

BETH C. DRAIN, CA CSR NO. 7152

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

LOCATION: VIA ZOOM

DATE: SEPTEMBER 12, 2024
3 P.M.

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

FILE NO.: 2024-35

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I N D E X

ITEM DESCRIPTION	PAGE NO.
OPEN SESSION	
1. CALL TO ORDER	3
2. ROLL CALL	3
3. CONSIDERATION OF UPDATES TO THE CIRM ORGANIZATIONAL CHART	4
4. PUBLIC COMMENT	NONE
5. ADJOURNMENT	15

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SEPTEMBER 12, 2024; 3 P.M.

CHAIRWOMAN GASSON: OKAY. THEN LET'S CALL THE MEETING TO ORDER. AND, CLAUDETTE, CAN YOU CALL THE ROLL PLEASE?

MS. MANDAC: KIM BARRETT. DAN BERNAL. GEORGE BLUMENTHAL.

DR. BLUMENTHAL: HERE.

MS. MANDAC: MARIA BONNEVILLE.

VICE CHAIR BONNEVILLE: PRESENT.

MS. MANDAC: LINDA BOXER. ANN-MARIE DULIEGE.

DR. DULIEGE: YES.

MS. MANDAC: ELENA FLOWERS. JUDY GASSON.

CHAIRPERSON GASSON: HERE.

MS. MANDAC: VITO IMBASCIANI.

CHAIRMAN IMBASCIANI: HERE.

MS. MANDAC: PAT LEVITT.

DR. LEVITT: HERE.

MS. MANDAC: LINDA MALKAS.

DR. MALKAS: HERE.

MS. MANDAC: ADRIANA PADILLA. BACK TO YOU, JUDY.

CHAIRPERSON GASSON: THANK YOU, CLAUDETTE. WELCOME, EVERYONE, TO THE GOVERNANCE

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1 SUBCOMMITTEE MEETING. WE HAVE AN ITEM ON THE AGENDA
2 TODAY THAT'S GOING TO BE PRESENTED BY J.T. SO TAKE
3 IT AWAY, J.T. THANK YOU.

4 DR. THOMAS: THANK YOU, JUDY.

5 AD IF I MAY, I'D LIKE TO START WITH A
6 MOMENT OF SILENCE FOR FRED FISHER, OUR CHERISHED
7 BOARD MEMBER WHO PASSED AWAY TWO DAYS AGO AND WHOSE
8 FUNERAL VITO AND I JUST WENT TO REPRESENTING CIRM.
9 AND WE WILL MISS HIM DEARLY. I KNOW WE'LL HAVE A
10 NUMBER OF COMMENTS AT THE BOARD MEETING DURING THE
11 CHAIR'S PRESENTATION. SO WE'LL SAVE THAT TILL THEN.
12 BUT A MOMENT OF SILENCE FOR FRED PLEASE.

13 (MOMENT OF SILENCE.)

14 DR. THOMAS: OKAY. THANK YOU.

15 ON TO THE ITEM. MADAM CHAIR,
16 MR. CO-CHAIR, AND MEMBERS OF THE GOVERNANCE
17 SUBCOMMITTEE, YOU WILL RECALL IN THIS YEAR OF
18 PROFOUND REEXAMINATION AND CHANGE AT CIRM, THAT I
19 REPORTED THAT I WOULD DELIVER A COMPREHENSIVE RE-ORG
20 CHART REFLECTING THE NEEDS, RECOMMENDATIONS, AND
21 GOALS IN OUR STRATEGIC ALLOCATION FRAMEWORK, COMING
22 FOR CONSIDERATION AND FORMAL APPROVAL BY THE BOARD
23 ON SEPTEMBER 26TH, AS WELL AS IN RESPONSE TO THE
24 PERFORMANCE AUDIT RECOMMENDATION THAT I REDUCE THE
25 NUMBER OF DIRECT REPORTS TO THE PRESIDENT.

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1 THAT PROCESS I BEGAN IN APRIL WITH THE
2 PROMOTION OF JENN LEWIS TO VICE PRESIDENT OF
3 OPERATIONS IN CHARGE OF GRANTS MANAGEMENT, I.T., AND
4 FINANCE. I, IN CONSULTATION WITH SENIOR LEADERSHIP,
5 HAVE NOW COMPLETED OUR ORGANIZATIONAL REVIEW AND
6 PRESENT THE RESULTS OF THAT DETERMINATION HERE FOR
7 YOUR CONSIDERATION. NEXT SLIDE PLEASE.

8 AS BACKGROUND, THIS SLIDE REFLECTS THE ORG
9 CHART AS LAST REVISED IN 2021. IT SPECIFIES EIGHT
10 DIRECT REPORTS IN THE REFERENCED POSITIONS WHICH
11 TOGETHER IN THE AGGREGATE COMPRISE THE BULK OF THE
12 LEADERSHIP TEAM OR LT THAT MET WEEKLY WITH THE
13 PRESIDENT. I SHOULD NOTE THAT THE LT WAS
14 SUBSEQUENTLY EXPANDED, RAISING THE TOTAL NUMBER IN
15 THAT BODY AND OF DIRECT REPORTS TO THE PRESIDENT TO
16 ELEVEN. THIS ORG CHART WAS THE SUBJECT MATTER OF
17 THE CURRENT REORGANIZATION ANALYSIS. NEXT SLIDE
18 PLEASE.

19 THE RE-ORG PROCESS WAS DRIVEN AS NOTED BY
20 THE PRINCIPALS OF THE SAF AS WELL AS BY THE
21 PERFORMANCE AUDIT. THAT PROCESS WAS GUIDED BY A
22 NUMBER OF KEY GOALS DERIVED FROM THE SAF ITSELF.
23 THESE GOALS WERE AS FOLLOWS. HOLD ON ONE SECOND
24 HERE.

25 NO. 1, TO ENHANCE CROSS-DEPARTMENTAL

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1 COLLABORATION TO CREATE AN INTEGRATED WORKING
2 ENVIRONMENT ACROSS THE AGENCY.

3 NO. 2, TO INCREASE ORGANIZATIONAL
4 PRODUCTIVITY THROUGH SUCH COLLABORATION AND
5 STREAMLINED PROCESSES TO EFFECTIVELY IMPLEMENT OUR
6 STRATEGIC INITIATIVE.

7 NO. 3, TO ALIGN FUNCTIONS WITH STRATEGIC
8 PRIORITIES TO, AGAIN, MAXIMIZE COLLABORATION IN
9 FURTHERANCE OF OUR STRATEGIC MISSION.

10 NO. 4, TO STRENGTHEN THE DATA
11 INFRASTRUCTURE TO IMPROVE ACCESS TO DATA GENERATED
12 BY FUNDED RESEARCH STARTING WITH THE DISCOVERY PART
13 OF THE RESEARCH CONTINUUM.

14 AND LASTLY, TO SUPPORT INNOVATION TO
15 FURTHER CIRM'S POSITION AND PREVIOUS PRACTICE OF
16 BEING VERY NIMBLE TO ADDRESS ANY CHALLENGES AND TO
17 ENHANCE -- TO EMBRACE, RATHER, INNOVATIONS IN THE
18 FIELD MUCH AS WE DID WHEN WE RESPONDED IN EXTREMELY
19 SHORT ORDER IN MARCH OF 2020 TO THE THEN BLOSSOMING
20 COVID PANDEMIC. NEXT SLIDE PLEASE.

21 REFLECTIVE OF THESE PRINCIPLES, I'M
22 RECOMMENDING THE FOLLOWING KEY ORGANIZATIONAL
23 CHANGES. NO. 1, ESTABLISHMENT OF A POSITION OF
24 CHIEF SCIENCE OFFICER. THAT'S GOING TO BE DR. ROSA
25 CANET-AVILES, THAT BEING A CENTRALIZED POSITION TO

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1 OVERSEE ALL PROGRAMS: DISCOVERY, PRECLINICAL,
2 CLINICAL, INFRASTRUCTURE, EDUCATION, AND PATIENT
3 ACCESS.

4 NO. 2, YOU WILL RECALL, BEFORE I NAME THE
5 POSITION HERE, THAT WE IN A PREVIOUS SESSION, JOINT
6 SESSION OF THE SCIENCE SUBCOMMITTEE AND THE NEURO
7 TASK FORCE, DISCUSSED THE NOTION OF CONSOLIDATING
8 THE VARIOUS PRECLINICAL GRANT CATEGORIES INTO ONE
9 AND TO FORMING A PRECLINICAL DEVELOPMENT GROUP. SO
10 THE SECOND POINT HERE IS THE CREATION OF THAT GROUP
11 WHICH WILL FOCUS ON ACCELERATING THERAPIES THROUGH
12 EARLY STAGE TRIALS. THAT WILL BE LED BY DR. SHYAM
13 PATEL, WHO IS BEING PROMOTED TO THE POSITION OF
14 ASSOCIATE VICE PRESIDENT.

15 NO. 3, YOU WILL RECALL THAT ROUGHLY 50
16 PERCENT OF OUR PORTFOLIO IS DEVOTED TO RARE DISEASE.
17 AND THAT AREA HAS GENERATED A GREAT DEAL OF INTEREST
18 AS WE HAVE MOVED ALONG WITH OUR REPRIORITIZATION
19 PROCESS. IN REFERENCE AND RECOGNITION OF THAT, I'M
20 FORMING A NEW POSITION CALLED EXECUTIVE SCIENCE
21 STRATEGIC OFFICER FOR RARE DISEASE. THAT POSITION
22 WILL BE THE DOMAIN OF DR. ABLA CREASEY. THAT
23 EXECUTIVE STRATEGIC OFFICER WILL STRENGTHEN OUR
24 EMPHASIS ON RARE DISEASE THROUGH THE DEVELOPMENT OF
25 A CENTRAL RARE DISEASE PILOT PROGRAM.

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1 NO. 4, THE ESTABLISHMENT OF RESEARCH AND
2 DEVELOPMENT DATA INFRASTRUCTURE FUNCTION. SO HERE,
3 AS I REFERENCED A BIT EARLIER, ONE OF THE GOALS WAS
4 TO ESTABLISH A GROUP THAT WILL EXAMINE HOW BEST TO
5 COLLATE, COLLECT, AND ANALYZE DATA FROM OUR FUNDED
6 RESEARCH TO MAKE SURE THAT THAT DATA IS ACCESSIBLE,
7 INTEROPERABLE, AND REPRODUCIBLE GOING FORWARD IN
8 ACCORDANCE WITH SAF GOALS.

9 FINALLY -- I SHOULD SAY, BY THE WAY, THAT
10 NEW POSITION IS GOING TO BE THE DOMAIN OF DR. JANIE
11 BYRUM.

12 FINALLY, INTEGRATION OF CLINICAL
13 DEVELOPMENT AND PATIENT ACCESS. SO ALL OF THE
14 PROJECTS THAT ARE IN THE CLIN GROUP THAT WE HAVE HAD
15 OVER THE YEARS, MANY OF THOSE ARE NOW IN TRIALS IN
16 OUR ALPHA CLINICS. AND THE ALPHA CLINICS ARE PART
17 CURRENTLY OF THE PATIENT ACCESS TEAM. SO IN ORDER
18 FOR THE CLIN GROUP AND THE ALPHA CLINICS TO OPERATE
19 AT PEAK EFFICIENCY, THERE NEEDS TO BE DIRECT
20 COLLABORATION AND COMMUNICATION AMONGST THOSE TWO
21 TEAMS IN ORDER TO MAXIMIZE THE BENEFITS OF THE ALPHA
22 CLINICS TO THE PROJECTS THAT WE ARE FUNDING IN THE
23 CLINICAL DEVELOPMENT GROUP. NEXT SLIDE PLEASE.

24 SO WITH ALL OF THIS IN MIND, I GIVE YOU
25 THIS REVISED ORG CHART. AS YOU WILL SEE, THERE ARE

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1 A NUMBER OF POINTS TO NOTE HERE WHICH I'D LIKE TO
2 HIGHLIGHT. NO. 1, I HAVE FORMED A STREAMLINED
3 EXECUTIVE TEAM COMPRISED OF THE HEADS OF OPERATIONS,
4 WHICH IS JENN; LEGAL, RAFAEL; REVIEW, GIL; AND
5 PROGRAMS, ROSA. AND AS A RESULT WE HAVE A BODY THAT
6 IS CONSIDERABLY SMALLER THAN THE LEADERSHIP TEAM,
7 WHICH IS ONE OF THE DIRECTIVES OF THE PERFORMANCE
8 AUDIT, THAT WILL MEET ON A WEEKLY BASIS AND WILL BE
9 THE BODY THAT WILL DIRECTLY ADVISE THE PRESIDENT IN
10 ALL STRATEGIC MATTERS OF THE AGENCY.

11 POINT NO. 2, OPERATIONS AND PROGRAMS EACH
12 HAVE A NUMBER OF DIRECT REPORTS, AS YOU CAN SEE ON
13 THE CHART, WHICH LEAD VARIOUS OPERATING TEAMS. THE
14 OPERATIONS WILL BE GRANTS MANAGEMENT, I.T., AND
15 FINANCE UNDER JENN. AND PROGRAMS WILL BE DISCOVERY
16 AND EDUCATION, PRECLINICAL DEVELOPMENT, CLINICAL
17 DEVELOPMENT, PATIENT ACCESS, AND DATA UNDER ROSA.

18 THIRD, SEPARATE FROM THE EXECUTIVE TEAM,
19 THE HEADS OF COMMUNICATION AND HR PLUS THE EXECUTIVE
20 STRATEGY OFFICER FOR RARE DISEASE WILL REPORT
21 DIRECTLY TO THE PRESIDENT AS WELL. THOSE POSITIONS
22 WILL NOT BE PART OF THE BODY THAT FORMS THE
23 EXECUTIVE TEAM THAT MEETS ON A WEEKLY BASIS.

24 SO WHEN YOU TAKE ALL OF THIS IN SUM, I AND
25 OUR LEADERSHIP TEAM BELIEVE THAT THIS IS AN

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1 ORGANIZATION CHART THAT WILL GIVE US THE BEST SHOT
2 OF IMPLEMENTING ALL OF THE GOALS OF THE STRATEGIC
3 PLAN, WHICH WILL HOPEFULLY BE APPROVED BY THE BOARD
4 LATER THIS MONTH, AND WILL POSITION CIRM TO MAXIMIZE
5 ATTAINING ITS MISSION TO BRING THERAPIES AND CURES
6 TO PATIENTS WITH UNMET MEDICAL NEEDS.

7 SO, MADAM CHAIR, THAT'S THE SLIDE DECK.
8 I'M HAPPY TO ANSWER ANY QUESTIONS.

9 CHAIRWOMAN GASSON: THANK YOU, J.T. ONE
10 OF THE THINGS THAT I APPRECIATE ABOUT THIS RE-ORG IS
11 THAT IT REWARDS THE GREAT WORK THAT OUR SENIOR
12 LEADERS HAVE DONE OVER THE YEARS, AND IT HARMONIZES
13 WHAT THEY'VE BEEN DOING WITH THE FUTURE NEEDS OF THE
14 ORGANIZATION. SO J.T. IS HAPPY TO ANSWER ANY
15 QUESTIONS. MAYBE WE'LL LEAVE THE SLIDE UP WHILE WE
16 TAKE QUESTIONS FROM THE GOVERNANCE SUBCOMMITTEE.

17 HERE WE GO. LINDA.

18 DR. MALKAS: SORRY. I WAS GOING TO ECHO
19 WHAT YOU SAID, JUDY. I THINK IT'S WONDERFUL
20 ACTUALLY. I THINK IT'S A VERY GOOD REORGANIZATION
21 AND WILL MAKE THINGS MORE EFFICIENT AND ALSO BREAK
22 DOWN SILOS, ANY POTENTIAL SILOS. I THINK IT'S
23 REALLY GOING TO WORK FOR THE OVERALL PIPELINE FROM
24 DISCOVERY INTO THE CLINIC AND BEYOND. I THINK IT'S
25 GREAT.

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1 DR. THOMAS: THANK YOU, LINDA.

2 CHAIRPERSON GASSON: PAT, PLEASE.

3 DR. LEVITT: J.T., SHE TALKED ABOUT YOUR
4 LEADERSHIP COUNCIL, YOU'LL MEET WEEKLY. WHAT'S THE
5 PLAN FOR MEETING WITH HR AND COMMUNICATIONS, WHICH
6 ARE REPORTING DIRECTLY TO YOU, BUT ARE NOT PART OF
7 THAT GROUP? WHAT'S YOUR PLAN IN TERMS OF THE
8 MEETING?

9 DR. THOMAS: YES. SO I HAVE REGULAR --
10 SORRY, PAT. DIDN'T MEAN TO INTERRUPT.

11 DR. LEVITT: NO. NO. GO AHEAD.

12 DR. THOMAS: I HAVE REGULAR ONE-ON-ONES
13 WITH COMMUNICATIONS, WITH KOREN, PLUS A NUMBER OF AD
14 HOC DISCUSSIONS THAT COME UP AS EVENTS WARRANT.

15 WITH RESPECT TO HR, IN SIMILAR CONSTANT
16 COMMUNICATION WITH DENISE AS ISSUES ARISE THAT
17 REQUIRE MY INPUT AND DISCUSSION. AND WE'VE BEEN --
18 IN THE COURSE OF PUTTING THIS ORG CHART TOGETHER,
19 OBVIOUSLY HR HAS BEEN A BIG PART OF THE DISCUSSIONS
20 ON HOW TO COME TO THE VARIOUS POSITIONS AND
21 CONCLUSIONS THAT WE'VE PUT UP HERE. SO A VERY
22 ROBUST RELATIONSHIP WITH BOTH.

23 DR. LEVITT: OKAY. IT'S AN OPPORTUNITY
24 ALSO FOR YOUR LEADERSHIP COUNCIL TO BRING ISSUES
25 AROUND COMMUNICATIONS AND HR TO YOU THAT THEN CAN BE

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1 DISCUSSED WITH THOSE TWO ENTITIES. I THINK THAT'S
2 IMPORTANT BECAUSE THERE'S ALWAYS ADAPTATIONS THAT
3 OCCUR BOTH IN COMMUNICATIONS AND HR BASED ON THE
4 ACTIVITIES THAT ARE GOING ON AND THE PROGRESS THAT'S
5 BEING MADE.

6 SO I TOO, YOU'VE HEARD THIS BEFORE, REALLY
7 APPRECIATE THE ORGANIZATION. IT'S ALSO ALIGNED WITH
8 THE RECOMMENDATIONS THAT WE HAD FROM THE AUDIT TO
9 REALLY ORGANIZE THIS IN A COGENT WAY THAT MADE IT
10 VERY CLEAR ABOUT OVERSIGHT AND ABOUT YOUR ROLE AS
11 PRESIDENT AND CEO. THAT'S GOOD.

12 DR. THOMAS: THANK YOU.

13 CHAIRWOMAN GASSON: OTHER QUESTIONS OR
14 COMMENTS FROM MEMBERS OF THE SUBCOMMITTEE? WELL,
15 J.T., IT LOOKS LIKE YOU WERE YOUR USUAL, EXTREMELY
16 CLEAR SELF IN EXPLAINING THIS. WE ARE NOT ABLE
17 TO -- BECAUSE OF QUORUM, WE'RE NOT ABLE TO VOTE ON A
18 MOTION TO RECOMMEND APPROVAL TO THE FULL BOARD, BUT
19 I WOULD LIKE TO BE ABLE TO GIVE THE FULL BOARD A
20 CONSENSUS OF THIS MEETING. YES, VITO.

21 CHAIRMAN IMBASCIANI: JUDY, THANK YOU.
22 THIS IS MERELY -- I HOPE IT'S NOT SUPERFLUOUS, BUT
23 I'VE BEEN FOLLOWING THE DEVELOPMENT OF THIS I'M
24 GOING TO GUESS NOW FOR FOUR MONTHS AT LEAST WITH
25 J.T. I'M SO IMPRESSED WITH HOW ELEGANT IT LOOKS

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1 THROUGH ITS SIMPLICITY. I THINK, AS PAT SAID, IT
2 SATISFIES, MORE THAN SATISFIES THE REQUIREMENTS OF
3 THE PERFORMANCE AUDIT.

4 BUT I THINK AT THE BOARD MEETING ON
5 SEPTEMBER 26TH, THIS IS GOING TO FOLLOW ON THE
6 AGENDA IMMEDIATELY THE HEELS OF HIS PRESENTATION AND
7 ROSA'S PRESENTATION ON THE STRATEGIC ALLOCATION
8 FRAMEWORK. AND I THINK IT'S GOING TO BE BOTH MORE
9 POWERFUL AND MORE OBVIOUS THAT THIS IS A GREAT
10 SUPPORT FOR THAT REORGANIZATION. AND IT SHOULD
11 GET -- I LOVE IT. I THINK IT'S GOING TO GET SUPPORT
12 ACROSS THE BOARD.

13 CONGRATULATIONS, J.T., THIS IS GREAT.

14 DR. THOMAS: THANK YOU, VITO. THAT GOES
15 TO ALL THE MEMBERS OF OUR EXECUTIVE TEAM AND
16 LEADERSHIP TEAM BEFORE THAT.

17 I SHOULD NOTE, BY THE WAY, PAT, WE HAD OUR
18 INAUGURAL MEETING OF THE EXECUTIVE TEAM THIS WEEK.
19 AND AS ONE MIGHT ASSUME, GIVEN THE WIDE RANGE OF
20 ISSUES, IT WAS A FULL TWO AND A HALF HOURS THAT,
21 AMONG OTHER THINGS, CAUSED ME TO BE LATE TO MY LUNCH
22 WITH MARIA AND GOT ME IN HOT WATER.

23 VICE CHAIR BONNEVILLE: IT IS TRUE.

24 DR. THOMAS: BUT IT WAS A VERY INFORMATIVE
25 SESSION WITH LOTS OF GREAT DISCUSSION ON A NUMBER OF

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1 TOPICS OF NOTE. SO WE'RE OFF AND RUNNING PERHAPS A
2 BIT ON THE ASSUMPTION THAT THE ORG CHART WILL BE
3 APPROVED BY THE BOARD. WE THOUGHT WE'D GET GOING
4 BECAUSE WE HAVE A LOT OF STUFF TO DEAL WITH AS
5 PARTICULARLY WE HEAD INTO WHAT WE HOPE TO BE THE
6 IMPLEMENTATION OF AN APPROVED STRATEGIC ALLOCATION
7 FRAMEWORK LATER THIS MONTH.

8 DR. LEVITT: I WOULD STRONGLY RECOMMEND,
9 GIVEN MY OWN EXPERIENCE WITH MY LEADERSHIP GROUP, I
10 MEET WEEKLY WITH THEM AS WELL. THE MEETING IS NEVER
11 LESS THAN TWO HOURS, NEVER. SO SCHEDULE ACCORDINGLY
12 UNLESS, OF COURSE, YOU'RE GOING TO A DODGER GAME.

13 DR. THOMAS: I'M GLAD YOU BROUGHT THAT UP,
14 PAT, BUT I'LL REFRAIN SAYING ANYTHING FURTHER. I
15 DON'T WANT TO BE ACCUSED OF DWELLING ON THE STANDARD
16 TOPIC, BUT THANK YOU FOR MENTIONING IT.

17 DR. LEVITT: NO PROBLEM.

18 CHAIRWOMAN GASSON: I'M NOT HEARING -- I'M
19 NOT SEEING ANY RAISED HANDS, NOR AM I HEARING ANY
20 DISSENT FROM ANY MEMBERS OF THE SUBCOMMITTEE. IS
21 THERE ANY PUBLIC COMMENT, CLAUDETTE?

22 MS. MANDAC: THERE ARE NO HANDS RAISED.

23 CHAIRWOMAN GASSON: THERE ARE NO HANDS
24 RAISED. OKAY. SO GREAT JOB, J.T. AND TEAM. I
25 AGREE WITH ALL THE WONDERFUL THINGS THAT HAVE BEEN

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1 SAID AND THE IMPORTANCE OF BREAKING DOWN SILOS AND
2 BARRIERS AND WORKING TOGETHER IN THIS VERY
3 HARMONIOUS STRATEGY.

4 SCOTT, DO WE HAVE OTHER AGENDA ITEMS FOR
5 TODAY?

6 MR. TOCHER: WE DO NOT. THIS IS IT, JUDY.

7 CHAIRWOMAN GASSON: WELL, THANKS TO THE
8 VERY EFFICIENT PRESENTATION AND THE GREAT WORK OF
9 THE LEADERSHIP GROUP. UNLESS ANYBODY HAS ANY OTHER
10 MATTER THAT THEY WOULD LIKE TO BRING UP AT THIS
11 TIME, I BELIEVE WE WILL GO AHEAD, ADJOURN THE
12 MEETING, AND GIVE EVERYBODY A HALF-HOUR BACK. ANY
13 COMMENTS, QUESTIONS, ISSUES ANYBODY WANTS TO RAISE?
14 OKAY. SEEING NONE, THANK YOU ALL VERY MUCH. AND
15 LOOK FORWARD TO SEEING YOU AT THE BOARD MEETING IN
16 SAN DIEGO IN A COUPLE WEEKS.

17 (THE MEETING WAS THEN CONCLUDED AT 3:21 P.M.)

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REPORTER'S CERTIFICATE

I, BETH C. DRAIN, A CERTIFIED SHORTHAND REPORTER IN AND FOR THE STATE OF CALIFORNIA, HEREBY CERTIFY THAT THE FOREGOING TRANSCRIPT OF THE VIRTUAL PROCEEDINGS BEFORE THE GOVERNANCE SUBCOMMITTEE OF THE INDEPENDENT CITIZEN'S OVERSIGHT COMMITTEE OF THE CALIFORNIA INSTITUTE FOR REGENERATIVE MEDICINE IN THE MATTER OF ITS REGULAR MEETING HELD ON SEPTEMBER 12, 2024, WAS HELD AS HEREIN APPEARS AND THAT THIS IS THE ORIGINAL TRANSCRIPT THEREOF AND THAT THE STATEMENTS THAT APPEAR IN THIS TRANSCRIPT WERE REPORTED STENOGRAPHICALLY BY ME AND TRANSCRIBED BY ME. I ALSO CERTIFY THAT THIS TRANSCRIPT IS A TRUE AND ACCURATE RECORD OF THE PROCEEDING.

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