

A transcript for
The Silicon Valley Leadership Group
“Projections 2010: Leadership California”
Panel Discussion Five of Five
Belva Davis, Moderator
Held at Santa Clara University Louis B. Mayer Theatre
September 16, 2009

Panel members in order introduced:

Susan Kennedy, chief of staff to Governor Schwarzenegger
Laura K. Ipsen, Senior Vice President of Global Policy and Government Affairs, Cisco Systems

1 **Mr. Guardino:**

2 ...We have saved an amazing but short closing panel that you won't want to miss...Our
3 moderator is the award-winning journalist, Belva Davis, and instead of hearing *about* her, we're
4 going to have you hear *from* her, so please join me in welcoming, from KQED, Belva Davis.
5

6 **Ms. Davis:**

7 Well, it's afternoon, right? So good afternoon. It really is my pleasure to join you for what has
8 been a very interesting, stimulating, thought-provoking series of panel discussion that have taken
9 on so many of the hard issues of today. It's my pleasure to do this, and to listen to other leaders
10 as they have tried to tackle some of the most serious and daunting problems that are facing our
11 state now.
12

13 While you have heard these discussions about housing, transportation, infrastructure, energy, and
14 the environment, taxes, regulation, competitiveness, education, and workforce preparedness, now
15 that the problems are all on the table, it has been left to two brilliant women to tell us what we
16 need to do in terms of leadership development and clarity to get out of some these messes, and I
17 think...you've chosen the right people to do it. So it's my pleasure now to introduce Susan
18 Kennedy, chief of staff to our governor, Arnold Schwarzenegger, and, from the private sector,
19 Laura Ipsen, senior vice president of Cisco Systems.
20

21 Welcome to both of you...Not only do we expect you to have great vision and knowledge of the
22 future, but also to solve these problems in about thirty minutes.
23

24 **Ms. Kennedy:**

25 Done!
26

27 **Ms. Davis:**

28 No challenge there at all. So let us get started...talking about the state in terms of its need for
29 leadership, both within our government as well as in the private sector, because that's what it's
30 going to take, [as] everybody here has agreed to, just about, today.
31

32 Susan, you have had a unique position, having worked for two governors of two different parties.
33 In the olden days, we'd say that is not possible; but you managed to do it.
34

35 **Q:** So if you could tell us, what do you think are maybe three qualities that you'd like to see
36 in our next governor? What must that governor have to start us down the road of changing some
37 of these things?
38

39 **A:** (**Ms. Kennedy**) Well, I think [there are] three qualities that a governor has to have,
40 (which are) being fearless, being independent, and being competitive... Fearlessness, I've come
41 to believe, is probably the most important quality that any elected official can have, but
42 particularly governors. You have to be afraid—unafraid—to fail. The difference between just
43 being a competent manager, and making the trains run, and someone who can actually push the
44 envelope, and get great things done, is someone who is not afraid to fail; because if you're too
45 afraid – I've worked for way too many people who, they have to run for the next office, or they
46 see the world in retrospect, and they say, "Well, you can't do that, because these folks won't let
47 you," or "You're going to anger this constituency," or "You can't get that done because you
48 don't have the tools." So they think in terms of "I can't." *You can't do this*. And I think the most
49 important thing is being willing to try even though you might...not get it right the first...five
50 times you try. But if you're going to do something great, you have to be fearless.
51

52 Independence is...equally important. I think the single...biggest problem with our system today
53 is the allegiance...that most elected officials have to the interest groups that put them into office,
54 and whether it's the financial contributions that they rely on, or whether it's the way our districts
55 are drawn, so that, in a primary, the most partisan elected officials tend to win because they've
56 got constituent groups that are holding them to standards that...are very, very difficult to live up
57 to. Independence.
58

59 And then competitiveness, I think, I've learned from *this* governor, is a *huge* attribute. Wanting
60 to be the best. Wanting California to be the first, the biggest.... You know, that's how you get
61 bold ideas.
62

63 **Ms. Davis:**

64 "Bold ideas." In this valley, I think you've just said the magic words. This is what we do here.
65 Have bold ideas. So Laura, what do you think, from the standpoint of the private sector, are the
66 attributes, the leadership skills, that we should be looking for in the next [governor]?
67

68 **A:** (**Ms. Ipsen**) Sure. Well, I'd probably take the overlay of the expectations of leaders at
69 Cisco and many of the high-tech companies, and what ?we've dreamt? through the culture with
70 our CEO, John Chambers, which is, first, a governor—a future governor—has to have a strong
71 vision; but it's not just about a vision. It's a vision that's five to ten years out. That's what we
72 dream in the valley. That's what I think the state needs to dream, as well. That's what other
73 countries do, and California is the size of a pretty large country. So it's really vision, but it's
74 vision tied to a bold strategy, and the ability to execute. And I think, for California, we're at a

75 crossroads where it's the combination of that vision and strategy and execution coupled with a
76 culture for the state, a culture for how government works and communicates with citizens, that
77 will create a model for collaboration.
78

79 And then finally it's about someone who's going to be innovative, being a risk-taker. That's
80 what we live and breathe in Silicon Valley is to take that innovation and drive it through. For
81 government, it's about really turning the government inside-out and thinking about new ways
82 that we drive education, healthcare, the energy future, and that's really what we need to drive,
83 and then it's really the personal attributes of the governor.
84

85 Our governor uses innovation. Our governor Twitters. Our governor – I know you don't see
86 this? in our governor yet. Our governor Twitters. Our governor sends video messages to other
87 leaders using our flip video to communicate differently, because [communication] has to change
88 as leaders in the state [begin] to evolve.
89

90 **Ms. Davis:**

91 **Q:** Is it possible, in this environment, Susan, to really have a vision that's five or ten years
92 out, and have the [citizenry], who are accustomed to quick fixes and quick answers, take that
93 person seriously?
94

95 **A: (Ms. Kennedy)** Absolutely, it is, but you have to ride a wave. I mean...this governor
96 actually made some of the most dramatic investments in our infrastructure in large part because
97 of pushing from Silicon Valley, and our transportation system, and our physical infrastructure,
98 than in the last seventy-five years, and I can talk a little bit about that, if you want; but...it
99 was...the biggest, boldest infrastructure plan. It went out more than ten years, and we're in the
100 process of building it. But we did that when the economy was...pretty stable. California was
101 doing okay, and then we had plans to do massive education reform, and...once the economy
102 went down, and we were stuck – We're facing – We had to get through the worst recession since
103 the Great Depression, it's very difficult, then, to manage that crisis, and then also do great
104 change. So you have to be—your timing has to be—right, and you have to be willing to seize the
105 moment.
106

107 **A: (Ms. Ipsen)** I think adding one, if I can. You know, the...vision that the governor has
108 taken around the environment, and the leadership on AB 32, and on the increase for the
109 renewable portfolio standards to 33 percent – that's not only a leadership opportunity for
110 California, but it is for the world. It's the boldest across the country, and what does that do? With
111 that comes a pathway for innovation. With that comes a pathway for the future of energy and
112 jobs in this state. It will, you know, have...an economic impact at some level short-term that may
113 be hard to change, but it is going to drive our clean tech and green tech ultimately in the right
114 direction, and California and the United States can lead that.
115

116 **A: (Ms. Kennedy)** And nationally.
117

118 **Ms. Ipsen:**
119 Absolutely!

120
121 **A:** (Ms. Kennedy) The federal government is actually following California on our tailpipe-
122 emission standard, on our RPS goals, and so...we're absolutely driving a national and an
123 international movement on some of these, and that's starting in California.

124
125 **Ms. Davis:**
126 Laura, your company operates around the globe, so we were looking for examples that we could
127 turn to for leadership in this very complex state.

128
129 **Q:** Do you have any suggestions of what we could learn from others to fix some of these
130 complex problems in California?

131
132 **A:** (Ms. Ipsen) From other countries around the world?

133
134 **Ms. Davis:**
135 Well, within this country. We'll limit it to that. I was really speaking to your experience, because
136 of your company and its position in dealing with a complex environment.

137
138 **A:** (Ms. Ipsen) Right. Well, I...certainly think,...whether it's government, and how they
139 innovate their own operations, or drive policy, I'd like to think that California is doing a lot of
140 the right things, and that we should be benchmarking with other states. My fear is that we're
141 just—if we're just—using our next-door neighbor to create the future of California, I don't think
142 we'll succeed, because I think California is unique in terms of the diversity of our businesses, our
143 culture, and the vision that we have for the future. So, certainly, there are great opportunities in
144 other states where information technology is being used in education or health care, but I think
145 California is just fundamentally different, that we're not a follower. We're going to be leading all
146 of that. I think that's really up to the governors that we've been doing that.

147
148 **Ms. Davis:**
149 Would you agree with that, Susan? Can we learn from other states?

150
151 **A:** (Ms. Kennedy) Absolutely. I mean, you know, we've...looked at every other state in the
152 U.S. as to why California is so different with regard to our budget system, and it's very clear,
153 from looking at these other states that have experienced the, you know, deep hits with the
154 recession, they don't have this – their...governments don't have the same wild swings in revenue
155 because their...tax structure is different.

156
157 So the governor last year appointed a commission that is just wrapping up its work to see if we
158 can revamp California's tax structure so that we have...a more economically friendly climate for
159 innovation and investment, but also just to stabilize the revenues. I heard all these other speakers
160 before us talking about, you know, you just have to make a priority of investing in education.

161 Well, if the money is not there, the money is not there, and you can't plan – back to your first
162 question – you cannot plan year-to-year for how you're going to turn around a problem, or invest
163 in human capital, or in *any* system, if you...know for a fact that your revenues are going to swing
164 by, you know, 25- 30-, 40-percent swings in revenue.
165

166 So I mean we...have this constant state – We're in this constant state of investing and then
167 ripping apart everything that's discretionary. Trying new things, pilot programs, and then ripping
168 them apart, because our revenue stream is so progressive and so dependent upon volatile, you
169 know, personal income tax, capital gains, and other very volatile revenue streams, we can't
170 invest. But it will take *enormous* courage in order to change that system.
171

172 **Ms. Davis:**

173 Also, we're heard a lot about education, mostly agreement among most of the panelists today. So
174 let us hear from you two.
175

176 **Q:** Susan, I know you have some good ideas or strong ideas about where we should go in
177 terms of education reform.
178

179 **A:** (**Ms. Kennedy**) Well, I think – Well, first of all, in terms of education funding, California
180 is twenty-sixth in the country....When people say that California ranks very low, at the bottom,
181 they're not counting all the revenue. They're not counting lottery funding. They're not counting
182 the non-prop 98 dollars. So the National Education Association has us ranked right about the
183 middle of the...country,...just below the national average.
184

185 But it's not about money. I mean I've got a district in my county that actually has seventy
186 thousand dollars (\$70,000) per pupil spending. I'm not kidding – seventy thousand dollars per
187 pupil, and their...test scores are not – you know, they're not all rocket scientists coming out of
188 this district. So it's not about the money. It's about how we spend it, and, you know, in...an
189 atmosphere up in Sacramento where resources are very stretched when you have a downturn like
190 we are in right now, I mean it takes a tremendous amount of political courage to put your money
191 where your mouth is when it comes to, you know,...trying to reform education funding,
192 and...provide the resources.
193

194 We -- This governor put forth a billion-dollar cut to the prison system, which is one of the
195 fastest-growing parts of our budget, and it took some courage in order to put, you know, these
196 things out on the table, and we had to—the governor had to—actually threaten to veto the budget
197 earlier this year because they didn't want to take it out of the prison system. They wanted to take
198 it out of higher education, and the governor said, "I will veto the budget if you take that much
199 money out of the higher-education system." And we just – we got part of what we asked for, but
200 because it was—it's a very politically difficult vote. The money's got to come from somewhere.
201 And if you're too scared to take it out of, you know, the prison system, then it's going to come
202 out of higher education and other parts of the budget.
203

204 **Ms. Davis:**
205 Laura, your thoughts on education, where we are, and where we should be looking, ...and what
206 kind of leadership we should be looking for, to turn this around?
207

208 **A:** (Ms. Ipsen) Well, let me take education back to what we believe is one of the biggest
209 drivers in the...state and the country for productivity,...which is innovation in the high-tech
210 workforce. It's hard to grow that workforce when we're not getting enough students into math
211 and science and computer sciences. You know, we are not growing those numbers. When I met
212 with Belle Wei, who's the dean of engineering at San José State, she said that the numbers are
213 going down. Fewer students are going into computer sciences because there's a buzz around the
214 valley with families that if you go and study computer sciences, your job is going to go overseas,
215 or you won't have a job. So that *is* a concern. It's something we have to fix. We want anybody
216 who's going to go and study those and get a master's, to get a green card ?stapled? if
217 they're...not from this country; but we want to attract the best workforce in the world and keep
218 them here despite where they're coming from to be educated. So that's a huge challenge, and
219 when you look at the economic issues across the state, the high-tech payroll is equivalent or
220 larger than the budget of California. The average high-tech worker is over a hundred and seven
221 thousand in the private sector. We need to increase those jobs because, for every one of our
222 engineering jobs at Cisco, we attract five more jobs. So I think education and the economy are
223 inextricably stuck together, and we need that pipeline from...out of preschool, a child from
224 preschool, all the way up. We've got to fix and transform education at the highest levels to make
225 sure, when we build that pipeline, that our children are going to go and study for the critical next-
226 generation jobs for California and for the country.
227

228 **Ms. Kennedy:**
229 Can I challenge something you said?
230

231 **Ms. Ipsen:**
232 Sure.
233

234 **Ms. Kennedy:**
235 'Cause I don't know where you got the stat that...those numbers are going down. I'd really like
236 to see them, because the stats that I've seen show that, in the last four years –
237

238 **Ms. Ipsen:**
239 At San José State.
240

241 **Ms. Kennedy:**
242 Oh, okay. 'Cause...we found that there has been a dramatic improvement in children, in kids
243 taking higher, you know, advanced courses like physics, calculus, algebra, algebra 2, and that's
244 actually one of the bright spots that we have found in...California is that,...with such a
245 concentration on these kind of the math-intensives over the last eight years, really, we've

246 actually had a great improvement in the number of students taking those [kinds] of courses. So if
247 there's a reversal in that anywhere, I mean it's –

248
249 **Ms. Ipsen:**

250 Absolutely. It's then going with...things—pushing for things—like STAM, and students taking
251 that, *then* going into advanced accelerated courses, and that was one of the perspectives that the
252 dean of engineering shared is, their numbers are going down in critical areas like computer
253 sciences.

254
255 **Ms. Kennedy:**

256 Got it.

257
258 **Ms. Ipsen:**

259 And the trends aren't going in the right direction. They're not going in the right direction for the
260 country versus China and India, which we all know and see. But when you look at *those*
261 statistics, too, you also have to say, "How many of our graduates are actually employable?"

262
263 In India, it's eighty percent of their advanced-degree graduates are technically not employable
264 for something that they call "soft skills" into the workforce. So you have to really dice those
265 numbers to understand how competitive are our graduates in technology, math, and sciences,
266 versus the world, because we're not just competing against our neighbors in the United States.
267 It's a global economy....So I agree with you, Susan

268
269 **Ms. Kennedy:**

270 The question you asked earlier about, you know, where we need to go. I see one of the biggest
271 danger spots is our investment in higher education, without question. I mean that *is* the driver for
272 *so* many of our high-tech industries, and the collaboration between different sectors of the
273 economy – biotech in San Diego, nanotechnology in the Bay Area, and our investment in higher-
274 ed is probably the scariest thing that I see.

275
276 **Ms. Davis:**

277 Well, you...mentioned, Susan, some of the vision of the governor that you serve now.

278
279 **Q:** So we can have a leader with vision who wants to do good things; but is our system so
280 complicated that even a great leader with great ideas is going to find it difficult or almost
281 impossible to improve these situations in our state?

282
283 **A:** (**Ms. Kennedy**) Well, you have to pick your battles, and I mean I think,...right now,
284 everything is so overshadowed by our economy, and what's happening with the state budget, that
285 a lot of the reforms and a lot of the things we have achieved, you don't even know about,
286 because it's all archaic, internal stuff that's gone on, but we've actually made some tremendous
287 reforms of government efficiencies itself that I hope some day, you know, the world will know
288 about. But you have to pick your battles.

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The structure of California government is so dysfunctional it is designed for paralysis. It is designed for partisan gridlock, and so...the governor has to use very blunt instruments in order to achieve great change over, you know, the institutionalized defenders of the status quo. It's...very difficult, and it takes...a while to learn the ropes on how to do that, but...you do need a leader with visionary – a sense of vision, but you also need to have somebody who is totally independent, and really does not care if they're going to get re-elected, or doesn't care if they're going to lose support among, you know, a key constituency group, and those are hard to come by.

A: (Ms. Ipsen) And I think this governor is unique in that capacity, because he's not looking to get re-elected, and the challenge will be, he has been a great collaborator on both sides. He's working in the best interests of the state. The challenge will be, will our next governor have those...same opportunities, or will they—will the next governor—create those opportunities so that we don't have someone with one hand held behind their back?...

A: (Ms. Kennedy) See, we're handicapped in California, because, if you're a...successful California governor, you are automatically on the short list to be a presidential candidate. It doesn't matter who you are. And so the fact that this governor is ineligible to be president is probably the only reason that we were able to do certain things over the course of the last year, because you can't...function when everything, everyone around the country, is looking at you, "Whoa! The California governor is...automatically on the short list." The political party opposite you is not going to allow you to have victories in order to be a candidate, and so you are stymied just by being a California governor who...could be president.

Ms. Davis:

We've talked a lot about leadership in government. Let's talk about it from the private sector [perspective], if we can.

Q: Laura, your CEO, John Chambers, is one of the most active and engaged CEOs in the country. So what would you -- ?as are you? – What would you, from Cisco, suggest to other CEOs in the private sector? What would you suggest to them in terms of getting involved and trying to strengthen our state? Is it possible to be successful in the private sector, and active, as you're proving it ?to a? degree, in helping government improve its operation?

A: (Ms. Ipsen) You know, I think no matter what the size of the company, obviously, we...cannot, as maybe the valley was accused of doing ten or fifteen or twenty years ago, not engage with government, because we are inextricably intertwined, and we have a vested interest, and it's the right thing to do, which is why my CEO, John Chambers, is very engaged with government, trying to come up with what are the solutions to solve the toughest challenges for the economy and education, with health care.

331 It was very interesting, and I see one of my friends from Nasdaq sitting out there, because we
332 hosted Ed Knight, their general counsel, yesterday at Cisco with a—the—group of leaders in
333 high-tech companies -- Nasdaq members, small, medium, and large, and this question came up,
334 and he said, “Now is the time where the Obama administration is looking for solutions.”
335

336 And I think, as the valley, sometimes we struggle to say, “How do we show up in Washington or
337 Sacramento, to make a difference?” And it’s not just about the largest companies showing up.
338 It’s about an ecosystem, because it’s the small companies [which have] been the innovations that
339 oftentimes have the most creative ideas.
340

341 So I would say we must be engaged. We must engage as a community of a diverse range of
342 companies. We must share a perspective. We must go there with not ten things, but what are the
343 one or two things that...we believe, as innovators, we can do to move the U.S. economy along,
344 whether it’s in the debate *du jour* right now in Washington, health-care reform, or other areas.
345 We also need to go to Washington to explain how things like deferral, the removal of tax deferral
346 in our overseas profits will impact our ability to create and grow jobs in this country, and be
347 successful in the future. So it’s a must-do.
348

349 And I think it’s not only flying into Washington. We have to do it differently. We need to use
350 our IT infrastructure, our communications technologies, to communicate differently, whether
351 that’s through video or things like TelePresence that Cisco provides.
352

353 We’re meeting with leaders in Washington. We met with the chairman of the FCC, with four or
354 five CEOs around the country using TelePresence. So this is how we have to communicate in the
355 future, and show them how technology can make government more productive. How do we
356 collaborate more effectively, without having what we’ve been accused of, or, you know, many of
357 us are out here in California, in the innovation community, and we fly in. We do a CEO fly-in
358 that we – we need to be engaged, all of our CEOs, with groups like the Silicon Valley Leadership
359 Group, that advocates, that is not once a year, but it’s a constant drum beat, and everyone needs
360 to be at the table.
361

362 **Ms. Kennedy:**

363 I want to add something there.
364

365 **Ms. Davis:**

366 ...I’d like for you to comment on...what Laura just said.
367

368 **A:** (Ms. Kennedy) Everything Laura said is absolutely right...Every CEO has to have a
369 sense of ownership of their representatives in Sacramento and Washington....The Washington
370 representatives tend to be much more in tune with the businesses in their back yard, and what
371 their needs are, and understanding...how government regulations at any level [affect] them, or
372 the tax structure, whatever.
373

374 There is a tremendous disconnect in Sacramento, and you've got, especially with term limits, and
375 you have so...many new legislators churning in and out of their...seats, you've got people who
376 don't understand most of the technical issues about, you know, a tax bill, or how a regulation
377 might affect your ability to hire or maintain employees, or expand in the area or not. And so that
378 personal relationship instead of – You don't go up once a year to a...reception in Sacramento,
379 and expect them to understand the issues. You have to assume that it's your responsibility to
380 have a relationship *with* those representatives and help them understand what the issues are, or
381 they will not be able to effectively make the kind of change you need up in Sacramento.
382

383 **Ms. Davis:**

384 So moving to Sacramento, Susan.

385
386 **Q:** Other than the so-called “big five” legislative leaders, and the governor, who in
387 Sacramento do you think is in the best position to influence public policy in California to
388 strengthen our economic competitiveness?
389

390 **A:** (**Ms. Kennedy**) I think it's definitely the leaders of...the companies that are actually
391 conducting the business. We made some changes in Sacramento during the course of the year on
392 things that are very technical, but net operating loss, conforming with the federal government on
393 that. Single-sales factor. These are...*huge* issues, tax issues, that put California at a *severe*
394 competitive disadvantage, and it...was very complicated to get them changed. The only way that
395 we...could get those changed is by using companies like Cisco to...actually do it, run a
396 campaign to educate their members about this, 'cause they—we—can go up until we're blue in
397 the face, and tell them, “This is what we think you need to do.” And it's like we're just another
398 political player in Sacramento. These are the guys who actually have the jobs in their back yard,
399 and so *the* single-most important influence are the businesses that...are hiring people, and
400 employing people, in the back yards of the legislators, and they need to hear and understand.
401

402 **Ms. Davis:**

403 A last question for both of you.

404
405 **Q:** California Forward has outlined several specific proposals for comprehensive budget and
406 government reform. Which do you think are the most important? In other words, how would you
407 rank our crisis?...The problems that we're facing, and many of them are in crisis, like education,
408 and not having the financial resources to do what we should do.
409

410 **A:** (**Ms. Kennedy**) I think there's...no question that our fiscal instability, and the revenue—
411 the volatility of our revenue—is the source of most of the crises that we face. And until you
412 solve the revenue volatility,...it is going to lead to crises in education, or...take away your
413 ability to invest in education, or fix an education system, because if you can't – if all you're
414 doing is finding ways of cutting money out of the...system, you can't really – It's very difficult
415 to effectuate change....If you don't have a stable revenue system, you can't invest in our water

416 infrastructure, and, you know, things like that. So, without question, the...top priority is...the
417 fiscal instability of our revenues.

418
419 **Ms. Davis:**

420 Laura, what are your thoughts? How should we prioritize?

421
422 **A: (Ms. Ipsen)** To add on to what Susan said, I think, from a business perspective, we'd like
423 to see the state run more like a business, right? The citizens are the shareholders. We need to not
424 only look at where we save money, and squeeze out what's not productive, I think, which was
425 mentioned earlier; but, at the same time we do that, when we hit an economic downturn, we look
426 at cost efficiencies and cost reductions and future investments, because it's going to take us
427 twelve to eighteen months or more to grow those future revenues. On top of that, we believe it's
428 about education, energy, and health care. Those are the three big issues that we think, from
429 Cisco's perspective, that we can impact dramatically, using innovation as a lever.

430
431 **A: (Ms. Kennedy)** And I think that's where we see the debate between...both plans as a step
432 forward, thinking about if we have that vision, how we're going to execute on it.

433
434 **Ms. Davis:**

435 Well, we obviously chose the right two people for our closing statements today. Thank you.
436 (applause)

437
438 **Mr. Guardino:**

439 Susan Kennedy, Laura Ipsen, thank you so much for joining us today. Susan receives the drove-
440 the-furthest-on-this-panel award, so we wanted to provide you with this small memento of your
441 time on *this* visit to Silicon Valley. As chief of staff to Governor Schwarzenegger, as former
442 cabinet secretary to governor Davis, you've worked with hundreds of members of the California
443 legislature. So, as a small thank-you for your time with us today, we thought this gift might best
444 prepare you for once again working with the legislature during the two upcoming extraordinary
445 sessions, one on tax policies, one on education, We thought your own DVD edition of
446 *Kindergarten Cop* might be appropriate....

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449 /WPP

450 September 21-24, 2009