

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

DATE: MONDAY, AUGUST 1, 2005
3 P.M.

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

BRS FILE NO. : 73159

LOCATIONS: STANFORD UNIVERSITY
JAMES H. CLARK BLDG.
ROOM S-363
318 CAMPUS DRIVE WEST
STANFORD, CALIFORNIA

UC IRVINE
NSI 3134, BLDG. 517
NATURAL SCIENCES 1
IRVINE, CALIFORNIA

330 PLAZA STREET
HEALDSBURG, CALIFORNIA

NORTHSTATE CARDIOLOGY CONSULTANTS
CONFERENCE ROOM
198 COHASSET ROAD
CHICO, CALIFORNIA

CEDARS-SINAI HOSPITAL
ROOM 207 PLAZA LEVEL (NORTH TOWER)
8700 BEVERLY BOULEVARD
LOS ANGELES, CALIFORNIA

GENOPTIX, INC.
CONFERENCE ROOM
3398 CARMEL MOUNTAIN ROAD
SAN DIEGO, CALIFORNIA

11 SQUANTO DRIVE
WEST CHATHAM, MASSACHUSETTS

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1 IRVINE, CALIFORNIA; AUGUST 1, 2005

2

3 CHAIRMAN KLEIN: WELCOME, EVERYONE. WE HAVE
4 PARTICIPANTS IN SEVEN LOCATIONS ON THE CALL. WE'RE
5 HERE AT STANFORD. ARE WE ON-LINE WITH SAN DIEGO? HOW
6 ABOUT CAPE COD? HOW ABOUT CHICO? CAN ANYONE HEAR US?
7 LET ME TRY AGAIN. HEALDSBURG? SAN DIEGO? CHICO?
8 L. A.

9 DR. MEYER: HERE.

10 CHAIRMAN KLEIN: CAPE COD? WELL, PART OF US
11 ARE WORKING.

12 MS. INGELS: IRVINE IS HERE.

13 CHAIRMAN KLEIN: IRVINE. OKAY. WHO JUST
14 JOINED?

15 DR. NOVA: SAN DIEGO.

16 CHAIRMAN KLEIN: THANK YOU, SAN DIEGO.

17 DR. NOVA: WE ACTUALLY HAVE A PHONE THAT
18 WORKS. WE'RE DOING BETTER.

19 CHAIRMAN KLEIN: ALL RIGHT. LET'S DO THIS.
20 MAYBE WE CAN HAVE A ROLL CALL AND SEE HOW MANY OF THE
21 PARTICIPANTS WE HAVE WITH US. AMY DUROSS, WOULD YOU
22 CALL ROLL, PLEASE.

23 MS. DUROSS: SURE. JANET WRIGHT. BOB
24 BIRGENEAU. DAVID MEYER.

25 DR. MEYER: HERE.

1 MS. DUROSS: SUSAN BRYANT.
2 MS. INGELS: ON HER WAY.
3 MS. DUROSS: MICHAEL GOLDBERG.
4 MR. GOLDBERG: HERE.
5 MS. DUROSS: BOB KLEIN.
6 CHAIRMAN KLEIN: HERE.
7 MS. DUROSS: RICHARD MURPHY.
8 DR. NOVA: ON HIS WAY.
9 MS. DUROSS: WHO JUST JOINED?
10 DR. BIRGENEAU: BOB BIRGENEAU.
11 MS. DUROSS: TINA NOVA.
12 DR. NOVA: HERE.
13 MS. DUROSS: PHIL PIZZO.
14 DR. PIZZO: HERE.
15 MS. DUROSS: JOAN SAMUELSON.
16 MR. HARRISON: QUORUM IS EIGHT, BOB.
17 CHAIRMAN KLEIN: OKAY. WHILE WE'RE WAITING,
18 I WOULD JUST LIKE TO REMIND THE PUBLIC -- IS THERE
19 PUBLIC AT ANY OF THE SITES? NO SITES WITH PUBLIC?
20 FOR THE RECORD, IF THE PUBLIC ENTERS, WE'LL
21 REMIND THEM THAT PUBLIC COMMENTS ARE LIMITED TO THREE
22 MINUTES.
23 AND PERHAPS WHAT I CAN DO WHILE WE'RE WAITING
24 FOR THE QUORUM IS JUST INDICATE THAT WE HAVE HAD
25 SUBSTANTIAL PROGRESS SINCE THE LAST MEETING. SINCE THE

1 LAST MEETING THAT WE LEFT, WE HAD TWO -- THREE MAJOR
2 ISSUES FACING US, AMONG OTHERS, BUT THE THREE PIVOTAL
3 ISSUES WERE, ONE, GETTING WORKING CAPITAL TOGETHER FOR
4 THE NEXT YEAR. AND THANKS TO THE DOLBY FAMILY, WE HAVE
5 ACCOMPLISHED THAT.

6 WE HAD A LEGISLATIVE CONSTITUTIONAL AMENDMENT
7 THAT CREATED A SUBSTANTIAL UNCERTAINTY, AND WE HAVE A
8 WORKING PARTNERSHIP NOW WITH THE LEGISLATURE.

9 AND THE THIRD ITEM WE'RE GOING TO DISCUSS
10 TODAY IN PUBLIC SESSION, WHICH IS THE SCIENTIFIC LAB
11 ISSUE AS IT RELATES TO THE PRESIDENT. SO WE'RE MAKING
12 QUITE A BIT OF PROGRESS.

13 AND OBVIOUSLY FOR THE PUBLIC RECORD, WHICH
14 THE PRESS ALWAYS ENJOYS REVIEWING, IT SHOULD BE NOTED
15 THAT THE HEADQUARTERS IN SAN FRANCISCO IS PROGRESSING
16 WELL. ALL OF THE PLANS HAVE BEEN CUSTOMIZED BY
17 GENSLER'S GROUP TO THE INSTITUTE AND WORKED OUT WITH
18 ZACH VERY EFFECTIVELY, INCLUDING A NEW ENTRY TO THE
19 BUILDING AND THE LOBBY FOR THAT BUILDING.

20 THE WORKING GROUPS HAVE BEEN PROCEEDING WITH
21 THE STANDARDS WORKING GROUP HAVING MET AND THE GRANTS
22 REVIEW WORKING GROUP MEETING THIS WEDNESDAY AND
23 THURSDAY, WITH SOME PHENOMENAL SCIENTIST, PHYSICIAN/
24 SCIENTISTS FROM AROUND THE COUNTRY AS WELL AS PATIENT
25 ADVOCATES.

1 THE FIRST GRANT PROGRAM, WE HOPE TO HAVE
2 RECOMMENDATIONS TO THE BOARD FOR THE SEPTEMBER MEETING
3 AND, IF WE ARE FORTUNATE, FOCUS ON BRIDGE FUNDING BEING
4 AVAILABLE SOMETIME IN SEPTEMBER FOR OCTOBER
5 DISBURSEMENT ON THE INFRASTRUCTURE TRAINING GRANTS.
6 MEDICAL AND ETHICAL RESEARCH STANDARDS IN PLACE,
7 CONFLICTS STANDARDS ARE IN PLACE, THE OPEN MEETING
8 POLICIES ARE IN PLACE. SO THERE'S A GREAT DEAL THAT'S
9 BEEN RESOLVED IN THE INTERIM.

10 NOW, GIVEN THAT I'VE USED ALL MY FILLER TIME,
11 WHO JUST JOINED?

12 MS. PAGANO: THIS IS NICOLE PAGANO JOINING
13 FROM THE CIRM.

14 CHAIRMAN KLEIN: OKAY. HAS ANYONE ELSE JUST
15 JOINED?

16 MS. ENGELS: SUE BRYANT IS OUT IN THE
17 HALLWAY. SHE'LL BE HERE IN JUST ONE MORE MINUTE.

18 CHAIRMAN KLEIN: OKAY. AMY, IF I CAN
19 REVIEW -- WHO JUST JOINED?

20 MS. SAMUELSON: JOAN SAMUELSON.

21 CHAIRMAN KLEIN: THANK YOU, JOAN. OKAY.
22 LET'S REVIEW HERE WHO HAS JOINED. AMY DUROSS, COULD
23 YOU GO THROUGH THE ROLL CALL AGAIN.

24 MS. DUROSS: JANET WRIGHT. BOB BIRGENEAU.

25 DR. BIRGENEAU: HERE.

1 MS. DUROSS: DAVID MEYER.
2 DR. MEYER: HERE.
3 MS. DUROSS: SUE BRYANT. MICHAEL GOLDBERG.
4 MR. GOLDBERG: HERE.
5 MS. DUROSS: BOB KLEIN.
6 CHAIRMAN KLEIN: HERE.
7 MS. DUROSS: RICHARD MURPHY.
8 DR. NOVA: I HEAR HE'S ON HIS WAY.
9 MS. DUROSS: TINA NOVA.
10 DR. NOVA: HERE.
11 MS. DUROSS: PHIL PIZZO.
12 DR. PIZZO: HERE.
13 MS. DUROSS: JOAN SAMUELSON.
14 MS. SAMUELSON: HERE.
15 CHAIRMAN KLEIN: WE HAVE SUSAN IN THE HALL.
16 EVEN WITHOUT RICHARD? WE NEED SUSAN AND RICHARD. ALL
17 RIGHT. HAS JAMES CALLED IN?
18 MR. HARRISON: I AM. I'M ON, BOB.
19 CHAIRMAN KLEIN: JAMES, I THINK THAT WE COULD
20 BEGIN THE PUBLIC DISCUSSION WITHOUT ANY VOTES.
21 MR. HARRISON: YOU CAN. AND, ALSO, I THINK
22 AS SOON AS SUE BRYANT JOINS, YOU'LL HAVE YOUR SIXTH
23 MEMBER AND YOU WILL HAVE A QUORUM.
24 DR. BRYANT: I JUST ARRIVED.
25 CHAIRMAN KLEIN: THANK YOU VERY MUCH.

1 AS WE BEGIN OUR SESSION TODAY, I WOULD POINT
2 OUT THAT THE REMAINING OPEN ITEM OF SIGNIFICANCE IN THE
3 PRESIDENTIAL SEARCH THAT WE LEFT THE LAST MEETING WITH
4 AND HAVE NOT YET BEEN ABLE TO ADDRESS IS THIS ISSUE OF
5 LAB SPACE FOR THE PRESIDENT. AND, OF COURSE, THIS
6 COULD APPLY TO CHIEF SCIENTIFIC OFFICER AS WELL.

7 BUT I WOULD BRING TO THE ATTENTION OF THE
8 BOARD, BEFORE I ASK MAYBE LISA PIEPER FOR SOME COMMENTS
9 ON THIS TOPIC, THE POINT THAT IS PART OF THE SAN
10 FRANCISCO PROPOSAL, THERE WAS SPACE IN SAN FRANCISCO
11 GENERAL. AND IN OUR LAST PRESIDENTIAL SEARCH
12 COMMITTEE, WE EXPLORED THE IDEA CONCEPTUALLY OF THE
13 PRESIDENT BEING ABLE TO TAKE SOME OF THAT SPACE AND USE
14 IT FOR A SCIENTIFIC LAB.

15 NOW, WITH THE HELP OF DR. ZACH HALL, WHO'S
16 HERE, AND RUSTY DOMS, CHAIRMAN OF THE FACILITIES
17 COMMITTEE, AS WELL AS WALTER BARNES AND DAVID
18 SERRANO-SEWELL, WHO IS THE CO-CHAIR OF THE FACILITIES
19 COMMITTEE, ADVISORY COMMITTEE, WITH RUSTY DOMS, WE
20 LOOKED AT THIS OPTION. AND I THINK I WOULD BE
21 APPROPRIATE IN SUMMARIZING TO SAY THAT THERE ARE
22 SUBSTANTIAL SEISMIC ISSUES HERE THAT HAVE A RANGE IN
23 COMPLEXITY. THE ESTIMATES I'VE HEARD HAVE RANGED FROM
24 \$50 A FOOT TO \$200 A FOOT, AND THERE IS A GREAT DEAL OF
25 UNCERTAINTY, AND IT WOULD REQUIRE SUBSTANTIAL TIME TO

1 SORT OUT THAT OPTION ON A SEISMIC BASIS.

2 IN ADDITION, THE PROBLEM HERE IS THAT WHILE
3 WE FOCUSED OUR RESOURCES ON A BUDGETARY BASIS TO
4 ADVANCING OUR SCIENTIFIC AGENDA, WE DON'T HAVE ANY
5 SIGNIFICANT UNCOMMITTED RESOURCES WE COULD USE TO TAKE
6 DOWN THIS SPACE IF WE SORTED OUT THESE ISSUES AT THIS
7 TIME.

8 NOW, IF WE DO NOT EXERCISE OUR OPTION, WHICH
9 WE WOULD HAVE TO DO BY THE 15TH OF AUGUST, THAT IS,
10 AFTER NEXT BOARD MEETING, THEY WILL CONVERT THIS SPACE
11 PURPORTEDLY TO A COMMERCIAL ENTERPRISE AS A SUBLEASE
12 FROM THE GLADSTONE INSTITUTE AND, THEORETICALLY AT
13 LEAST, WITH OTHER SCIENTIFIC USES MIXED IN AT THIS
14 FACILITY IN ADDITION TO OTHER SCIENTIFIC SPACE
15 CURRENTLY IN USE AT THAT SITE. SOME SPACE MIGHT BE
16 AVAILABLE POTENTIALLY IN THE FUTURE, BUT IT DOES NOT
17 APPEAR THAT WE HAVE A CURRENT OPPORTUNITY TO CAPTURE
18 THAT SPACE IF WE WERE TO DECIDE THAT IT WOULD BE
19 ADVISABLE TO HAVE THAT SPACE AS AN OPTION.

20 I WOULD PROVIDE THAT AS BACKGROUND AND ASK
21 LISA TO COMMENT ON THE IMPORTANCE IN THE SEARCH PROCESS
22 OF THE SCIENTIFIC RESEARCH SPACE OPTION. AND THEN IN
23 THE PUBLIC SESSION WE CAN ADDRESS THIS ISSUE OF WHETHER
24 WE ARE MAKING THE RIGHT DECISION IF WE PASS ON THE SAN
25 FRANCISCO GENERAL SPACE AT THIS TIME. LISA.

1 DR. PIEPER: LISA PIEPER FROM SPENCER-STUART.
2 I THINK THE DISCUSSION BROKE DOWN INTO TWO BROAD
3 CATEGORIES ON THE LAB SPACE. AS YOU WILL ALL RECALL,
4 THIS WAS AN ISSUE FOR A NUMBER OF THE APPLICANTS AND
5 ONE THAT SURFACED THROUGHOUT THE SEARCH. IT FELL INTO
6 TWO CATEGORIES. ONE WAS SORT OF POLICY LEVEL
7 DISCUSSION OF WHETHER OR NOT THE BOARD FELT THAT IT WAS
8 APPROPRIATE FOR THE PRESIDENT TO BE ENGAGED IN
9 RESEARCH. AND WERE THE ANSWER TO THAT QUESTION BE YES,
10 THEN WHERE MIGHT SUCH RESEARCH BE CONDUCTED. AND A
11 SUBTEXT HERE OBVIOUSLY WAS WHETHER OR NOT THAT WOULD
12 BE, IF YOU WILL, AFFILIATED OR UNAFFILIATED SPACE,
13 CALLING TO QUESTION ALL OF THE ISSUES THAT THAT THEN
14 MIGHT RAISE.

15 I THINK, THEN, WE FORMALLY PAUSED A FEW
16 MONTHS BACK, KNOWING THAT WE WOULD HAVE TO READDRESS
17 THIS ISSUE TO ALLOW FOR SOME ADDITIONAL ACTIVITIES AND
18 ACCOMPLISHMENTS TO ENSUE. AND IT'S BACK ON THE TABLE
19 TODAY.

20 CHAIRMAN KLEIN: OKAY. WHO JUST JOINED?
21 WHILE WE'RE WAITING FOR SOMEONE TO POTENTIALLY REJOIN,
22 IF SOMEONE IS IN A CAR, IF THEY COULD PUT THEIR PHONE
23 ON MUTE, IT WOULD BE GREAT.

24 BUT ZACH IS HERE WITH US IN THE PUBLIC
25 SESSION, DR. ZACH HALL. IN TERMS OF THE SUMMARY OF THE

1 DUE DILIGENCE DONE AND THE CONCLUSIONS ON THAT AS THE
2 SAN FRANCISCO GENERAL SPACE, WOULD YOU COMMENT ON THE
3 SUMMARY THAT I'VE PROVIDED?

4 DR. HALL: I'M SORRY. I WASN'T LISTENING TO
5 THE DETAILS OF WHAT YOU SAID. LET ME JUST SAY THAT THE
6 SPACE IN SAN FRANCISCO GENERAL CONSISTS OF TWO FLOORS.
7 ONE ABOUT 40,000 SQUARE FEET AND OTHER ABOUT EIGHT OR
8 NINE. THEY HAVE BEEN PREVIOUSLY OCCUPIED BY THE
9 GLADSTONE. AND WE INQUIRED OF BOTH BERKELEY AND UCSF
10 IF THEY WOULD BE INTERESTED IN DEVELOPING FOR THAT STEM
11 CELL RESEARCH, AND BOTH OF THEM FOR DIFFERENT REASONS
12 SAID NO.

13 THE LARGER PARCEL APPARENTLY IS IN VERY BAD
14 CONDITION IN TERMS OF SEISMIC RATING, AND UCSF SAID
15 THAT THE BOARD OF REGENTS WOULD NOT ALLOW THEM TO
16 OCCUPY THAT SPACE WITHOUT BASICALLY GIVING UP OTHER
17 SPACE. THEY'RE ONLY ALLOWED TO HAVE SO MUCH
18 SEISMICALLY CHALLENGED SPACE, AND THEY'RE AT THE
19 ABSOLUTE LIMIT AND THEY WEREN'T WILLING TO DO THAT.
20 AND THE SMALLER SPACE WAS THE SMALLER PARCEL, WHICH WAS
21 IN BETTER SHAPE, WAS TOO SMALL FOR THEIR NEEDS.

22 I HAVE BEEN IN THAT SPACE, NOT RECENTLY, BUT
23 SOME YEARS AGO. AND WHILE IT'S, I THINK, PERFECTLY
24 ADEQUATE AS A LAB, IT'S AN OLDER LAB THAT PROBABLY WAS
25 RENOVATED AROUND 1990 OR SOMETHING LIKE THAT AT THE

1 LATEST. AND IT ALSO IS, I THINK, A NOT VERY ATTRACTIVE
2 ENVIRONMENT FOR AN ACTIVE SCIENTIST. MOST OF THE GOOD
3 LABORATORY SCIENCE AT UCSF IS MOVING OUT TO MISSION
4 BAY, INCLUDING THE GLADSTONE.

5 SO I THINK IT'S IN AN OLDER BUILDING WITH
6 SORT OF UNKNOWN NEIGHBORS. HALF OF THE SPACE IS ANIMAL
7 QUARTERS. I THINK IF YOU HAD A CANDIDATE IN HAND, IT
8 MIGHT BE POSSIBLE TO TAKE THAT CANDIDATE THERE AND SAY
9 IS THIS LAB SPACE THE SIZE YOU MIGHT CONSIDER. BUT I
10 THINK WITHOUT SOMEBODY, I THINK YOU RUN THE RISK THAT
11 THEY WOULD NOT BE INTERESTED. I DON'T THINK IT'S THAT
12 ATTRACTIVE, QUITE FRANKLY.

13 DR. PIZZO: ZACH, AS YOU KNOW VERY WELL, THE
14 PROBLEM IS NOT JUST THE INVESTIGATOR, BUT IT'S ALSO
15 GRADUATE STUDENTS AND OTHERS WHO WOULD BE PART OF IT.
16 WHAT I WAS SAYING IS THAT A BAD LABORATORY IS BAD IN
17 ITS OWN RIGHT; BUT IF IT'S NOT AN ENVIRONMENT THAT'S
18 GOING TO BE CONDUCIVE TO GETTING STUDENTS, GRADUATE
19 STUDENTS AND POST DOCS, TO COME TO IT, THAT IT'S ALMOST
20 NONFUNCTIONAL.

21 DR. HALL: I THINK IT'S THE LATTER THAT IS
22 THE PROBLEM. I THINK IF IT WERE SITUATED PERHAPS IN
23 THE MIDDLE OF THE BUILDING HERE, I THINK IT COULD BE
24 MADE INTO A WORKING LAB, BUT I THINK THE COMBINATION OF
25 BEING A SLIGHTLY OLDER LAB AND BEING -- RUNNING THE

1 RISK OF BEING ISOLATED. IF WE DON'T KNOW WHO WILL BE
2 IN IT AT A FUTURE DATE, I THINK, WILL MAKE IT A VERY
3 SORT OF DUBIOUS PROPOSITION.

4 DR. PIZZO: ALONG THAT LINE, ZACH, ONE OF THE
5 CHALLENGES IS TRYING TO FIND AN ENVIRONMENT THAT'S
6 GOING TO HAVE SOME CRITICAL MASS FUNCTIONALITY
7 ASSOCIATED WITH IT THAT'S NOT AT ONE OF OUR
8 UNIVERSITIES.

9 DR. HALL: IT IS FURTHER COMPLICATED BY THE
10 FACT THAT, LET'S SAY, THAT WERE FREESTANDING SPACE THAT
11 SOMEHOW WERE LOANED TO CIRM OR CIRM PAID FOR, ALL OF
12 THE VARIOUS FUNCTIONS ASSOCIATED WITH RUNNING A
13 LABORATORY ARE GOING TO HAVE TO BE FARMED OUT TO
14 SOMEBODY. AND IT WILL BE AN ADDITIONAL RESPONSIBILITY
15 FOR THE INSTITUTE; THAT IS, ALL THE BUSINESS OF
16 RADIOACTIVITY, WITH GRANT MAKING, WITH ALL THE OTHER
17 STUFF, WHO RUNS THE CONTRACTS, YOU CAN FARM THAT OUT
18 WITH GOOD WILL, BUT IT, I THINK, AGAIN, THE
19 RESPONSIBILITY WILL BE THAT OF THE CIRM. AND I THINK
20 TO THINK ABOUT MANAGING THOSE FUNCTIONS FOR A SINGLE
21 LAB IS CHALLENGING.

22 MS. SAMUELSON: THIS IS JOAN. SORRY TO
23 INTERRUPT. I'M JUST THINKING IN TERMS OF TIME. IF IT
24 SEEMS THAT ISN'T A VIABLE IDEA AND WE DON'T HAVE A
25 PRESSING NEED, WE JUST SHOULD MOVE ALONG.

1 CHAIRMAN KLEIN: WHAT I HAD SAID, ZACH, TO
2 TRY AND SUMMARIZE, IS, A, SEISMICALLY WE DON'T HAVE THE
3 TIME TO GET OUR HANDS AROUND THE PROBLEM, AND WE DON'T
4 HAVE THE BUDGET TO DEAL WITH IT RIGHT NOW. SO BEYOND
5 ALL THIS DETAIL, IT DOESN'T SEEM LIKE IT'S VIABLE FOR
6 US TO SEIZE THIS OPPORTUNITY.

7 DR. PIZZO: I AGREE WITH THAT. THIS IS PHIL
8 AGAIN. BUT THE ONLY REASON I WAS DWELLING ON THIS IS
9 MORE NOT ABOUT THIS SPACE, BUT JUST SETTING THE
10 PRINCIPLES UP FOR WHATEVER SPACE WE DO LOOK FOR. AND
11 MAYBE THE SEISMIC ISSUES WON'T APPLY, BUT THE OTHER
12 ONES WILL. WE JUST HAVE TO BE PREPARED. THIS ONE IS
13 EASY TO DO WITH SAN FRANCISCO GENERAL. THE TIMING
14 ISN'T RIGHT AND THE SPACE ISN'T RIGHT, BUT THE OTHER
15 PROBLEMS ARE STILL GOING TO BE AROUND FOR US.

16 CHAIRMAN KLEIN: SO IS THERE -- IS THERE
17 SOMEONE WHO WILL MAKE A PROPOSED MOTION TO PASS ON THE
18 SAN FRANCISCO GENERAL SPACE?

19 DR. PIZZO: SO MOVED TO PASS.

20 CHAIRMAN KLEIN: IS THERE A SECOND?

21 DR. BRYANT: SECOND.

22 CHAIRMAN KLEIN: MOVED AND SECONDED. THERE'S
23 NO PUBLIC ON ANY OF THESE SITES; IS THAT CORRECT? I
24 DON'T HEAR ANY PUBLIC. SO NO PUBLIC COMMENT. ANY
25 OTHER BOARD COMMENT?

1 DR. NOVA: DR. MURPHY HAS JOINED THE MEETING
2 IN SAN DIEGO FOR THE ROLL CALL.

3 DR. WRIGHT: JANET WRIGHT JOINED FROM CHICO.

4 CHAIRMAN KLEIN: THANK YOU BOTH. WHAT WE'RE
5 VOTING ON RIGHT NOW, DR. MURPHY AND DR. WRIGHT, IS A
6 MOTION THAT WE'RE GOING TO PASS ON THE SAN FRANCISCO
7 GENERAL HOSPITAL SPACE IN TERMS OF A SCIENTIFIC LAB
8 OPPORTUNITY BECAUSE THERE'S SEISMIC PROBLEMS WE DON'T
9 HAVE THE TIME TO FULLY GET OUR ARMS AROUND, AND WE
10 DON'T HAVE THE BUDGET TO LOCK THE SPACE UP BY AUGUST
11 15TH WHEN OUR OPTION EXPIRES EVEN IF WE WERE TO DECIDE
12 IT WERE DESIRABLE, AND THERE ARE PROBLEMS WITH ITS
13 DESIRABILITY.

14 WOULD EITHER OF YOU LIKE ADDITIONAL DETAILS
15 TO THE DISCUSSION BEFORE THIS VOTE ON THIS MOTION?

16 DR. WRIGHT: NO.

17 CHAIRMAN KLEIN: OKAY. THE MOTION HAS BEEN
18 MADE AND SECONDED. I CALL FOR THE QUESTION. WE HAVE
19 TO DO IT BY ROLL CALL.

20 MS. DUROSS: JANET WRIGHT.

21 DR. WRIGHT: HERE. AND I AM IN FAVOR OF THE
22 MOTION.

23 MS. DUROSS: RICHARD MURPHY.

24 DR. MURPHY: IN FAVOR.

25 MS. DUROSS: BOB BIRGENEAU.

1 DR. BIRGENEAU: IN FAVOR.
2 MS. DUROSS: DAVID MEYER.
3 DR. MEYER: IN FAVOR.
4 MS. DUROSS: SUE BRYANT.
5 DR. BRYANT: IN FAVOR.
6 MS. DUROSS: MICHAEL GOLDBERG.
7 MR. GOLDBERG: IN FAVOR.
8 MS. DUROSS: BOB KLEIN.
9 CHAIRMAN KLEIN: FAVOR.
10 MS. DUROSS: TINA NOVA.
11 DR. NOVA: FAVOR.
12 MS. DUROSS: PHIL PIZZO.
13 DR. PIZZO: YES.
14 MS. DUROSS: JOAN SAMUELSON.
15 MS. SAMUELSON: YES.
16 CHAIRMAN KLEIN: OKAY. THANK YOU. DID
17 SOMEONE ELSE JUST JOIN?
18 WHAT I'D LIKE TO DO IS AT THIS POINT ASK IF
19 WE WOULD LIKE TO HAVE ADDITIONAL DISCUSSION ON THE
20 SCIENTIFIC LAB QUESTION BEFORE GOING INTO EXECUTIVE
21 SESSION.
22 DR. BIRGENEAU: THIS IS CLEARLY, AS WE FOUND
23 IN THE SEARCH, HAVING A LABORATORY IS GOING TO BE
24 IMPORTANT TO A NUMBER OF OUR TOP CANDIDATES. IT'S ALSO
25 CLEAR THAT THE PERSON WILL BE IN A VERY DIFFICULT

1 SITUATION IF THEIR LAB IS AT ONE OF THE NEIGHBORING
2 UNIVERSITIES WHO WILL WANT TO PARTICIPATE BECAUSE OF
3 STEM CELL RESEARCH AND FUNDED BY CIRM. IT WILL BE SUCH
4 A COMPLICATED SITUATION POLITICALLY.

5 I WONDER IN TERMS OF THE BIOTECH COMPANIES IF
6 THERE ARE ANY BIOTECH COMPANIES, GENENTECH, JUST TO
7 MAKE UP ONE, WHO WOULD NOT BE PARTICIPATING IN THE STEM
8 CELL INITIATIVE, WHO MIGHT HAVE LABORATORY SPACE
9 AVAILABLE AND WHO DO PROVIDE THE KIND OF ENVIRONMENT
10 WHICH WOULD BE ATTRACTIVE TO NOT JUST THE CANDIDATES,
11 BUT TO POST DOCS AND GRADUATE STUDENTS?

12 DR. HALL: THAT MAY BE FROM THE FRYING PAN
13 INTO THE FIRE IN TERMS OF PUBLIC PERCEPTION. I DON'T
14 KNOW.

15 DR. BRYANT: THAT'S MY THOUGHT.

16 DR. PIZZO: THE CAVEAT IS NOT PARTICIPATING
17 IN STEM CELL RESEARCH. I THINK, BOB, THAT'S WHY YOU
18 STATED THAT, RIGHT? IF THEY'RE NOT DOING IT AT ALL,
19 CLEARLY NOT DOING IT AT ALL, THAT MIGHT BE MORE
20 ACCEPTABLE.

21 DR. BRYANT: BUT WHAT IF THEY GOT INTO IT?

22 DR. PIZZO: THAT'S A PROBLEM.

23 DR. BIRGENEAU: THAT WOULDN'T WORK.

24 DR. HALL: I THINK IT MAKES SENSE, BUT I
25 THINK IT ALSO FEEDS THE KIND OF PARANOIA.

1 DR. PIZZO: WHAT WE'RE REALLY FACING IS, TO
2 BE VERY BLUNT, IS HOW FEASIBLE IS IT TO COME UP WITH
3 THE KIND OF SPACE THAT WE'RE TALKING ABOUT, NOT A SET
4 OF LABS, BUT SPACE THAT HAS PROXIMITY TO OTHER
5 COLLEAGUES THAT'S WON'T BE COMPETING IN SOME WAY FOR
6 FUNDING IN CALIFORNIA FOR STEM CELL RESEARCH. WE'D
7 HAVE TO BE A VERY UNIQUE ENVIRONMENT. AND IF IT'S SO
8 UNIQUE, THAT THERE'S NOBODY DOING COMPARABLE RESEARCH
9 IN DEVELOPMENTAL BIOLOGY OR THINGS LIKE THAT, I THINK
10 THE PROBLEMS THAT WE'VE TALKED ABOUT EARLIER WITH
11 GETTING STUDENTS TO COME WILL BE JUST A HUGE ISSUE.

12 MS. SAMUELSON: I'M WONDERING IF THERE'S ANY
13 REASON WE MIGHT NOT JUST RAISE THIS AGAIN IN THE
14 CONTEXT OF A SPECIFIC CANDIDATE THAT WE'RE QUITE
15 DETERMINED TO RECRUIT. AND THEN THERE MAY BE ASPECTS
16 OF THIS ISSUE THAT WE JUST DON'T HAVE TO SPEND TIME ON,
17 OR DO WE NEED TO RESOLVE IT IN ADVANCE? I'M THINKING
18 THAT WE PROBABLY DON'T.

19 CHAIRMAN KLEIN: IT SOUNDS AS THOUGH WHAT
20 WE'RE GOING TO IS WE RECOGNIZE IT'S A VERY IMPORTANT
21 ISSUE, BUT PERHAPS WOULD ONLY BE RESOLVED RELATED TO A
22 SPECIFIC CANDIDATE. LISA, I THINK YOU PREVIOUSLY HAVE
23 SUGGESTED TO ME THAT THERE MIGHT BE AN OPPORTUNITY
24 WITHIN THE MISSION BAY AREA BECAUSE THERE ARE GROUPS
25 THAT ARE PUTTING TOGETHER MULTIUSE BUILDINGS THAT WILL

1 HAVE SCIENCE LABS IN THEM WHERE YOU INDIVIDUALLY LEASE
2 OUT LAB SPACE SO THAT THE WHOLE BUILDING IS FILLED WITH
3 UP-TO-DATE, MODERN, VERY ADVANCED LABS. SOME MAY BE
4 PRIVATE AND SOME MIGHT BE PUBLIC. THAT MIGHT BE A
5 POSSIBILITY, AND IT'S PROXIMATE TO UNIVERSITIES, BUT
6 NOT PART OF A UNIVERSITY.

7 SO THERE'S SOME POTENTIAL THERE. IT SOUNDS
8 AS THOUGH THIS ISSUE REALLY RELATES TO A SPECIFIC
9 CANDIDATE AND WHAT THE BALANCE IS THAT THE COMMITTEE
10 WOULD LIKE TO THINK ABOUT.

11 DR. PIZZO: EXCEPT IF WE DO GO OUT AGAIN AND
12 START SEEKING CANDIDATES, JUST AS WE FOUND LAST TIME,
13 IT'S AN ISSUE RIGHT OFF THE TOP. SO I THINK WE WILL
14 HAVE TO TAKE A POSITION AT SOME POINT WHETHER, IF AND
15 WHEN WE OPEN THE SEARCH AGAIN FOR CANDIDATES, WHAT OUR
16 POSITION IS WITH REGARD TO LAB SPACE.

17 DR. BRYANT: COULD I SUGGEST THAT WE COULD GO
18 BACK INTO THE SEARCH AND SAY THAT IF -- AND HAVE IT
19 AGREED AMONGST US THAT IF THIS ISSUE COMES UP, THAT WE
20 WILL ATTEMPT TO ADDRESS IT RATHER THAN SAY WE'LL DO IT
21 THIS WAY OR THAT WAY, BUT WE RECOGNIZE THAT IT'S A
22 CONCERN AND THAT WE WILL TRY TO FIND A SOLUTION THAT
23 FITS THE INDIVIDUAL.

24 DR. MEYER: I WOULD TEND TO THINKING ABOUT IT
25 SOONER RATHER THAN LATER. IF YOU HAVE A CANDIDATE THAT

1 IS EXPRESSING SERIOUS INTEREST, YOU HAVE TO HAVE
2 THOUGHT ABOUT IT. AND IF YOU JUST SAY, OH, WELL, WE' LL
3 START LOOKING INTO IT NOW BECAUSE YOU' RE REALLY
4 INTERESTED, BY THAT TIME THINGS COULD COOL OFF GREATLY
5 BEFORE YOU COME UP WITH AN ANSWER. I THINK IT' S
6 STARTING OFF ON THE WRONG FOOT AND SENDING THE WRONG
7 MESSAGE. I THINK WE SHOULD CONTINUE TO THINK ABOUT IT
8 VERY SERIOUSLY AND HAVE SOMETHING READY TO GO WHEN WE
9 START LOOKING AGAIN.

10 DR. PIEPER: LISA PIEPER HERE FROM
11 SPENCER-STUART. I THINK I UNDERSCORE THAT. GIVEN THE
12 REQUIREMENTS TO BRING ALL OF YOU TOGETHER AND TIME
13 THAT' S OFTEN INVOLVED, OBVIOUSLY AS WE INITIATE IN
14 WHATEVER FASHI ON YOU INSTRUCT US TO DO SO IN THE
15 SEARCH, IT WOULD BE EXTREMELY HELPFUL TO HAVE THAT AT
16 LEAST POLICY POSITION MADE AS WE INITIATE OR WE LAUNCH.

17 DR. BIRGENEAU: IT SEEMED TO ME THAT THE
18 COMMITTEE HAS AGREED THAT IN PRINCIPLE, RIGHT, THAT WE
19 DO NOT OBJECT TO A PERSON LEADING CIRM AND THEN HAVING
20 THEIR OWN RESEARCH PROGRAM FOR A RELATIVELY SMALL
21 PERCENTAGE OF THEIR TOTAL TIME AS LONG AS THERE' S NO
22 CONFLICT WITH THEIR RESPONSIBILITIES AS PRESIDENT AND
23 AS LONG AS IT DOESN' T SIGNIFICANTLY IMPACT ON THEIR
24 PERFORMANCE.

25 SO THAT WAS MY UNDERSTANDING. IS EVERYONE

1 AGREED TO THAT? AND THAT'S THE ISSUE WE'RE DISCUSSING.
2 IT'S A VERY DIFFICULT PRACTICAL ISSUE OF IF WE FIND A
3 CANDIDATE WHO WANTS TO SPEND 20 OR 30 PERCENT OF THEIR
4 TIME DOING RESEARCH OR WANTS TO SPEND WEEKENDS DOING
5 RESEARCH, HOW DO WE DEAL WITH THE CONFLICT ISSUE?

6 DR. HALL: I'D LIKE TO PUT MY TWO CENTS WORTH
7 IN. THE JOB MIGHT TAPER OFF. RIGHT NOW THIS IS MORE
8 THAN A FULL-TIME JOB. I SPEND WEEKS AND WEEK NIGHTS
9 AND WEEKENDS WORKING ON THIS JOB. I THINK TO HAVE
10 ANYBODY KEEP A VIABLE RESEARCH LAB GOING, UNLESS THINGS
11 CHANGE SUBSTANTIALLY, I THINK IT'S A NICE THOUGHT, BUT
12 NOT A VERY REALISTIC ONE.

13 THERE ARE PEOPLE WHO ARE ABLE TO DO THAT, BUT
14 MOST MORTALS CAN'T. I COUNT AMONG THE IMMORTALS DAVID
15 BALTIMORE, HAROLD VARMI S, AND MIKE BISHOP, ALL WHO HAVE
16 BEEN ABLE TO DO THAT. BUT THESE ARE EXTRAORDINARY
17 PEOPLE; AND I THINK WERE CIRM FORTUNATE ENOUGH TO GET
18 SOMEBODY OF THAT CALIBER, IT WOULD BE A DIFFERENT
19 STORY. I THINK THERE ARE VERY FEW OF THEM. AND MY OWN
20 VIEW IS YOU'RE CHASING A KIND OF CHIMERA TO DO THIS.

21 I THINK YOUR FIRST PASS SHOULD BE TO LOOK FOR
22 SOMEBODY WHO IS A GOOD ADMINI STRATOR AND HAS GOOD
23 SCIENTIFIC TASTE, WHICH I THINK IS KEY AND NOT
24 NECESSARILY ALWAYS TIED TO THE TOP OF ACHIEVEMENT.

25 DR. BRYANT: I COMPLETELY AGREE WITH YOU.

1 DR. HALL: IF YOU DO GO THAT WAY, PHIL
2 PIZZO'S IDEA IS TO USE SOMETHING LIKE THE GALLO
3 INSTITUTE, GALLO CENTER, WHICH IS FREESTANDING. IT'S
4 MEMBERS ARE AFFILIATED WITH UCSF, BUT IT'S
5 FREESTANDING, IT HAS ALL THE SUPPORT YOU WOULD NEED, IT
6 DOES NOT DO STEM CELL RESEARCH. IN FACT, IT'S ON
7 FLOORS TWO AND THREE IN THE BUILDING WE OCCUPY IN
8 EMERYVILLE. IT'S CLOSE ENOUGH TO BERKELEY SO THAT YOU
9 COULD WORK OUT ARRANGEMENTS OR YOU COULD WORK OUT AN
10 ARRANGEMENT WITH UCSF. BUT THE POINT WOULD BE THAT IT
11 WOULD BE SEPARATED FROM ANY INSTITUTION AND WOULD NOT
12 CARRY THE, QUOTE, UNQUOTE, TAIN T OF THE PRIVATE SECTOR,
13 WHICH I THINK IS THE LIABILITY IN TERMS OF PERCEPTION.

14 DR. BRYANT: I COMPLETELY AGREE WITH ZACH'S
15 COMMENTS. ACTUALLY I DO SEE THIS JOB AS AN EXTREMELY
16 HARDWORKING JOB WITHOUT THE KIND OF SUPPORT THAT'S
17 PRESENT IN A POSITION SUCH AS A CHANCELLOR OF A
18 UNIVERSITY OR PRESIDENT OF A UNIVERSITY. AND SO I
19 THINK IT IS ASKING -- WE ARE ASKING THIS PERSON TO COME
20 IN AND WORK NIGHT AND DAY.

21 DR. HALL: THE FUNCTION OF A LAB IS MOSTLY AS
22 THERAPY.

23 CHAIRMAN KLEIN: YOU KNOW, I HAVE TO SAY,
24 ZACH, I'D RATHER THINK OF YOU AS EXTRAORDINARY THAN AS
25 A CHIMERA.

1 DR. HALL: I DON'T HAVE A LAB. I DID IT FOR
2 THREE YEARS AT NIH. AND I WENT BY THE LAB ONE EVENING
3 AND SORT OF SATURDAY MORNING AND IT WASN'T ENOUGH. I
4 COULDN'T KEEP UP WITH THE PEOPLE IN THE LAB, AND I FELT
5 IT WASN'T BE RESPONSIBLE TO KEEP IT UP.

6 CHAIRMAN KLEIN: I WAS THINKING EXTRAORDINARY
7 WITHOUT THE LAB.

8 THERE WAS A COMMENT THAT DR. BIRGENEAU MADE
9 THAT WE HAD IN CONCEPT REACHED AN UNDERSTANDING. THAT
10 IS CONSONANT WITH MY MEMORY. IS THAT CONSONANT WITH
11 YOURS, DR. PIZZO?

12 DR. PIZZO: IT IS CONSONANT WITH THAT. I
13 THINK ALL OF US HAD MANY OF THE SAME CONCERNS THAT ZACH
14 EXPRESSED, BUT WE RECOGNIZE THAT THERE WERE GOING TO BE
15 INDIVIDUALS WHO WOULD REALLY WANT THIS. AND WE HAVE
16 PEOPLE ON OUR COMMITTEE WHO ARE RUNNING LABS AND STILL
17 CARRYING ON VARIOUS KINDS OF ADMINISTRATIVE FUNCTIONS.
18 BUT, YOU KNOW, THERE ARE DIFFERENCES. I DON'T WANT TO
19 GET INTO THOSE QUALITATIVE DIFFERENCES. WE'RE TALKING
20 ABOUT STARTING SOMETHING UP HERE THAT'S A MAJOR EFFORT.
21 AND, YOU KNOW, MY OWN BIAS IS THAT I'M VERY SENSITIVE
22 TO SOMEONE COMING IN AND WANTING TO DO RESEARCH. I
23 SUPPORT THAT, BUT I THINK THAT TO ME THE REAL IMPORTANT
24 QUALITY THAT I'D BE LOOKING FOR IS SOMEONE WHO REALLY
25 WANTS TO MAKE CIRM WORK. I'M LESS CONCERNED ABOUT

1 SOMEONE MAKING THEIR OWN LIFE WORK BETTER, YOU KNOW, IN
2 TERMS OF THE THERAPY PART OF IT BECAUSE I THINK THAT IS
3 A BIT OF IT.

4 I DON'T THINK THAT THE ARGUMENT TO ME IS VERY
5 PERSUASIVE THAT BECAUSE YOU'RE DOING A LITTLE BIT OF
6 RESEARCH, YOU'RE MORE ENGAGED IN THE MISSION. YOU CAN
7 DO THAT BY BEING CONVERSANT WITH THE TOPIC AND READING
8 ABOUT IT AS WELL.

9 CHAIRMAN KLEIN: I THINK THAT IF THERE'S --
10 IS THERE ANY OTHER BOARD COMMENT, OR WOULD WE LIKE TO
11 SEE IF THERE IS PUBLIC COMMENT? ANY OTHER BOARD
12 COMMENTS?

13 MS. SAMUELSON: THIS IS JOAN JUST BRIEFLY. I
14 HAD NOT BEEN PERSUADED THAT WE SHOULD GIVE THIS A LOT
15 OF ATTENTION BECAUSE I THINK THAT THE JOB IS A MUCH
16 GREATER JOB AND AN EXTREMELY IMPORTANT ONE IN ITS OWN
17 RIGHT. THE COMMENTS OF THE SEVERAL CANDIDATES WE SAW
18 MOST RECENTLY CONVINCED ME THAT IF WE HAVE A CANDIDATE
19 THAT WE'RE FOR OTHER REASONS TREMENDOUSLY ENTHUSIASTIC
20 ABOUT, THAT THAT WOULD BE A REASONABLE THING TO THROW
21 IN. IN THE MIX, IF WE'RE ENTHUSIASTIC ON OTHER FRONTS,
22 WE WILL THINK THAT IT'S APPROPRIATE. SO THE LAB IS
23 OKAY WITH ME, ALTHOUGH I DON'T THINK IT'S THE MOST
24 IMPORTANT THING IN MY OWN MIND.

25 DR. BIRGENEAU: I AGREE WITH WHAT JOAN SAID.

1 LET ME ALSO JUST SAY THAT THERE MAY BE PEOPLE, AS IN
2 DAVID BALTIMORE'S SITUATION, WHERE THEY HAVE A
3 FUNCTIONING LAB AT MIT AND IT WAS A MATTER OF BASICALLY
4 MOVING HIS LAB TO EQUIVALENT SPACE IN CAL TECH. I
5 MIGHT ADD, BY THE WAY, SINCE I WAS INVOLVED WITH HIM
6 WHEN HE LEFT, THAT WHEN HE WAS LEAVING, I OVERSAW HIS
7 SPACE AMONG OTHER THINGS, HE TOLD ME HE WASN'T GOING TO
8 HAVE A LAB AT CAL TECH ACTUALLY. HE WANTED TO KEEP HIS
9 LAB AT MIT JUST LONG ENOUGH TO RAMP IT DOWN TO ZERO.
10 BUT, IN FACT, ENDED UP DOING THE OPPOSITE ONCE HE GOT
11 COMFORTABLE AT CAL TECH.

12 IT MAY BE THAT WHEN THE CANDIDATE -- WHEN WE
13 FIND THE IDEAL CANDIDATE AND THEN IT TURNS OUT THAT THE
14 CANDIDATE WANTS TO DO RESEARCH, THAT WE WILL BE IN A
15 SITUATION OF HAVING TO EXPLAIN TO THE CANDIDATE WHAT
16 THE LIMITATIONS ARE, WHICH ARE REALLY QUITE SEVERE, AND
17 THAT CANDIDATE THEMSELVES MAY BE SUFFICIENTLY
18 RESOURCEFUL THAT THEY MAY HAVE A SOLUTION.

19 DR. WRIGHT: JUST AS YOU SAID IN THE
20 BALTIMORE CASE, THERE MAY BE A TRANSITIONAL PERIOD THAT
21 WILL GIVE US A LITTLE TIME AND PERHAPS RESOURCES TO
22 MAKE THAT TRANSFER.

23 DR. PIZZO: THAT'S HOW WE INITIALLY THOUGHT
24 OF THIS, JUST GOING WAY BACK, WAS THAT CANDIDATES WERE
25 COMING OUTSIDE OF CALIFORNIA, THEY NEED TIME TO CLOSE

1 DOWN THEIR LABORATORY OPERATIONS, AND WHAT REALLY
2 CONFOUNDED IT WAS TRYING TO FIND THE SPACE HERE IN
3 CALIFORNIA.

4 LISA HAS RAISED PRIVATELY THE ISSUE OF THE
5 CSO FUNCTION AS WELL, WHICH MAY OR MAY NOT PLAY INTO
6 THIS. I DON'T KNOW WHETHER WE WANT TO THINK ABOUT THAT
7 TOO.

8 DR. PIEPER: ONE OF THE THINGS WE TALKED
9 ABOUT IS ONCE WE'VE HAD SOME CLARITY AROUND THE
10 APPOINTMENT OF THE PRESIDENT, THEN SOME OF THE SEARCHES
11 THAT WOULD SUBSEQUENTLY ENSUE WOULD BE FOR A COO AND A
12 CSO. AND IT JUST OCCURS TO ME THAT THIS POLICY
13 DECISION AROUND WHETHER SOMEBODY IS PERMITTED TO
14 CONDUCT RESEARCH AND THE LOCATION IN WHICH SUCH AN
15 INDIVIDUAL WOULD CONDUCT THAT RESEARCH, WERE IT
16 ALLOWED, WOULD STILL APPLY EVEN IF YOU ELECTED NOT TO
17 HAVE A PRESIDENT CONDUCTING ACTIVE RESEARCH. THE CSO,
18 AGAIN, PROBABLY EVEN MORE LIKELY IS GOING TO REQUEST
19 THAT HE OR SHE BE ALLOWED TO DO RESEARCH. AGAIN --

20 DR. HALL: DEPENDS ON WHAT YOU LOOK FOR.

21 DR. PIZZO: I THINK ACTUALLY ZACH'S LAST
22 COMMENT IS A REALLY IMPORTANT ONE. IT DOES DEPEND ON
23 WHAT WE LOOK FOR. AND WE ARE -- TO BE BLUNT ABOUT IT,
24 WE ARE OF MIXED MINDS ABOUT THAT. WE HAVE VERY STRONG
25 POSITIONS IN FAVOR OF LOOKING FOR A WORKING SCIENTIST

1 WHO WOULD SPEND A PORTION OF HER TIME OR HIS TIME IN
2 THIS. OBVIOUSLY WE HEARD A RANGE DURING THE SEARCH.
3 WE HAD ONE CANDIDATE WHO THOUGHT THEY WOULD SPEND 50 TO
4 60 PERCENT OF THEIR TIME ON RESEARCH AND THE REST
5 RUNNING THE OPERATION TO MOST SAYING THAT IT WAS LESS
6 THAN A 20-PERCENT EFFORT.

7 YOU KNOW, MY RECKONING, TO BE CLEAR, LESS
8 THAN A 20-PERCENT RESEARCH EFFORT IS A PRETTY TRIVIAL
9 AMOUNT OF TIME TO BE SPENDING ON RESEARCH EVEN IF
10 YOU'VE GOT AN INTERESTING LAB RUNNING, REALLY DOING
11 CUTTING EDGE RESEARCH DURING THAT TIME. SO IT IS MORE,
12 YOU KNOW, MORE OF A WINDOW DRESSING KIND OF EFFORT AS
13 OPPOSED TO A LARGE -- I DON'T WANT TO BE SO BLUNT AS TO
14 SAY THAT'S ALL IT IS BECAUSE THERE ARE MANY WHO CAN
15 MAKE THAT WINDOW LOOK PRETTY ATTRACTIVE AS WELL.

16 DR. HALL: SOME. I THINK IT'S AN UNUSUAL
17 PERSON. I JUST NOTE THAT DAVID BALTIMORE NOT ONLY KEPT
18 HIS LAB, HE JUST WON A GRAND CHALLENGE. IF YOU COULD
19 GET A DAVID BALTIMORE, WE'D MOVE HEAVEN AND EARTH TO
20 FIND A PLACE FOR HIM.

21 DR. PIZZO: DAVID BALTIMORE WAS A NOBEL
22 LAUREATE AT THE AGE OF 37, I THINK.

23 CHAIRMAN KLEIN: AT THIS POINT IT SOUNDS AS
24 THOUGH WE'RE AT AN APPROPRIATE POINT TO GO INTO
25 EXECUTIVE SESSION UNLESS BOARD MEMBERS WOULD LIKE

1 ADDITIONAL DISCUSSION.

2 DR. MURPHY: FIRST OF ALL, I THINK I AGREE
3 WITH JOAN, THAT IN THE ABSENCE OF A CANDIDATE, WE COULD
4 BE SPINNING OUR WHEELS PLANNING TOO FAR IN ADVANCE FOR
5 OPPORTUNITIES FOR SCIENCE. I ALSO THINK WE NEED TO PAY
6 SPECIAL ATTENTION TO WHAT ZACH SAID, THAT THE PERSON WE
7 END UP WITH MAY WELL BE A PERSON WHO IS A TERRIFIC
8 ADMINISTRATOR BECAUSE I THINK ZACH IS LIVING PROOF THAT
9 THAT IS GOING TO BE A MAJOR RESPONSIBILITY HERE, BUT
10 SOMEONE WHO HAS A TASTE FOR SCIENCE. THERE ARE WAYS TO
11 SUPPORT THAT PERSON WITH A STRONG CSO WITH GOOD
12 COMMITTEES. AND AS LONG AS A PERSON KNOWS HOW TO PUT
13 ALL THE PIECES OF THE PUZZLE TOGETHER, I THINK THAT CAN
14 BE TREMENDOUSLY VALUABLE.

15 AND IF WE GO IN THAT DIRECTION, WE MAY END UP
16 NOT LOOKING FOR THE SUPER SCIENTIST, BUT LOOKING FOR
17 SOMEONE WHO, FOR EXAMPLE, HAS HAD A LEADERSHIP POSITION
18 AND A SUCCESSFUL ONE IN BIOTECH AND IN OTHER AREAS THAT
19 ARE RELEVANT TO STEM CELLS.

20 I ALSO THINK THAT THE EXAMPLES OF DAVID AND
21 HAROLD AND OTHERS, YOU GOT TO REALIZE THAT THEY ARE
22 INTO UNIVERSITIES OR ORGANIZATIONS WITH A SUPER
23 INFRASTRUCTURE ALREADY THERE. AND I'M NOT MINIMIZING
24 THE TALENT THAT THEY HAVE. THEY'RE ALL EXCEPTIONAL
25 PEOPLE, BUT WE DON'T HAVE AN INFRASTRUCTURE TO SUPPORT

1 WHOEVER TAKES THIS JOB. AND I THINK EVEN DAVID
2 HIMSELF, IF HE WERE TO COME INTO THIS POSITION, HE
3 WOULD PROBABLY HAVE DIFFICULTY RUNNING A LAB AND DOING
4 WHAT WE WANT HIM TO DO.

5 SO I THINK WE'VE GOT A LOT OF THINKING TO DO.
6 AND I THINK ONE OF THE THINGS WE SHOULD DO IS MAINTAIN
7 MAXIMUM FLEXIBILITY AT THIS POINT AND CONTINUE TO
8 SEARCH FOR THE BEST CANDIDATE WITH QUALITIES THAT WE'RE
9 NOT SURE WHAT HE OR SHE WILL HAVE.

10 DR. BRYANT: AGREED.

11 CHAIRMAN KLEIN: WITH THAT GOOD SUMMARY
12 STATEMENT, I'D LIKE TO GO TO CLOSED SESSION WHERE WE
13 WILL DISCUSS PERSONNEL ISSUES DEALING WITH THE
14 PRESIDENTIAL SEARCH. AND ALL OF THE MEMBERS OF THE
15 PUBLIC, IF ANY HAVE JOINED, NEED TO BE ASKED TO LEAVE
16 THE ROOM. AND WE NEED TO CALL IN ON THE CLOSED SESSION
17 LINE. DOES EVERYONE HAVE THE CLOSED SESSION NUMBER,
18 DIAL-IN NUMBER? IT WILL BE E-MAILED TO YOU, JOAN.

19 MS. SAMUELSON: I ACTUALLY HAVE IT. IT WAS
20 GIVEN TO ME.

21 CHAIRMAN KLEIN: EVERYONE SHOULD CALL BACK.

22 (THE COMMITTEE THEN WENT INTO CLOSED
23 SESSION, WHICH WAS NOT REPORTED, NOR HEREIN
24 TRANSCRIBED. OPEN SESSION WAS THEN RECONVENED AS
25 FOLLOWS:)

1 CHAIRMAN KLEIN: LET ME MAKE A VERY SIMPLE
2 STATEMENT.

3 (INTERRUPTION IN PROCEEDINGS.)

4 CHAIRMAN KLEIN: AT THIS POINT CAN YOU HEAR
5 THAT I AM ADJOURNING THE MEETING? THE MEETING IS
6 ADJOURNED. THERE IS NOTHING TO REPORT. THANK YOU.

7 (THE MEETING WAS THEN ADJOURNED AT 05:17
8 P. M.)

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