v. 4/04/06

A "PLAN FOR A PLAN":

THE DEVELOPMENT OF A SCIENTIFIC STRATEGIC PLAN FOR THE CALIFORNIA INSTITUTE FOR REGENERATIVE MEDICINE

Zach W. Hall, Ph.D.
President and Chief Scientific Officer

April 6, 2006

PRINCIPLES OF THE PLANNING *PROCESS*:

The development of the scientific strategic plan for the California Institute for Regenerative Medicine (CIRM) will be guided by the following principles:

1. ***Science in the service of therapy*** The strategic plan will be solidly based in science and clearly directed toward the development of specific therapies and diagnostics.

2. ***A Working Plan*** The strategic plan will set overall goals and objectives and direction for their implementation, including a set of priorities, approximate budgets and a coordinated timetable for achieving scientific and clinical objectives. The plan will give a detailed program for the first two years and be more flexible for future years. The plan must ensure that CIRM funds are used prudently and to maximum scientific and medical benefit.

3. ***A Living Plan*** The plan will be reviewed periodically, its progress evaluated according to built-in milestones and strategies updated in response to new scientific opportunities or challenges.

4. ***Stakeholder participation*** At all stages, the planning will reflect the input of stakeholders, including basic and clinical scientists, patient advocates, and representatives from non-profit research institutions, philanthropic institutions, the private sector and government.

5. ***Transparency*** The development of the plan will be carried out in a transparent way. Progress will be reported and input sought at public meetings. Participants and accounts of all meetings will be made available. Progress in development of the plan can be followed from the CIRM website.

Organization and Responsibilities

The President and staff of CIRM will be responsible for developing a draft of the Scientific Strategic Plan, in consultation and with input from all stakeholders, including scientists, patient advocates and representatives of the public. The draft will be presented to the ICOC for its consideration, modification and final approval.

1. The **ICOC** will be responsible for:
    a. Formulating the scientific mission statement and overall long-term objectives of the plan.
    b. Providing advice, suggestions and input at public meetings and at each ICOC meeting.
    c. Participating, as members, in interviews, committees and at focus meetings
    d. Formal consideration of the draft, with modifications or revisions to be done either by the ICOC or, if requested by the ICOC, major revision and return for further consideration.
    e. Final approval of the plan

2. In organizing plan development, the **President** will work through the following committees and working groups.

    a. **Strategic Plan Advisory Committee** (current members; others may be added as needed).
        Zach W. Hall, Ph.D., (Chair), CIRM President and CSO
        Robert Klein, Chair of the ICOC
        Ed Penhoet, Ph.D., Vice-Chair of the ICOC
        Jeff Sheehy, ICOC member, patient advocate
        Sherry Lansing, ICOC member, patient advocate
        Paul Berg, Ph.D., ICOC alternate
        David Baltimore, Ph.D., ICOC member
        William Rastetter, Ph.D., former President and CEO, Biogen-Idec
        George Daley, M.D., Ph.D., Harvard Medical School
        Steve Forman, M.D., City of Hope Hospital

The Advisory Committee will meet every 3-4 weeks in public meetings to review progress, suggest new directions and to give general guidance and oversight during formulation of the plan.

    b. **Coordinating Committee**
        Zach Hall, Ph.D., (Chair)

Arlene Chiu, Ph.D. (Co-Chair), CIRM Director of Scientific Activities
Mary Maxon, Ph.D., CIRM Deputy Vice-Chair
Patricia Olson, Ph.D., CIRM Scientific Officer
Gil Sambrano, Ph.D., CIRM Review Officer

Consultant staff

The Coordinating Committee will meet weekly to monitor scope and progress of the project; to approve procedures; to monitor and modify assignment of duties, as necessary; to propose changes in work plan or scope as needed.

c. **Working Group**
Patricia Olson, Ph.D.
Other CIRM staff, as needed
Consultant staff

The Working Group will be responsible for the daily progress of the planning. It will organize meetings and interviews; track and organize data for analysis; keep records; update public information.

3. The **public** will participate through public meetings, through comments at ICOC meetings, and, by invitation as needed, at small meetings focused on particular topics. There will be a website to receive public comments and suggestions. We will seek outside input from patient advocates, scientists, the private sector, public interest groups, and others who may be interested.

Developing the Draft (April – October, 2006)

The plan will be developed in several stages, using input from many sources.

1. **Data gathering and assessment**
   A. Meetings:
      i. Scientific Conference (October, 2005; see report)
      ii. ICOC meetings (see below)
         - June: formulate mission statement and long-term objectives
         - August: formulate values the plan should embody
         - October: consider draft, and direct CIRM staff to make revisions
         - December: possible plan adoption

B. Meetings for ICOC members and the public
- May: San Francisco
- July: Los Angeles or San Diego

C. Public hearing, Los Angeles or San Diego

D. Interviews (April 15-June 15)
   i. Conduct internal and external interviews with experts and stakeholders, including ICOC members as appropriate.
   ii. Develop summaries from the interviews.

2. **Analysis: Identify and Organize Themes (June – August)**
   a. Analyze, compile and summarize results of interviews, focus groups and other meetings.
   b. Identify themes and focus areas for research
   c. Define short-term, medium-term and long-term strategic objectives and goals.
   d. Prioritize and sequence ideas, suggestions and needs to meet goals and objectives
   e. Establish specific action steps needed to meet goals and objectives, including appropriate grants mechanisms
   f. Organize the action steps into a time line with specific milestones and success metrics.
   g. Develop preliminary outline

4. **Organizing the Elements into a Comprehensive and Coherent Scientific Plan (August – September)** .
   a. Develop annotated outline
   b. Set proposed dates and budgets
   c. Describe grant mechanisms and how they will achieve objectives
   d. Develop detailed 2 year plan for RFAs
   e. Develop outline of longer term plans
   f. Organize into single draft document

5. **Final Steps**
   a. Present draft to ICOC and other stakeholders for comment (October, 2006)
   b. Carry out revisions suggested by ICOC
   c. Present final plan for approval (December, 2006).

SIX MONTH TIMETABLE FOR PRODUCTION OF THE DRAFT:

ICOC meetings: **April, June, August and October**

Scientific meetings: **April - July**

April 15-June 15: Initial round of interviews

May: Scientific Meeting ICOC

June: ICOC Mission Statement and Long-Term Objectives

August: ICOC Values for Strategic Plan

June-August: Identify and organize themes

August: Meetings and follow-up interviews completed

August-September: Organization and write-up of draft

October ICOC meeting: Presentation of Draft Plan

October-December: Draft Plan revision and modification

December ICOC meeting: Adoption of Final Plan