THEN MANAGEMENT, I
22 WONDER WHETHER WE SHOULD HEAR FROM THE PUBLIC.

23 CHAIRMAN KLEIN: DR. KESSLER, IF WE COULD DO
24 THIS SO THAT, BECAUSE WE HAVE SIX DIFFERENT SITES TO HEAR
25 FROM THE PUBLIC FROM, MAYBE WE COULD JUST FINISH SOME

1 ADDITIONAL BOARD COMMENTS ON THE PROPOSALS THEMSELVES AND
2 HOW THEY RELATE TO THAT CRITERIA.

3 DR. KESSLER: BUT IN SOME WAYS SHERRY'S POINT
4 IS SO IMPORTANT.

5 CHAIRMAN KLEIN: OKAY. WELL TAKEN. WHY DON'T
6 WE DEPART FROM THAT PLAN AND ASK THE PUBLIC. ARE THERE
7 ANY COMMENTS FROM THE PUBLIC AT BURNHAM INSTITUTE AS TO
8 THAT POINT?

9 UNIDENTIFIED SPEAKER: NO.

10 CHAIRMAN KLEIN: ANY PUBLIC COMMENTS FROM USC
11 AS TO THAT POINT?

12 DR. HENDERSON: NO.

13 CHAIRMAN KLEIN: AT UCLA?

14 MS. KING: JUST ONE COLLECTIVE COMMENT COMING
15 THROUGH, AND THAT IS WE AGREE.

16 CHAIRMAN KLEIN: OKAY. WHICH SITE WAS THAT?

17 MS. KING: UCLA.

18 CHAIRMAN KLEIN: OKAY. THERE'S A REAL
19 COMMUNITY OF PURPOSE THERE. AT UC BERKELEY?

20 DR. BARGLOW: THIS IS RAYMOND BARGLOW FROM THE
21 STEM CELL ACTION NETWORK. AND WE'RE VERY PLEASED WITH
22 THE WAY THE PROCESS IS GOING ON. WE THINK THE
23 PRESIDENTIAL SEARCH IS CRUCIAL, AND WE LIKE THE IDEA OF
24 BUILDING IN PUBLIC PARTICIPATION TO THE INFRASTRUCTURE OF
25 THIS ENTIRE EFFORT.

1 CHAIRMAN KLEIN: OKAY. ANY COMMENTS FROM UC
2 SAN FRANCISCO?

3 DR. KESSLER: THERE'S AGREEMENT HERE.

4 CHAIRMAN KLEIN: AND AT STANFORD?

5 DR. POSNER: PHIL POSNER FROM OAK RIDGE
6 UNIVERSITY. AND IT'S JUST A QUESTION, THAT WITH THE
7 INITIAL LEGISLATION THAT 90 PERCENT OF THE MONIES GOING
8 INTO RESEARCH, I THINK IT'S VERY IMPORTANT THAT THERE'S
9 SUFFICIENT FUNDS FOR STAFFING OF THE OFFICE, THAT THE
10 PRESIDENT'S OFFICE IS GOING TO HAVE A HUGE JOB, SIMILAR
11 TO ANY PRESIDENT, PROVOST, CHIEF SCIENCE OFFICER, WHAT
12 HAVE YOU, AND THE DELEGATION OF STAFFING, I THINK, FOR
13 THE RECRUITING IS AN IMPORTANT PART OF THE PACKAGE TO
14 KNOW WHAT THE ORG CHART IS AND HOW MUCH FUNDING THEY'LL
15 HAVE TO STAFF IT.

16 CHAIRMAN KLEIN: YEAH. THE POINT AS THE
17 FUNDING, AS WE REMEMBER, THERE'S A DISCIPLINE FINANCIALLY
18 BUILT IN, HOPEFULLY BECAUSE OF SCALE, THAT DISCIPLINE
19 WILL WORK WELL. THERE'S NO MORE THAN 3 PERCENT OF THE
20 COMMITMENTS IN ANY ONE YEAR SPENT ON GENERAL OVERHEAD, NO
21 MORE THAN 3 PERCENT ON GRANT ADMINISTRATION. IT'S THE
22 TOTAL AMOUNT AUTHORIZED IN ANY ONE YEAR THAT IS THE
23 SPECIFIC BENCHMARK ON WHICH THE OVERHEAD IS CALCULATED
24 BECAUSE THAT RELATES TO THE AMOUNT OF GRANTS THAT WERE
25 PROCESSED.

1 WHAT I WOULD LIKE TO DO WITH THOSE PUBLIC
2 COMMENTS IS ASK IF THE BOARD, GOING BACK NOW TO THE
3 SEARCH PROPOSALS, WOULD LIKE TO MAKE COMMENTS
4 SPECIFICALLY LOOKING AT THE BIOMEDICAL RESEARCH AND
5 SCIENTIFIC RESEARCH POSITIONS THAT THE VARIOUS APPLICANTS
6 HAVE REFERENCED IN THEIR RESUMES.

7 DR. HENDERSON: BRIAN HENDERSON HERE. BEFORE
8 WE DO THAT, BOB, I WONDER IF WE SHOULDN'T FOLLOW UP ON
9 WHAT DAVID KESSLER SUGGESTED INITIALLY, WHICH IS TO
10 FORMALLY ADOPT THE LANSING PROPOSAL SO THAT THE PUBLIC
11 KNOWS FOR THE RECORD THE APPROACH WE'RE TAKING; THAT IS,
12 ALL THE PUBLIC THAT'S NOT ABLE TO PARTICIPATE TODAY.

13 CHAIRMAN KLEIN: SO WHAT WE'RE SUGGESTING IS
14 THAT WE CONSIDER SHERRY LANSING'S SUMMARY ON THE PRIORITY
15 IN THE CRITERIA BEING FOR OUTSTANDING SCIENTIFIC AND
16 BIOMEDICAL EXPERTISE AND WITH MANAGEMENT CAPACITY --

17 DR. HENDERSON: CORRECT.

18 CHAIRMAN KLEIN: -- WITH A SENSITIVITY TO
19 POLITICAL RAMIFICATIONS AND IMPLICATIONS, BUT THAT IS A
20 SUBORDINATE CHARACTERISTIC TO THE OTHER TWO
21 CHARACTERISTICS. IS THAT A PROPER SUMMARY?

22 DR. HENDERSON: WELL PUT.

23 CHAIRMAN KLEIN: IS THERE SOMEONE WHO WOULD
24 LIKE TO MAKE A MOTION TO ADOPT THAT AS A CRITERIA?

25 DR. PIZZO: SO MOVED.

1 DR. HENDERSON: SECOND IT.

2 CHAIRMAN KLEIN: MOVED BY DR. PIZZO. WHO WAS
3 THE SECOND?

4 DR. HENDERSON: HENDERSON.

5 CHAIRMAN KLEIN: HENDERSON SECOND. IS THERE
6 DISCUSSION ON THE MOTION?

7 DR. MURPHY: YEAH. RICH MURPHY. YOU KNOW, I
8 THINK WE ALL AGREE IN PRINCIPLE WITH THIS, BUT I WONDER
9 IF IT'S REALLY ESSENTIAL AT THIS POINT TO PUT THIS DOWN
10 IN A FORMAL PROPOSITION BECAUSE I THINK WE DON'T KNOW
11 WHAT'S OUT THERE IN TERMS OF THE CANDIDATES WHO COULD BE
12 AVAILABLE FOR THIS POSITION. AND I THINK THAT IT'S
13 HIGHLY UNLIKELY THAT WE'RE GOING TO GET SOMEONE WHO
14 REALLY IS AS STRONG AS WE WOULD HOPE IN ALL THE CRITERIA
15 WE'VE BEEN TALKING ABOUT. CERTAINLY SCIENTIFIC
16 EXCELLENCE SHOULD BE THERE, BUT I GUESS I THINK WE SHOULD
17 AT LEAST CONSIDER MAINTAINING ENOUGH FLEXIBILITY TO ALLOW
18 THE COMMITTEE TO HAVE ITS DISCUSSIONS, TO ALLOW THE HEAD
19 HUNTERS TO DO THEIR THING, AND THEN TO WITHIN BROAD
20 GUIDELINES, I CERTAINLY AGREE WITH WHAT'S BEING SAID, BUT
21 I'M NOT SURE THAT IT'S WISE AT THIS POINT TO PERHAPS CUT
22 OUT OF THE EQUATION PEOPLE WHO WE WOULD SEE WITH UNUSUAL
23 TALENT AND UNUSUAL CRITERIA FOR THE POSITION.

24 CHAIRMAN KLEIN: WELL, DR. MURPHY, IF WE WERE
25 TO TAKE YOUR STATEMENT AS A GENERAL CAVEAT, BUT CONSIDER

1 THIS MOTION TO BE INITIAL DIRECTION, WE'RE -- I HAVE
2 SUGGESTED THAT WE BRING THIS BACK WHEN THE LONG LIST IS
3 ESTABLISHED, REVIEW THE JOB DESCRIPTION AND CRITERIA, SO
4 WE'LL HAVE ANOTHER LOOK AT IT THEN, SO WE'RE NOT BUILDING
5 IN INFLEXIBILITY HERE.

6 DR. MURPHY: I WOULD AGREE WITH THAT THEN, BOB.

7 CHAIRMAN KLEIN: DR. PIZZO?

8 DR. PIZZO: YEAH. ALONG THAT SAME LINE, I
9 THINK ACTUALLY IN FAIRNESS, THIS WILL HELP THE SEARCH
10 FIRM AND HELP US TO LOOK FOR AND FIND THE VERY BEST AND
11 MOST SUITABLE CANDIDATES. I THINK SEARCH FIRMS TAKE
12 GUIDANCE FROM THOSE WHO ARE OFFERING THE OPPORTUNITY TO
13 THEM, AND I THINK THIS PROVIDES A BROAD BOUNDARY. QUITE
14 HONESTLY, THE COMBINATION OF SCIENTIFIC KNOWLEDGE AND
15 MANAGEMENT SKILLS IS PRETTY VANILLA WHEN YOU COME DOWN TO
16 IT. IT REALLY DOES DEFINE THE OVERALL SCOPE OF
17 ACTIVITIES. I THINK THE IMPORTANCE OF THAT IS THAT IT
18 DIFFERENTIATES IT FROM SOMEONE WHO IS SIMPLY JUST A
19 STRONG ADMINISTRATOR. AND THAT'S, I THINK, THE
20 BIFURCATION THAT WE'RE LOOKING FOR AT THIS JUNCTURE.

21 SO I ACTUALLY AM QUITE SUPPORTIVE TO THIS
22 PROPOSAL. I THINK IT IS FLEXIBLE ENOUGH FOR US AT THIS
23 JUNCTURE, AND I THINK IT WILL HELP TO EXPEDITE THE WORK
24 OF THE SEARCH FIRM AS WELL.

25 DR. HENDERSON: I AGREE. BRIAN HENDERSON.

1 CHAIRMAN KLEIN: OKAY.

2 DR. BIRGENEAU: THIS IS BOB BIRGENEAU AGAIN.
3 AND, YOU KNOW, AS A SCIENTIST ADMINISTRATOR, OBVIOUSLY I
4 SUPPORT SCIENTIFIC ADMINISTRATORS. HOWEVER, WE'VE HAD A
5 SORT OF DRAMATIC ILLUSTRATION AT AN ELITE UNIVERSITY ON
6 THE EAST COAST OF WHAT HAPPENS WHEN A PERSON DOESN'T SHOW
7 APPROPRIATE POLITICAL SENSITIVITY. SINCE I'VE BEEN
8 TALKING TO NEWSPAPER REPORTERS OFTEN ABOUT THIS IN THE
9 LAST WEEK, I PERSONALLY BELIEVE THAT THE POLITICAL
10 ASPECTS, THE POLITICAL SKILLS ARE GOING TO BE MORE
11 IMPORTANT THAN EVERYONE ELSE SEEMS TO THINK. AND I THINK
12 IT'S VERY IMPORTANT THAT NOT END UP WITH A PRESIDENT
13 WHO'S GOING TO HAVE HIS OR HER FOOT IN THEIR MOUTH
14 CONSTANTLY BECAUSE I THINK THAT CAN DO A LOT OF DAMAGE IN
15 TERMS OF TRYING TO ACCOMPLISH WHAT WE WANT TO ACCOMPLISH
16 HERE.

17 CHAIRMAN KLEIN: OKAY. WITH THAT
18 UNDERSTANDING, THAT WE CERTAINLY NEED THAT SENSITIVITY,
19 IF THERE'S NOT ADDITIONAL BOARD COMMENTS, I'D LIKE TO
20 CALL FOR THE QUESTION HERE BECAUSE ON TIME, WE DO NEED TO
21 MOVE THROUGH THE AGENDA IF WE CAN, REALIZING THAT WE'RE
22 GOING TO COME BACK TO MANY OF THESE ISSUES AS STATED,
23 ASSUMING THAT THIS COMMITTEE ADOPTS A LATER RESOLUTION ON
24 PROCESS WHERE WE WILL HAVE THE ABILITY TO GO INTO THESE
25 IN GREATER DEPTH ON SEVERAL OCCASIONS.

1 IS THERE ADDITIONAL COMMENT FROM THE BOARD ON
2 THIS MOTION? CALLING FOR THE QUESTION. ALL IN FAVOR.
3 OPPOSED. OKAY. THAT MOTION PASSES. WE THANK YOU FOR
4 THE LANSING MOTION.

5 MS. LANSING: TO SAY THAT'S THE FIRST TIME I'VE
6 EVER HAD A MOTION IN MY NAME.

7 CHAIRMAN KLEIN: OKAY. IT'S BEEN SUGGESTED TO
8 ME THAT EVEN THOUGH IT IS UNANIMOUS, FOR THE PURPOSES OF
9 THE RECORD AND BEING CONSERVATIVE, WE NEED TO DO A ROLL
10 CALL VOTE. SO WE WILL START AT BURNHAM. ACTUALLY, I
11 HAVE A LIST HERE THAT I'LL WORK OFF.

12 BRIAN HENDERSON.

13 DR. HENDERSON: YES.

14 CHAIRMAN KLEIN: JANET WRIGHT.

15 DR. WRIGHT: YES.

16 CHAIRMAN KLEIN: PHYLLIS PRECIADO.

17 DR. PRECIADO: YES.

18 CHAIRMAN KLEIN: BOB BIRGENEAU.

19 DR. BIRGENEAU: YES.

20 CHAIRMAN KLEIN: KEITH BLACK. SUSAN BRYANT.

21 DR. BRYANT: YES.

22 CHAIRMAN KLEIN: MICHAEL GOLDBERG.

23 MR. GOLDBERG: YES.

24 CHAIRMAN KLEIN: DAVID KESSLER.

25 DR. KESSLER: YES.

1 CHAIRMAN KLEIN: BOB KLEIN IS YES. SHERRY
2 LANSING.
3 MS. LANSING: YES.
4 CHAIRMAN KLEIN: RICHARD MURPHY.
5 DR. MURPHY: YES.
6 CHAIRMAN KLEIN: TINA NOVA.
7 DR. NOVA: YES.
8 CHAIRMAN KLEIN: PHIL PIZZO.
9 DR. PIZZO: YES.
10 CHAIRMAN KLEIN: JOAN SAMUELSON IS NOT PRESENT.
11 OKAY. I THANK YOU VERY MUCH.
12 COULD WE, JUST IN TERMS OF THE CRITERIA THAT'S
13 JUST BEEN DESCRIBED AS SCIENTIFIC AND BIOMEDICAL
14 CRITERIA, I WOULD LIKE TO KIND OF KICK OFF THIS
15 DISCUSSION OF THE -- WE'RE GETTING SOME FEEDBACK FROM
16 SOMEONE TALKING IN THE BACKGROUND. I'D LIKE TO GO
17 THROUGH THE PROCESS HERE AND DISCUSS IN TERMS OF THE
18 PROPOSALS WE HAVE IN FRONT OF US, I WOULD LIKE TO SUGGEST
19 THAT IT APPEARS THAT THE SPENCER STUART PROPOSAL HAS A
20 BACKGROUND AND REFERENCES IN SCIENTIFIC AND BIOMEDICAL
21 EXPERTISE IN THEIR PRIOR SELECTIONS. AND I WAS WONDERING
22 WHAT THE COMMITTEE'S VIEW WAS OF THE OTHER PROPOSALS AS
23 TO THE RELATIVE EXPERIENCE OF THE FIRMS AS PROPOSED.
24 WE'VE REVERSED THE ORDER, AND WE'RE TALKING
25 WITH DR. PIZZO.

1 DR. PIZZO: AMONG THE SEARCH FIRMS THAT COME
2 FORWARD, LET ME BEGIN WITH THE STATEMENT WHICH IS THAT
3 MANY OF US CHOOSE OFTENTIMES TO WORK WITHOUT SEARCH FIRMS
4 AS WELL. SO THE PROCESS OF WORKING WITH A SEARCH FIRM,
5 WHICH I THINK IS A GOOD ONE FOR THIS ARENA, IS THAT IT
6 WILL ALLOW US TO EXPEDITE THE PROCESS, HAVE THE REFERENCE
7 CHECKS BE DONE, REFINE THE JOB DESCRIPTION ETC., ETC. SO
8 I THINK THERE IS GOOD REASON FOR US TO BE DOING THAT IN
9 THIS PARTICULAR SETTING BECAUSE OF TIME.

10 AS I SEE THE PROPOSAL, THERE REALLY ARE THREE
11 THAT I THINK ARE COMPETITIVE, AND THEY ARE, AS BOB JUST
12 MENTIONED, THE SPENCER STUART, THE A. T. KEARNEY, AND THE
13 ISAACSON MILLER. I THINK THE OTHER TWO HAVE MORE NARROW
14 FOCUSED AREAS THAT, TO ME AT LEAST, DON'T SEEM TO BE OF
15 THE SAME OVERALL DEPTH TO ALLOW THEM TO BE AS FUNCTIONAL
16 FOR THIS PARTICULAR SEARCH.

17 THAT SAID, THERE'S ALSO A PROCESS, AT LEAST
18 THAT I'VE GONE THROUGH IN THE PAST, AND MAYBE OTHERS
19 COULD COMMENT ON THIS AS WELL, WITH SEARCH FIRMS, WHICH
20 IS IT'S NOT JUST A MATTER OF REVIEWING THE PROPOSAL.
21 IT'S KNOWING WHO'S GOING TO DO THE SEARCH BECAUSE THAT
22 BECOMES THE KEY CRITERIA, AND IT'S ALSO INTERVIEWING THE
23 SEARCH FIRMS. SO THE SELECTION PROCESS, I DON'T THINK,
24 IS JUST A PAPER ONE. I DON'T THINK WE SHOULD LIMIT
25 OURSELVES TO JUST WHAT WE HAVE BEFORE US. I THINK WE

1 NEED TO DELEGATE A SMALL GROUP OF PEOPLE TO BE ABLE TO
2 CARRY OUT AN INTERVIEW PROCESS WITH THE SEARCH FIRM OR
3 HAVE THEM COME AND SUBMIT THEIR, EITHER TELEPHONICALLY OR
4 IN PERSON, HOW THEY WOULD CARRY THIS OUT. AND THEN TO
5 CHOOSE FROM THAT KIND OF INTERACTIVE PROCESS SO THAT
6 WE'RE SURE THAT WE'VE GOT THE VERY, VERY BEST ONE TO
7 CARRY OUT THIS WORK.

8 DR. BRYANT: I WOULD AGREE WITH THAT. THIS IS
9 SUSAN BRYANT. I THINK THAT IT'S ALSO IMPORTANT TO KNOW
10 WHO'S GOING TO BE ON THE TEAM THAT'S ACTUALLY DOING THE
11 RECRUITING BECAUSE THAT'S CRITICAL ALSO. SO I WAS
12 WONDERING IF WE COULDN'T REDUCE THIS LIST DOWN TO A
13 SMALLER NUMBER AND THEN HAVE PRESENTATIONS BY THE TEAM
14 THAT'S ACTUALLY GOING TO BE DOING THE SEARCH FOR A SMALL
15 GROUP.

16 DR. PIZZO: MY PROPOSAL, SUSAN, WAS THAT WE
17 LIMIT AT LEAST THE CONSIDERATION -- THIS IS PHIL PIZZO
18 SPEAKING -- TO SPENCER STUART, A. T. KEARNEY, AND
19 ISAACSON MILLER (INAUDIBLE) AROUND THAT BECAUSE THAT WILL
20 HELP US WITH WHO WE INTERVIEW.

21 MS. LANSING: THIS IS SHERRY LANSING. ARE WE
22 GOING IN ORDER OR NOT?

23 CHAIRMAN KLEIN: WHAT WE'RE GOING IS IN A
24 REVERSE ORDER FROM THE PRIOR COMMENTS, SHERRY. WE'RE
25 GOING TO UC SAN FRANCISCO FOR COMMENT.

1 DR. KESSLER: I'M IN AGREEMENT WITH -- FIRST OF
2 ALL, I'D BE HAPPY TO YIELD TO SHERRY.

3 MS. LANSING: NO, DON'T DO THAT. GO AHEAD.

4 DR. KESSLER: I'M VERY MUCH IN AGREEMENT WITH
5 WHAT DR. PIZZO SET OUT. I THINK IT'S VERY IMPORTANT THAT
6 WE BE ABLE TO ASK QUESTIONS OF THE SEARCH FIRMS AND
7 ESPECIALLY WHO REALLY WILL BE LEADING THESE TEAMS.

8 CHAIRMAN KLEIN: ALL RIGHT.

9 DR. PIZZO: DAVID, THERE'S FIVE PROPOSALS. I
10 HAD INDICATED THREE OF THEM AS THE LIKELY GROUPING. DO
11 YOU HAVE A COMMENT ON THAT?

12 DR. KESSLER: I THINK, PHIL, MY SENSE WAS,
13 AGAIN, MY GOAL WAS NOT TO BE EXCLUSIVE, BUT I THINK YOU
14 CERTAINLY, BASED ON WHAT I READ FROM THESE PROPOSALS, I
15 WOULD AGREE, PHIL.

16 CHAIRMAN KLEIN: OKAY. IN TERMS OF THE
17 PROCESS -- THIS IS BOB KLEIN -- LET ME REMIND EVERYONE
18 THAT THE TIMETABLE FOR US TO GET TOGETHER AGAIN REQUIRES
19 ANOTHER TEN DAYS POSTING ON A DATE THAT FITS ALL THE
20 CALENDARS ON THE COMMITTEE. SO IF WE CAN GET TO A POINT
21 OF SELECTING A FIRM, IT WOULD SAVE A SUBSTANTIAL AMOUNT
22 OF TIME. BUT IF THEY ARE CLOSE, WE SHOULD OBVIOUSLY HOLD
23 A SECOND SESSION.

24 SO IF THE PEOPLE COULD ADDRESS THE DIFFERENCES
25 BETWEEN THESE FIRMS IN THEIR COMMENTS.

1 DR. KESSLER: BOB, THERE'S NO WAY, BASED ON
2 THESE PROPOSALS ALONE, I FEEL, AND I KNOW THESE FIRMS
3 PRETTY WELL, BUT EVERYTHING COMES DOWN TO THE TEAM AND
4 THE INTERACTION. WE DO NEED AN ABILITY TO HEAR FROM
5 THESE SEARCH FIRMS. I DON'T KNOW WHETHER THAT'S PROVIDED
6 FOR TODAY OR NOT, WHETHER THEY'RE, IN FACT, HERE. I'M
7 VERY HESITANT TO MOVE AHEAD WITHOUT SOME KIND OF
8 INTERACTION AND QUESTIONING AND BACK AND FORTH BETWEEN
9 THE SEARCH COMMITTEE AND THE FIRMS. WHEN IT HAPPENS, YOU
10 KNOW, I LEAVE TO YOU OBVIOUSLY.

11 DR. PIZZO: CAN WE ORGANIZE THINGS, AS YOU HAD
12 STATED EARLIER, BOB, WHEREBY WE HAVE TWO-PERSON TEAMS
13 BEGINNING TO DO DUE DILIGENCE AROUND THE FIRMS, GATHER
14 THE INFORMATION, SO THAT WE CAN COME BACK TO THE NEXT
15 MEETING WITH THAT DELINEATION, PERHAPS WITH THOSE
16 RELEVANT SEARCH FIRMS ACTUALLY COMING TO THAT MEETING TO
17 PRESENT TO THE GROUP THAT WAY?

18 CHAIRMAN KLEIN: WE CERTAINLY COULD FOLLOW THAT
19 PROTOCOL.

20 DR. HENDERSON: BRIAN HENDERSON. CAN WE DO
21 THIS MEETING, THOUGH, BY PHONE SO WE CAN EXPEDITE IT? IF
22 WE DO THE TWO-PERSON -- IF WE COULD DELEGATE TWO OF US ON
23 THE COMMITTEE TO MEET WITH EACH OF THESE THREE FIRMS, IF
24 WE STAY WITH THESE THREE, AND THEN GET BACK TO THE PHONE
25 TEN DAYS FROM NOW, WE COULD GET A SEARCH COMMITTEE IN A

1 PRETTY EXPEDITIOUS FASHION.

2 DR. KESSLER: THE ONLY PROBLEM WITH THAT IS
3 WE'RE NOT GOING TO BE ABLE TO SEE MORE BROADLY. THE TWO
4 PEOPLE WILL SEE EACH FIRM. IT TAKES AWAY THE ABILITY TO
5 SEE ACROSS FIRMS OBVIOUSLY.

6 MS. LANSING: THIS IS SHERRY LANSING. I'D LIKE
7 TO MAKE A DISSENTING OPINION FOR A SECOND. I'VE READ ALL
8 OF THE PROPOSED PEOPLE. AND TO ME, I HAVE TO SAY THIS, I
9 REALLY FELT THAT SPENCER STUART JUST LEAPT OUT. I THINK
10 EVERYBODY, YOU KNOW, IS QUALIFIED, BUT I FELT THAT
11 SPENCER STUART JUST HAD SO MUCH MORE EXPERIENCE AND SO
12 MUCH MORE EXPERIENCE IN THE CROSSOVER BETWEEN HEALTH AND
13 ACADEMICS. AND TO ME IT JUST SEEMED TO HAVE THE BROADEST
14 HEALTH BASE OF ANYONE. IT SEEMED TO HAVE THE BROADEST
15 EXPERIENCE.

16 AND I HAVE TO SAY THAT I HAVE WORKED WITH THEM
17 TWICE ON UC SEARCHES. AND THE CALIBER OF PEOPLE THAT
18 THEY TURNED UP WAS EXTRAORDINARY, I MEAN JUST
19 EXTRAORDINARY. IT WAS REALLY HARD -- AND, BOB, YOU'RE
20 ONE OF THE PEOPLE THAT WE FELT SO LUCKY ABOUT. IT WAS
21 REALLY HARD TO CHOOSE AMONG PEOPLE.

22 SO I JUST WOULD LIKE TO AMEND, I GUESS, THE
23 PROPOSITION OR WHATEVER WE'RE TALKING ABOUT TO JUST SAY,
24 IN THE EMPHASIS OF TIME, TO SAY THAT IF WE ALL THINK THAT
25 SPENCER STUART LEAPS OUT, AND MAYBE WE DON'T, TO ME, WHEN

1 I READ ALL OF THEM, YOU KNOW, IT JUST LEAPT OUT AS BEING
2 SO QUALIFIED, THAT PERHAPS WE SHOULD SEE WHO THEIR TEAM
3 IS AND MEET WITH THEM IN PERSON AND FEEL GOOD ABOUT IT.
4 BECAUSE WE DON'T HAVE TO ACCEPT A PROPOSAL. WE CAN JUST
5 SAY THIS IS WHERE WE'RE LEANING. SEE WHERE THEY COME OUT
6 BECAUSE I'M JUST AFRAID THAT THIS PROCESS IS GOING TO
7 TAKE LONGER THAN IS MAYBE EFFICIENT.

8 CHAIRMAN KLEIN: MICHAEL GOLDBERG. I PASSED
9 OVER AT STANFORD. MICHAEL.

10 MR. GOLDBERG: YES. SHERRY, I'M IN GENERAL
11 AGREEMENT WITH THAT. AS I READ THROUGH THESE TWICE OVER
12 THE WEEKEND, I READ THROUGH THEM FIRST TO GET A GENERAL
13 SENSE OF THEM, AND THEN I READ THROUGH THEM AND SCORED
14 THEM AGAINST THE FOLLOWING CRITERIA. THE FIRST WAS DEEP
15 EXPERTISE IN LIFE SCIENCES, NOT FOR PROFIT ORGANIZATIONS,
16 AND DIVERSITY.

17 THE SECOND WAS A DEMONSTRATED UNDERSTANDING OF
18 THE ASSIGNMENT AND THE THOUGHTFULNESS TO THEIR PROPOSAL.

19 THE THIRD WAS A HIGH QUALITY REPUTATION OF THE
20 FIRM SO THEY CAN ATTRACT AND GET ACCESS TO THE BEST
21 CANDIDATE POOL.

22 THE FOURTH WAS EXPERTISE OF THE DESIGNATED
23 TEAM.

24 THE FIFTH WAS THE DEPTH OF THE FIRM.

25 AND THE SIXTH WAS THE COMMITMENT OF THE FIRM SO

1 THAT WE COULD BE A HIGH PRIORITY SEARCH IN THEIR
2 UNIVERSE.

3 CHAIRMAN KLEIN: I WOULD ALSO -- ARE YOU
4 FINISHED?

5 MR. GOLDBERG: I WAS SIMPLY GOING TO SAY THAT
6 AGAINST THOSE CRITERIA, WHICH PERHAPS THERE ARE OTHER
7 RELEVANT CRITERIA WHICH I MAY HAVE MISSED, AND I'VE DONE
8 A LOT OF THIS, SPENCER STUART TO ME AS WELL, SHERRY,
9 JUMPED OUT. AND I NOTICED THAT THEY HAD DONE A SEARCH
10 FOR THE CEO OF CITY OF HOPE, SO I CALLED MICHAEL FRIEDMAN
11 THIS MORNING WITHOUT SHARING ANY OF WHAT I JUST SHARED
12 WITH ALL OF YOU, JUST SIMPLY ASKED HIM WHAT HIS
13 EXPERIENCE WAS. AND MICHAEL REPORTED THAT HIS EXPERIENCE
14 WAS THEY WERE OUTSTANDING. HE WORKS WITH LOTS OF
15 DIFFERENT SEARCH FIRMS IN HIS PRESENT ROLE. HE THINKS
16 THEY'RE THE BEST IN THE CLASS. THEY DO THE BEST
17 RESEARCH. I'M PARAPHRASING MY NOTES FROM HIM. THE BEST
18 RESEARCH, EXCELLENT PRESCREENING OF CANDIDATES, THEY
19 DON'T WASTE YOUR TIME. HE'D USE THEM AGAIN WITHOUT
20 HESITATION.

21 ON THAT BASIS, I WOULD PERSONALLY BE VERY
22 COMFORTABLE IF WE PROCEEDED WITH WHATEVER ADDITIONAL
23 INFORMATION WE WANTED TO OBTAIN FROM SPENCER STUART
24 WITHOUT GOING THROUGH A MORE ELABORATE PROCESS. I THINK
25 THEY CLEARLY DEMONSTRATED THEY TOOK THE TIME TO TAILOR

1 THEIR PROPOSAL TO US IN A WAY THAT NONE OF THE OTHER
2 PROPOSALS DID.

3 CHAIRMAN KLEIN: DEAN PIZZO.

4 DR. PIZZO: JUST A FRIENDLY MODIFIER TO THAT.
5 I ALSO HAVE WORKED WITH SPENCER STUART, AND I CERTAINLY
6 HAVE THEM AT THE TOP OF MY LIST. I MENTIONED THE OTHER
7 TWO FOR COMPLETENESS SAKE. THE ONE QUALIFIER I'D HAVE
8 WITH REGARD TO DR. FRIEDMAN'S COMMENT, KNOW HIM WELL, BUT
9 SINCE HE WAS SELECTED THROUGH A SEARCH THAT THEY DID,
10 THERE'S JUST A SLIGHT BIT OF REASON WHY HE MIGHT BE
11 AFFIRMATIVE TO THEM.

12 SINCE THIS IS A PUBLIC MEETING, I THINK WE
13 SHOULD JUST BE A LITTLE CAUTIOUS WITH THAT
14 RECOMMENDATION. BUT I ALSO THINK THAT WE MAY BE SERVED
15 BY HAVING A TOP PRIORITY, BUT ALSO BEING SURE THAT WE'RE
16 BALANCED IN LOOKING AT AT LEAST ONE OTHER ONE SO THAT
17 WE'RE SURE. THIS IS SUCH A BIG ISSUE FOR ALL THE REASONS
18 WE'VE STATED. AND THERE ARE OTHER EXECUTIVE SEARCH FIRMS
19 THAT DIDN'T SUBMIT PROPOSALS THAT DO THINGS ALSO QUITE
20 WELL. KORN FERRY IS ANOTHER ONE THAT DOES THESE KINDS OF
21 THINGS.

22 SO SPENCER STUART IS CERTAINLY TERRIFIC, BUT I
23 THINK THE OTHER ONES, WE'VE WORKED WITH ISAACSON MILLER,
24 WE'VE WORKED WITH KEARNEY. I THINK THAT THEY CAN ALL DO
25 THE JOB. IT'S A QUESTION OF WHETHER WE GET THE RIGHT

1 TEAM.

2 DR. KESSLER: THIS IS DAVID. I AGREE WITH PHIL
3 A HUNDRED PERCENT. I MEAN IF YOU LOOK -- AGAIN, I WORKED
4 VERY CLOSELY WITH SPENCER STUART ON A NUMBER OF SEARCHES
5 OVER THE YEARS. BUT YOU LOOK AT THE ISAACSON MILLER,
6 THEY RECRUITED A DIRECTOR AND PRESIDENT OF WHITEHEAD.
7 YOU LOOK AT A. T. KEARNEY, THEY'VE DONE BROOKHAVEN AND
8 LVL AND OAK RIDGE, SO THAT -- I THINK THAT THERE'S
9 CONSIDERABLE DOLLARS HERE. THIS IS IMPORTANT. AND I
10 THINK WE NEED AN ABILITY, EVEN IF PEOPLE HAVE CERTAIN
11 PRESUMPTIONS HERE, AND I'M NOT DISAGREEING WITH
12 NECESSARILY THOSE PRESUMPTIONS, I JUST THINK IN A SENSE
13 OF FAIRNESS, WE DO NEED TO BE ABLE TO HAVE FIRMS BE ABLE
14 TO COME IN AND PRESENT TO US.

15 DR. HENDERSON: BRIAN HENDERSON. I JUST WANT
16 TO SECOND THE NOTION THAT I WANT TO BE SURE THAT THE
17 SEARCH FIRM PUTS THIS AT A VERY HIGH PRIORITY AND THAT
18 THEY GIVE US A SEARCH TEAM THAT WE CAN BE CONFIDENT IN.
19 I DON'T GET THAT FROM THE PROPOSALS IN THEMSELVES. I
20 THINK WE HAVE TO REALLY HEAR WHAT THEY HAVE IN MIND.

21 CHAIRMAN KLEIN: JUST TO PUT ANOTHER OPTION ON
22 THE TABLE, DR. HENDERSON, OUT OF AN ABUNDANCE OF CAUTION
23 AND FLEXIBILITY, I HAVE PUT ON THE FEBRUARY 3D AGENDA FOR
24 THE ICOC BOARD AN ITEM WHERE WE CAN REVIEW THESE
25 PROPOSALS. IS THAT A CORRECT STATEMENT?

1 DR. HENDERSON: YEP.

2 CHAIRMAN KLEIN: I'M BEING TOLD THAT ACTUALLY
3 THAT'S AN OPTION FOR US, AND WE CAN AMEND THE AGENDA
4 TODAY AND BE WITHIN THE TEN-DAY NOTICE PERIOD.

5 DR. WRIGHT: BOB, THIS IS JANET WRIGHT. IS IT
6 POSSIBLE TO BRING IN ONE OR THE OTHER OF THESE TEAMS AND
7 INTERVIEW THEM AT THAT MEETING?

8 CHAIRMAN KLEIN: THAT'S EXACTLY WHERE I'M
9 GOING, DR. WRIGHT. I'M THINKING TO SERVE TIME, BECAUSE
10 THAT MEETING IS ALREADY ON EVERY ONE'S AGENDA, AND
11 BECAUSE THIS IS SO IMPORTANT TO THE ENTIRE BOARD, THAT WE
12 COULD ASK EITHER TWO OR THREE OR ANY OTHER NUMBER, IF
13 THIS COMMITTEE SO CHOSE, TO COME AND MAKE PRESENTATIONS
14 TO THE BOARD AND TO BE VERY SPECIFIC ABOUT COMMITMENTS ON
15 EXACTLY WHO WOULD THE TEAM THAT WAS GOING TO PARTICIPATE
16 AND WHAT THE LEVEL OF PARTICIPATION INTENSITY WOULD BE OF
17 THOSE MEMBERS. THAT WOULD ALLOW THE REST OF THE BOARD TO
18 PARTICIPATE IN THIS VERY IMPORTANT DECISION IN GUIDING
19 THE SEARCH TEAMS. BUT THAT'S JUST TO PUT ANOTHER OPTION
20 ON THE TABLE.

21 DR. HENDERSON: THAT WOULD GIVE SOME GOOD
22 CHANCE FOR PUBLIC INPUT AS WELL THAT WE DON'T HAVE ON
23 THIS PHONE. WE'D ACTUALLY HAVE TWO OR THREE OF THESE
24 FIRMS PRESENT, THE PUBLIC WOULD BE INVOLVED, THE WHOLE
25 BOARD WOULD BE INVOLVED. I THINK IT'S A GOOD MOVE AT

1 THIS STAGE IN THE SEARCH.

2 DR. PIZZO: TO THAT REGARD, AGAIN, THE
3 MODIFICATION IS THAT I WOULD ADVOCATE THAT WE ACTUALLY
4 INVITE ALL THREE OF THOSE TOP FIRMS. THAT WAY WE WOULD
5 HAVE A COMPLETE VIEW. I THINK WE'D ALL AGREE AND THE
6 PUBLIC WOULD AGREE THAT WE CARRIED OUT A THOUGHTFUL
7 PROCESS IN THIS SELECTION.

8 DR. HENDERSON: I SUPPORT THAT. GOOD IDEA.

9 CHAIRMAN KLEIN: OKAY. LET'S FIND OUT IF WE
10 HAVE ADDITIONAL COMMENTS. HAS UCLA BEEN ABLE TO PROVIDE
11 COMMENT?

12 MS. KING: YES.

13 CHAIRMAN KLEIN: OKAY. ARE THERE ANY OTHER
14 SITES THAT HAVE BOARD COMMENTS TO THIS POINT?

15 DR. BIRGENEAU: BOB BIRGENEAU AT BERKELEY. I
16 HAVE ACTIVE EXPERIENCE EITHER HAVING HIRED OR BEEN
17 RECRUITED BY THREE OF THE FIRMS, WHICH ARE THE THREE THAT
18 HAVE BEEN MENTIONED ALREADY. I ACTUALLY HAVE A DIFFERENT
19 RANK ORDERING BASED ON MY EXPERIENCE THAN I'VE HEARD ON
20 THE TELEPHONE. I DON'T BELIEVE ONE STANDS OUT; AND,
21 THEREFORE, I WOULD BE -- WELL, I ACTUALLY DO BELIEVE ONE
22 STANDS OUT, BUT IT'S A DIFFERENT ONE. SO, THEREFORE, YOU
23 KNOW, I THINK YOUR IDEA, BOB KLEIN, IS EXCELLENT. AND I
24 THINK WE SHOULD TALK TO AT LEAST TWO. MY AT LEAST TWO
25 WOULD BE SPENCER STUART AND A. T. KEARNEY, BUT I'M NOT

1 OPPOSED TO ISAACSON MILLER EITHER.

2 I THINK IF WE WERE ABLE TO MEET WITH THEM IN
3 PERSON ON FEBRUARY 3D, I THINK THAT WOULD JUST BE
4 EXCELLENT.

5 MS. LANSING: WILL THEY COME TO A PUBLIC
6 SESSION AND PRESENT THEIR THINGS?

7 CHAIRMAN KLEIN: MY EXPECTATION WOULD BE THAT
8 THEY WOULD BE HAPPY TO.

9 MS. LANSING: GREAT.

10 CHAIRMAN KLEIN: I CANNOT GUARANTEE THAT
11 BECAUSE I HAVE NOT TALKED WITH THEM ABOUT THAT. THIS IS
12 AN EXTEMPORANEOUS CONCEPT TO IMPROVE OUR MODEL.

13 DR. PIZZO: WE SHOULD ASSUME, OF ALL THE
14 POSITIONS IN THE COUNTRY RIGHT NOW, SHORT OF A NORTHEAST
15 SCHOOL, THIS MAY BE ONE OF THE MOST IMPORTANT POSITIONS
16 OUT THERE. AND THE WHOLE COUNTRY IS GOING TO BE LOOKING
17 AT THIS. IF I WERE A SEARCH FIRM, THIS WOULD BE A REAL
18 PLUM TO BE INVOLVED IN, AND THEY WOULD WANT TO HAVE THIS
19 ON THEIR BANNER GOING FORWARD. SO OUR EXPECTATION IS
20 THAT THEY SHOULD BE HERE TO SERVE THE CITIZENS OF
21 CALIFORNIA.

22 CHAIRMAN KLEIN: OKAY. IN THAT CONTEXT, IS
23 THERE A CONSENSUS ON THIS CALL THAT THE THREE FIRMS THAT
24 HAVE -- IF THERE IS A CONSENSUS ON THIS CALL, THE THREE
25 FIRMS THAT HAVE BEEN MENTIONED SHOULD BE SELECTED TO MAKE

1 THAT KIND OF A PRESENTATION, I WOULD WONDER IF WE COULD
2 HAVE A MOTION AND THEN ADDRESS SOME VERY SPECIFIC
3 SUBJECTS THAT YOU WOULD LIKE TO HAVE THEM FOCUS ON
4 IN-DEPTH AT THAT MEETING.

5 DR. HENDERSON: HENDERSON. SO MOVED.

6 DR. WRIGHT: SECOND.

7 CHAIRMAN KLEIN: SECOND FROM DR. WRIGHT. IS
8 THERE -- I'D LIKE TO --

9 DR. KESSLER: BOB, I WONDER WHETHER THE
10 FEBRUARY 3D MEETING --

11 CHAIRMAN KLEIN: YES. YOU WERE WONDERING IF
12 THE FEBRUARY 3D MEETING --

13 DR. KESSLER: THERE WAS A LOT OF NOISE ON THE
14 PHONE. I WAS WONDERING, I THINK IT WAS MICHAEL, IF I'M
15 CORRECT, LAID OUT CERTAIN CRITERIA THAT I FOUND HELPFUL
16 THIS MORNING. I THINK YOU AMENDED IT A LITTLE. I WONDER
17 WHETHER AT OUR PLACES YOU CAN GIVE US THAT SHEET SO THAT,
18 AS WE LISTEN TO THE PRESENTATIONS, IN OUR OWN MINDS WE
19 CAN RANK EACH OF THOSE CRITERIA SO WE HAVE A BASIS UPON
20 WHICH TO MAKE OUR DECISION?

21 CHAIRMAN KLEIN: I THINK THAT'S A GOOD IDEA.
22 BUT MY THOUGHT WAS WE WOULD GO TO CRITERIA IMMEDIATELY
23 AFTER IDENTIFYING THE THREE FIRMS.

24 DR. KESSLER: ABSOLUTELY. I'M SORRY IF I'M OUT
25 OF ORDER HERE.

1 CHAIRMAN KLEIN: YOU'RE NEVER OUT OF ORDER. I
2 WOULD LIKE TO KNOW, BEFORE WE HAVE A VOTE ON THIS, SINCE
3 THE PUBLIC HAS HEARD THE BOARD COMMENT, ASK FOR PUBLIC
4 COMMENT. STARTING AT STANFORD, ANY PUBLIC COMMENT?

5 DR. POSNER: PHIL POSNER FROM OAK RIDGE
6 ASSOCIATED UNIVERSITIES. I THINK DR. GOLDBERG'S COMMENTS
7 FOR CRITERIA FOR RANKING SEARCH FIRMS, NOT CRITERIA FOR
8 THE PRESIDENT, HAVING A LIST OF THOSE WOULD BE VERY
9 USEFUL FOR EVERYBODY.

10 CHAIRMAN KLEIN: OKAY. I HOPE EVERYONE HEARD
11 THE COMMENT. PHIL POSNER FROM OAK RIDGE INDICATED THAT
12 MICHAEL GOLDBERG'S COMMENTS WERE FOR RANKING THE SEARCH
13 FIRMS, AND HE THOUGHT THOSE WOULD BE VERY USEFUL. ANY
14 OTHER COMMENTS FROM STANFORD?

15 MR. SHOPPENHAUR: YOU MIGHT ALSO WANT TO LOOK
16 AT THE COMPENSATION SINCE THAT'S THE KEY MODEL THAT THE
17 FIRMS HAVE SUGGESTED. SPENCER STUART CAME FORWARD WITH A
18 FLAT FEE STRUCTURE, AND I BELIEVE THE OTHER TWO FIRMS
19 HAVE NOT, SO THERE'S A DIFFERENTIATOR HERE.

20 CHAIRMAN KLEIN: YOUR NAME?

21 MR. SHOPPENHAUR: MIKE SHOPPENHAUR (PHONETIC).

22 CHAIRMAN KLEIN: MIKE SHOPPENHAUR. OKAY. ANY
23 PUBLIC COMMENTS FROM UC SAN FRANCISCO?

24 DR. KESSLER: THERE ARE NONE.

25 CHAIRMAN KLEIN: FROM UC BERKELEY?

1 UNIDENTIFIED SPEAKER: NO COMMENTS.
2 CHAIRMAN KLEIN: OKAY. FROM UCLA?
3 MS. KING: NONE.
4 CHAIRMAN KLEIN: FROM USC?
5 DR. HENDERSON: NO.
6 CHAIRMAN KLEIN: OKAY. FROM BURNHAM?
7 UNIDENTIFIED SPEAKER: NONE.
8 CHAIRMAN KLEIN: OKAY. SEEING THAT WE HAVE
9 COVERED THE BOARD COMMENTS AND PUBLIC COMMENTS, I'D LIKE
10 TO CALL THE QUESTION. AND WE'RE GOING TO DO A ROLL CALL
11 VOTE THEN. STARTING WITH BRIAN HENDERSON.
12 DR. HENDERSON: YES.
13 CHAIRMAN KLEIN: JANET WRIGHT.
14 DR. WRIGHT: YES.
15 CHAIRMAN KLEIN: PHYLLIS PRECIADO.
16 DR. PRECIADO: YES.
17 CHAIRMAN KLEIN: BOB BIRGENEAU.
18 DR. BIRGENEAU: YES.
19 CHAIRMAN KLEIN: KEITH BLACK. SUSAN BRYANT.
20 DR. BRYANT: YES.
21 CHAIRMAN KLEIN: MICHAEL GOLDBERG.
22 MR. GOLDBERG: YES.
23 CHAIRMAN KLEIN: DR. DAVID KESSLER.
24 DR. KESSLER: YES.
25 CHAIRMAN KLEIN: BOB KLEIN IS YES. SHERRY

1 LANSING.

2 MS. LANSING: YES.

3 CHAIRMAN KLEIN: DR. RICHARD MURPHY.

4 DR. MURPHY: YES.

5 CHAIRMAN KLEIN: TINA NOVA.

6 DR. NOVA: YES.

7 CHAIRMAN KLEIN: DR. PHIL PIZZO.

8 DR. PIZZO: YES.

9 CHAIRMAN KLEIN: AND JOAN SAMUELSON IS ABSENT.

10 MS. KING: BOB, WE HAVE A REQUEST HERE AT UCLA.

11 IF YOU COULD PLEASE ANNOUNCE BY HOW MANY VOTES THE MOTION

12 IS CARRIED, THAT WOULD BE HELPFUL.

13 CHAIRMAN KLEIN: YES. ALL THE PARTIES THAT

14 VOTED VOTED YES. THERE WERE TWO ABSENCES, KEITH BLACK

15 AND JOAN SAMUELSON.

16 MS. KING: SO I BELIEVE THAT MAKES IT 12 YESES

17 AND TWO ABSENCES.

18 CHAIRMAN KLEIN: YES, THAT'S CORRECT.

19 MS. KING: THANK YOU.

20 DR. WRIGHT: BUT IT'S A UNANIMOUS CONSENT.

21 CHAIRMAN KLEIN: IT'S UNANIMOUS OF ALL THE

22 PARTIES PRESENT, AND THAT WAS TRUE OF THE FIRST MEASURE

23 AS WELL.

24 MS. KING: THANK YOU.

25 CHAIRMAN KLEIN: OKAY. I BELIEVE THAT THAT

1 BRINGS US TO THE ISSUE OF IDENTIFYING CRITERIA FOR
2 OBJECTIVELY RATING THE FIRMS. DR. KESSLER, I THINK THAT
3 WAS YOUR POINT AND MICHAEL GOLDBERG'S POINT. MICHAEL,
4 WOULD YOU LIKE TO GO BACK THROUGH THOSE CRITERIA?

5 MR. GOLDBERG: CERTAINLY. FOR PURPOSES OF THE
6 BOARD'S CONSIDERATION AND MODIFICATION, THE FIRST WAS A
7 DEEP EXPERTISE IN LIFE SCIENCE, NOT FOR PROFIT, AND
8 DIVERSITY.

9 THE SECOND WAS A DEMONSTRATED UNDERSTANDING OF
10 THE ASSIGNMENT AND THE THOUGHTFULNESS OF THE SPECIFIC
11 PROPOSAL MADE.

12 THIRD WAS A HIGH QUALITY REPUTATION OF THE FIRM
13 TO BE ABLE TO ATTRACT THE BEST CANDIDATES.

14 FOURTH WAS THE EXPERTISE OF THE DESIGNATED
15 TEAM.

16 FIFTH WAS THE DEPTH OF THE FIRM. SO NOT JUST
17 THE IMMEDIATE TEAM ON THE SEARCH, BUT ALSO THE ACCESS
18 THEY HAVE WITHIN THE FIRM.

19 SIXTH RELATES TO THAT, WHICH IS THIS COMMITMENT
20 OF THE FIRM ITSELF. SO THAT WE HAVE A SENSE THAT NOT
21 ONLY ARE WE GOING TO HAVE THE DIRECT INVOLVEMENT OF
22 WHATEVER TEAM IS ASSIGNED TO THE SEARCH, BUT THAT THEY
23 WILL, AS A HIGH PRIORITY WITHIN THE FIRM, HAVE ACCESS TO
24 ALL THE RESOURCES OF THE FIRM TO MAKE SURE THAT WE HAVE A
25 SUCCESSFUL EXPERIENCE.

1 CHAIRMAN KLEIN: IS THE QUESTION, MICHAEL,
2 UNDER THE EXPERTISE OF THE FIRM, I TAKE IT YOU WANT TO
3 KNOW THE EXPERTISE OF THE INDIVIDUALS AND THE COMMITMENT
4 OF THAT INDIVIDUAL IN TERMS OF THE TIME COMMITMENT TO THE
5 PROCESS?

6 MR. GOLDBERG: THAT'S CORRECT.

7 DR. PIZZO: ALSO, WOULD YOU CARE TO ADD THE
8 COST OF THE PROPOSAL OR THE FINANCIAL STRUCTURING?

9 MR. GOLDBERG: YES. ALTHOUGH GENERALLY MY WORK
10 TENDED TO BE FAIRLY COMPARABLE.

11 DR. PIZZO: SINCE WE ARE USING STATE MONEY, WE
12 WANT TO BE ATTENTIVE.

13 MR. GOLDBERG: I WOULD AGREE WITH THAT.

14 CHAIRMAN KLEIN: I WOULD POINT OUT THAT THERE
15 IS A DIFFERENCE AS WELL -- THIS IS BOB KLEIN -- BETWEEN
16 THE PROPOSALS IN THAT SOME PROPOSALS MAKE AN AFFIRMATIVE
17 REPRESENTATION THAT THEY WILL NOT RECRUIT FROM THIS
18 INSTITUTE FOR A CERTAIN PERIOD OF TIME IN THIS POSITION.
19 AND THAT COULD BE A MATERIAL CONSIDERATION FOR US,
20 PARTICULARLY BECAUSE, IF WE HAVE THE BEST PEOPLE IN THE
21 COUNTRY, WE DO NOT WANT THE SAME FIRMS THAT WE JUST
22 DECIDED WERE THE BEST FIRMS IN THE COUNTRY TO COME BACK
23 AND RECRUIT FROM OUR FINE REPRESENTATIVES.

24 DR. PIZZO: THERE IS ONE QUALIFIER TO THAT, IF
25 I COULD MAKE, AND OTHER'S EXPERIENCE MAY BE HELPFUL WITH

1 THIS. THIS IS PHIL PIZZO SPEAKING. MANY TIMES THESE
2 SEARCH FIRMS ALSO GIVE A SIMILAR GUARANTEE TO OTHER
3 INSTITUTIONS FROM WHOM THEY'VE PLACED PEOPLE. AND SO ONE
4 OF THE DOWNSIDES OF THE LARGE SEARCH FIRM THAT CARRY OUT
5 THESE VERY COMPLETED SEARCHES IS THAT THEY MAY NOT HAVE
6 THE ABILITY TO GO BACK TO SOME OF THE INSTITUTIONS THAT
7 WE'D MOST LIKE THEM TO GO BACK. SO WE JUST NEED TO BE
8 COGNIZANT OF THAT AS A NEGATIVE.

9 MR. GOLDBERG: I THINK THAT'S A VERY GOOD
10 POINT, AND PERHAPS WE COULD ADD THAT AS ONE OF THE
11 QUESTIONS FOR THEIR PRESENTATIONS IS WHAT RELEVANT
12 INSTITUTIONS MIGHT BE OFF LIMITS.

13 DR. PIZZO: AND THE OTHER PART OF IT, MAYBE
14 ALONG THAT LINE, IS DO WE HAVE -- LOOK AT THE SEARCH FIRM
15 AS BOTH CARRYING OUT OUR BUSINESS, BUT ALSO BEING
16 ADVISORY TO THE PRESIDENTIAL SEARCH COMMITTEE AND THE
17 ICOC. THE REASON I'M RAISING THAT, AND, IN FACT, ONE OF
18 THE SEARCHES LISTED IN THE DOCUMENTS, THEY HAVE
19 THEMSELVES LISTED IN A CONSULTING ROLE. AND THE REASON
20 IS SHOULD WE, THAT IS, MEMBERS OF EITHER THE ICOC, THE
21 SEARCH COMMITTEE, OR THE PUBLIC, COME UP WITH NAMES OR
22 ANY NAME OF AN INDIVIDUAL WHO HAPPENS TO BE AT ONE OF THE
23 INSTITUTIONS THAT THE SEARCH FIRM "CAN'T GO BACK TO," IF
24 WE HAVE A CERTAIN DEGREE OF AUTONOMY, WE COULD GO BACK TO
25 THAT PERSON AND OPERATE INDEPENDENT OF THE SEARCH FIRM SO

1 THAT WE DON'T PRECLUDE REALLY THE BEST PEOPLE.

2 CHAIRMAN KLEIN: ALL RIGHT. THERE ARE CRITERIA
3 THAT HAVE BEEN PUT FORTH. I'D LIKE TO JUST GO THROUGH
4 AND ASK FOR AN ORDER OF COMMENT ON THOSE CRITERIA. WE'LL
5 START AT BURNHAM. WOULD YOU LIKE TO ADD, MODIFY, OR
6 OTHERWISE REINFORCE THOSE CRITERIA?

7 DR. BRYANT: I WOULD REINFORCE THEM. I THINK
8 THEY'RE EXCELLENT. I THINK MAYBE PEOPLE WILL PUT
9 DIFFERENT WEIGHTS ON THEM. YOU KNOW, THEY MIGHT NOT BE
10 IN THAT ORDER, ALTHOUGH THEY SEEM IN A GOOD ORDER TO ME.

11 CHAIRMAN KLEIN: AT USC IS THERE ANY COMMENT?

12 DR. HENDERSON: I THINK THEY'RE EXCELLENT
13 CRITERIA.

14 CHAIRMAN KLEIN: OKAY. THAT'S BRIAN HENDERSON.
15 IF YOU WILL JUST IDENTIFY YOURSELF, IT WOULD BE HELPFUL,
16 DR. HENDERSON.

17 DR. HENDERSON: YES. BRIAN HENDERSON.

18 CHAIRMAN KLEIN: AND AT UCLA?

19 MS. LANSING: WE THINK THEY'RE EXCELLENT. ALL
20 OF US HERE. THIS IS SHERRY LANSING.

21 CHAIRMAN KLEIN: THANK YOU, SHERRY. AND AT UC
22 BERKELEY?

23 DR. BIRGENEAU: THEY'RE FINE.

24 CHAIRMAN KLEIN: AT UC SAN FRANCISCO?

25 DR. KESSLER: CERTAINLY IN AGREEMENT. THE ONLY

1 POINT TO ADD MAY BE A LITTLE, THE EXPERTISE OF THE TEAM,
2 A LITTLE MORE ABOUT THE PERSON WHO REALLY WILL LEAD THE
3 TEAM AND BE RESPONSIBLE FOR THE SEARCH.

4 CHAIRMAN KLEIN: ALL RIGHT.

5 DR. KESSLER: THAT WE REALLY LOOK AND NOTE WHO
6 WILL BE HEADING THAT UP.

7 CHAIRMAN KLEIN: OKAY. AND WHO IS SPEAKING?

8 DR. KESSLER: DAVID.

9 CHAIRMAN KLEIN: DR. KESSLER. AT STANFORD?

10 DR. PRECIADO: I'M WONDERING IF WE CAN HAVE
11 JUST A LITTLE BIT MORE COMMENT ON NO. 1, THE EXPERTISE IN
12 LIFE SCIENCE AND NOT FOR PROFIT, THE FIRST TWO? THAT'S
13 THE ONE THAT SORT OF I'M WONDERING ABOUT.

14 MR. GOLDBERG: IT'S MICHAEL GOLDBERG RESPONDING
15 TO THAT QUESTION. ONE OF THE THINGS THAT I TOOK OUT OF
16 THE PROPOSALS WAS THAT OF THE THREE THAT WE'RE
17 CONSIDERING IN PARTICULAR, THEY SHOWED VARYING DEGREES OF
18 DEPTH IN EACH OF THOSE AREAS. SOME OF THEM WERE FOCUSED
19 MORE ONE FACTOR TO THE OTHER. ONE, I THOUGHT, DID AN
20 EXTRAORDINARY JOB OF EXPRESSING THEIR ABILITY TO ACCESS
21 POOLS OF APPLICANTS ACROSS THE DIVERSE SET OF
22 BACKGROUNDS. ONE OF THEM, I THOUGHT, DID A TERRIFIC JOB
23 ON THE SAME SCALE WITH RESPECT TO NOT-FOR-PROFIT
24 INSTITUTIONS. AND ALL OF THEM HAD SOME EXPERTISE IN LIFE
25 SCIENCES. IN MY VIEW SOME OF THEM WERE BETTER ACROSS THE

1 RANGE OF THOSE SKILLS, BUT I THINK ALL OF THOSE SKILL
2 SETS ARE IMPORTANT, ALL THOSE CANDIDATE POOLS ARE
3 IMPORTANT FOR US TO ACCESS.

4 AND AT THE BEGINNING OF THE SEARCH, I CERTAINLY
5 WOULDN'T WANT TO PRECLUDE OUR ACCESS TO ALL OF THOSE
6 CANDIDATE POOLS AT THIS EARLY STAGE. DOES THAT RESPOND
7 TO YOUR QUESTION?

8 CHAIRMAN KLEIN: ALL RIGHT. I WOULD LIKE TO
9 SEE, THEN, IF WE COULD HAVE A MOTION TO ADOPT THOSE
10 CRITERIA. AND AFTER THE MOTION, WE WILL THEN ASK FOR
11 PUBLIC COMMENT IF THERE'S A MOTION PENDING.

12 MS. LANSING: SO MOVED. THIS IS SHERRY.

13 CHAIRMAN KLEIN: SHERRY. IS THERE A SECOND?

14 DR. PIZZO: SECOND.

15 CHAIRMAN KLEIN: DR. PIZZO. MOTION HAS BEEN
16 MOVED AND SECONDED. PUBLIC COMMENT. WE'LL START IN
17 REVERSE ORDER NOW. STANFORD, ANY PUBLIC COMMENT? UC SAN
18 FRANCISCO, ANY PUBLIC COMMENT? AT UC BERKELEY, ANY
19 PUBLIC COMMENT?

20 DR. BIRGENEAU: NONE.

21 CHAIRMAN KLEIN: AT UCLA?

22 MS. KING: NONE.

23 CHAIRMAN KLEIN: AT USC?

24 DR. HENDERSON: NONE.

25 CHAIRMAN KLEIN: AT BURNHAM?

1 UNIDENTIFIED SPEAKER: NONE.

2 CHAIRMAN KLEIN: OKAY. THERE'S A MOTION ON THE
3 FLOOR. IS THERE ANY OTHER DISCUSSION FROM THE BOARD OF
4 THE MOTION? HEARING NONE, I WOULD CALL FOR THE VOTE.
5 AND I WILL GO THROUGH THE ROLL CALL.

6 BRIAN HENDERSON.

7 DR. HENDERSON: YES.

8 CHAIRMAN KLEIN: JANET WRIGHT.

9 DR. WRIGHT: YES.

10 CHAIRMAN KLEIN: PHYLLIS PRECIADO.

11 DR. PRECIADO: YES.

12 CHAIRMAN KLEIN: BOB BIRGENEAU.

13 DR. BIRGENEAU: YES.

14 CHAIRMAN KLEIN: KEITH BLACK IS ABSENT. SUSAN
15 BRYANT.

16 DR. BRYANT: YES.

17 CHAIRMAN KLEIN: MICHAEL GOLDBERG.

18 MR. GOLDBERG: YES.

19 CHAIRMAN KLEIN: DAVID KESSLER.

20 DR. KESSLER: YES.

21 CHAIRMAN KLEIN: BOB KLEIN IS YES. SHERRY
22 LANSING.

23 MS. LANSING: YES.

24 CHAIRMAN KLEIN: RICHARD MURPHY.

25 DR. MURPHY: YES.

1 CHAIRMAN KLEIN: TINA NOVA.

2 DR. NOVA: YES.

3 CHAIRMAN KLEIN: PHIL PIZZO.

4 DR. PIZZO: YES.

5 CHAIRMAN KLEIN: AND JOAN SAMUELSON IS ABSENT.
6 THERE ARE 12 VOTES YES. ALL VOTING WERE UNANIMOUSLY YES,
7 AND THERE ARE TWO ABSENT.

8 ALL RIGHT. WITH THAT DEFINITION, I WOULD LIKE
9 TO KNOW IF WE COULD DISCUSS, BEFORE GOING INTO EXECUTIVE
10 SESSION, IF WE COULD DISCUSS A POTENTIAL INTEGRATION OF
11 THE PRESIDENTIAL SEARCH COMMITTEE THAT I OUTLINED
12 CONCEPTUALLY EARLIER. IT WOULD BE HELPFUL IF WE HAD A
13 CONCEPTUAL IDEA OF HOW WE CAN INTEGRATE THE PRESIDENTIAL
14 SEARCH FIRM'S ACTIVITIES TO GIVE TO THESE SEARCH FIRMS
15 BEFORE THE FEBRUARY 3D MEETING.

16 TO REVIEW THAT, I AM SUGGESTING THAT WE WOULD
17 RECONVENE THE SEARCH COMMITTEE IN APPROXIMATELY FOUR
18 WEEKS AFTER THEIR SELECTION. IF THEY HAVE BEEN SELECTED
19 TODAY, FOR EXAMPLE, IT WOULD HAVE BEEN FEBRUARY 17TH. IF
20 THEY'RE BEING SELECTED ON FEBRUARY 3D, IT WILL BE FOUR
21 WEEKS APPROXIMATELY AFTER THAT DATE, APPROXIMATELY
22 FEBRUARY THE 27TH.

23 WE NEED TO LOOK AT EASTER HOLIDAY TO MAKE SURE
24 WE'RE OUTSIDE OF THOSE. THAT'S RIGHT. IT'S THE NEXT
25 MONTH THAT WE HIT IT, RIGHT.

1 AND THAT REVIEW WOULD BE ON REFINED JOB
2 DESCRIPTION ON THE JOB CRITERIA, AND IT WOULD BE REVIEW
3 OF THE LONG LIST AS PROPOSED BY THE SEARCH FIRMS. I
4 WOULD SUGGEST CONVENING AGAIN A CALL TO CONSIDER THE
5 SHORT FORM CANDIDATES, PRIORITIZATION OF THOSE
6 CANDIDATES, AND TWO-PERSON INTERVIEW TEAMS BEING ASSIGNED
7 TO GO THROUGH THOSE IN-DEPTH. AND THAT WOULD BE
8 APPROXIMATELY FOUR WEEKS AFTER THE PRIOR MEETING.

9 THE THIRD ITEM, WE WOULD TAKE THE SHORT LIST
10 WITH THE BENEFIT OF TWO-MEMBER INTERVIEW TEAMS BACK TO
11 THE FULL BOARD, AND WE WOULD GO INTO AN EXECUTIVE SESSION
12 TO DISCUSS THOSE MEMBERS. THE COMMITTEE MIGHT DECIDE
13 THAT THEY WANTED, BECAUSE OF THE IMPORTANCE OF THIS, TO
14 BRING THOSE INDIVIDUALS TO THIS BOARD MEETING, OR THE
15 BOARD MIGHT DECIDE THAT, GIVEN THE INVOLVEMENT OF THE
16 SEARCH COMMITTEE, THAT THEY WOULD DELEGATE TO THE SEARCH
17 COMMITTEE THE ABILITY TO MAKE OFFERS TO NO. 1, 2, AND 3
18 OF THE PROPOSED CANDIDATES AFTER THE SEARCH COMMITTEE
19 HELD AN IN-PERSON MEETING IN FULL OR, TO THE EXTENT
20 ATTENDANCE WAS POSSIBLE, WITH THE LEADING CANDIDATES AND
21 INTERVIEW THE LEADING CANDIDATES IN PERSON AS A FULL
22 TEAM.

23 SO THAT IS THE PROPOSED PROCESS. AND I WOULD
24 LIKE TO SAY THAT AFTER PROVIDING THAT TO THE SEARCH
25 COMMITTEE FIRMS, THEY COULD COMMENT ON WHETHER IT'S

1 REALISTIC IN THEIR PRESENTATION, WHETHER THEY WOULD
2 PROPOSE AN AMENDED PROCESS AS A PART OF THEIR
3 PRESENTATION. IT WOULD ALSO ALLOW THE BOARD TO COMMENT
4 ON THE PROCESS.

5 AS AN INTERIM STEP, SO THEY CAN UNDERSTAND THE
6 INTEGRATION OF THE PRESIDENTIAL SEARCH COMMITTEE WITH
7 THEIR PROCESS, I WOULD LIKE TO (INAUDIBLE). IN DOING SO,
8 COULD I FIRST CALL FROM STANFORD UNIVERSITY AND SEE WHAT
9 THEIR COMMENTS ARE.

10 DR. PIZZO: I THINK IT'S A VERY GOOD OUTLINE.
11 THIS WILL ALSO BE A DIRECTION FOR THE SEARCH FIRMS IS
12 THEY TELL US HOW THEY'RE GOING TO BE ABLE TO RESPOND TO
13 THAT BECAUSE THAT'S A VERY AGGRESSIVE SCHEDULE. I THINK
14 IT WOULD BE GOOD TO ASSESS THEIR RESOLVE IN TRYING TO
15 MEET IT. SO I SUPPORT THAT VERY MUCH, AND SO I AGREE WE
16 SHOULD FOLLOW THAT.

17 CHAIRMAN KLEIN: ALL RIGHT. ANY OTHER COMMENTS
18 FROM STANFORD?

19 MR. GOLDBERG: MICHAEL GOLDBERG. I SUPPORT
20 PHIL PIZZO'S COMMENTS.

21 CHAIRMAN KLEIN: DR. PRECIADO IS ALSO
22 SUPPORTIVE.

23 LET ME GO TO UC SAN FRANCISCO.

24 DR. KESSLER: WE'RE SUPPORTIVE.

25 CHAIRMAN KLEIN: OKAY. THAT'S DEAN KESSLER, I

1 BELIEVE.

2 AT UC BERKELEY?

3 DR. BIRGENEAU: BIRGENEAU. I'M SUPPORTIVE.

4 CHAIRMAN KLEIN: AT UCLA?

5 DR. WRIGHT: WE'RE ON BOARD.

6 MS. LANSING: YEAH. WE'RE SUPPORTIVE.

7 CHAIRMAN KLEIN: AT USC?

8 DR. HENDERSON: HENDERSON. WE'RE SUPPORTIVE.

9 CHAIRMAN KLEIN: AND AT BURNHAM?

10 DR. BRYANT: WE'RE SUPPORTIVE.

11 CHAIRMAN KLEIN: OKAY. WITH THOSE COMMENTS,

12 WOULD SOMEONE LIKE TO MAKE A MOTION? DR. PIZZO IS MAKING

13 A MOTION.

14 DR. PRECIADO: SECOND.

15 CHAIRMAN KLEIN: AND DR. PRECIADO HAS MADE A

16 SECOND. THE MOTION IS BEFORE US. FOR PUBLIC COMMENT, WE

17 START WITH STANFORD. ANY PUBLIC COMMENT? NO PUBLIC

18 COMMENT HERE. AT UC SAN FRANCISCO?

19 DR. KESSLER: NO COMMENT HERE.

20 CHAIRMAN KLEIN: AT UC BERKELEY?

21 DR. BIRGENEAU: NO COMMENTS HERE.

22 CHAIRMAN KLEIN: AT UCLA?

23 DR. WRIGHT: NOPE.

24 CHAIRMAN KLEIN: AT USC?

25 DR. HENDERSON: NO.

1 CHAIRMAN KLEIN: AT BURNHAM?
2 DR. BRYANT: NO.
3 CHAIRMAN KLEIN: ALL RIGHT. HAVING NO PUBLIC
4 COMMENT, I CALL FOR THE QUESTION. ALL IN -- ACTUALLY I
5 HAVE TO GO BACK TO THE ROLL CALL SINCE WE ARE ON A
6 CONFERENCE CALL.
7 DR. HENDERSON.
8 DR. HENDERSON: YES.
9 CHAIRMAN KLEIN: DR. WRIGHT.
10 DR. WRIGHT: YES.
11 CHAIRMAN KLEIN: DR. PRECIADO.
12 DR. PRECIADO: YES.
13 CHAIRMAN KLEIN: DR. BIRGENEAU.
14 DR. BIRGENEAU: YES.
15 CHAIRMAN KLEIN: DR. BLACK IS ABSENT. SUSAN
16 BRYANT.
17 DR. BRYANT: YES.
18 CHAIRMAN KLEIN: MICHAEL GOLDBERG.
19 MR. GOLDBERG: YES.
20 CHAIRMAN KLEIN: DR. KESSLER.
21 DR. KESSLER: YES.
22 CHAIRMAN KLEIN: BOB KLEIN IS YES. SHERRY
23 LANSING.
24 MS. LANSING: YES.
25 CHAIRMAN KLEIN: DR. MURPHY.

1 UNIDENTIFIED SPEAKER: DR. MURPHY HAD TO LEAVE
2 THE MEETING FIVE MINUTES AGO.

3 CHAIRMAN KLEIN: OKAY. TINA NOVA.

4 DR. NOVA: YES.

5 CHAIRMAN KLEIN: DR. PIZZO.

6 DR. PIZZO: YES.

7 CHAIRMAN KLEIN: AND JOAN SAMUELSON IS ABSENT.
8 SO WE HAVE A UNANIMOUS VOTE OF THE ONES PRESENT. WE HAVE
9 ELEVEN FOR AND WE HAVE THREE ABSENT.

10 ALL RIGHT. WITH THOSE ITEMS COVERED WITH
11 PEOPLE PRESENT, I BELIEVE THAT IT IS APPROPRIATE AT THIS
12 TIME TO GO TO ITEM 4 ON THE AGENDA.

13 THIS IS THE INVITATION TO MEMBERS OF THE PUBLIC
14 TO SUBMIT NAMES. THE PUBLIC HAS THE OPPORTUNITY TO
15 PUBLICLY ANNOUNCE THE NAME OR TO PROVIDE THE NAME TO A
16 STAFF MEMBER WHO WILL IDENTIFY THEMSELVES IN EVERY
17 LOCATION. THE PUBLIC SHOULD ALSO SUBMIT ANY ADDITIONAL
18 CANDIDATES TO OUR E-MAIL ADDRESS, WHICH IS CIRM.CA.GOV
19 WITHIN THE NEXT TWO WEEKS. WE'LL POST THE CONTACT
20 INFORMATION FOR INDIVIDUALS AT CIRM.CA.GOV TO PUT IT TO
21 THE ATTENTION TO OUR WEBSITE.

22 WE SUGGEST TO THE PUBLIC THAT, WHILE YOU CAN
23 PUBLICLY ANNOUNCE THE NAMES, FOR THE CONFIDENTIALITY OF
24 CANDIDATES, IT WOULD BE PREFERABLE, TO PROTECT THEIR
25 CURRENT POSITION, IF THOSE NAMES WERE SUBMITTED TO STAFF.

1 AND WE CAN GIVE YOU AN E-MAIL CONFIRMATION THAT THE NAME
2 HAS BEEN RECEIVED AND IS PUT IN PROCESS.

3 BUT NOT TO DENY THE PUBLIC THE OPPORTUNITY TO
4 SUBMIT, IS THERE ANY MEMBER OF THE PUBLIC AT THE STANFORD
5 SITE THAT WANTS TO SUBMIT PUBLICLY?

6 DR. PIZZO: CAN I JUST MAKE ONE RECOMMENDATION,
7 WHICH IS I'M VERY SENSITIVE TO AND THINK IT'S
8 EXTRAORDINARILY IMPORTANT THAT THE PUBLIC BE REQUESTED TO
9 MAKE NOMINATIONS. WHAT I WORRY ABOUT IS THAT THE NAMES
10 ARE GIVEN IN A PUBLIC FORUM AND BECOME PART OF PUBLIC
11 COMMUNICATION, THAT THAT COULD CONFOUND AND EVEN IN SOME
12 WAYS ADVERSELY IMPACT ON THE SELECTION PROCESS OR THE
13 WILLINGNESS OF CANDIDATES TO BE CONSIDERED.

14 SO WHILE I AM ENTHUSIASTIC IN EVERY WAY FOR
15 HAVING THE PUBLIC COME FORWARD WITH NAMES, MY HOPE IS
16 THAT THEY WILL DO THAT BY GIVING THE NAMES TO STAFF SO
17 THAT THEY CAN BE HELD IN CONFIDENCE JUST AS WE WOULD HOLD
18 ALL OTHER NAMES AS THIS PROCESS HAS GONE FORWARD.

19 DR. PRECIADO: I WOULD JUST LIKE TO ADD I
20 CERTAINLY AGREE, DR. PIZZO, BUT I WOULD ADD THAT IF A
21 CANDIDATE TO THIS WANTS TO GO PUBLIC, THEN IT'S
22 COMPLETELY DIFFERENT, AND WE SHOULDN'T HOLD THAT PERSON
23 FROM DOING SO.

24 DR. PIZZO: I AGREE WITH THAT.

25 CHAIRMAN KLEIN: DR. PIZZO AGREED WITH THAT

1 COMMENT. I AGREE WITH THAT COMMENT.

2 ARE THERE ANY OTHER BOARD COMMENTS AS TO THE
3 CONFIDENTIALITY ISSUE AND THE OPPORTUNITY OF THE PUBLIC
4 TO SUBMIT NAMES PUBLICLY, IF THEY SO CHOOSE? ARE THERE
5 ANY PUBLIC COMMENTS AS TO THAT FROM ANY OF THE SITES? I
6 DON'T HEAR --

7 DR. HENDERSON: I HAVE A PUBLIC COMMENT AT USC.
8 WOULD YOU IDENTIFY YOURSELF?

9 MR. MARTINEZ: MY NAME IS CHRIS MARTINEZ. I
10 JUST HAD A QUICK QUESTION. I THINK THIS WAS COVERED
11 EARLIER, BUT I JUST WANTED TO HAVE IT CLARIFIED. WILL --
12 IN THE SEARCH FOR THE PRESIDENT, ARE THE BOARD MEMBERS,
13 THE INSTITUTES THAT THE BOARD MEMBERS REPRESENT, ARE THEY
14 EXEMPT? ARE THEY GOING TO TAKE CANDIDATES FROM THE
15 INSTITUTES THAT BOARD MEMBERS REPRESENT?

16 DR. HENDERSON: DID YOU HEAR THE QUESTION?

17 CHAIRMAN KLEIN: YES. THE QUESTION, AS I
18 UNDERSTAND IT, IS ARE THE SEARCH FIRMS GOING TO TAKE
19 CANDIDATES FROM INSTITUTES THAT THE BOARD MEMBERS
20 REPRESENT.

21 DR. HENDERSON: THAT'S CORRECT.

22 CHAIRMAN KLEIN: I DON'T THINK THAT IS AN ISSUE
23 THAT HAS BEEN DEALT WITH. IT IS AN ISSUE THAT DR. PIZZO
24 WOULD LIKE TO ADDRESS.

25 DR. PIZZO: THANK YOU, BOB. THAT WAS LIKE THE

1 HOT POTATO. BUT I THINK THAT WHAT I WAS GOING TO SAY IS
2 I THINK THE GREATER CONCERN FOR RESTRICTION REALLY IS THE
3 SEARCH FIRM'S INABILITY TO GO BACK TO INDIVIDUALS THAT
4 THEY MAY HAVE PLACED AT CERTAIN INSTITUTIONS. SO THAT IS
5 THE REASON I SAID IT EARLIER, THAT WE NEED TO HAVE AN
6 INDEPENDENT PROCESS SO THAT WE CAN BE SURE THAT WE DON'T
7 MISS THOSE INDIVIDUALS.

8 IT'S HARD FOR ME TO IMAGINE, GIVEN THE BREADTH
9 OF THE ICOC, THAT THERE WILL NOT BE CANDIDATES COMING
10 FROM SOME OF OUR OWN INSTITUTIONS. WE HAVE LIKELY
11 TERRIFIC PEOPLE AT THESE INSTITUTIONS. WE SURELY DON'T
12 WANT TO PRECLUDE THAT POSSIBILITY. I THINK WHAT HAPPENS
13 IS, WHEN IT COMES TO MAKING THE SELECTION, THERE NEEDS TO
14 BE THE OBVIOUS RECUSAL FROM THE WHOLE INSTITUTION IN
15 TERMS OF VOTING ON THAT CANDIDATE.

16 BUT I WOULD CERTAINLY HOPE THAT THERE WILL BE
17 INDIVIDUALS REPRESENTED FROM THE VARIOUS SCHOOLS,
18 WHOMEVER THEY MIGHT BE, OR OTHER RELATED ASSOCIATIONS
19 THAT WE ARE DEALING WITH AS PART OF THE ICOC LEADERSHIP.

20 DR. HENDERSON: HENDERSON AT USC. THE
21 INDIVIDUAL WHO MENTIONED THAT QUESTION IS NODDING
22 AFFIRMATIVELY TO YOUR SUGGESTION ABOUT THE RECUSAL.

23 CHAIRMAN KLEIN: THANK YOU. JUST SO THAT IT'S
24 VERY CLEAR FOR THE PUBLIC AND THE PRESS, IT MAY BE
25 APPROPRIATE, ALTHOUGH THAT IS HIGHLY LOGICAL, FOR OUR

1 SEARCH COMMITTEE TO ADOPT A RECOMMENDATION THAT THE
2 RECUSAL WOULD OCCUR.

3 IS THERE ANYONE WHO WOULD LIKE TO MAKE A FORMAL
4 PROPOSAL TO THAT EFFECT?

5 DR. HENDERSON: HENDERSON AT USC. I PROPOSE
6 THAT WE ADOPT THAT AS ONGOING PROCEDURE, THAT IF A PERSON
7 FROM AN INSTITUTION OF A BOARD MEMBER IS BEING
8 CONSIDERED, THAT THAT BOARD MEMBER WOULD RECUSE
9 THEMSELVES FROM THE VOTING PROCESS.

10 CHAIRMAN KLEIN: IS THERE SECOND?

11 DR. PRECIADO: I WANTED TO ADD A CAVEAT TO
12 THAT.

13 CHAIRMAN KLEIN: OKAY. NO. THE PROCEDURE
14 WOULD BE THAT IF WE HAVE A SECOND, THEN WE CAN DISCUSS
15 THE MOTION, AND YOU CAN MAKE AN AMENDMENT.

16 IS THERE A SECOND TO THAT PROPOSAL?

17 DR. PIZZO: SECOND.

18 CHAIRMAN KLEIN: SECOND FROM DEAN PIZZO. AND
19 IT'S OPEN FOR DISCUSSION OF THE BOARD. DR. PRECIADO
20 WOULD LIKE TO MAKE A SUGGESTION.

21 DR. PRECIADO: I'M WONDERING HOW WE'RE GOING TO
22 DEFINE HOW THE RELATIONSHIP WITH THE BOARD -- WITH THE
23 INSTITUTE, HOW CLOSE WE ARE TO THAT POSITION.

24 CHAIRMAN KLEIN: RIGHT. I THINK THAT, DR.
25 PRECIADO, CORRECT ME IF I'M WRONG, YOU'RE SAYING IF, IN

1 FACT, YOU ARE THE REPRESENTATIVE OF THE INSTITUTE AND ARE
2 AT AN EXECUTIVE LEVEL IN THE INSTITUTE, THEN YOU WOULD BE
3 A RECUSAL. I THINK THAT THE ISSUE GOES TO THE FACT THAT
4 THERE ARE BOARD MEMBERS THAT MAY HAVE A PART-TIME
5 APPOINTMENT AT AN INSTITUTION, BUT ARE NOT REPRESENTING
6 THE INSTITUTION AND ARE NOT AT THE EXECUTIVE LEVEL AT THE
7 INSTITUTION. IS THAT A CORRECT STATEMENT?

8 DR. PRECIADO: YES.

9 CHAIRMAN KLEIN: SO THE QUESTION IS IF SOMEONE
10 HOLDS A PART-TIME, LET'S SAY, CLINICAL APPOINTMENT OF ONE
11 DAY A WEEK AT AN INSTITUTION, SHOULD THAT BE GROUNDS FOR
12 RECUSAL IN THE DEFINITION OF THE RELATIONSHIP? I THINK
13 THAT'S OPEN FOR DISCUSSION.

14 DR. HENDERSON: HENDERSON AGAIN. I THINK IN
15 ORDER TO KEEP THINGS AS STRICT AS POSSIBLE, THAT WE
16 SHOULD PROBABLY EXCLUDE ANYONE WITH AN ASSOCIATION WITH
17 THE INSTITUTION INVOLVED.

18 DR. PIZZO: I HAVE ACTUALLY THE SAME REACTION.
19 I MEAN I'M VERY SENSITIVE TO THE COUNTER PROPOSAL THAT
20 CAME FORWARD. BUT BECAUSE THIS COULD BE OPEN TO NUANCE
21 AND INTERPRETATION, I THINK IT'S BEST IF WE KEEP A VERY
22 TIGHT FIREWALL.

23 MS. LANSING: LANSING HERE. WE HAVE ACTUALLY
24 FROM PUBLIC COMMENT SOMEBODY WHO'S SAYING THAT ACTUALLY
25 YOU ALMOST HAVE TO RECUSE YOURSELF FROM THIS DISCUSSION

1 AS WELL IF YOU ARE A MEMBER OF THE INSTITUTION. SO IT
2 GETS VERY COMPLICATED, BUT I THINK WHAT WE'RE ALL SAYING
3 IS -- THIS CAME FROM PUBLIC COMMENT -- I THINK WHAT WE'RE
4 ALL SAYING IS THAT WE WANT TO MAINTAIN THE HIGHEST
5 ETHICAL STANDARDS POSSIBLE SO THAT IF IN ANY WAY YOU'RE
6 ASSOCIATED WITH ANY OF THOSE INSTITUTIONS, IT'S JUST SAFE
7 TO RECUSE YOURSELF FROM THE DISCUSSION.

8 DR. PRECIADO: OKAY. SO THEN I WOULD LIKE THAT
9 TO BE INCLUDED IN THE PROPOSAL.

10 CHAIRMAN KLEIN: SO DR. PRECIADO IS ASKING THAT
11 THE PROPOSAL EXPLICITLY STATE THAT IF YOU HAVE ANY
12 FINANCIAL RELATIONSHIP OR ASSOCIATION OF A FORMAL NATURE
13 WITH THE INSTITUTION IN AN EMPLOYMENT RELATIONSHIP.

14 DR. HENDERSON: MY MOTION IS SO AMENDED.

15 CHAIRMAN KLEIN: OKAY. THE FRIENDLY AMENDMENT
16 HAS BEEN TAKEN.

17 DR. KESSLER: POINT OF CLARIFICATION. I ASSUME
18 YOU WERE TALKING ABOUT CURRENT AFFILIATION.

19 CHAIRMAN KLEIN: AND INCLUDES VOLUNTARY
20 APPOINTMENTS TO A POSITION.

21 DR. PIZZO: NO. NO. VOLUNTEER, THEY ARE NOT
22 PAID, THERE'S NO COMPENSATION. SO A PART-TIME CLINICAL
23 FACULTY MEMBER HAS AN ASSOCIATION BY WAY OF AN ACADEMIC
24 APPOINTMENT, BUT RECEIVES NO COMPENSATION FOR THAT
25 ACTIVITY.

1 DR. PRECIADO: (INAUDIBLE) HAS TO COMPLY WITH X
2 NUMBERS OF HOURS PER ACADEMIC YEAR TO MAINTAIN THAT
3 CLINICAL APPOINTMENT.

4 CHAIRMAN KLEIN: OKAY. THIS IS AN EDUCATION
5 PROCESS FOR ME BECAUSE I'M NOT FAMILIAR WITH THIS. A
6 VOLUNTEER CLINICAL APPOINTMENT WOULD ALSO BE COVERED.
7 OKAY.

8 DR. BRYANT: ANOTHER QUESTION. WHAT ABOUT
9 MEMBERS OF BOARDS AT THAT INSTITUTION THAT MIGHT ON THE
10 ICOC?

11 DR. HENDERSON: IT'S THE SAME. THEY SHOULD
12 RECUSE THEMSELVES.

13 MS. LANSING: ABSOLUTELY.

14 DR. KESSLER: ONE OTHER POINT OF CLARIFICATION.
15 I ASSUME WE'RE TALKING ABOUT CURRENT AFFILIATION, IF A
16 PERSON HAS BEEN IN THE PAST.

17 CHAIRMAN KLEIN: I THINK WE HAVE TO TALK ABOUT
18 CURRENT AFFILIATIONS BECAUSE FACULTY MEMBER MIGHT MOVE
19 BETWEEN UNIVERSITIES. THEY COULD HAVE BEEN AT THREE OR
20 FOUR IN THEIR LIFETIME.

21 MS. LANSING: OTHERWISE YOU WON'T HAVE ANYBODY
22 ABLE TO VOTE ON ANYTHING.

23 CHAIRMAN KLEIN: OKAY. I THINK THE MOTION IS
24 UNDERSTOOD. ANY PUBLIC COMMENT ON THIS? WE HAVE PUBLIC
25 COMMENT FROM STANFORD?

1 DR. POSNER: PHIL POSNER FROM OAK RIDGE, AND
2 IT'S A QUESTION OF CLARIFICATION. WOULD THEY RECUSE
3 THEMSELVES FROM VOTING ON THAT ONE INDIVIDUAL OR FROM
4 VOTING ON THE INDIVIDUAL THAT WAS APPLYING? BECAUSE IF
5 THEY HAVE AN ISSUE WITH ONE INDIVIDUAL, THERE IS THE
6 POSSIBILITY, TO USE THE PHRASE, "SANDBAG" THE INDIVIDUALS
7 WHEN VOTING. SO I THINK THE MOTION SHOULD CLARIFY IF
8 THEY'RE RECUSING FROM THE ENTIRE PROCESS THAT ONE
9 INDIVIDUAL.

10 MS. KING: IF WE AT THE UCLA SIDE COULD ASK DR.
11 POSNER JUST TO REPEAT THE FINAL PART OF THAT COMMENT,
12 PLEASE, THAT WOULD BE GREAT.

13 CHAIRMAN KLEIN: YEAH. DR. POSNER, COULD YOU
14 JUST APPROACH HERE.

15 DR. POSNER: THE QUESTION WAS WHETHER THEY
16 WOULD BE RECUSING THEMSELVES FROM THE ENTIRE PROCESS OR
17 JUST FROM THE DISCUSSION AND VOTE ON THE ONE CANDIDATE
18 FROM THEIR INSTITUTION.

19 CHAIRMAN KLEIN: AND THAT WAS THE COMMENT FROM
20 PHIL POSNER. AND THERE'S ALSO A COMMENT FROM DR. PIZZO,
21 THAT IT WOULD JUST BE THAT ONE CANDIDATE. ARE THERE
22 OTHER PUBLIC COMMENTS?

23 DR. HENDERSON: NO.

24 CHAIRMAN KLEIN: OKAY. FINDING NO OTHER PUBLIC
25 COMMENTS, I'D LIKE TO CALL FOR THE QUESTION, AND WE'LL GO

1 THROUGH A VOTE ON THIS. IF YOU WILL HOLD ON FOR JUST ONE
2 SECOND. ALL RIGHT. GOING THROUGH THE ROLL CALL.
3 DR. HENDERSON.
4 DR. HENDERSON: YES.
5 CHAIRMAN KLEIN: DR. WRIGHT.
6 DR. WRIGHT: YES.
7 CHAIRMAN KLEIN: DR. PRECIADO.
8 DR. PRECIADO: YES.
9 CHAIRMAN KLEIN: DR. BIRGENEAU.
10 DR. BIRGENEAU: YES.
11 CHAIRMAN KLEIN: DR. BLACK IS ABSENT. DR.
12 BRYANT.
13 DR. BRYANT: YES.
14 CHAIRMAN KLEIN: MIKE GOLDBERG.
15 MR. GOLDBERG: YES.
16 CHAIRMAN KLEIN: DR. KESSLER.
17 DR. KESSLER: YES.
18 CHAIRMAN KLEIN: BOB KLEIN IS YES. SHERRY
19 LANSING.
20 MS. LANSING: YES.
21 CHAIRMAN KLEIN: DR. MURPHY IS ABSENT; IS THAT
22 RIGHT? TINA NOVA.
23 DR. NOVA: YES.
24 CHAIRMAN KLEIN: AND DR. PIZZO.
25 DR. PIZZO: YES.

1 CHAIRMAN KLEIN: AND JOAN SAMUELSON IS ABSENT.
2 ALL RIGHT. WITH THAT BEING THE LAST ITEM
3 BEFORE WE CONVENE THE CLOSED SESSION, I BELIEVE WE NEED
4 TO MOVE TO CLOSED SESSION. AND SO WOULD THE COMMITTEE
5 MEMBERS PLEASE ADJOURN FOR THE -- OR WOULD THE PUBLIC, AS
6 IS APPROPRIATE AT EACH SITE, ADJOURN TO ANOTHER ROOM?
7 IT'S GOING TO BE APPROXIMATELY 45 MINUTES FOR THIS
8 PORTION OF THE SESSION. IT COULD BE AS LITTLE AS 30
9 MINUTES.

10 AND WE ARE INTENDING TO DISCUSS CANDIDATES FOR
11 THE PRESIDENCY IN A CONFIDENTIAL SETTING AND/OR
12 CANDIDATES WHO MIGHT BE CANDIDATES FOR ACTING PRESIDENT
13 IN THE SAME SETTING.

14 IN CASE OF ANY NEED FOR PUBLIC ACTION, IF IT
15 WERE TO ARISE IN EXECUTIVE SESSION, IN THE PUBLIC
16 SESSION, THEN IT IS RECONVENED.

17 WE WILL CALL BACK ALL SITES IN APPROXIMATELY
18 THREE MINUTES SO PEOPLE CAN TAKE A BIOLOGICAL BREAK. WE
19 WILL ALSO, BECAUSE WE'RE RUNNING OVER ON TIME, TRY AND
20 MOVE RAPIDLY THROUGH THIS EXECUTIVE SESSION SINCE IT IS
21 ONLY A PRELIMINARY REVIEW OF CANDIDATES.

22 MS. KING: BOB, WE HAVE A QUESTION FROM THE
23 TRANSCRIPTIONIST HERE AT UCLA, BETH DRAIN. SHE WANTS TO
24 KNOW SHOULD SHE BE REPORTING THIS PART OF THE MEETING OR
25 NOT. SHE SAYS SHE USUALLY DOES NOT.

1 CHAIRMAN KLEIN: NO. MY UNDERSTANDING IS THAT
2 SHE IS CORRECT. SHE USUALLY WOULD NOT, AND WE HAVE A
3 RECORDING SECRETARY HERE WHO IS A MEMBER OF THE ICOC
4 STAFF WHO WILL DO THE RECORDING.

5 (THE MEETING WAS THEN RECESSED TO CLOSED
6 SESSION AT 10:45 A.M. THE PUBLIC SESSION WAS THEN
7 RECONVENED AS FOLLOWS:)

8 CHAIRMAN KLEIN: DO YOU HAVE ANY PENDING PUBLIC
9 COMMENTS? WE JUST REOPENED THE PUBLIC SESSION.

10 MS. KING: I DON'T BELIEVE SO. WE HAD SOME
11 MEMBERS THAT WANTED TO REJOIN, BUT THEY DON'T HAVE ANY
12 COMMENTS.

13 CHAIRMAN KLEIN: OKAY. AND DO WE HAVE ANY
14 PUBLIC COMMENTS FROM USC? WE HAVE ANY PUBLIC COMMENTS
15 FROM UC BERKELEY?

16 UNIDENTIFIED SPEAKER: NO.

17 CHAIRMAN KLEIN: FROM BURNHAM?

18 UNIDENTIFIED SPEAKER: NO.

19 CHAIRMAN KLEIN: AND FROM UC SAN FRANCISCO?

20 DR. KESSLER: THERE ARE NO MEMBERS OF THE
21 PUBLIC HERE.

22 CHAIRMAN KLEIN: OKAY. SO IS CHRISTINA OLSSON
23 THERE?

24 DR. KESSLER: SHE'S NOT BACK YET. I ASSUME --
25 IT DIDN'T LOOK LIKE THEY WERE COMING BACK. MY GUESS IS

1 YOU CAN PROCEED, BOB.

2 CHAIRMAN KLEIN: OKAY. WELL, WE WILL, WITH NO
3 FURTHER PUBLIC COMMENTS, CLOSE THE MEETING. WE THANK
4 EVERYONE.

5 DR. PIZZO: COMMENT ABOUT THE INVITATIONS FOR
6 THE PUBLIC.

7 CHAIRMAN KLEIN: VERY GOOD POINT. DR. PIZZO
8 HAS REMINDED ME THAT WE ARE INTENDING TO GET PUBLIC
9 PARTICIPATION AS WELL IN NOMINATIONS FOR ACTING
10 PRESIDENT. WE WOULD ASK THAT THE PUBLIC MAKE THOSE
11 NOMINATIONS.

12 WHO JUST JOINED?

13 MS. ROBBINS: ERIN, USC. DR. HENDERSON
14 ACTUALLY HAD TO LEAVE THE SESSION.

15 CHAIRMAN KLEIN: OKAY. THAT'S FINE. I WILL
16 REPEAT WHAT I JUST STARTED TO SAY, WHICH IS THAT WE'RE
17 ASKING THAT THE PUBLIC BE AWARE THAT WE'RE GOING TO HAVE
18 PUBLIC INVITATIONS FOR THE ACTING PRESIDENT. REMEMBER
19 THE WEBSITE ADDRESS. AND AMY DUROSS IS ABOUT TO GIVE YOU
20 THE E-MAIL ADDRESS FOR THE PUBLIC TO SUBMIT THEIR
21 COMMENTS AND TO WHOM AT THE INSTITUTE STAFF SHOULD THEY
22 SUBMIT NOMINATIONS.

23 MS. DU ROSS: TO ME, TO AMY DU ROSS, D AS IN
24 DAVID, U, R, AS IN ROBERT, O, S AS IN SAM, S AS IN SAM.
25 THE E-MAIL ADDRESS IS INFO, I-N-F-O, @CIRM -- THAT'S THE

1 ACRONYM FOR CALIFORNIA INSTITUTE FOR REGENERATIVE
2 MEDICINE -- CA.GOV. THAT'S INFO@CIRM.CA.GOV.

3 CHAIRMAN KLEIN: I BELIEVE ON THAT ADDRESS, YOU
4 BEGIN YOUR E-MAIL ADDRESS WITH THE INITIAL A.

5 MS. DU ROSS: NO.

6 CHAIRMAN KLEIN: YOU DON'T.

7 MS. DU ROSS: THAT'S THE CORRECT ADDRESS. AND
8 WE WILL ALSO BE POSTING APPLICATION FORMS ON-LINE BY
9 TOMORROW.

10 CHAIRMAN KLEIN: OKAY. ONE MOMENT, DR. PIZZO.
11 I'D LIKE TO POINT OUT TO THE PUBLIC THAT WE'D LIKE ANY
12 NOMINATIONS FOR ACTING PRESIDENT, IF POSSIBLE, TO RESPECT
13 THE CONFIDENTIALITY OF THOSE CANDIDATES; BUT IF THE
14 PUBLIC WANTS TO MAKE THEM PUBLIC OR IF THE CANDIDATE
15 WANTS TO MAKE THEM PUBLIC, THAT'S PERFECTLY ACCEPTABLE.
16 WE WOULD LIKE ALL OF THOSE TO BE IN BY FEBRUARY 3D, BUT
17 WE WILL PURSUE A ROLLING APPLICATION PROCESS AFTER THAT.
18 INDIVIDUAL APPLICATIONS OR NOMINATIONS CAN CONTINUE TO BE
19 MADE, BUT IT WOULD BE THE INTENT TO FIND AN ACTING
20 PRESIDENT WHO WAS AVAILABLE, IF POSSIBLE, BY MARCH 1ST.

21 AGAIN, OUR OVERRIDING PRIORITY IS TO FIND A
22 PERSON OF THE HIGHEST SCIENTIFIC AND MANAGERIAL CALIBER.
23 AND IF THEY CAN BE FOUND IN THAT TIME FRAME, WE WOULD
24 SUGGEST TO THE BOARD, BECAUSE THIS IS ONLY A
25 RECOMMENDATION, THAT WE PROCEED IN THAT FASHION. IF THEY

1 CANNOT BE FOUND OF PROPER CALIBER, WE WILL TAKE A LONGER
2 PERIOD OF TIME. SO --

3 DR. KESSLER: BOB, I APOLOGIZE. IT'S UCSF.
4 OUR PUBLIC HAS JUST JOINED US. JUST IF YOU CAN QUICKLY,
5 JUST FOR THE RECORD, JUST MAKE SURE THAT THEY HEAR WHAT
6 YOU JUST SAID.

7 CHAIRMAN KLEIN: I APPRECIATE THAT, DR.
8 KESSLER. WE'VE ONLY JUST REOPENED THE PUBLIC SESSION.
9 THERE WAS -- THE SPECIFIC POINT IS THAT WE ARE GOING TO
10 INVITE THE PUBLIC TO MAKE NOMINATIONS FOR ACTING
11 PRESIDENT, THAT WE'D ASK THOSE NOMINATIONS BE DONE BY
12 FEBRUARY THE 3D, BUT YOU CAN CONTINUE TO MAKE NOMINATIONS
13 AFTER THAT ON A ROLLING BASIS. SO WE WILL BE LOOKING FOR
14 THE BEST CANDIDATES OF THE HIGHEST SCIENTIFIC TALENT AND
15 THE HIGHEST MANAGERIAL TALENT. IF WE FIND SOMEONE WHO
16 MEETS THOSE QUALIFICATIONS AND IS AVAILABLE BY MARCH 1ST,
17 WE INTEND TO RECOMMEND TO THE BOARD TO GO FORWARD AT THE
18 EARLIEST DATE THAT REASONABLY CAN BE ACCOMPLISHED,
19 REACHING THOSE HIGH STANDARDS FOR THAT POSITION.

20 THE INDIVIDUALS FROM THE PUBLIC WHO WOULD LIKE
21 TO SUBMIT THROUGH OUR WEBSITE AT DUROSS --

22 MS. DU ROSS: OUR E-MAIL ADDRESS, WHICH IS
23 INFO@CIRM.CA.GOV, AND OUR WEBSITE ADDRESS IS
24 WWW.CIRM.CA.GOV. MY NAME IS AMY DUROSS, D-U-R-O-S-S.
25 THANK YOU.

1 CHAIRMAN KLEIN: ALL RIGHT. AND AT THE
2 UNIVERSITY OF CALIFORNIA SAN FRANCISCO, ARE THERE ANY
3 PUBLIC COMMENTS FROM THAT SITE?

4 DR. KESSLER: NO, THERE ARE NOT.

5 CHAIRMAN KLEIN: OKAY. WITH THAT BEING -- DR.
6 PRECIADO HAS A COMMENT.

7 DR. PRECIADO: WE SUGGESTED THAT WE WOULD
8 E-MAIL ALSO SOME OF THE HEADS OF MEDICAL ORGANIZATIONS.
9 AND I JUST WANT TO MAKE SURE THAT THE PUBLIC IS AWARE.

10 CHAIRMAN KLEIN: RIGHT. THAT'S A VERY
11 EXCELLENT POINT. DR. PRECIADO IS BRINGING TO OUR
12 ATTENTION THAT IT'S OUR INTENT TO E-MAIL TO THE HEADS OF
13 VARIOUS SCIENTIFIC ORGANIZATIONS AND MEDICAL GROUPS,
14 INCLUDING, FOR EXAMPLE, HISPANIC --

15 DR. PRECIADO: NATIONAL HISPANIC MEDICAL
16 ASSOCIATION.

17 CHAIRMAN KLEIN: -- THE NATIONAL HISPANIC
18 MEDICAL ASSOCIATION AND THE NATIONAL MEDICAL ASSOCIATION
19 AND OTHER SIMILAR GROUPS THE FACT THAT WE ARE LOOKING FOR
20 AN ACTING PRESIDENT. AGAIN, THESE MEDICAL GROUPS WOULD
21 BE INVITED TO NOMINATE SOMEONE WITH OUTSTANDING
22 SCIENTIFIC CREDENTIALS WHO COULD BE A PHYSICIAN/SCIENTIST
23 AND BE VERY HIGHLY ACCOMPLISHED.

24 DR. PIZZO: AND JUST OTHER CAVEAT. I THINK
25 IT'S SELF-EVIDENT, BUT JUST TO BE CLEAR. THIS ACTING

1 ROLE IS TO PERMIT US TO GET OUR OPERATIONS MOVING FORWARD
2 AND FOR THE PERSON TO OPERATE UP UNTIL THE TIME THAT WE
3 HAVE A PERMANENT PRESIDENT, HOPING THAT THAT WILL BE DONE
4 WITHIN THE SIX TO NO LATER THAN TWELVE MONTHS.

5 CHAIRMAN KLEIN: AND HOPEFULLY ON THE SHORT END
6 THAT OF SCHEDULE. THERE IS A COMMENT, PUBLIC COMMENT,
7 HERE AT STANFORD.

8 DR. POSNER: THIS IS DR. POSNER FROM OAK RIDGE.
9 AND THE QUESTION IS WILL WHOEVER THE INTERIM PRESIDENT BE
10 ELIGIBLE TO APPLY FOR THE PERMANENT POSITION?

11 CHAIRMAN KLEIN: THE ANSWER THAT IS BEING GIVEN
12 BY DR. PRECIADO AND DR. PIZZO IS YES.

13 DR. PIZZO: CORRECT OPERATIVE IS ELIGIBLE TO
14 APPLY.

15 CHAIRMAN KLEIN: THE OTHER POINT IS THAT THERE
16 ARE SOME BENEFITS IN FLEXIBILITY IN HAVING CANDIDATES WHO
17 HAVE NO INTENTION OF GOING BEYOND ACTING PRESIDENT.

18 ANY OTHER COMMENTS FROM THE BOARD MEMBERS? ANY
19 OTHER COMMENTS FROM THE PUBLIC.

20 THE MEETING WILL STAND ADJOURNED.

21 (THE PROCEEDING WAS THEN ADJOURNED AT 11:15
22 A.M.)

23

24

25