

California Institute for Regenerative Medicine  
Meeting of the Independent Citizens Oversight Committee

DRAFT Strategic Plan Values / Principles for Discussion  
with the ICOC on August 1 and 2, 2006

**Values / Principles Articulated during CIRM Strategic Planning Activities**

Presented below, in no particular order, are the values / principles and related thoughts that were shared with the CIRM during the course of its strategic planning activities (interviews, scientific conferences, focus groups, etc.):

1. **Science in the service of therapy.** CIRM's activities should be solidly based in science and clearly directed toward the development of specific therapies and discoveries related to novel therapies.
2. **World-class science.** The CIRM will enable, embrace, and orient around the application of world-class science toward novel discoveries and therapies.
3. **Urgency.** Time is of the essence. Cutting down the amount of time required to develop therapies and streamlining that process is critical.
4. **Collaboration / Partnership.** There needs to be a focus on collaboration and partnerships, not competitiveness. Not just encouraging collaboration and partnerships, but insisting on them to create a sense of sharing.
5. **Knowledge Sharing.** Requiring knowledge sharing among CIRM funded researchers and seeking ways to develop formal mechanisms for the systematized, transparent capture and transfer of knowledge so that valuable time and information will not be wasted.
6. **Innovation / Risk-taking.** CIRM must do what is innovative. One of the strengths of CIRM is it is an innovative body. CIRM shouldn't limit itself.
7. **Leadership.** This can be demonstrated as being a catalyst to mature a very early industry. CIRM can create an environment for innovative thinking that will grow the more it is fed.
8. **Transparency / Active Communication.** Not just transparency in all CIRM's activities, but engaging in active communication with and fostering active communication among all stakeholders.

9. **Accountability.** Success has to be something that shows that some true benefit has been achieved, that an actual benefit has been accomplished and can be quantified. CIRM should communicate to all of California that it is a good investment that is paying off.
10. **Integrity.** Stem cell science is a controversial science, so the value of integrity is important. CIRM has to operate with integrity and be above reproach.
11. **Dynamism / Flexibility.** One of our goals is to have a granting process that recognizes the dynamic nature of research. This is how we improve the speed of discovery and the ability to capitalize on changes in direction so we don't cripple science as it dynamically and spontaneously moves forward.
12. **Opportunism.** The issue is scientific readiness. There are things that have happened and are happening that will feed into whatever CIRM does if it responds to these opportunities in an opportunistic manner. If CIRM can identify scientific readiness with respect to a disease or a critical technology that should be one of its first priority areas for support.
13. **Selectivity.** CIRM should do what no one else can do. Priority should be given to the types of research and activities that only CIRM can support. CIRM should fill the gaps.
14. **Leverage.** CIRM should take advantage of and build upon existing resources, related efforts, and research conducted to date.
15. **Efficiency.** The goal is to minimize any interests that might distract the Institute from its imperative for innovation and pursuit of therapies.
16. **Integration.** CIRM should seek to improve health by leading the development and accelerating the application of stem cell-based biomedical technologies and treatments. The Institute should commit itself to integrating the chemical, physical, and engineering sciences with the life sciences to advance basic stem cell research in the service of therapies.
17. **Sustainability.** Achieving milestones creates justification for the continued efforts of the Institute. Whatever is accomplished by the CIRM should be accomplished in a way to justify continued progress.
18. **Diversity.** CIRM must remember the diversity of the stakeholders across the state and the value of that diversity.

**Examples of Values / Principles / Aims from Other Strategic Plans**

Presented below, in no particular order, are the values / principles / aims articulated in the strategic plans of other entities comparable to CIRM:

***National Institute of Biomedical Imaging and Bioengineering (NIBIB)***

"The NIBIB has a commitment to continually revolutionize medical technology to improve human health worldwide. Our success in this mission is based upon the acceptance of shared core values:"

1. **Excellence.** We consistently seek and achieve the best.
2. **Innovation.** We are willing to take risks, readily embrace new approaches, and actively pursue ground-breaking ideas.
3. **Integrity.** We act as ethical, open, and honest stewards of the public trust.
4. **Partnership.** We work in collaborative efforts to maximize the beneficial impact on human health.

***National Science Foundation (NSF)***

"The NSF core values are both essential and enduring tenets that influence everyone in the organization. The distinctive culture they generate gives NSF its integrity and unique character. At NSF, we are"

1. **Visionary.** Imagining the future, working at the frontier, realizing the full potential of people, furthering promising ideas wherever and whenever they arise, and encouraging creativity and initiative.
2. **Dedicated to Excellence.** Continually improving our ability to identify opportunities; optimally invest the resources entrusted to us; manage a diverse, capable, motivated organization; reward accomplishment; and share our best insights with others.
3. **Broadly Inclusive.** Seeking and accommodating contributions from all sources while reaching out especially to groups that have been underrepresented; serving scientists, engineers, educators, students, and the public broadly across nation; and exploring every opportunity for partnerships, both nationally and internationally.
4. **Accountable.** Operating with integrity and transparency, maintaining quality and relevance in administration, management, and oversight.

*Wellcome Trust*

"Over the next five years, our aims will be:"

1. **Advancing knowledge.** To support research to increase understanding of health and disease, and its societal context
2. **Using knowledge.** To support the development and use of knowledge to create health benefit
3. **Engaging society.** To engage with society to foster an informed climate within which biomedical research can flourish.
4. **Developing people.** To foster a research community and individual researchers who can contribute to the advancement and use of knowledge
5. **Facilitating research.** To promote the best conditions for research and the use of knowledge
6. **Developing our organisation.** To use our resources efficiently and effectively.