

**BETH C. DRAIN, CA CSR NO. 7152**

BEFORE 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: HYATT REGENCY  
SAN FRANCISCO AIRPORT

DATE: DECEMBER 14, 2023  
9 A.M.

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

FILE NO.: 2023-40

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DECEMBER 14, 2023; 9 A.M.

CHAIRMAN IMBASCIANI: THANK YOU, MR. TOCHER. GOOD MORNING, EVERYONE. THIS IS DR. VITO IMBASCIANI. I'M THE CHAIR OF THE ICOC, CIRM'S GOVERNING BOARD. I WANT TO WELCOME YOU ALL TO THIS LAST BOARD MEETING OF 2023 AS WE DRAW THE YEAR TO AN END AND START THE CELEBRATION OF THE VARIOUS HOLIDAYS. AND I WANT TO MAKE A MENTION THAT THIS, I GUESS, IS THE FIRST MEETING OF CIRM'S 20TH YEAR BEING IN BUSINESS AND WE START TO ROUND OUT THE END OF OUR SECOND DECADE AS AN ORGAN OF STATE GOVERNMENT AND AS A GRANTING INSTITUTION FOR THE ADVANCEMENT OF SCIENCE AND REGENERATIVE MEDICINE.

WE HAVE A PACKED AGENDA THIS MORNING. I DO WANT TO MAKE A COUPLE OF REMARKS FIRST. AND THE FIRST REMARK IS RELATED TO THE CONDUCT OF TODAY'S MEETING. SHORTLY AFTER MY REMARKS, WE'RE GOING TO ENGAGE IN A DISCUSSION OF THE RESPONSIBILITIES AND THE DUTIES OF AN INTERIM CEO DURING THE PERIOD THAT WE CONDUCT THE SEARCH FOR A PERMANENT CEO AND PRESIDENT. THAT WILL BE CONDUCTED DEVOID OF SPECIFIC NAMES AND OTHER IDENTIFIERS IN OPEN SESSION. THEN WE'LL RECONVENE IN CLOSED SESSION TO DISCUSS SPECIFIC CANDIDATES AND OTHER RELATED

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1 MATTERS THAT RELATE TO PERCENT EFFORT AND SALARY AND  
2 THINGS LIKE THAT. THEN WE WILL COME BACK INTO OPEN  
3 SESSION AND VOTE ON THE SELECTION OF A CANDIDATE AND  
4 THOSE OTHER MATTERS I JUST REFERRED TO.

5 WHEN THAT MATTER IS CONCLUDED, WE WILL  
6 CONSIDER THE CRITERIA, HAVE A DISCUSSION ON WHAT  
7 FEATURES, WHAT CHARACTERISTICS ARE WE LOOKING FOR IN  
8 A NEW CEO.

9 ABSENT A PRESIDENT/CEO AT THIS MEETING, I  
10 THOUGHT I WOULD FOLLOW THOSE REMARKS WITH A SORT OF,  
11 AS IS TYPICAL OF MEETINGS AT THE END OF THE YEAR, A  
12 RETROSPECTIVE TO LOOK BACK ON WHAT'S BEEN  
13 ACCOMPLISHED OVER THE LAST MONTHS. BEFORE I DO  
14 THAT, I'M REMINDED THAT WE PROBABLY, NOW THAT WE'VE  
15 GOT A QUORUM, WE SHOULD TAKE THE ROLL CALL. SCOTT.

16 MR. TOCHER: THANK YOU. HAIFAA ABDULHAQ.

17 DR. ABDULHAQ: PRESENT.

18 MR. TOCHER: MOHAMED ABOUSALEM.

19 DR. ABOUSALEM: PRESENT.

20 MR. TOCHER: KIM BARRETT.

21 DR. BARRETT: PRESENT.

22 MR. TOCHER: DAN BERNAL. GEORGE  
23 BLUMENTHAL.

24 DR. BLUMENTHAL: HERE.

25 MR. TOCHER: MARIA BONNEVILLE.

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1 VICE CHAIR BONNEVILLE: PRESENT.  
2 MR. TOCHER: JOYCE SACKY FOR LINDA BOXER.  
3 DR. SACKY: PRESENT.  
4 MR. TOCHER: JUDY CHOU. MICHAEL BOTCHAN  
5 FOR CAROL CHRIST. LEONDR A CLARK-HARVEY.  
6 DR. CLARK-HARVEY: PRESENT.  
7 MR. TOCHER: MONICA CARSON.  
8 DR. CARSON: PRESENT.  
9 MR. TOCHER: ANNE-MARIE DULIEGE. YSABEL  
10 DURON.  
11 MS. DURON: HERE.  
12 MR. TOCHER: MARK FISCHER-COLBRIE. FRED  
13 FISHER.  
14 DR. FISHER: HERE.  
15 MR. TOCHER: ELENA FLOWERS.  
16 DR. FLOWERS: PRESENT.  
17 MR. TOCHER: JUDY GASSON.  
18 DR. GASSON: HERE.  
19 MR. TOCHER: LARRY GOLDSTEIN.  
20 DR. GOLDSTEIN: HERE.  
21 MR. TOCHER: DAVID HIGGINS.  
22 DR. HIGGINS: HERE.  
23 MR. TOCHER: VITO IMBASCIANI.  
24 CHAIRMAN IMBASCIANI: PRESENT.  
25 MR. TOCHER: STEPHEN JUELSGAARD.

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1 MR. JUELSGAARD: PRESENT.  
2 MR. TOCHER: RICH LAJARA.  
3 MR. LAJARA: PRESENT.  
4 MR. TOCHER: PAT LEVITT.  
5 DR. LEVITT: HERE.  
6 MR. TOCHER: LINDA MALKAS.  
7 DR. MALKAS: HERE.  
8 MR. TOCHER: SHLOMO MELMED. CHRISTINE  
9 MIASKOWSKI.  
10 DR. MIASKOWSKI: PRESENT.  
11 MR. TOCHER: LAUREN MILLER-ROGEN.  
12 MS. MILLER-ROGEN: HERE.  
13 MR. TOCHER: ADRIANA PADILLA. JOE  
14 PANETTA.  
15 MR. PANETTA: HERE.  
16 MR. TOCHER: MARVIN SOUTHARD.  
17 DR. SOUTHARD: PRESENT.  
18 MR. TOCHER: MICHAEL STAMOS.  
19 DR. STAMOS: HERE.  
20 MR. TOCHER: KAROL WATSON. KEVIN XU.  
21 DR. XU: HERE.  
22 MR. TOCHER: GREAT. THANK YOU. VITO, WE  
23 HAVE A QUORUM. OH, I'M SORRY. I DIDN'T SEE YOU  
24 THERE. THANK YOU, MOHAMED.  
25

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1 CHAIRMAN IMBASCIANI: THANK YOU, SCOTT,  
2 FOR THE ROLL CALL. AND WELCOME, EVERYONE.

3 SO I'LL PROCEED WITH JUST A RECITATION, IF  
4 YOU WILL, OF HIGHLIGHTS FROM THE 23/24 YEAR. AS FAR  
5 AS CIRM TEAM DEVELOPMENT GOES, CIRM HAS HIRED 13 NEW  
6 PEOPLE INTO OUR ORGANIZATION, 11 FULL TIME AND TWO  
7 CONTRACTED PEOPLE. THEY'VE BEEN RECRUITED AND  
8 ONBOARDED AS NEW CIRM TEAM MEMBERS.

9 AS FAR AS STRATEGIC PROGRAM IMPLEMENTATION  
10 GOES, CIRM LAUNCHED THE CALIFORNIA MANUFACTURING  
11 NETWORK WITH OUR INFRASTRUCTURE 5 AWARDEES AND OUR  
12 INDUSTRY RESOURCE PARTNERS. THE BOARD APPROVED THE  
13 REMIND PROGRAM, ALIGNING US WITH PROP 14'S FOCUS ON  
14 NEUROLOGICAL RESEARCH AND RELEASED AN RFA FOR THE  
15 FIRST PHASE, THE REMIND-L PROGRAM.

16 ADDITIONALLY, CIRM FINALIZED THE FIRST  
17 PHASE OF DATA INFRASTRUCTURE IMPLEMENTATION FOR  
18 DISCOVERY PROGRAMS, THE DSMP. WE ISSUED AN RFA FOR  
19 THE PATIENT SUPPORT PROGRAM. WE ESTABLISHED AN  
20 EDUCATION NETWORK. CONDUCTED A VERY-WELL ATTENDED  
21 RARE DISEASES WORKSHOP LAST MONTH WITH INPUT FOR OUR  
22 DEVELOPING CIRM RARE DISEASES STRATEGY. AND  
23 SUCCESSFULLY GUIDED ONE AWARDEE TO ACHIEVING A  
24 BIOLOGIC LICENSE APPLICATION FILING, BLA, AND WITH  
25 THE EXPECTATION OR ANTICIPATION OF ADVANCING TWO



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1 ADDITIONAL TWO OR THREE GRANTEES THROUGH TO LATE  
2 STAGE CLINICAL DEVELOPMENT IN FISCAL YEAR 24/25.

3 OTHER RELEVANT INFORMATION AS TO THE  
4 ACTIVITIES OF THE ORGANIZATION. WE NOW HAVE 352  
5 AWARDS UNDER ACTIVE MANAGEMENT; 44 R&D AWARDS ARE  
6 UNDER CONTRACT. WE IMPLEMENTED, THANKS TO THE  
7 BOARD'S APPROVAL, INCREASES IN THE STIPEND FOR OUR  
8 CIRM SCHOLARS PROGRAM. AND WE PUT IN PLACE NEW  
9 WORKING GROUPS FOR ACCESS AND AFFORDABILITY AND THE  
10 FACILITIES WORKING GROUP.

11 SUCCESSFULLY CONDUCTED THE SPARK 2023  
12 CONFERENCE AT LAX HILTON WITH OVER 100 HIGH SCHOOL  
13 STUDENTS PRESENT AND AWARDED A NEW CONFERENCE GRANT  
14 FOR THE 2024 PAN TRAINEE NETWORKING CONFERENCE.

15 QUITE A YEAR AND I EXPECT NO LESS A LIST  
16 OF ACCOMPLISHMENTS FOR THE YEAR COMING.

17 A LITTLE NOTE ON ADVANCEMENT IN THE AREA  
18 OF GOVERNMENT RELATIONS. MARIA AND I, THE VICE  
19 CHAIR AND I, HAVE MADE SOME INITIAL CONTACT WITH  
20 MEMBERS OF THE THIRD HOUSE IN SACRAMENTO WITH AN AIM  
21 TOWARD, IN THE NEW YEAR, BOLSTERING CIRM'S MISSION  
22 AND ITS PRESENCE IN THE MINDS AMONG OUR LEGISLATORS,  
23 MANY OF WHOM ARE NEW. THE LEGISLATURE IS OUT OF  
24 SESSION RIGHT NOW. AND WHEN THEY RECONVENE IN  
25 JANUARY, WE'LL START A GRADUAL PROCESS OF GETTING TO

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1 KNOW NEW MEMBERS OF THE SENATE AND THE ASSEMBLY  
2 INFORMING THEM OF CIRM'S EXISTENCE IF THEY'RE  
3 UNAWARE OF IT, OF OUR MISSION, OF OUR  
4 ACCOMPLISHMENTS, AND TO SOME EXTENT, AND WITH BOARD  
5 SUPPORT, OF THE DIFFICULT ISSUES WE MAY FACE, SUCH  
6 AS AFFORDABILITY, ACCESS, AND MAYBE EVEN MORE  
7 SPECIFIC SUBJECT MATTERS LIKE NEWBORN SCREENING,  
8 JUST AS AN EXAMPLE.

9 ONE THING I THINK I SHOULD APPRISE THE  
10 BOARD OF IS THE ANNUAL AUDIT BY THE STATE  
11 CONTROLLER'S OFFICE WHICH IS MANAGED BY A GROUP  
12 CALLED THE CITIZENS FINANCE ACCOUNTING OVERSIGHT  
13 COMMITTEE, CFAOC. THAT MEETING IS SET FOR LATE  
14 DECEMBER. AND IF ANYTHING COMES UP OF IMPORT, I'LL  
15 CERTAINLY INFORM THE BOARD. BUT THERE IS SIX PEOPLE  
16 ON THAT BOARD, AND THERE WAS A VACANCY RECENTLY  
17 CREATED PRECIPITOUSLY. AND WE'VE TAKEN THE LIBERTY,  
18 SINCE IT'S A BOARD APPOINTEE, TO ASK A FORMER BOARD  
19 MEMBER, AL ROWLETT, IF HE WOULD BE THE BOARD'S  
20 NOMINEE TO THE CFAOC. AND WE TALKED TO HIM, AND HE  
21 SAID HE'D LOVE TO DO IT. AND SO WE ARE SENDING THE  
22 LETTER OFF AS WE SPEAK TO THE CONTROLLER FOR  
23 APPROVAL.

24 I THINK I JUST WANT TO MAKE SURE THAT  
25 YOU'RE AWARE AT THE NEXT MEETING OF THE BOARD IN

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1 LATE JANUARY 2024 ONE OF THE ITEMS UP FOR  
2 CONSIDERATION WILL BE THE CONCEPT PLAN FOR THE  
3 COMMUNITY CARE CENTERS OF EXCELLENCE. SO GIVE YOU A  
4 HEADS UP TO READ ALL THE MATERIALS THAT COME WITH  
5 THAT.

6 WITH THAT, THAT IS MY SORT OF TRUNCATED  
7 CHAIRMAN'S REPORT. I'M KEEPING IT SHORT BECAUSE WE  
8 HAVE A LOT OF BUSINESS TO TRANSACT. THANK YOU.

9 SO MOVING ON TO ITEM 4, THE CONSENT  
10 CALENDAR. SCOTT, IF YOU WOULD TAKE THIS PART.

11 MR. TOCHER: SURE. I THINK WE'LL JUST ASK  
12 FOR A MOTION TO APPROVE IF THERE ARE NO ITEMS THAT  
13 ANY MEMBER WISHES TO PULL OFF THE CONSENT CALENDAR  
14 TO DISCUSS.

15 DR. BLUMENTHAL: MOVE TO APPROVE.

16 DR. SOUTHARD: SECOND.

17 MR. TOCHER: ALL THOSE IN THE ROOM IN  
18 FAVOR SAY AYE. THOSE OPPOSED IN THE ROOM. ANY  
19 ABSTENTIONS? I'LL TAKE A ROLL CALL OF THE MEMBERS  
20 ON THE PHONE.

21 HAIFAA ABDULHAQ.

22 DR. ABDULHAQ: YES.

23 MR. TOCHER: KIM BARRETT.

24 DR. BARRETT: AYE.

25 MR. TOCHER: JUDY CHOU. GOOD MORNING,

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1 JUDY.  
2 MICHAEL BOTCHAN. LEONDRA CLARK-HARVEY.  
3 DR. CLARK-HARVEY: YES.  
4 MR. TOCHER: MONICA CARSON.  
5 DR. CARSON: YES.  
6 MR. TOCHER: ANNE-MARIE DULIEGE. YSABEL  
7 DURON.  
8 MS. DURON: YES.  
9 MR. TOCHER: MARK FISCHER-COLBRIE.  
10 MR. FISCHER-COLBRIE: YES.  
11 MR. TOCHER: JUDY GASSON.  
12 DR. GASSON: YES.  
13 MR. TOCHER: LARRY GOLDSTEIN.  
14 DR. GOLDSTEIN: YES.  
15 MR. TOCHER: STEVE JUELSGAARD.  
16 MR. JUELSGAARD: YES.  
17 MR. TOCHER: RICH LAJARA.  
18 MR. LAJARA: YES.  
19 MR. TOCHER: LINDA MALKAS.  
20 DR. MALKAS: YES.  
21 MR. TOCHER: CHRIS MIASKOWSKI.  
22 DR. MIASKOWSKI: YES.  
23 MR. TOCHER: LAUREN MILLER-ROGEN.  
24 MS. MILLER-ROGEN: YES.  
25 MR. TOCHER: JOE PANETTA.

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1 MR. PANETTA: YES.

2 MR. TOCHER: JOYCE SACKY.

3 DR. SACKY: YES.

4 MR. TOCHER: MICHAEL STAMOS.

5 DR. STAMOS: YES.

6 MR. TOCHER: KEVIN XU.

7 DR. XU: YES.

8 MR. TOCHER: THANK YOU. ARE THERE ANY  
9 MEMBERS ON THE PHONE WHO MAY HAVE JOINED THAT I HAVE  
10 NOT CALLED? GREAT. THANK YOU VERY MUCH. THAT  
11 MOTION CARRIES, MR. CHAIR.

12 CHAIRMAN IMBASCIANI: THAT WAS THE  
13 ENTIRETY OF THE CONSENT CALENDAR?

14 MR. TOCHER: IT WAS.

15 CHAIRMAN IMBASCIANI: OKAY. SO NOW WE ARE  
16 MOVING ON TO AGENDA ITEM 6. I HAVE SOME PRELIMINARY  
17 REMARKS. THE AGENDA ITEM IS TITLED "THE  
18 CONSIDERATION OF APPOINTMENT OF THE INTERIM  
19 PRESIDENT AND CEO, INCLUDING PERCENT EFFORT, SALARY,  
20 AND START DATE."

21 IF YOU WILL REMEMBER, MEMBERS, AT OUR LAST  
22 MEETING, THERE WAS A WIDE VARIETY OF OPINIONS  
23 EXPRESSED BY MEMBERS OF THE BOARD. AND ULTIMATELY  
24 THE BOARD CHARGED MARIA AND I WITH CREATING A LIST  
25 OF DUTIES AND QUALIFICATIONS FOR THE INTERIM

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1 POSITION. AND YOU RECEIVED AN EMAIL EARLY  
2 YESTERDAY, AND IT WAS POSTED YESTERDAY THAT WAS  
3 CREATED AS A RESULT OF THE CHARGE YOU GAVE US,  
4 LISTING THE RESPONSIBILITIES AS WE IMAGINED THEM.  
5 THERE'S A LIST OF SOME THINGS -- YOU'VE ALL READ  
6 THIS DOCUMENT. SOME OF THESE, I'M SURE, WILL  
7 ENGENDER VERY LITTLE COMMENT, BUT SOME DEFINITELY ON  
8 THE SECOND PAGE THAT NEED TO BE CLARIFIED.

9 IF THERE ARE NO COMMENTS ON THE  
10 RESPONSIBILITY, I'D LIKE TO DIRECT YOU SPECIFICALLY  
11 TO THE REMAINING ITEMS TO BE CLARIFIED, MEANING  
12 SALARY, DUTIES, PERCENT EFFORT, START DATE, THINGS  
13 LIKE THAT. THAT DOES NOT MEAN THAT YOU MAY NOT  
14 ABSTRACT ANY BULLET POINT THAT WE'VE DEVISED. SO  
15 CONVERSATION IS OPEN ON THE ENTIRE DOCUMENT. AND  
16 THIS IS OPEN SESSION. SO I ASK YOU PLEASE DON'T  
17 MAKE REFERENCE TO ANY SPECIFIC CANDIDATE. WE WILL  
18 RESERVE THOSE KINDS OF DISCUSSIONS AND SPECIFIC  
19 NUMBERS FOR THE CLOSED SESSION TO FOLLOW. THANK  
20 YOU. THE FLOOR IS OPEN FOR DISCUSSION.

21 WE'LL JUST HOLD A SECOND BECAUSE I'M SURE  
22 PEOPLE ARE PERUSING THE DOCUMENT AGAIN. ALL RIGHT.  
23 THEN ONCE AGAIN, WE CAN ALWAYS COME BACK TO ANY OF  
24 THE MORE GENERAL POINTS, BUT I WOULD LIKE TO DIRECT  
25 YOUR ATTENTION TO THE SECTION CALLED "ITEMS TO BE

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1 CLARIFIED," WHETHER AND HOW THE INTERIM CEO WILL  
2 SUPPORT ONGOING BOARD COMMITTEE AND WORKING GROUP  
3 EFFORTS. AND THE KEY AREAS THAT CAME TO OUR MIND IN  
4 PREPARING THIS DOCUMENT ARE SPECIFICALLY ADVANCES IN  
5 THE NEURO TASK FORCE, IN THE SCIENCE COMMITTEE'S  
6 WORK ON LEVERAGE ON THE RARE DISEASES STRATEGY, AND  
7 THE PATIENT SUPPORT PROGRAM.

8 MOHAMED, I SEE YOUR HAND.

9 DR. ABOUSALEM: THANK YOU, MR. CHAIR. ON  
10 THESE TWO POINTS UNDER TO BE CLARIFIED, CAN WE JUST  
11 HAVE A CONVERSATION ABOUT THE FACT THAT A COUPLE OF  
12 DETERMINANTS WILL BE THE BACKGROUND OF THE INTERIM  
13 CEO BECAUSE IT MAY NOT BE THE FULL SPECTRUM OF THE  
14 PERMANENT CEO OR MAY NOT BE NEEDED IN THESE AREAS OR  
15 EVEN BE QUALIFIED IN SOME OF THE SPECIFIC AREAS AND  
16 ALSO THE TERM OF THE INTERIM CEO. IF IT'S TWO  
17 MONTHS OR THREE MONTHS, IT'S DIFFERENT THAN ONE YEAR  
18 OR TWO YEARS. SO I JUST WANT TO USE THOSE  
19 DETERMINANTS IN THE CONVERSATION.

20 CHAIRMAN IMBASCIANI: THANK YOU. GREAT  
21 QUESTION. SO WE HAVE A CANDIDATE IN MIND THAT I'D  
22 LIKE TO PROPOSE IN CLOSED SESSION. I'VE HAD  
23 PRELIMINARY DISCUSSIONS WITH THIS PERSON, AND THEY  
24 HAVE AGREED TO SERVE AT A -- THERE ARE CERTAIN  
25 CONSTRAINTS ON THE AMOUNT OF HOURS THE PERSON CAN

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1     CONTRIBUTE, BUT CERTAINLY BE ABLE TO PERFORM THE JOB  
2     HOWEVER MUCH EFFORT IT TAKES. IT WOULD CERTAINLY BE  
3     AVAILABLE FOR AT LEAST SIX MONTHS BECAUSE WE  
4     ANTICIPATE -- I THINK MR. TOCHER HAS PREPARED A VERY  
5     NICE TIMELINE FOR REFERENCE -- ANTICIPATE THAT  
6     IDEALLY THIS COULD TAKE SIX MONTHS SINCE, QUITE  
7     LIKELY, WE ARE NOT GOING TO START ON THIS REALLY  
8     UNTIL JANUARY.

9             DR. ABOUSALEM: THANK YOU.

10            CHAIRMAN IMBASCIANI: THANK YOU FOR THAT.

11            MS. MANDAC: STEVE HAS HIS HAND RAISED.

12            CHAIRMAN IMBASCIANI: MR. JUELSGAARD,  
13     PLEASE.

14            MR. JUELSGAARD: YES. I'M GOING TO  
15     REITERATE SOMETHING I SAID AT THE LAST MEETING,  
16     WHICH IS THAT I THINK THE ROLE OF THE INTERIM  
17     PRESIDENT IS THAT TO BE A CARETAKER LARGELY AND NOT  
18     TO GET INVOLVED WITH NEW EFFORTS UNLESS IT'S  
19     ABSOLUTELY NECESSARY. SO MY VIEW IS, UNLESS WE HAVE  
20     SOMETHING THAT ABSOLUTELY NEEDS TO BE DONE BETWEEN  
21     NOW AND THE TIME WE HAVE A NEW PRESIDENT ON BOARD, I  
22     WOULD NOT ASSIGN ANY OF THESE NEW TASKS TO AN  
23     INTERIM PRESIDENT.

24            REMEMBER, THE NEW PRESIDENT IS GOING TO  
25     INHERIT A STAFF WHO'S GOING TO HAVE RESPONSIBILITY



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1 FOR UNDERTAKING ANYTHING THAT THE BOARD APPROVES.  
2 AND THAT INDIVIDUAL NEEDS TO UNDERSTAND WHAT THE  
3 IMPACT IS GOING TO BE ON THE STAFF FOR DOING THESE  
4 THINGS AND HOW BEST TO INTEGRATE THEM. SO I'M NOT A  
5 BIG FAN OF SIMPLY HANDING A NEW PRESIDENT A NUMBER  
6 OF THINGS THAT HAVE BEEN ADOPTED THAT HAVE AN IMPACT  
7 ON THE PEOPLE THAT HE'S GOING TO MANAGE OR SHE IS  
8 GOING TO MANAGE WITHOUT HER OR HIM HAVING HAD A HAND  
9 IN FASHIONING THESE AND UNDERSTANDING THE IMPACT OF  
10 EACH AND EVERY ONE OF THESE ON THE ORGANIZATION AS  
11 THEY GET MANAGED. SO I'LL JUST LEAVE THERE. BUT I  
12 WOULD PUT OFF ALL OF THESE THINGS UNLESS ONE OF THEM  
13 GETS TO THE POINT WHERE WE JUST SIMPLY NEED TO  
14 ADDRESS IT AND THEN BRING IT FORWARD AT THAT TIME.

15 CHAIRMAN IMBASCIANI: THANK YOU, STEVE.  
16 MONICA IS NEXT.

17 DR. CARSON: THANK YOU VERY MUCH. I  
18 APPRECIATE THIS DOCUMENT. IT'S VERY WELL CONSIDERED  
19 AND THE COMMENTS AND THE VARIOUS PERSPECTIVES THAT  
20 PEOPLE WILL BRING FORTH AND I UNDERSTAND THIS. I DO  
21 THINK THAT THE MISSION OF THIS ORGANIZATION IS QUITE  
22 DYNAMIC, IT'S URGENT, AND THERE IS QUITE A RANGE IN  
23 WHAT CAN BE CONSIDERED CARETAKER VERSUS WHAT IS  
24 SOMEBODY COMING IN AND REALLY SUBSTANTIALLY CHANGING  
25 THINGS. I THINK THE ITEMS LISTED IMMEDIATELY ABOVE

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1 TO BE CLARIFIED REALLY PUTS EFFICIENT OVERSIGHT AND  
2 REGULATORY CONTROLS OVER ANY CONCERNS THAT AN  
3 INTERIM MIGHT BE ACTING, NOT INAPPROPRIATELY, BUT IN  
4 A WAY THAT IS GOING TO SUBSTANTIALLY CONSTRAIN THE  
5 SUBSEQUENT OR PERMANENT INDIVIDUAL.

6 AND I DO THINK THERE'S QUITE A BIT OF HARM  
7 TO THE INITIATIVES OF CIRM IF WE JUST SAY WE HAVE  
8 SIX MONTHS TO LONGER FOR A VERY STRICT CARETAKER  
9 RATHER THAN SOMEBODY WHO IS CONSULTING WITH THIS  
10 BOARD, WITH OTHERS. AND THE CONTROLS THAT ARE  
11 LISTED ABOVE TO BE CLARIFIED I DO THINK PUT IN  
12 SUBSTANTIAL CONTROL. SO I THINK WE NEED TO HAVE A  
13 MUCH MORE ACTIVE INTERIM. AND I'VE BEEN PART OF A  
14 VERY LARGE ORGANIZATIONS, INCLUDING UNIVERSITY OF  
15 CALIFORNIA, WHERE WE'VE HAD VERY MAJOR INDIVIDUALS  
16 AS INTERIM TO MOVE THINGS ALONG THAT HAD VERY ACTIVE  
17 ROLES. THANK YOU.

18 CHAIRMAN IMBASCIANI: THANK YOU VERY MUCH,  
19 MONICA. YSABEL FOLLOWED BY MARIA  
20 GONZALEZ-BONNEVILLE.

21 MS. DURON: THANK YOU, MR. CHAIR. I DO  
22 APPRECIATE WHAT STEVE IS CONCERNED ABOUT, BUT I  
23 ACTUALLY AGREE WITH MONICA. I'M JUST WONDERING IF  
24 WE KIND OF TIE THAT PERSON'S HANDS SOMEWHAT ABOUT  
25 IMMEDIATELY RESPONDING TO CERTAIN NEEDS OR THAT'S

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1 THE IMPRESSION THEY GET WITH CONSTRAINTS. I THINK  
2 THAT IT BELIES NEED TO BE DONE, WHICH IS TO KIND OF  
3 STABILIZE AND MAKE EVERYBODY FEEL THINGS ARE MOVING  
4 SMOOTHLY, THAT IN FACT WE ARE RESPONDING IN A MANNER  
5 NIMBLE AND NECESSARY.

6 AND, FOR INSTANCE, I HAD A QUESTION THE  
7 OTHER DAY WHEN I WAS GUIDING THE COMMUNICATIONS  
8 SUBCOMMITTEE, AND YOU WILL SEE LATER, I BELIEVE,  
9 FROM OUR COMMUNICATIONS TEAM WHAT THEY DEVELOPED,  
10 AND MY QUESTION WAS WHO ACTUALLY APPROVES THIS?  
11 WHAT IS OUR PROCESS? IS IT UP TO -- IS IT THE  
12 SUBCOMMITTEE THAT THEN SENDS IT TO YOU ALL FOR  
13 APPROVAL? DOES IT NEED TO BE APPROVED? DOES THE  
14 COMMS TEAM ACT AUTONOMOUSLY, OR IS THIS FOR THE  
15 EXECUTIVE TO DECIDE WHETHER OR NOT IT'S AN  
16 ACCEPTABLE PLAN?

17 SO I THINK WE DO NEED SOME GUIDANCE AT THE  
18 TOP, AND THAT PERSON NEEDS TO BE A BIT NIMBLE. AND  
19 SO I WOULD AGREE WITH MONICA, THAT WE NEED -- THAT  
20 THE PLAN WORKS WELL IN GIVING THAT PERSON SOME  
21 LEVERAGE AND SOME SPACE WITHOUT GIVING THEM THE  
22 STORE.

23 CHAIRMAN IMBASCIANI: THANK YOU, YSABEL.  
24 MARIA.

25 VICE CHAIR BONNEVILLE: GENERALLY I WOULD

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1 AGREE WITH STEVE JUELSGAARD'S COMMENTS AND  
2 SENTIMENT. I THINK, THOUGH, WE'RE AT SORT OF A  
3 CRITICAL PART IN OUR ORGANIZATION AND A POINT WHERE  
4 WE DO NEED TO CONTINUE TO GATHER DATA AND MAKE PLANS  
5 FOR SOME OF THE INITIATIVES AND SOME OF THE  
6 DISCUSSIONS THAT HAVE ALREADY STARTED, LIKE LEVERAGE  
7 PRIORITIZATION, LIKE THE RARE DISEASE STRATEGY, EVEN  
8 THE PATIENT SUPPORT PROGRAM. THAT'S WHAT -- WE HAVE  
9 APPLICATIONS THAT HAVE COME IN. THEY'RE GOING TO  
10 GET REVIEWED IN FEBRUARY. THERE'S GOING TO BE A  
11 RECOMMENDATION THAT'S MADE TO THIS BOARD. WE'VE  
12 ALREADY REALLY DISCUSSED THAT PROGRAM. I WOULD HATE  
13 TO HAVE TO DELAY THAT PROGRAM AND CHOOSING AN  
14 AWARDEE JUST BASED ON WHERE WE ARE.

15 SO I THINK THAT THERE'S A DIFFERENCE  
16 BETWEEN BRINGING CONCEPT PLANS TO THE BOARD AND  
17 MAKING RADICAL CHANGES VERSUS THE INTERNAL TEAM  
18 WORKING WITH THE INTERIM TO GATHER DATA AND BRING  
19 FORTH JUST INFORMATION TO THE BOARD SO THAT WHEN THE  
20 CEO ARRIVES, THEY HAVE SOME INFORMATION, THEY CAN  
21 MAKE CRITICAL DECISIONS. THEY COULD ALSO LOOK AT IT  
22 AND SUGGEST I HAVE MY OWN INPUTS AND I WANT TO STEER  
23 IT IN THIS DIRECTION. SO I THINK CONTINUING SOME OF  
24 THE INTERNAL WORK DOESN'T POSE A PROBLEM.

25 I WOULD AGREE THAT PERHAPS NOT BRINGING

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1 CONCEPT PLANS TO THE BOARD, THAT'S PROBABLY -- THAT  
2 WOULD PROBABLY BE SOMETHING WE WOULD WANT TO WAIT  
3 ON.

4 CHAIRMAN IMBASCIANI: THANK YOU, MARIA.  
5 FRED FISHER.

6 DR. FISHER: I JUST WANT TO CHIME IN IN  
7 SUPPORT OF WHAT MARIA IS SAYING. I THINK THE  
8 INTERIM CEO NEEDS TO BASICALLY BE THE CARETAKER TO  
9 CONTINUE NORMAL OPERATIONS OF THE ORGANIZATION. I  
10 DON'T THINK WE WANT KEY PROGRAMS TO GO INTO SOME  
11 KIND OF SUSPENDED ANIMATION WAITING FOR A NEW CEO  
12 WHEN SO MUCH EFFORT HAS GONE INTO EXECUTING THESE  
13 PROGRAMS. SO I THINK THERE IS A DIFFERENCE BETWEEN  
14 MANAGING DAY-TO-DAY OPERATIONS, KEEPING NORMAL  
15 FUNCTIONS RUNNING SMOOTHLY, AND NORMAL ACTIVITIES  
16 RUNNING SMOOTHLY; BUT, YES, HOLDING OFF ANY  
17 SUBSTANTIVE DRAMATIC CHANGES IN DIRECTION OR NEW  
18 INITIATIVES MAY BE BEST HELD OFF, BUT WE DON'T WANT  
19 TO SLOW DOWN THE WORK OF THE ORGANIZATION DURING  
20 THIS TRANSITION.

21 CHAIRMAN IMBASCIANI: THANK YOU, FRED.  
22 BACK TO STEVE JUELSGAARD.

23 MR. JUELSGAARD: NO, I CAN AGREE WITH WHAT  
24 FRED WAS JUST SAYING. I'M GOING TO TAKE ONE EXAMPLE  
25 JUST TO MAKE CLEAR MY CONCERNS. IT'S CALLED

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1 "SCIENCE SUBCOMMITTEE ON LEVERAGE (PRIORITIZATION)."  
2 THAT FOR ME, IF WE WERE TO DECIDE TO EMBARK ON THAT,  
3 IS A SEA CHANGE IN THIS ORGANIZATION. RIGHT NOW  
4 WHAT WE HAVE IS WHAT I CHARACTERIZE AS AN ALL-COMERS  
5 APPROACH; THAT IS, WE JUST RELY ON GOOD SCIENCE AND  
6 DON'T WORRY SO MUCH ABOUT WHAT THERAPEUTIC AREA  
7 THAT'S BEING ADDRESSED IS. AND WE'VE BEEN USING  
8 THAT SINCE THE VERY BEGINNING OF THIS ORGANIZATION.  
9 AND, IN FACT, I WOULD ARGUE THAT THAT'S ACTUALLY  
10 WHAT THE PROPOSITIONS ARE BASED ON, THE REASON WE  
11 HAVE ALL THE PATIENT ADVOCATES WHO REPRESENT A BROAD  
12 VARIETY OF THERAPEUTIC AREAS.

13 IF WE WERE TO DECIDE THAT WE WERE GOING TO  
14 START PRIORITIZING CERTAIN THERAPEUTIC AREAS OVER  
15 OTHERS, THAT'S A MAJOR CHANGE FOR THE ORGANIZATION  
16 AND NEEDS TO BE REALLY THOUGHT THROUGH AND NEEDS TO  
17 HAVE, I THINK, THE NEW PRESIDENT OF THE ORGANIZATION  
18 ON BOARD WITH THAT. I'D HATE TO SPEND A LOT OF TIME  
19 WORKING ON THAT ONLY TO FIND OUT THAT THAT'S  
20 SOMETHING THAT THERE'S A LOT OF RESISTANCE AT THAT  
21 LEVEL TO IMPLEMENT FOR A VARIETY OF REASONS WE  
22 WOULDN'T NECESSARILY APPRECIATE BECAUSE WE AREN'T  
23 INVOLVED IN THE DAY-TO-DAY OPERATION OF THE  
24 ORGANIZATION.

25 SO I THINK THERE'S MAYBE A BIT OF PICKING

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1 AND CHOOSING. WE HAVE SEVERAL THINGS THAT ARE  
2 LISTED HERE. AND MAYBE THERE ARE SOME THAT IT'S  
3 FINE TO PROCEED WITH, BUT THERE ARE OTHERS THAT I  
4 THINK SIMPLY NEED TO BE LAID OFF TO THE SIDE FOR THE  
5 TIME BEING.

6 CHAIRMAN IMBASCIANI: THANK YOU AGAIN.  
7 I'M NOT SEEING ANY OTHER HANDS.

8 DR. LEVITT: WHEN I LOOKED AT THE LIST,  
9 THERE WERE OBVIOUS AREAS, PARTICULARLY WORKING  
10 GROUPS AND SUBCOMMITTEES, WHERE THE CHARGE IS NOT TO  
11 CREATE SEA CHANGES FOR THE ORGANIZATION, BUT TO MOVE  
12 FORWARD WITH GATHERING INFORMATION ABOUT WHAT MIGHT  
13 END UP BEING BEST STRATEGIES FOR THE ORGANIZATION  
14 AND MOVING THAT FORWARD TO PREPARE THE BOARD. AND  
15 TO PREPARE THE NEW PRESIDENT FOR BEING ABLE TO  
16 UTILIZE THAT INFORMATION, I THINK, IS REALLY  
17 IMPORTANT TO MOVE FORWARD. MY GUESS IS THAT STEVE  
18 WOULD PROBABLY AGREE WITH THAT.

19 BUT I THINK IN ALL CASES ANYTHING THAT  
20 WOULD REQUIRE MAJOR CHANGE IS GOING TO COME TO THE  
21 BOARD, AND THE BOARD WOULD LIKELY SAY WE WOULD  
22 PREFER TO WAIT. SO I THINK THERE'S THIS BALANCE  
23 BETWEEN NOTHING AND EVERYTHING. AND I THINK LOOKING  
24 AT THE SUBCOMMITTEES AND WORKING GROUPS IN  
25 PARTICULAR IS PRETTY STRAIGHTFORWARD TO IDENTIFY

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1 THOSE THAT REALLY NEED TO CONTINUE TO WORK BRINGING  
2 IN INFORMATION, UNDERSTANDING WHAT POTENTIAL  
3 STRATEGIES ARE, HERE ARE THE PLUSES AND MINUSES.  
4 AND THAT ACTUALLY WILL SAVE TIME FOR ONBOARDING OF  
5 THE NEW LEADERSHIP.

6 CHAIRMAN IMBASCIANI: THANK YOU, PAT.  
7 ANYONE ELSE WANT TO SPEAK BEFORE WE GO INTO CLOSED  
8 SESSION? I DON'T SEE ANY. SCOTT, I THINK THEN YOU  
9 NEED TO TRANSITION US.

10 MR. TOCHER: THANK YOU. VITO, WE'LL THEN  
11 ADJOURN TO CLOSED SESSION UNDER ITEM NO. 8 ON YOUR  
12 AGENDA, WHICH IS THE DISCUSSION OF PERSONNEL,  
13 CONSIDERATION OF INTERIM PRESIDENT/CEO CANDIDATES,  
14 INCLUDING PERCENT EFFORT, SALARY, AND START DATE.  
15 AND WE ARE ADJOURNING PURSUANT TO GOVERNMENT CODE  
16 SECTION 11126(A) AND HEALTH AND SAFETY CODE SECTION  
17 125290.30(F)(3)(D).

18 SO FOR THE MEMBERS ON THE PHONE, ON THE  
19 ZOOM, EXCUSE ME, THERE WILL BE A BREAKOUT ROOM. SO  
20 IF YOU CLICK ON THE JOIN ICON, YOU WILL ENTER THE  
21 BREAKOUT ROOM. WE'LL TAKE A MOMENT TO CLEAR OUT THE  
22 ROOM HERE IN SOUTH SAN FRANCISCO OR BURLINGAME. SO  
23 WE'LL JUST TAKE A MOMENT FOR THOSE OF YOU ON THE  
24 ZOOM AND THEN WE'LL PROCEED.

25 (THE BOARD THEN WENT INTO CLOSED



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1 SESSION, NOT REPORTED NOR HEREIN TRANSCRIBED. THE  
2 FOLLOWING WAS THEN HEARD IN OPEN SESSION.)

3 CHAIRMAN IMBASCIANI: THANK YOU, EVERYONE,  
4 FOR COMING BACK INTO OPEN SESSION TO CONTINUE OUR  
5 DISCUSSION OF CANDIDATES FOR THE INTERIM POSITION OF  
6 CEO AND PRESIDENT AND THE CRITERIA SURROUNDING THAT  
7 POSITION TO INCLUDE START DATE, SALARY, PERCENT  
8 EFFORT, AND RESPONSIBILITIES.

9 THE FLOOR IS OPEN TO ENTERTAIN A MOTION.

10 MR. JUELSGAARD: YES. I WOULD LIKE TO  
11 MOVE THE APPOINTMENT OF JONATHAN THOMAS TO BE  
12 INTERIM PRESIDENT OF CIRM TO SERVE UNTIL HIS  
13 SUCCESSOR IS ELECTED AT A SALARY OF \$500,000 A YEAR,  
14 BUT PAID IN THE FORM OF A PER-HOUR AMOUNT AS A  
15 RETIRED ANNUITANT WITH THE TIME COMMITMENT BEING  
16 THAT THAT'S NEEDED ON AN ONGOING BASIS AND WITH THE  
17 RESPONSIBILITIES THAT WERE DESCRIBED EARLIER IN OPEN  
18 SESSION.

19 VICE CHAIR BONNEVILLE: SECOND.

20 DR. MALKAS: I SECOND THAT.

21 CHAIRMAN IMBASCIANI: STEVE, I PRESUME  
22 WITH THE START DATE TO BE AS SOON AS  
23 ADMINISTRATIVELY AVAILABLE.

24 MR. JUELSGAARD: YES. I APOLOGIZE. I  
25 MEANT TO INCLUDE THAT IN THE MOTION. LET'S ADD THAT

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1 PLEASE. LINDA, ARE YOU OKAY WITH ADDING THAT?

2 DR. MALKAS: YES, I'M FINE WITH THAT.

3 THANK YOU.

4 CHAIRMAN IMBASCIANI: OKAY. WE HAVE A  
5 MOTION AND A SECOND. LET'S SEE IF THERE'S ANY  
6 DISCUSSION HERE. I DON'T SEE ANY COMMENTS FROM THE  
7 BOARD. CAN I ASK, SCOTT, IF YOU WOULD SEE IF THE  
8 PUBLIC HAS ANY COMMENT.

9 MR. TOCHER: YES. WE'LL LOOK RIGHT NOW.

10 CHAIRMAN IMBASCIANI: WE WELCOME MEMBERS  
11 OF THE GENERAL PUBLIC TO MAKE ANY COMMENT ON THE  
12 MOTION.

13 MR. TOCHER: IT DOESN'T APPEAR THERE'S ANY  
14 HANDS RAISED. SO WE ARE READY TO PROCEED TO A VOTE.

15 CHAIRMAN IMBASCIANI: IF YOU WOULD PROCEED  
16 TO THE VOTE. THANK YOU.

17 MR. TOCHER: SURE. FOR ALL BOARD MEMBERS  
18 IN THE ROOM INDICATE YOUR ASSENT BY SAYING AYE. ANY  
19 DISSENTERS NAY. ANY ABSTENTIONS? I'LL GIVE A ROLL  
20 CALL VOTE FOR THOSE ON THE ZOOM.

21 HAIFAA ABDULHAQ.

22 DR. ABDULHAQ: AYE.

23 MR. TOCHER: KIM BARRETT.

24 DR. BARRETT: AYE.

25 MR. TOCHER: JUDY CHOU.

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1 DR. CHOU: AYE.  
2 MR. TOCHER: LEONDRA CLARK-HARVEY.  
3 DR. CLARK-HARVEY: AYE.  
4 MR. TOCHER: DEBORAH DEAS.  
5 DR. DEAS: YES.  
6 MR. TOCHER: ANNE-MARIE DULIEGE. YSABEL  
7 DURON.  
8 MS. DURON: YES.  
9 MR. TOCHER: MARK FISCHER-COLBRIE. FRED  
10 FISHER.  
11 DR. FISHER: YES.  
12 MR. TOCHER: JUDY GASSON.  
13 DR. GASSON: AYE.  
14 MR. TOCHER: LARRY GOLDSTEIN.  
15 DR. GOLDSTEIN: AYE.  
16 MR. TOCHER: STEVE JUELSGAARD.  
17 MR. JUELSGAARD: AYE.  
18 MR. TOCHER: RICH LAJARA.  
19 MR. LAJARA: YES.  
20 MR. TOCHER: LINDA MALKAS.  
21 DR. MALKAS: YES.  
22 MR. TOCHER: CHRIS MIASKOWSKI.  
23 DR. MIASKOWSKI: YES.  
24 MR. TOCHER: LAUREN MILLER-ROGEN. YOU MAY  
25 BE MUTED. I'LL CHECK BACK.

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1 JOE PANETTA.

2 MR. PANETTA: YES.

3 MR. TOCHER: JOYCE SACKY.

4 DR. SACKY: AYE.

5 MR. TOCHER: MICHAEL STAMOS.

6 DR. STAMOS: YES.

7 MR. TOCHER: KEVIN XU.

8 DR. XU: AYE.

9 MR. TOCHER: AND ONE MORE CHANCE FOR  
10 LAUREN MILLER-ROGEN. I SEE YOU ON MUTE, LAUREN.

11 WE CAN STILL PROCEED. THANK YOU, MR.  
12 CHAIR. THAT MOTION CARRIES.

13 CHAIRMAN IMBASCIANI: WE WILL SEND THE  
14 APPROPRIATE CONGRATULATIONS AND AN EXTENDED MEMO TO  
15 JONATHAN THOMAS FORTHWITH. THANK YOU. THANK YOU,  
16 EVERYONE.

17 WE ARE MOVING ON TO NOW IN YOUR ORIGINAL  
18 AGENDA ITEM 7, WHICH IS NOW A CONSIDERATION FOR THE  
19 CRITERIA, THE KEY CRITERIA, FOR THE SELECTION OF A  
20 PERMANENT PRESIDENT AND CEO. AND FOR THAT  
21 CONVERSATION, I'M GOING TO PASS THE MICROPHONE TO  
22 ONE OF THE CO-CHAIRS. GEORGE, IF YOU WOULD TAKE IT  
23 FROM HERE.

24 DR. BLUMENTHAL: THANK YOU. SO WE NOW, AS  
25 YOU KNOW, HAVE A SEARCH COMMITTEE ACTIVELY ENGAGED

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1 IN THE PROCESS OF CHOOSING THE NEXT PRESIDENT FOR  
2 CIRM. THAT COMMITTEE IS CHAIRED BY KIM BARRETT AND  
3 MYSELF. AND WE HAD OUR FIRST MEETING THIS WEEK.

4 JUST A COUPLE OF THINGS ABOUT IT. FIRST,  
5 I THINK ALL OF US ARE HOPING TO PURSUE A SOMEWHAT  
6 AGGRESSIVE SCHEDULE TOWARD MAKING THAT APPOINTMENT,  
7 NOT SO AGGRESSIVE THAT WE DON'T DO A GOOD JOB, OF  
8 COURSE, BUT WE WANT TO GET THIS DONE AS QUICKLY AS  
9 WE CAN IN ORDER TO FIND AND OUTSTANDING NEW  
10 PRESIDENT.

11 THE COMMITTEE HAS AGREED TO DO CERTAIN  
12 THINGS, SUCH AS WE WILL ALL TAKE IMPLICIT BIAS  
13 TRAINING BEFORE PROCEEDING TO EVALUATE FILES. AND  
14 WE WILL ALSO BE USING A SEARCH FIRM. AND ONE OF THE  
15 NEXT AGENDA ITEMS FOR THE COMMITTEE WILL BE CHOOSING  
16 THE NEW SEARCH FIRM, WHICH IS A PROCESS THAT IS NOW  
17 UNDER WAY AND I HOPE WILL BE COMPLETED SOMETIME IN  
18 JANUARY. SO THOSE ARE THE NEXT STEPS.

19 BUT FOR TODAY, WE NEED TO DISCUSS AND  
20 APPROVE A DOCUMENT, WHICH IS IN YOUR AGENDA, CALLED  
21 THE "UPDATED KEY SELECTION CRITERIA FOR PRESIDENT  
22 2023/24." AND THAT DOCUMENT IS CREATED BY US AS  
23 KIND OF A JOB DESCRIPTION FOR THE NEW PRESIDENT. IT  
24 IS INTENDED TO BE SOMETHING THAT WE WILL PASS ALONG  
25 TO THE SEARCH FIRM ONCE WE'VE CHOSEN A SEARCH FIRM

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1 FOR THEM TO USE IN A SENSE IN THEIR ADVISEMENTS AND  
2 IN THEIR OUTREACH TO POTENTIAL CANDIDATES. SO IT'S  
3 A DOCUMENT THAT REFLECTS OUR VIEW OF WHAT WE ARE  
4 LOOKING FOR IN THE NEXT PRESIDENT OF THE  
5 ORGANIZATION.

6 TO CREATE THE DOCUMENT THAT YOU SEE BEFORE  
7 YOU, WE STARTED WITH THE 2013 DOCUMENT THAT WE  
8 CREATED WHEN WE SEARCHED FOR THE PRESIDENT IN 2013.  
9 IN LOOKING THROUGH THAT DOCUMENT, WE FOUND THERE  
10 WERE A NUMBER OF THINGS THAT HAD TO BE CHANGED. IT  
11 WAS INTERESTING HISTORICALLY TO LOOK AT THAT  
12 DOCUMENT BECAUSE, FOR EXAMPLE, THERE WAS NOTHING IN  
13 THERE ABOUT DEI OR ACCESSIBILITY ISSUES. THOSE WERE  
14 NOT MENTIONED. AND, OF COURSE, WE ENDEAVORED TO  
15 CHANGE THAT. AND WE WENT THROUGH THE DOCUMENT IN  
16 SOME DETAIL.

17 FIRST KIM, SCOTT, AND I WENT TO THE  
18 DOCUMENT, AND THEN THIS WEEK IT WAS DISCUSSED AND  
19 EDITED IN SOME DETAIL BY THE FULL COMMITTEE.

20 SO WHAT YOU SEE BEFORE YOU IS THE DOCUMENT  
21 THAT EMERGED FROM THE FULL COMMITTEE. AND THAT'S  
22 THE DOCUMENT THAT'S ON THE AGENDA TODAY TO BE  
23 APPROVED. IT CAN BE CHANGED. IN OTHER WORDS, IT IS  
24 NOT YET CHISELED IN STONE. SO IF THERE ARE CHANGES  
25 THAT YOU WANT TO SUGGEST, WE CERTAINLY CAN

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1 ACCOMMODATE THAT. BUT I THINK THE HOPE IS TODAY  
2 THAT WE WILL GET TO A POINT OF APPROVING A NEW  
3 DOCUMENT.

4 SO WITH THAT, I WANT TO OPEN IT UP FOR  
5 DISCUSSION.

6 DR. LEVITT: SO IT'S A REALLY COMPLETE AND  
7 GREAT DOCUMENT. I HAVE ONE SMALL RECOMMENDATION TO  
8 MAKE. ARE YOU READY, GEORGE? SO BULLET NO. 2 SAYS  
9 EXPERIENCE LEADING AS A SOLE HEAD OR CHIEF EXECUTIVE  
10 A MEDICAL OR SCIENTIFIC UNIT OR ORGANIZATION WITH  
11 ADMINISTRATIVE AND PROGRAMMATIC BUDGETS, ETC. WHAT  
12 I'D LIKE TO ASK TO BE INSERTED IS A MEDICAL OR  
13 SCIENTIFIC UNIT OR ORGANIZATION WITH MAJOR  
14 MULTIDISCIPLINARY RESEARCH AND WITH ADMINISTRATIVE  
15 AND PROGRAMMATIC BUDGETS.

16 I JUST THINK THAT RUNNING A MEDICAL UNIT,  
17 WHICH IS INCLUDED, WHICH I'M FINE, IF THERE'S NOT A  
18 COMPONENT OF THAT UNIT THAT HAS MAJOR RESEARCH, IT'S  
19 NOT THE RIGHT PERSON FOR THE POSITION, IN MY  
20 OPINION. THEY HAVE TO HAVE MAJOR RESPONSIBILITIES  
21 FOR MANAGING A RESEARCH PROGRAM. SO THAT WOULD --  
22 AND THIS IS A RESEARCH ORGANIZATION. SO THAT'S MY  
23 RECOMMENDATION.

24 MR. TOCHER: DOES THAT CAPTURE IT UP  
25 THERE, PAT? I'M SORRY. I WAS TRYING TO TYPE AND

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1 EDIT.

2 DR. LEVITT: WITH MAJOR -- AFTER THE WORD  
3 "ORGANIZATION," WITH MAJOR MULTIDISCIPLINARY  
4 RESEARCH AND WITH ADMINISTRATIVE AND PROGRAMMATIC  
5 BUDGETS. SO NOTHING ELSE CHANGES EXCEPT THAT  
6 INSERTION OF A MEDICAL OR SCIENTIFIC UNIT OR  
7 ORGANIZATION WITH MAJOR MULTIDISCIPLINARY RESEARCH  
8 AND WITH ADMINISTRATIVE, ET CETERA. GREAT.

9 MR. TOCHER: WE'RE LIVE EDITING HERE. SO  
10 IT'S UP ON THE SCREEN. AS YOU SAY IT, IT COMES OUT.

11 DR. BLUMENTHAL: PAT, THAT LOOKS VERY  
12 REASONABLE TO ME.

13 DR. LEVITT: THAT'S IT. THAT'S ALL MY  
14 COMMENTS.

15 DR. BLUMENTHAL: WE HAVE A COMMENT FROM  
16 PAT -- SORRY -- FROM KIM.

17 DR. BARRETT: SORRY I CAN'T BE THERE IN  
18 PERSON. MY HUSBAND HAD SURGERY YESTERDAY. AND I  
19 JUST WANTED TO COMMENT THAT, FIRST OF ALL, WE HAVE A  
20 WONDERFUL COMMITTEE THAT WAS EXTREMELY ENGAGED. AND  
21 I THINK WE WILL, BECAUSE OF THAT, DO A GREAT JOB BY  
22 CIRM IN FINDING A NEW PRESIDENT AND CEO.

23 BUT IN RESPONSE TO PAT'S COMMENT, WHICH IS  
24 VERY WELL TAKEN, I THINK IT'S IMPORTANT TO RECOGNIZE  
25 THAT NONE OF THESE CRITERIA IS AN ABSOLUTE. IF YOU



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1 SEE, THE PREAMBLE IS THE SUCCESSFUL CANDIDATE WILL  
2 HAVE SOME COMBINATION OF THE FOLLOWING. AND I THINK  
3 IT'S VERY IMPORTANT THAT THE SEARCH COMMITTEE  
4 RETAINS A LEVEL OF FLEXIBILITY BECAUSE NO CANDIDATE  
5 IS LIKELY TO FULFILL EVERY SINGLE ONE OF THESE  
6 CRITERIA. AND WHILE IT WOULD BE WONDERFUL IF WE  
7 COULD FIND SOMEBODY WITH ALL OF THESE, IT'S HIGHLY  
8 UNLIKELY.

9 SO WHILE PAT'S COMMENT IS WELL TAKEN,  
10 WE'LL DEFINITELY HAVE TO EXPLORE, I THINK, A VARIETY  
11 OF CANDIDATES, BUT THIS CERTAINLY GIVES THE SEARCH  
12 FIRM A FLAVOR OF WHAT WE ARE LOOKING FOR.

13 DR. BLUMENTHAL: THANK YOU, KIM. I THINK  
14 YOU'RE ABSOLUTELY RIGHT. AND WE DID NOT INCLUDE, I  
15 MIGHT ADD, WALKING ON WATER AS ONE OF THE CRITERIA.

16 ARE THERE ANY OTHER COMMENTS?

17 MR. TOCHER: CHRIS MIASKOWSKI HAS HER HAND  
18 UP.

19 DR. MIASKOWSKI: HI, GEORGE. I REALLY  
20 APPRECIATE THE COMMITTEE'S WORK ON THIS DESCRIPTION.  
21 I DO HAVE ONE QUESTION. IN MANY JOB DESCRIPTIONS  
22 THAT I'VE REVIEWED FOR LEADERS OF ORGANIZATIONS,  
23 THERE'S A MINIMUM NUMBER OF YEARS OF EXPERIENCE IN A  
24 LEADERSHIP POSITION. AND I WAS WONDERING IF THE  
25 COMMITTEE DISCUSSED THAT. DO WE WANT SOMEBODY WITH

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1 A MINIMUM OF X TO X YEARS EXPERIENCE?

2 DR. BLUMENTHAL: THAT'S CERTAINLY A FAIR  
3 QUESTION. WE DIDN'T DISCUSS YEARS OF EXPERIENCE  
4 EXPLICITLY. SINCE WE DID PUT IN THERE EXPERIENCE IN  
5 A NUMBER OF THOSE BULLET POINTS, IT WOULD BE ALMOST  
6 IMPOSSIBLE TO ACHIEVE THAT KIND OF EXPERIENCE  
7 WITHOUT SOME NUMBERS OF YEARS OF DOING IT. SO THERE  
8 IS AN EXPECTATION OF SIGNIFICANT EXPERIENCE, BUT WE  
9 DIDN'T QUANTIFY IT.

10 DR. BARRETT: I'LL ADD IN RESPONSE TO  
11 CHRIS' COMMENTS, WE DID HAVE A DISCUSSION ABOUT  
12 QUANTIFYING THE SCOPE OF AN ORGANIZATION IN TERMS OF  
13 SIZE OR NUMBER OF EMPLOYEES AND IN THE END DECIDED  
14 NOT TO BE EXPLICIT ABOUT THAT. SO I THINK IT'S A  
15 VERY SIMILAR THING, BUT I HESITATE TO LEAN BACK ON  
16 THE SUPREME COURT ANALOGY OF PORNOGRAPHY. NOBODY  
17 CAN DEFINE IT, BUT WE KNOW WHAT IT IS WHEN WE SEE  
18 IT. WE'LL KNOW WHAT THE CEO --

19 DR. BLUMENTHAL: OKAY. OTHER COMMENTS?  
20 SEEING NO OTHER COMMENTS, I WOULD ASK IS THERE ANY  
21 PUBLIC COMMENT?

22 MR. TOCHER: JUST NEED A MOTION.

23 DR. BLUMENTHAL: YOU WANT THE MOTION  
24 FIRST. SO LET ME INVITE A MOTION TO APPROVE THESE  
25 UPDATED SELECTION CRITERIA WITH THE MODIFICATION

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1 THAT PAT HAD SUGGESTED. IS THERE SUCH A MOTION?

2 DR. FISHER: SO MOVED.

3 DR. ABOUSALEM: I'LL SECOND.

4 DR. BLUMENTHAL: MOHAMED SECONDING THE  
5 MOTION. AT THIS POINT I WILL INVITE ANY PUBLIC  
6 COMMENT. HEARING NONE, I THINK WE ARE READY FOR A  
7 VOTE.

8 MR. TOCHER: ALL MEMBERS IN THE ROOM IN  
9 FAVOR SAY AYE. THOSE OPPOSED? ANY ABSTENTIONS?  
10 AND I'LL POLL THOSE ON THE PHONE.

11 HAIFAA ABDULHAQ.

12 DR. ABDULHAQ: YES.

13 MR. TOCHER: KIM BARRETT.

14 DR. BARRETT: AYE.

15 MR. TOCHER: JUDY CHOU.

16 DR. CHOU: YES.

17 MR. TOCHER: LEONDRA CLARK-HARVEY.

18 DR. CLARK-HARVEY: AYE.

19 MR. TOCHER: DEBORAH DEAS.

20 DR. DEAS: YES.

21 MR. TOCHER: ANNE-MARIE DULIEGE. YSABEL  
22 DURON. WE MAY HAVE LOST YSABEL. FRED FISHER.

23 DR. FISHER: YES.

24 MR. TOCHER: JUDY GASSON.

25 DR. GASSON: AYE.

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1 MR. TOCHER: LARRY GOLDSTEIN.  
2 DR. GOLDSTEIN: YES.  
3 MR. TOCHER: STEVE JUELSGAARD.  
4 MR. JUELSGAARD: YES.  
5 MR. TOCHER: RICH LAJARA.  
6 MR. LAJARA: YES.  
7 MR. TOCHER: LINDA MALKAS.  
8 DR. MALKAS: YES.  
9 MR. TOCHER: CHRIS MIASKOWSKI.  
10 DR. MIASKOWSKI: YES.  
11 MR. TOCHER: LAUREN MILLER-ROGEN.  
12 MS. MILLER-ROGEN: YES.  
13 MR. TOCHER: JOE PANETTA.  
14 MR. PANETTA: YES.  
15 MR. TOCHER: JOYCE SACKY.  
16 DR. SACKY: YES.  
17 MR. TOCHER: MICHAEL STAMOS.  
18 DR. STAMOS: YES.  
19 MR. TOCHER: KEVIN XU.  
20 DR. XU: YES.  
21 MR. TOCHER: THANK YOU. ARE THERE ANY  
22 MEMBERS ON THE ZOOM THAT I DID NOT CALL? GREAT.  
23 THANKS VERY MUCH, MR. CHAIRMAN. THE MOTION CARRIES.  
24 CHAIRMAN IMBASCIANI: GREAT. THANK YOU,  
25 EVERYONE, FOR THAT.

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1 AT THIS POINT, SINCE WE ARE DOING WELL  
2 WITH OUR CALENDAR, I'M GOING TO CALL FOR A  
3 FIVE-MINUTE BREAK.

4 (A RECESS WAS TAKEN.)

5 CHAIRMAN IMBASCIANI: HI, EVERYONE. SHE'S  
6 SO READY. WELCOME BACK FROM OUR SHORT LITTLE BREAK.  
7 WE ARE NOW -- THE ICOC BOARD IS NOW GOING TO  
8 CONSIDER AGENDA ITEM 9, CONSIDERATION OF AMENDMENTS  
9 TO VARIOUS OF OUR PROGRAMS. IT'S A CONCEPT PLAN,  
10 INCLUDING RECOMMENDATIONS FROM IP AND INDUSTRY  
11 SUBCOMMITTEE, REGARDING CHANGES TO THE CO-FUNDING  
12 REQUIREMENTS.

13 SO WE'RE GOING TO START WITH A  
14 PRESENTATION BY OUR LEADERSHIP TEAM. ROSA  
15 CANET-AVILES IS GOING MAKE THE PRESENTATION ON THE  
16 DISC AND CLIN, YES.

17 DR. CANET-AVILES: THANK YOU, MR.  
18 CHAIRMAN, MEMBERS OF THE BOARD, MEMBERS OF THE  
19 PUBLIC. DR. ABLA CREASEY AND I WILL BE PRESENTING  
20 ON BEHALF OF OUR TEAMS THE RECOMMENDATIONS FROM THE  
21 SCIENCE SUBCOMMITTEE FOR THE AMENDMENTS TO THE R&D  
22 PILLARS IN THE DISC AND THE CLIN ACTUALLY. THESE  
23 AMENDMENTS HAVE BEEN DEVELOPED BY OUR TEAMS TO ADAPT  
24 TO THE CURRENT NEEDS AND OPTIMIZE THE DELIVERY OF  
25 OUR MISSION.

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1           THIS PRESENTATION IS STRUCTURED IN TWO  
2 MAIN PARTS. INITIALLY WE WILL EXPLORE THE PROPOSED  
3 AMENDMENTS FOR THE DISCOVERY PILLAR THAT I WILL  
4 PRESENT. AND FOLLOWING THAT, DR. CREASEY WILL GUIDE  
5 US THROUGH THE DEVELOPMENT IN THE CLIN PILLAR.

6           FOR CONTEXT, THE DISCOVERY PILLAR, AS YOU  
7 SEE IT HERE, IS COMPOSED OF THREE TYPES OF AWARDS.  
8 WE WILL PRESENT AMENDMENTS ONLY FOR THE DISC-0 AND  
9 DISC2. AS A REMINDER, THE DISC-0 FOUNDATION AWARDS  
10 REPRESENT THE BEDROCK OF OUR DISCOVERY PILLAR, WHICH  
11 EMPHASIZES THE GENERATION OF FOUNDATIONAL KNOWLEDGE.  
12 AND THIS PROGRAM FOSTERS INITIAL DISCOVERY RESEARCH,  
13 AND IT AIMS TO EXPLORE CONCEPTS THAT ARE NOVEL AND  
14 INNOVATIVE IDEAS THAT HAVE THE POTENTIAL TO  
15 REVOLUTIONIZE OUR UNDERSTANDING AND TREATMENT OF  
16 DISEASES.

17           DIFFERENTLY, THE DISC2 IS OUR FIRST PILLAR  
18 PROGRAM THAT GOES INTO THE RESEARCH AND DEVELOPMENT  
19 PIPELINE. AND IT SIGNIFIES, THIS PILLAR SIGNIFIES  
20 THE CRITICAL TRANSITION FROM FOUNDATIONAL KNOWLEDGE  
21 TO A TARGETED INQUIRY WHERE SPECIFIC HYPOTHESES ARE  
22 TESTED. THE RESULTS OF THE DISC2 QUEST AWARDS ARE  
23 USUALLY A SINGLE PRODUCT CANDIDATE FOR THERAPEUTIC  
24 DEVELOPMENT THAT COULD MOVE INTO OUR PIPELINE.

25           SO FOR THE DISC2, SO THE QUEST AWARDS,

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1 SECOND ONE I MENTIONED, WE HAVE TWO PROPOSED  
2 CHANGES. ONE IS AWARD TRACKS AND THE OTHER ONE IS  
3 AWARD BUDGETS.

4 IN TERMS OF THE AWARD TRACKS, THE CHANGES  
5 THAT WE ARE PROPOSING ARE HERE. AND I'M GOING TO  
6 SUMMARIZE CURRENTLY OUR PROGRAM IS STRUCTURED AROUND  
7 TWO TRACKS. THE FIRST ONE, AS YOU CAN SEE IN THE  
8 GRAY, IS THE THERAPEUTIC CANDIDATE WHICH IS  
9 DEDICATED TO ADVANCING PROJECTS TOWARDS THE  
10 DEVELOPMENT CANDIDATE READY FOR PROGRESSION THROUGH  
11 THE DIFFERENT STAGES OF THERAPEUTIC DEVELOPMENT THAT  
12 WE HAVE IN OUR PIPELINE OF R&D PROGRAMS.

13 THE SECOND THAT WE HAD UP UNTIL NOW IS THE  
14 TECHNOLOGY CANDIDATE TRACK THAT HAS TRADITIONALLY  
15 BEEN ALIGNED WITH DIAGNOSTICS, DEVICES, OR TOOLS.  
16 WE ARE PROPOSING A SHIFT BY TRANSFORMING THIS SECOND  
17 TRACK, THE TECHNOLOGY CANDIDATE TRACK, TO A  
18 BIOMARKER CANDIDATE TRACK. AND WHY ARE WE PROPOSING  
19 THIS?

20 THE RATIONALE FOR THIS IS BECAUSE THE  
21 TOOL/DEVICE DEVELOPMENT TRACK IS ALREADY SUPPORTED  
22 BY THE DISC-0 FOUNDATIONAL AWARDS PROGRAM. THE  
23 DISC-0 FOUNDATIONAL TRACK PROGRAM DID NOT EXIST WHEN  
24 WE FIRST LAUNCHED THESE TWO THAT HAD THE TECHNOLOGY  
25 CANDIDATES. GIVEN THAT WE HAVE THESE ALREADY IN

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1 DISC-0, WE ARE ELIMINATING AND TAKING THE  
2 OPPORTUNITY NOW TO REALLOCATE TO THE DISC-0 AND  
3 MAKING A SPACE FOR THE CRITICALLY NEEDED BIOMARKER  
4 PATH.

5 THE INCLUSION OF A BIOMARKER TRACK  
6 UNDERSCORES THE WIDESPREAD DEMAND FOR BIOMARKERS  
7 WHICH IS CRUCIAL FOR GENERAL THERAPEUTIC  
8 DEVELOPMENT, BUT PARTICULARLY VITAL IN THE REALMS OF  
9 REGENERATIVE MEDICINE AND CNS DISEASES. SO THAT IS  
10 THE RATIONALE FOR WHICH WE ARE DOING THAT.

11 NOW, IN ORDER TO ADAPT THIS SHIFT, AMONGST  
12 OTHER THINGS, WE ARE ALSO REQUESTING AN AMENDMENT TO  
13 THE BUDGET. CURRENTLY THE BUDGET FOR THERAPEUTIC  
14 DEVELOPMENT CANDIDATE IS \$1.5 MILLION. WE ARE  
15 MOVING TO A THERAPEUTIC CANDIDATE BUDGET OF \$1.75  
16 MILLION IN THREE YEARS. THAT IS FOR DIRECT PROJECT  
17 COSTS FOR THE ENTIRE AWARD. AND THE MAIN REASON WE  
18 ARE DRIVING TO A HIGHER BUDGET IS TO ALLOW FOR  
19 HIGHER COSTS OF TRAINEES AND RESEARCH.

20 NOW, THE DISC AWARDS CURRENTLY HAVE A  
21 \$200,000 SUPPLEMENT FOR SPECIFIC PROJECT TYPES, AND  
22 WE HAVE NOW EXPANDED THIS TO PROVIDE AN INCREASED  
23 AWARD BUDGET FOR ALL THE APPLICATIONS. AND IN THIS  
24 PROPOSED SCENARIO, THE SUPPLEMENT WILL BE ELIMINATED  
25 AS IT'S ALREADY INCLUDED. AND JUST AS A REMINDER,



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1 EVERYBODY NEEDS TO JUSTIFY THEIR BUDGET. SO IF IT'S  
2 NOT JUSTIFIED, WE WILL NOT PROVIDE UP TO \$1.75  
3 MILLION.

4 IN TERMS OF THE BUDGET AND DURATION FOR  
5 THE BIOMARKER TRACK, AFTER DISCUSSIONS WITH THE  
6 SCIENCE SUBCOMMITTEE AND GATHERING FEEDBACK, WE HAVE  
7 STAGED THESE AT \$1.5 MILLION FOR 3 YEARS BECAUSE  
8 THIS IS WHAT COULD ALLOW FOR ENOUGH MONEY AND  
9 DURATION FOR, NOT ONLY IDENTIFICATION, BUT ALSO  
10 EARLY VALIDATION OF CANDIDATE BIOMARKERS.

11 NOW MOVING ON TO THE DISC-0 CHANGES, WE  
12 ARE PROPOSING THREE CHANGES, THE AWARD TRACKS, THE  
13 BUDGETS, AND THE PI PERCENT EFFORT.

14 FOR THE DISC-0, CURRENTLY WE HAVE ONLY ONE  
15 TRACK. BEYOND THE UNIQUE CONTRIBUTIONS OF  
16 INDIVIDUAL INNOVATORS, WHICH IS WHAT THE CURRENT  
17 TRACK HAS, WE ARE STARTING TO RECOGNIZE, AS YOU KNOW  
18 FROM THE REMIND-L PROGRAM, THAT THERE IS VALUE IN  
19 TEAM SCIENCE. AND THIS IS WHAT HELPS IN MAKING  
20 SCIENTIFIC BREAKTHROUGHS THAT COULD NOT BE  
21 ACHIEVABLE BY INDIVIDUAL INVESTIGATORS WITHIN AN  
22 AWARD PERIOD. THEREFORE, WE ARE NOW CAPITALIZING ON  
23 BOTH APPROACHES, AND WE WOULD LIKE TO ADD A SECOND  
24 TRACK WHICH COULD ENABLE A TEAM OF BETWEEN TWO TO  
25 THREE PI'S FOR DISC-0 FOUNDATIONAL AWARDS.

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1 SO THE TEAM TRACK WILL SUPPORT  
2 SYNERGISTIC, MULTIDISCIPLINARY COLLABORATIONS WITH  
3 LARGE SCOPE AND DRIVE TO INNOVATION, CREATIVITY, AND  
4 RISK TAKING.

5 NOW, IN ORDER TO ENABLE THIS, WE ALSO NEED  
6 TO ENABLE THE BUDGET. SO THE BUDGET CURRENTLY FOR  
7 DISC-0 FOUNDATIONAL AWARDS IS \$1 MILLION OR \$333,000  
8 DIRECT COST PER YEAR. AND WE ARE PROPOSING TO  
9 INCREASE THIS FOR THE SINGLE PI TRACK TO \$1.5  
10 MILLION OVER THREE YEARS. THIS CORRESPONDS TO HALF  
11 A MILLION DOLLARS PER YEAR. AND FOR THE TEAM TRACK  
12 IT COULD BE \$3 MILLION OVER THREE YEARS OR \$1  
13 MILLION PER YEAR. AND THIS IS IN CONSIDERATION  
14 THERE'S A MINIMUM OF TWO TO THREE PI'S.

15 NOW, THIS BUDGET INCREASE IS TO ACCOUNT  
16 FOR THE HIGHER COST OF TRAINEES AND RESEARCH AND  
17 ALSO THE FEEDBACK THAT WE'VE HEARD ALL ALONG AS WE  
18 WERE DEVELOPING OTHER CONCEPTS LIKE THE REMIND. AND  
19 THE BUDGET AND DURATION FOR THE TEAM TRACK IS IN  
20 LINE WITH SIMILAR AWARDS FOR TEAM TRACK. WE  
21 BENCHMARKED THIS TO OTHER AWARD FUNDING AGENCIES  
22 LIKE THE NIH AND OTHERS.

23 IN TERMS OF THE CHANGES FOR THE TRACK, THE  
24 BOARD PROVIDED A LOT OF FEEDBACK ABOUT PERCENT  
25 EFFORT FOR THE PI. SO WE HAVE REDUCED THE PI EFFORT

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1 IN THE SINGLE PI TRACK FROM 20 PERCENT TO 15 PERCENT  
2 AND FOR THE TEAM TRACK, SAME FOR THE MAIN PI, AND  
3 THE CO-INVESTIGATORS WE ARE ALLOCATING AT 10  
4 PERCENT, PROPOSING 10 PERCENT. AND THIS IS IN  
5 ALIGNMENT WITH OTHER FUNDING BODIES WITH REGARDS TO  
6 THE FEEDBACK WE RECEIVED.

7 SO MY PRESENTATION IS ENDING HERE.  
8 REQUESTING THE ICOC TO APPROVE THE PROPOSED  
9 AMENDMENTS TO THE DISC-0 AND DISC2 CONCEPT PLAN  
10 AMENDMENTS THAT WERE RECOMMENDED BY THE SCIENCE  
11 SUBCOMMITTEE. AND I'M OPEN FOR ANY QUESTIONS THAT  
12 YOU MIGHT HAVE. THANK YOU, MR. CHAIRMAN.

13 CHAIRMAN IMBASCIANI: THANK YOU, DR.  
14 AVILES. THAT WAS A VERY CLEAR PRESENTATION. I'D  
15 ENTERTAIN ADVICE FROM COUNSEL. I THINK WE PROBABLY  
16 SHOULD SEGREGATE THESE INDIVIDUALLY, MEANING VOTE  
17 JUST ON THE DISCOVERY AMENDMENTS, THEN THE CLIN.

18 MR. TOCHER: THAT'S RIGHT. WE'LL BE  
19 PACING THIS OUT JUST TO MAKE THE CONVERSATION A  
20 LITTLE EASIER.

21 CHAIRMAN IMBASCIANI: SO THEN LET'S PAUSE  
22 HERE FOR COMMENTS OR QUESTIONS FOR ROSA.

23 DR. SOUTHARD: IS IT APPROPRIATE TO MOVE  
24 APPROVAL?

25 CHAIRMAN IMBASCIANI: YES.

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1 DR. SOUTHARD: SO MOVED.

2 DR. BLUMENTHAL: SECOND.

3 CHAIRMAN IMBASCIANI: OKAY. THE CONCEPT  
4 HAS BEEN MOVED AND SECONDED.

5 DR. ABOUSALEM: I HAVE A QUESTION. THANK  
6 YOU FOR THE PRESENTATION. JUST TO CLARIFY, I DON'T  
7 THINK ANY -- I'M ASSUMING THAT ANY AWARDS IN THESE  
8 PROGRAMS WITH THESE CHANGES MAY NOT MATERIALIZE  
9 DURING THIS FISCAL YEAR. I JUST WANT TO BE KNOW  
10 WHAT'S THE IMPACT OF THESE RAISES ON THE BUDGET  
11 THAT'S BEEN ALREADY APPROVED BY THE BOARD FOR THIS  
12 FISCAL YEAR.

13 DR. CANET-AVILES: THANK YOU. THAT'S A  
14 VERY RELEVANT QUESTION, DR. ABOUSALEM. SO WE LOOKED  
15 INTO THIS. THE ONLY ONE THAT COULD BE IMPACTED, IF  
16 APPROVED, COULD BE THE DISC2 QUEST AWARDS. AND  
17 GIVEN THAT WE WERE ALREADY TAKING INTO ACCOUNT THE  
18 \$200,000 SUPPLEMENT, WE HAD ALREADY THOUGHT OF THIS  
19 WHEN WE APPROVED THE BUDGET OR PRESENTED THE BUDGET  
20 BACK IN JUNE. SO THIS SHOULD NOT HAVE ANY  
21 SIGNIFICANT CHANGES.

22 DR. ABOUSALEM: THANK YOU.

23 CHAIRMAN IMBASCIANI: DR. GOLDSTEIN.

24 DR. GOLDSTEIN: YES, THANK YOU, VITO.  
25 I'LL JUST NOTE THAT THIS CAME THROUGH THE SCIENCE

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1 SUBCOMMITTEE. THERE WAS VERY STRONG SUPPORT FOR  
2 THESE CHANGES. IN TERMS OF INCREASING BUDGETS, I'LL  
3 JUST REMIND EVERYBODY THAT IN THE UNIVERSITY OF  
4 CALIFORNIA, AT LEAST, BECAUSE OF UNIONIZATION AND  
5 NEGOTIATIONS, THE PRESSURE ON RESEARCH BUDGETS IS  
6 VERY STRONG BECAUSE OF MANDATED INCREASES IN THE  
7 SALARIES OF GRADUATE STUDENTS AND PROBABLY SOON TO  
8 BE POST DOCS.

9 CHAIRMAN IMBASCIANI: STEVE JUELSGAARD.

10 MR. JUELSGAARD: JUST ONE QUESTION FOR  
11 CLARIFICATION. SO UNDER DISC2 IT APPEARS, ROSA,  
12 WE'VE REMOVED DIAGNOSTICS/TOOLS/DEVICE CANDIDATES,  
13 AND YOU'VE SAID THAT THEY ARE SUPPORTED BY THE  
14 DISC-0 MECHANISM. I JUST WANT TO BE SURE THAT  
15 THEY'RE COVERED IN THE SAME WAY THAT THEY HAVE BEEN  
16 COVERED UNDER DISC2. I'M PARTICULARLY INTERESTED IN  
17 THE AREA OF ORGANOID DEVELOPMENT AS A TOOL,  
18 PARTICULARLY ON THE REGULATORY SIDE, TO REPLACE  
19 ANIMAL EXPERIMENTATION IN PRECLINICAL WORK. AND, OF  
20 COURSE, ORGANOID DEVELOPMENT IS DERIVED LARGELY FROM STEM  
21 CELLS, AT LEAST IN MY UNDERSTANDING AND EXPERIENCE.

22 SO IF SOMEBODY CAME TO US WITH AN ORGANOID  
23 TOOL DEVELOPMENT FOR REGULATORY PURPOSES OR TESTING  
24 EITHER FOR SAFETY OR TESTING FOR EFFICACY, WOULD  
25 THAT BE SOMETHING THAT WE WOULD BE ABLE TO PROVIDE

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1 SUFFICIENT GRANT MONEY FOR?

2 DR. CANET-AVILES: YES. UNDER DISC-0,  
3 MR. JUELSGAARD.

4 MR. JUELSGAARD: OKAY. THANK YOU.

5 DR. CANET-AVILES: JUST A CLARIFICATION.  
6 TOOLS AND TECHNOLOGIES, THE DIAGNOSTIC IS GOING TO  
7 BE PART OF THE DISC2 UNDER THE BIOMARKERS.

8 MR. JUELSGAARD: OKAY.

9 CHAIRMAN IMBASCIANI: THANK YOU, ROSA AND  
10 STEVE. ANNE-MARIE.

11 DR. DULIEGE: YES. GOOD MORNING,  
12 EVERYBODY. APOLOGIES FOR BEING LATE. MY FLIGHT  
13 LANDED LATE AT SFO, NOT TOO SURPRISING. DID  
14 EVERYTHING I COULD.

15 SO A VERY MINOR QUESTION. IT'S ABOUT YOUR  
16 LAST SLIDE. I DON'T KNOW IF YOU CAN PUT IT BACK.  
17 VERY MINOR POINT. THE ONE BEFORE. THE PERCENTAGE  
18 OF TIME ALLOCATED FOR THE PI AND THE CO-PI, WHICH I  
19 THINK IS -- THIS ONE EXACTLY. A VERY MINOR POINT.  
20 DID YOU INTEND TO SAY UP TO 20 PERCENT, UP TO 15  
21 PERCENT?

22 DR. CANET-AVILES: MINIMUM.

23 DR. DULIEGE: IT'S A MINIMUM. I SEE.  
24 WHAT YOU'RE SAYING IS YOU DON'T EXPECT ANYONE TO  
25 SPEND LESS TIME ON THE RESPONSIBILITIES.

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1 DR. CANET-AVILES: BEFORE WE USED TO HAVE  
2 20 PERCENT. THERE ARE SOME AGENCIES LIKE THE NIH  
3 THAT DON'T HAVE A MINIMUM REQUIREMENT. WE  
4 CONSIDERED THAT FOR THIS, KIND OF GIVEN THE INCREASE  
5 AMOUNT IN FUNDING AS WELL THAT WE ARE PROVIDING AND  
6 THIS KIND OF FOUNDATIONAL RESEARCH, WE WANT TO HAVE  
7 A MINIMUM COMMITMENT FROM THE PRINCIPAL  
8 INVESTIGATOR. SO THAT'S WHAT WE ARE PROPOSING.

9 DR. DULIEGE: THAT MAKES COMPLETE SENSE.  
10 I WILL JUST PUT IT CLEAR THAT IT'S A MINIMUM. AND  
11 THE REASON WE ARE REACTING ON THE FACT WE IMPOSE A  
12 CERTAIN PERCENTAGE, AND OF COURSE NOT. YOU DON'T  
13 WANT TO IMPOSE. PEOPLE HAVE THE RIGHT TO CHOOSE  
14 REALLY HOW MUCH THEY CAN AND WILL DEVOTE. THANK YOU  
15 FOR THIS CLARIFICATION.

16 DR. CANET-AVILES: THANK YOU, DR. DULIEGE.

17 CHAIRMAN IMBASCIANI: THANK YOU.

18 JUDY CHOU.

19 DR. CHOU: I JUST HAVE A QUESTION JUST TO  
20 GET BETTER UNDERSTANDING OVERALL. IN A SENSE I FEEL  
21 LIKE WE ARE UPGRADING THE WHOLE BIOMARKER, WHICH IS  
22 RIGHT. THE PRECISION MEDICINE NEED TO COME ALONG  
23 WITH THE ADVANCED THERAPY. REALLY GOING INTO  
24 CLINICAL, NOT EVEN MENTION ABOUT COMMERCIAL, THE  
25 WHOLE BIOMARKER PROGRAM IN GENERAL FOR INDUSTRY IS

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1 SUPER EXTRA EXPENSIVE THING. AS WE ARE IMPLEMENTING  
2 THIS, WE ALSO ALONG THE WAY THINKING ABOUT IN THE  
3 CLINICAL, THE COST TO COME ALONG WITH THE BIOMARKER  
4 INTRODUCTION TO BE MUCH MORE FORMALIZED. MAYBE IT'S  
5 THERE ALREADY. I JUST WANT TO CLARIFY.

6 DR. CANET-AVILES: THANK YOU, DR. CHOU.  
7 MY COLLEAGUE DR. CREASEY AND I HAVE BEEN DISCUSSING  
8 HOW THE DEVELOPMENT OF CANDIDATE BIOMARKERS THAT  
9 COULD BE SUCCESSFUL UNDER THE DISC2 PROGRAM COULD  
10 THEN EVOLVE INTO OUR PIPELINE. SO DEFINITELY  
11 POTENTIAL QUALIFICATION UNDER A CLINICAL PROGRAM OR  
12 COULD BE TAKEN INTO ACCOUNT IN THE CLINICAL TRIAL OR  
13 THE TRAN PATHWAY UNDER DR. CREASEY'S LEADERSHIP.

14 DR. CHOU: THANK YOU.

15 CHAIRMAN IMBASCIANI: ANY OTHER COMMENT  
16 FROM BOARD MEMBERS? ANY MEMBERS OF THE PUBLIC WANT  
17 TO COMMENT ON THIS CONCEPT? THERE ARE NO MEMBERS OF  
18 THE PUBLIC LINED UP TO SPEAK. SO, SCOTT, WE CAN  
19 PROCEED TO A VOTE ON THIS CONCEPT AMENDMENT.

20 MR. TOCHER: ALL THOSE IN FAVOR IN THE  
21 ROOM SAY AYE. THOSE OPPOSED SAY NAY. ANY  
22 ABSTENTIONS? AND I'LL DO A ROLL CALL FOR THOSE ON  
23 THE ZOOM.

24 HAIFAA ABDULHAQ.

25 DR. ABDULHAQ: YES.



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1 MR. TOCHER: JIM KOVACH.  
2 DR. KOVACH: YES.  
3 MR. TOCHER: JUDY CHOU.  
4 DR. CHOU: YES.  
5 MR. TOCHER: LEONDRA CLARK-HARVEY.  
6 DR. CLARK-HARVEY: YES.  
7 MR. TOCHER: MONICA CARSON.  
8 DR. CARSON: YES.  
9 MR. TOCHER: YSABEL DURON. FRED FISHER.  
10 DR. FISHER: YES.  
11 MR. TOCHER: JUDY GASSON.  
12 DR. GASSON: YES.  
13 MR. TOCHER: LARRY GOLDSTEIN. I'LL COME  
14 BACK. STEVE JUELSGAARD.  
15 MR. JUELSGAARD: YES.  
16 MR. TOCHER: RICH LAJARA.  
17 MR. LAJARA: YES.  
18 MR. TOCHER: LINDA MALKAS.  
19 DR. MALKAS: YES.  
20 MR. TOCHER: CHRIS MIASKOWSKI.  
21 DR. MIASKOWSKI: YES.  
22 MR. TOCHER: LAUREN MILLER-ROGEN.  
23 MS. MILLER-ROGEN: YES.  
24 MR. TOCHER: JOE PANETTA.  
25 MR. PANETTA: YES.

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1 MR. TOCHER: JOYCE SACKY.

2 DR. SACKY: YES.

3 MR. TOCHER: MICHAEL STAMOS.

4 DR. STAMOS: YES.

5 MR. TOCHER: I BELIEVE KEVIN MAY HAVE  
6 DEPARTED. KEVIN XU.

7 AND I'LL COME BACK TO LARRY GOLDSTEIN.

8 THANKS VERY MUCH. MR. CHAIRMAN, THE  
9 MOTION CARRIES.

10 CHAIRMAN IMBASCIANI: THANK YOU VERY MUCH.  
11 AND THANK YOU, ROSA, FOR A WONDERFUL PRESENTATION.  
12 I'M GOING TO PASS THE GAVEL AND THE PODIUM TO DR.  
13 CREASEY TO PROCEED WITH THE PRESENTATION ON THE CLIN  
14 CONCEPT CHANGE AMENDMENTS.

15 DR. CREASEY: THANK YOU, MR. CHAIRMAN.  
16 THANK YOU, MR. CHAIRMAN, DEAR BOARD MEMBERS, CIRM  
17 COLLEAGUES, AND MEMBERS OF THE PUBLIC. THIS IS  
18 PROBABLY THE THIRD TIME I GIVE THIS PRESENTATION, SO  
19 I HOPE I DON'T SCREW IT UP.

20 SO WHAT IS CIRM RECOMMENDING TODAY WHEN IT  
21 COMES TO CLINICAL? THE SLIDES ARE NOT SHOWING. WE  
22 ARE REMOVING THE CLINICAL TRACK FOR MEDICAL DEVICES.  
23 THAT'S NO. 1. INCREASING MAXIMUM AWARD AMOUNTS FOR  
24 CLIN1. UPDATING CLIN2 PA TO HIGHLIGHT SPECIFIC  
25 ALLOWABLE ACTIVITIES FOR PRODUCT DEVELOPMENT.

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1 INTRODUCE A NEW CLIN4, WHICH IS A NEW PROGRAM  
2 ANNOUNCEMENT TO FUND LATE-STAGE DEVELOPMENT  
3 ACTIVITIES NECESSARY FOR BLA FILING AND READINESS  
4 FOR PRODUCT DEVELOPMENT -- SORRY -- PRODUCT LAUNCH.

5 SO THE IDEA HERE, REMOVAL OF THE CLINICAL  
6 TRACK FOR MEDICAL DEVICES DEVELOPMENT, IS BECAUSE WE  
7 HAVE HAD VERY FEW, IF ANY, APPLICATIONS FOR THAT.  
8 SO IT WAS A WAY FOR US TO KIND OF FOCUS AND ALLOW US  
9 TO WORK MAINLY ON THERAPEUTICS.

10 SO THE CLINICAL DEVELOPMENT PROGRAM HAS  
11 CURRENTLY TWO CLIN'S IN IT. CLIN1 WHICH IS  
12 ELIGIBILITY FOR THE CLIN1 LIES IN GETTING A PRE-IND  
13 MEETING WITH THE FDA, AND THEN ALSO FOR THEM TO WORK  
14 WITH US FOR LENGTH OF TIME THAT'S NEEDED IN ORDER TO  
15 ACCOMPLISH THE STUDIES TO CONDUCT WHATEVER IS NEEDED  
16 TO FILE AN IND.

17 THE CLIN2 PROGRAM IS ALSO FOR CONDUCTING  
18 CLINICAL TRIALS, AND IT IS ALSO, AGAIN, FOR THE IND  
19 HAD TO BE SUBMITTED AND THE CLINICAL PROTOCOL  
20 APPROVED BY THE FDA OR CLEARED BY THE FDA.

21 TODAY WE ARE INTRODUCING CLIN4, WHICH IS,  
22 AGAIN, TO EMPHASIZE FOR BIOLOGIC LICENSE APPLICATION  
23 ENABLING MAINLY BECAUSE OUR PROGRAMS ARE STARTING TO  
24 MATURE AND WE HAVE A NUMBER OF THEM THAT ARE IN THE  
25 QUEUE. AND THE LENGTH OF TIME FOR ALL OF THESE

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1 GRANTS IS 48 MONTHS, CLINICAL TRIALS AND CLIN4.

2 WE EMPHASIZE FOR ALL THE APPLICANTS THAT  
3 THEY HAVE TO START THEIR PROGRAMS WITH US AFTER  
4 NOTICE OF ALLOWANCE IS SIGNED WITHIN 45 DAYS TO  
5 START THOSE PROGRAMS.

6 SO FOR THE CLIN1 CHANGE, WE ACTUALLY HAVE  
7 INCREASED THE BUDGET FOR THE FOR-PROFIT AND FOR  
8 NON-PROFIT ORGANIZATIONS. FOR THE NON-PROFIT, WHEN  
9 WE REVIEWED THESE SLIDES WITH THE SCIENCE  
10 SUBCOMMITTEE, THERE WAS A COMMENT ON MAKING THE TWO,  
11 FOR-PROFIT AND NON-PROFIT, EQUALLY EQUITABLE. SO WE  
12 WENT UP TO 25 PERCENT. SO THE NON-PROFIT WILL GET  
13 7.5 MILLION AND FOR-PROFIT ORGANIZATIONS UP TO 7.5,  
14 AND THE FOR-PROFIT ORGANIZATIONS WILL GET UP TO 5  
15 MILLION.

16 THOSE CHANGES WERE WARRANTED BECAUSE  
17 THERE'S AN INCREASE IN THE COST OF TOXICOLOGY  
18 STUDIES. MANUFACTURING, THE CDMO'S ARE CHARGING  
19 MUCH MORE. AND HIGHER WAGES, HIGHER WORKERS' WAGES,  
20 AS PREDICTED BASED ON THE COST OF THE INCREASE IN  
21 COST OF LIVING.

22 SO THE RECOMMENDED CHANGES THAT ARE GOING  
23 TO HAPPEN WITH THE CLIN2 ARE SHOWN ON THIS SLIDE.  
24 AND QUESTION TO ASK: WHY ARE WE MAKING THESE  
25 CHANGES? WHEN CLIN2 WAS IMPLEMENTED, MOST

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1 CIRM-FUNDED TRIALS WERE IN EARLY STAGE. SO THEY  
2 WERE ONLY DOING PHASE 1 AND PHASE 2 CLINICAL TRIALS.  
3 BUT NOW, AS THE FIELD HAS MATURED AND MORE OF OUR  
4 PROGRAMS ARE MATURING TO LATE-STAGE DEVELOPMENT,  
5 ESPECIALLY GOING INTO POTENTIALLY PHASE 1-2 OR PHASE  
6 3 -- BY THE WAY, ALSO THE FIELD CHANGED IN THE SENSE  
7 THAT YOU CAN GO FROM PHASE 1 ALMOST TO  
8 (UNINTELLIGIBLE) BASED ON THE WAY THINGS HAVE BEEN  
9 GOING WITH THE REGULATORY PARADIGM THESE DAYS. SO  
10 WE WANTED OUR GRANTEES TO BE READY FOR THAT.

11 SO THE CURRENT CLIN2 PROGRAM ANNOUNCEMENT  
12 IS REALLY NOT THAT CLEAR ABOUT ALL THIS. WE WANTED  
13 TO BE MORE EXPLICIT ABOUT THE SUPPORT SPECIFICALLY  
14 FOR LATE-STAGE DEVELOPMENT ACTIVITIES AND ALSO TO  
15 REALLY ENSURE THE BEST ALIGNMENT WITH THE FDA AND  
16 EQUALLY IMPORTANT TO BE IN ALIGNMENT WITH THE AAWG  
17 AND TO ESSENTIALLY ALLOW THE TRANSITION OF THE  
18 GRANTS THAT GET APPROVED INTO AAWG DOMAIN TO ALLOW  
19 AFFORDABILITY AND ACCESS.

20 SO WHAT ARE THOSE CHANGES THAT WE ARE  
21 MAKING? SO ONE OF THE KEY THINGS THAT MOST OF OUR  
22 GRANTEES ARE FACING IS ARE THERE COMPARATOR DATA  
23 THAT THEY COULD USE BECAUSE MOST OF THE STUDIES, IF  
24 THEY CAN DO A PLACEBO OR SHAM CONTROL -- BY THE WAY,  
25 THIS KIND OF JARGON, IF IT DOESN'T MAKE SENSE TO

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1 YOU, I'M HAPPY TO EXPLAIN IT. BUT IN GENERAL, WHEN  
2 YOU RUN A TRIAL, YOU HAVE TO HAVE THE TEST MATERIAL  
3 IN ONE GROUP AND THE FOLKS WHO ARE THE CONTROLS WILL  
4 BE EITHER -- YOU WORK A SHAM PROTOCOL FOR THEM OR  
5 YOU ACTUALLY GIVE THEM A PLACEBO. SO WE NEED TO  
6 MAKE SURE THAT OUR GRANTS ARE ENDOWED WITH  
7 COMPARATOR DATA, AND WE'RE GOING TO GIVE YOU  
8 EXAMPLES OF WHAT COMPARATOR DATA MEANS.

9 SO LIKE NATURAL HISTORY STUDIES THAT  
10 PEOPLE HAVE ASKED FOR, THE FDA HAS ALLOWED AS  
11 COMPARATOR, WOULD MEAN ALLOWED TO BE FUNDED. AND  
12 AGAIN, I EMPHASIZE WERE ALLOWED TO BE FUNDED, BUT WE  
13 DID NOT HIGHLIGHT THEM IN OUR PROGRAM ANNOUNCEMENT.  
14 SO NOW IT'S OUR TURN TO MAKE ALL THAT CLEAR.

15 THE OTHER WOULD BE ALSO WE WANT TO MAKE  
16 SURE THAT THEY HAVE HAD AN AGREEMENT WITH THE FDA  
17 BEFORE THEY APPLY TO US REGARDING THE COMPARATOR.  
18 IS IT THE RIGHT COMPARATOR FOR THAT DISEASE FOR THAT  
19 TRIAL? THEN WE ALSO ACCENTUATE IN THE NEW, AGAIN,  
20 HIGHLIGHTING PATIENT-REPORTED OUTCOME. AND WHEN I  
21 DISCUSSED THIS WITH THE SCIENCE SUBCOMMITTEE, DR.  
22 MIASKOWSKI MENTIONED HOW IMPORTANT THAT WAS FOR  
23 BEING STANDARDIZED AND FOR THE PATIENTS TO BE AWARE  
24 OF IT, SUCH AS QUALITY OF LIFE IS IMPORTANT. AND,  
25 FRANKLY, THAT'S ALSO IMPORTANT TO THE REGULATORS AS

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1 WELL. SO WE'RE GOING TO BE ABLE TO MAKE SURE THAT  
2 WE WORK WITH OUR GRANTEES TO STANDARDIZE WHAT WE  
3 CALL PRO, PATIENT-REPORTED OUTCOME, AND MAKE THAT  
4 AVAILABLE TO ALSO THE FOLKS WHO END UP JUDGING  
5 REIMBURSEMENT, LIKE THE CMS FOLKS.

6 ALSO, WE ARE ALLOWING COMPILATION OF  
7 REAL-WORLD DATA AND REAL-WORLD EVIDENCE; WHEREAS,  
8 FDA PUT OUT LIKE AT LEAST FOUR DIFFERENT GUIDANCES  
9 REGARDING THEM, AND WE WANT TO MAKE SURE OUR  
10 GRANTEES ARE AWARE OF THEM AND HOW TO USE THEM. SO  
11 FOR THAT REASON WE ARE ACCENTUATING THAT IN OUR,  
12 AGAIN, NEW PROGRAM ANNOUNCEMENT.

13 THE LAST ACTIVITY THAT WE WANTED TO  
14 HIGHLIGHT IS THAT WE'RE GOING TO ALLOW ALL  
15 EXPENDITURES THAT ARE RELATED TO PUTTING A GOOD DEI  
16 PLAN AND ACTIVITIES THAT GOES WITH THESE TRIALS. I  
17 THINK IN THE PAST OUR GRANTEES WERE CONFUSED AS TO  
18 WHETHER THAT'S ALLOWED OR NOT. SO WE ARE NOW MAKING  
19 SURE THAT THEY UNDERSTAND THAT THAT WILL BE AN  
20 ALLOWABLE COST.

21 SO NOW WE COME TO THE CLIN4, AND WHY A  
22 CLIN4 AT THIS TIME. I THINK I ALREADY MENTIONED  
23 THAT MANY OF OUR GRANTEES, ACTUALLY THE ONES HAVE  
24 BEEN WITH US FOR SEVERAL YEARS, HAVE REACHED TO A  
25 STAGE WHERE THEY CAN APPLY FOR A BLA IF THEY HAVE

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1 THE RIGHT FUNDS AND HAVE THE RIGHT GUIDANCE. I  
2 THINK WHAT WAS POINTED OUT TO US YESTERDAY AT THE  
3 BAKER LABS IS THAT CIRM DOES NOT JUST PROVIDE  
4 FUNDING. WE ACTUALLY PROVIDE GUIDANCE. AND WE ARE  
5 VERY HAPPY WITH THE FACT THAT WE HAVE GREAT TEAMS  
6 THAT PROVIDE ALL THAT EFFORT INTO MAKING SURE THE  
7 RIGHT GUIDANCE REACHES THE RIGHT AUDIENCE.

8 SO THE KEY HERE IS, AGAIN, WHAT WILL WE BE  
9 INCLUDING IN THE CLIN4. AGAIN, IT WILL BE -- THERE  
10 ARE TWO REQUIREMENTS THAT WE ARE MAKING IS THAT THE  
11 GOAL OF THE CLIN4 IS TO SUPPORT CIRM-FUNDED PROGRAMS  
12 TO ACHIEVE BLA FILING AND ADVANCEMENT TOWARDS THE  
13 GOAL OF OBTAINING MARKETING APPROVAL. AND IT IS A  
14 LOGICAL BRIDGE TO AAWG, AGAIN, DEMONSTRATING CIRM'S  
15 COMMITMENT TO ACCESS AND AFFORDABILITY PER THE  
16 ROADMAP THAT WAS PRESENTED TO YOU, THE BOARD, IN  
17 JUNE. SO IT'S ACTUALLY A VERY CLOSE WAY TO PIVOT  
18 FROM CLIN2 TO A CLIN4 TO ACCESS AND AFFORDABILITY.

19 SO THERE ARE TWO -- I HAD STARTED SAYING  
20 TWO KEY REQUIREMENTS. SO THE ELIGIBILITY CRITERIA  
21 IS THEY MUST HAVE AN ACTIVE CLIN2 AWARD. AND THE  
22 REASON YOU ASK WHY IS THAT THE CASE IS BECAUSE WE DO  
23 HAVE CANDIDATES THAT ARE IN THE QUEUE THAT COULD BE  
24 ELIGIBLE FOR A CLIN4. AND THE OTHER IS THAT THEY  
25 MUST HAVE COMPLETED 50 PERCENT OF MILESTONES OF AN



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1 ACTIVE CLIN2 AWARD. AND, AGAIN, THE REASON THAT IS  
2 THE CASE IS BECAUSE WE THINK, IF WE ARE ABLE TO  
3 GUIDE THEM AND KNOW HOW MUCH THEY CAN DO, THEN WE  
4 CAN INVITE THEM OR RECOMMEND TO THEM TO APPLY FOR A  
5 CLIN4 SO WE CAN ACCELERATE THE DEVELOPMENT OF THEIR  
6 THERAPY SIDE BY SIDE WITH THEM AND WITH THE  
7 REGULATORS.

8 SO WE ARE ALSO REQUIRING THAT THEY MUST  
9 HAVE AN END-OF-PHASE-2 MEETING OR EQUIVALENT WITH  
10 THE FDA AND HAVE CONCURRENCE ON REQUIREMENTS FOR THE  
11 BLA FILING. THERE ARE AT TIMES WHEN FOLKS ARE  
12 DISCONNECTED FROM WHAT THE FDA WANTS, THEY BECOME --  
13 ESSENTIALLY THEY LOSE TIME NEGOTIATING WHAT THEY  
14 NEED TO DO OTHER THAN ACTUALLY WHAT WAS REQUIRED  
15 EITHER AT A PRE-BLA FILING MEETING OR JUST THEY COME  
16 UP WITH WHATEVER THEY THINK IS NECESSARY. AND SO WE  
17 WOULD LIKE TO SEE THAT THE FDA AGREED TO THEIR PLANS  
18 UP FRONT.

19 SO HOW MUCH IS A CLIN4 GOING TO COST US?  
20 IT'S UP TO 12 MILLION. SO THE CLIN2 IS UP TO 15  
21 MILLION AND THE CLIN4 IS UP TO 12 MILLION. WE  
22 CONSIDERED MAKING A LARGER CLIN GRANT, SUCH AS 25  
23 MILLION, BUT IT ACTUALLY DID NOT MAKE SENSE. IT  
24 MADE SENSE TO HAVE THEM HAVE A CLIN2 WHERE WE KNOW  
25 THAT THEY ARE ABLE TO PERFORM AND THAT THEY HAVE THE

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1 FDA ON TRACK WITH WHAT THEIR NEEDS ARE AND FOR A  
2 CLIN4 TO MOVE INTO THE NEXT STAGE WITH ACTIVITIES  
3 RELATED TO BLA FILING. SO WHAT ARE THOSE  
4 ACTIVITIES?

5 THE ACTIVITIES THAT ARE NECESSARY FOR  
6 FILING A BLA ARE CONDUCT OF A PRE-BLA MEETING WITH  
7 THE FDA. AND THAT'S REQUIRED ANYWAYS, SO WE JUST  
8 WANT TO MAKE SURE THAT THEY KNOW THAT. AND THEN  
9 COMPILATION OF AN ELECTRONIC COMMON TECHNICAL  
10 DOCUMENT, WHICH, AGAIN, IS KNOWN AS THE ELECTRONIC  
11 CTD. THEN PRODUCT MANUFACTURING ACTIVITIES  
12 NECESSARY TO SUBMIT A BLA. AND THEN COMMERCIAL  
13 DEVELOPMENT SUCH AS PHARMACOECONOMIC ANALYSIS,  
14 BUDGET IMPACT MODELS WITH HEALTH PAYER PERSPECTIVE.

15 BOTH PRODUCT MANUFACTURING AND COMMERCIAL  
16 DEVELOPMENT, I'VE BEEN TALKING WITH TWO OF OUR  
17 GRANTEES THAT ARE VERY CLOSE TO EITHER THEY ALREADY  
18 FILED THE BLA OR CLOSE TO IT. THEY WERE TELLING US  
19 THAT THOSE ACTIVITIES WERE QUITE COSTLY IN TERMS OF  
20 PRODUCT MANUFACTURING CAN BE UP TO 3 TO 5 MILLION ON  
21 ITS OWN. AND COMMERCIAL DEVELOPMENT CAN BE UP TO 1  
22 TO 2 MILLION.

23 THEN DEVELOPMENT OF SUPPLY CHAIN STRATEGY.  
24 AGAIN, SUPPLY CHAIN MEANS HERE THAT THEY HAVE  
25 IMPLEMENTED THE PLAN HOW THEY'RE GOING TO DISTRIBUTE

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1 THE DRUG PRODUCT, WHO'S GOING TO GET IT. A CENTRAL  
2 FACILITY? IS IT GOING TO BE IN THE HOSPITAL, ET  
3 CETERA?

4 AND THEN INITIATION OF  
5 PRECOMMERCIALIZATION ACTIVITIES, SUCH AS PRODUCTION  
6 OF THE PAYERS COST-EFFECTIVENESS ANALYSIS REPORT.  
7 THAT'S USUALLY DONE BY VERY PRESTIGIOUS  
8 INSTITUTIONS, SUCH AS ICER, WHICH IS THE INSTITUTE  
9 FOR CLINICAL AND ECONOMIC REVIEW. AND THEY ACTUALLY  
10 DO CHARGE FOR GETTING THAT DONE.

11 AND THEN COMPILATION OF THE AMCP DOSSIER.  
12 THIS IS ACADEMY MANAGED CARE PRODUCTS. THAT DOSSIER  
13 IS VERY IMPORTANT FOR MEDICARE, MEDICAID, ET CETERA,  
14 FOR THE PAYERS.

15 WE ALSO INCLUDED IN THE CLIN4 THE  
16 POSSIBILITY OF A COMPASSIONATE USE. THAT'S FOR THE  
17 INVESTIGATIONAL THERAPY FOR PATIENTS TO FOR AT LEAST  
18 THE PERIOD BEFORE -- AFTER THEY'VE ENROLLED AND  
19 CLOSED ENROLLMENT AND PRIOR TO MARKET APPROVAL OR  
20 DURING MARKET APPROVAL PROCESS. THIS WAY WITH  
21 KNOWLEDGE OF THE FDA BECAUSE THE FDA HAS TO APPROVE  
22 COMPASSIONATE USE.

23 SO THOSE ARE IN A NUTSHELL WHAT IS GOING  
24 TO BE MOST IMPORTANT FOR GETTING A CLIN4 MOVING.  
25 AND LIKE WE SAID, WE HAVE CANDIDATES THAT ARE

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1 CURRENTLY IN THE QUEUE POTENTIALLY READY FOR THAT.  
2 SO IN CONCLUSION, I JUST WANT TO MAKE SURE THAT I  
3 MADE IT CLEAR THAT A CLIN1, THERE WILL BE AN  
4 INCREASE IN THE BUDGET FOR THEM -- INCREASE IN THE  
5 AWARD. THERE'S NO CHANGE IN OUR BUDGET. LET ME  
6 JUST REPEAT THAT AGAIN. THERE'S NO CHANGE IN THE  
7 BUDGET WE HAVE FOR FISCAL YEAR 2023/24. WE ARE  
8 GOING TO INCORPORATE THE CLIN4 COST INTO THAT. AND  
9 THE CHANGE IN THE CLIN1 FUNDING GOING TO UP TO 7.5  
10 MILLION FOR THE NON-PROFIT AND UP TO 5 MILLION FOR  
11 THE FOR-PROFIT. AND THEN THE CLIN2 REMAINS TO BE UP  
12 TO 15 MILLION, AND THE CLIN4 WILL BE UP TO 12  
13 MILLION.

14 AND MY LAST SLIDE, WRITTEN BY SCOTT  
15 TOCHER, CIRM REQUESTS APPROVAL OF THE PROPOSED CLIN1  
16 AND CLIN2 CONCEPT AMENDMENTS AND CLIN4 CONCEPT PLAN.  
17 WITH THAT, I'LL STOP AND I'M SORRY FOR THE MESS THAT  
18 WAS CREATED WITH THE TECHNICAL.

19 CHAIRMAN IMBASCIANI: THANK YOU, DR.  
20 CREASEY. THE ELECTRONICS WERE OUT OF YOUR CONTROL,  
21 I'M SURE.

22 SO WE WOULD ENTERTAIN A MOTION TO DEAL  
23 WITH THE CONCEPT AMENDMENTS IN THE CLINICAL FIELD.

24 DR. CLARK-HARVEY: SO MOVED.

25 VICE CHAIR BONNEVILLE: SECOND.

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1 CHAIRMAN IMBASCIANI: THANK YOU FOR THE  
2 SECOND. THE FLOOR IS OPEN TO DISCUSSION FOR BOARD  
3 MEMBERS.

4 DR. CREASEY: IT WAS SO CLEAR.

5 CHAIRMAN IMBASCIANI: MR. JUELSGAARD.  
6 THANK YOU, DOCTOR.

7 MR. JUELSGAARD: IF WE COULD GO BACK TO  
8 THE SLIDES THAT WERE PRESENTED, PLEASE ABLA, AND TO  
9 THE SECOND TO THE LAST SLIDE, THE ONE THAT SORT OF  
10 SUMMARIZES THE FINANCING OF THE VARIOUS THREE  
11 CLINICAL PHASES IF THAT'S POSSIBLE PLEASE. I JUST  
12 NEED A CLARIFICATION ON HOW THIS WORKS. THERE YOU  
13 GO. NO, NOT THAT SLIDE. YOU WERE ON THE RIGHT  
14 SLIDE, THE NEXT ONE DOWN WITH THE DOLLARS. THE NEXT  
15 SLIDE. NO, BACK UP ONE. THERE WE ARE.

16 DR. CREASEY: IT JUST DOES IT BY ITSELF.

17 MR. JUELSGAARD: SO I WANT TO ADDRESS WHAT  
18 HAPPENS WITH WHAT I STILL SEE AS THE GOLD STANDARD  
19 OF THE WAY THAT CLINICAL TRIALS ARE DONE IN WHICH  
20 YOU HAVE, IN ESSENCE, THREE PHASES OF CLINICAL  
21 TRIALS, PHASE 1 SAFETY STUDY, PHASE 2 INITIAL  
22 EFFICACY AND DOSE RANGING STUDIES, AND THEN PHASE 3,  
23 DEVELOPING THE STATISTICAL ABILITY TO DEMONSTRATE  
24 THAT THE PRODUCT IS ACTING SAFELY AND DOING WHAT  
25 IT'S SUPPOSED TO BE DOING.

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1            THAT'S STILL, I WOULD SAY, AT LEAST 90  
2            PERCENT OF THE WAY PRODUCTS ARE DEVELOPED THESE DAYS  
3            FOR REGULATORY APPROVAL IN THE U.S. SO LET ME JUST  
4            ASK YOU THEN. IF YOU'RE INVOLVED IN A PHASE 1  
5            STUDY, I TAKE IT THAT THAT'S COVERED BY CLIN2; IS  
6            THAT RIGHT, OUR CLIN2 STUDY?

7            DR. CREASEY: YES. YES.

8            MR. JUELSGAARD: AND THEN THAT'S ALSO  
9            DESIGNED TO COVER PHASE 2 STUDIES. SO BOTH A PHASE  
10          1 AND A PHASE 2 STUDY WOULD BE COVERED BY CLIN2?

11          DR. CREASEY: AND THE PHASE 3, IF THEY  
12          NEED IT. OF COURSE, WE FUNDED PHASE 3 STUDIES IN  
13          THE CLIN2. WE'VE ALREADY DONE THAT.

14          MR. JUELSGAARD: WELL, CLIN4 IS THE  
15          BLA-ENABLING STUDY. SO THAT'S THE PHASE 3 STUDY.  
16          THAT'S THE STUDY YOU NEEDED TO DO AND REACH  
17          STATISTICAL SIGNIFICANCE IN ORDER TO BE ABLE TO FILE  
18          THE BLA. SO I READ THAT AS REALLY BACK TO THE  
19          TRADITIONAL MODEL. SO THE CLIN4 WOULD BE FUNDING  
20          THE PHASE 3 STUDY, AND CLIN2 WOULD BE FUNDING BOTH  
21          PHASE 1 AND PHASE 2.

22          DR. CREASEY: WHAT WE HAVE DONE, MR.  
23          JUELSGAARD, IS THE FOLLOWING. WE CHANGED THE PA  
24          COUPLE YEARS AGO TO SAY FIRST-IN-HUMAN IS OUR FIRST  
25          CLIN2, WHICH IS THAT WILL MATCH WHAT YOU'RE

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1 DESCRIBING AS SAFETY STUDIES. BUT THE FDA, WHEN IT  
2 COMES TO REGENERATIVE MEDICINE, WHETHER IT IS CELL  
3 THERAPY OR GENE THERAPY AND RELATED, THEY ARE NOW  
4 STARTING TO RECOMMEND APPROVAL FROM PHASE 1/2  
5 DEPENDING ON THE SIGNAL AND, AGAIN, THE ROBUSTNESS  
6 OF THE TRIAL. AND SO THEY ARE RECOMMENDING THAT WE  
7 PREPARE FOR A BLA AS EARLY AS POSSIBLE DEPENDING ON  
8 THE DISEASE INDICATION.

9 AND SO WE NO LONGER IN OUR PA'S TALK ABOUT  
10 PHASE 1, 2, AND 3 BECAUSE REGENERATIVE MEDICINE HAS  
11 BECOME SLIGHTLY MANAGED DIFFERENTLY BY THE  
12 REGULATORS. AND SO WHAT WE ARE -- WE HAVE FUNDED  
13 PHASE 3 WITH A CLIN2. WE STILL FUND PHASE 1-2 AS  
14 WELL. BUT WHAT WE'RE POINTING OUT IS THAT WHATEVER  
15 STAGE YOU'RE IN AND YOU HAVE A CLIN2 AND YOU'VE  
16 ALREADY DISCUSSED WITH THE FDA THAT YOU CAN FILE A  
17 BIOLOGICS LICENSE APPLICATION, YOU CAN TALK TO US  
18 ABOUT WHAT YOU NEED IN ORDER TO BE ABLE TO DO THAT  
19 IN, AT LEAST, A TIMELY MANNER AND NOT SUFFER ALSO  
20 BECAUSE YOU DO NOT HAVE THE FUNDS. AND SO WE'RE  
21 TRYING TO ACCELERATE THOSE WHO ALREADY HAVE ACHIEVED  
22 THE STAGE OF BEING READY FOR A BLA EVEN WITHOUT  
23 HAVING DONE A PHASE 3. AND THAT'S OCCURRING AS WE  
24 SPEAK.

25 ACTUALLY ONE OF OUR GRANTEES DID ONE

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1 STUDY, PHASE 1-2, WAS CONSIDERED A PIVOTAL AND THEY  
2 FILED A BLA AND THE BLA WAS ACCEPTED. AND THEY HAVE  
3 A PDUFA DATE OF MARCH OF '24.

4 MR. JUELSGAARD: I APPRECIATE THAT THERE'S  
5 ONE INDIVIDUAL ORGANIZATION THAT'S BEEN ABLE TO DO  
6 THAT, BUT I GO BACK TO WHAT I SAID. SO CERTAINLY WE  
7 ENCOMPASS A BROAD NUMBER OF APPROACHES TO THE  
8 DEVELOPMENT OF THERAPEUTICS, NOT JUST THE KINDS OF  
9 THERAPIES THAT YOU ARE TALKING ABOUT, BUT WE  
10 ENCOMPASS TRADITIONAL BIOLOGICS AND TRADITIONAL  
11 SMALL MOLECULES AS LONG AS THEY HAVE REGENERATIVE  
12 MEDICINE LINKING TO THEM, CAR-T TREATMENTS, ET  
13 CETERA. AND THOSE STILL FOLLOW FOR THE MOST PART  
14 THE OLD-FASHIONED THREE-STEP PROCESS. SO WE'VE GOT  
15 TO BE ABLE TO WORK WITH BOTH OF THOSE, IT SEEMS TO  
16 ME.

17 DR. CREASEY: THERE'S NO DOUBT WE CAN DO  
18 THAT. THERE'S NO DOUBT THAT THAT'S GOING TO BE  
19 POSSIBLE BECAUSE WE ARE NOT CHANGING ANYTHING HERE.  
20 ALL WE'RE SAYING IS THAT WE HAVE A CLIN2 THAT WILL  
21 ALLOW, WHETHER IT'S A SMALL MOLECULE -- BY THE WAY,  
22 JUST A REMINDER FOR THE AUDIENCE. THE LARGE  
23 MOLECULE AND SMALL MOLECULE WILL HAVE TO INVOLVE A  
24 STEM CELL FOR IT TO MOVE TO A PHASE 3 IN OUR BOOKS.  
25 SO THEY ARE ALLOWED TO APPLY FOR A CLIN2. IF THEY



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1 ALSO NEED A CLIN4, THAT REQUIREMENT WOULD STILL BE  
2 THE SAME, THAT THEY HAVE TALKED TO THE FDA, THE FDA  
3 AGREES WITH IT, THAT THEY HAVE HAD A PRE-BLA  
4 MEETING, AND THAT THEY NEED THE SAME TYPES OF THINGS  
5 THAT WE'RE GOING TO OFFER, SUCH AS  
6 PRECOMMERCIALIZATION, ET CETERA.

7 I GUESS MY COLLEAGUE GIL WANTS TO ADD MORE  
8 TO WHAT I'M SAYING.

9 CHAIRMAN IMBASCIANI: MR. SAMBRANO.

10 DR. SAMBRANO: THANK YOU VERY MUCH. SO  
11 THERE'S SOME DETAIL THAT'S MISSING IN THE SLIDE. SO  
12 I JUST WANT TO PROVIDE CLARIFICATION FOR THE CLIN2  
13 PROGRAM ITSELF. NOTHING IS CHANGING ABOUT HOW WE  
14 IMPLEMENT THE CLIN2 PROGRAM. IT STILL ALLOWS FOR  
15 FUNDING A SINGLE CLINICAL TRIAL WHETHER IT'S A PHASE  
16 1, A PHASE 2, OR A PHASE 3. AND SO WE ASK AN  
17 APPLICANT TO COME IN, PROPOSE A SINGLE TRIAL, AND  
18 TAKE IT TO COMPLETION. AND SO THAT WOULD BE WITHIN  
19 48 MONTHS.

20 A FIRST-IN-HUMAN, AS DR. CREASEY WAS  
21 SAYING, IS ONE THAT WE WOULD PUT IN THE CATEGORY OF  
22 A PHASE 1 IN TERMS OF WHAT THE MAXIMUM FUNDING IS.  
23 SO THEY CAN REQUEST UP TO 12 MILLION. EIGHT MILLION  
24 IF THEY ARE A FOR-PROFIT UNDER THE CLIN2 FOR A  
25 FIRST-IN-HUMAN. FIFTEEN MILLION WHETHER FOR-PROFIT

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1 OR NON-PROFIT FOR ANY FOLLOW-ON TRIAL. SO CLIN2  
2 CONTINUES TO SUPPORT THE SAME WAY WE HAVE BEEN DOING  
3 SINCE ITS INCEPTION. WE ARE NOW ADDING A CLIN4  
4 WHICH ALLOWS US TO FUND ACTIVITIES THAT GO BEYOND  
5 THE PIVOTAL TRIAL IN ORDER TO ALLOW A BLA TO HAPPEN.  
6 SO I HOPE THAT PROVIDES SOME CLARITY.

7 MR. JUELSGAARD: THANK YOU. I APPRECIATE  
8 THAT, GIL. THAT MAKES IT A LOT CLEARER FROM MY  
9 POINT OF VIEW.

10 CHAIRMAN IMBASCIANI: I SEE, I HOPE I HAVE  
11 THE RIGHT ORDER HERE, HAIFAA ABDULHAQ.

12 DR. ABDULHAQ: YES. THANK YOU. SO I JUST  
13 HAD A COMMENT AND A QUESTION. MY COMMENT ON CLIN2,  
14 I'M ACTUALLY REALLY PLEASED TO SEE THAT THE TRIALS  
15 THAT INVOLVE REAL-WORLD DATA AND PATIENT-REPORTED  
16 OUTCOME ARE INCLUDED IN CLIN2 BECAUSE THESE ARE  
17 BECOMING MORE AND MORE IMPORTANT IN UNDERSTANDING  
18 HOW THESE DIFFERENT NOVEL THERAPIES AND CELLULAR  
19 THERAPIES REALLY WORK IN DIFFERENT PATIENT  
20 POPULATIONS, INCLUDING THE UNDERSERVED PATIENT  
21 POPULATION WHO MAY NOT ACTUALLY BE INCLUDED OR MIGHT  
22 NOT HAVE BEEN INCLUDED IN THE ORIGINAL CLINICAL  
23 TRIALS. AND THAT WOULD HELP UNDERSTAND BETTER HOW  
24 BETTER TO USE THESE TREATMENTS IN DIFFERENT  
25 PATIENTS.

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1           IN TERMS OF MY QUESTION ABOUT CLIN4, SO  
2 WHO ARE THE RIGHT CANDIDATES FOR CLIN4? AND EXCUSE  
3 ME IF I AM BEING NAIVE ABOUT THIS. BUT MY  
4 UNDERSTANDING FROM THE DESCRIPTION YOU SAID THAT  
5 IT'S USUALLY DRUG COMPANIES AND FOR-PROFIT  
6 ORGANIZATIONS WILL DO THESE TYPES OF ACTIVITIES. SO  
7 AM I CORRECT IN THIS UNDERSTANDING, OR ARE THERE  
8 OTHER CANDIDATES FOR THIS?

9           DR. CREASEY: THANK YOU, HAIFAA, FOR YOUR  
10 QUESTION. WE ACTUALLY HAVE CANDIDATES, GRANTEES  
11 THAT HAVE WORKED WITH US FOR THE LAST TEN YEARS THAT  
12 ARE IN THE QUEUE CURRENTLY AND ARE READY TO GO  
13 THROUGH WHAT IS IN A CLIN4 APPLICATION. IT'S NOT --  
14 AND THEY ARE MOSTLY ACADEMICS, AND THEY'RE NOT PART  
15 OF PHARMA. PHARMA COMPANIES WILL NOT COME TO CIRM.  
16 WE TRIED, BUT THEY ESSENTIALLY HAVE ALL THE MONEY  
17 THEY NEED TO DO THOSE KINDS OF ACTIVITIES. WE ARE  
18 TRYING TO HELP START-UPS AS WELL AS ACADEMIA WITH A  
19 CLIN4.

20           CHAIRMAN IMBASCIANI: THANK YOU. I SEE  
21 JIM KOVACH.

22           DR. KOVACH: YES, THAT ESSENTIALLY WAS MY  
23 QUESTION AS WELL. THE CLIN4 SEEMS LIKE THE CLOSER  
24 YOU GET TO BLA, THE MORE INFORMATION RELATES TO  
25 MARKETING AND REIMBURSEMENT, THINGS LIKE THAT THAT

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1 TRADITIONALLY COMPANIES ACTUALLY TAKE CARE OF. AND  
2 SO THE QUESTION WAS WOULD, IN MY CASE UC DAVIS,  
3 WOULD WE BE ELIGIBLE BECAUSE WE'RE KIND OF THINKING  
4 ABOUT THAT ISSUE RIGHT NOW AS I'M SURE OTHER SYSTEMS  
5 ARE.

6 DR. CREASEY: THANK YOU FOR VALIDATING MY  
7 HYPOTHESIS. THANK YOU.

8 SO THE SITUATION HERE IS THAT MANY OF THE  
9 ACADEMICS, AGAIN, HAVE GRANTS FROM US OR OTHERWISE  
10 STILL NEED THOSE KIND OF ACTIVITIES IN ORDER TO GET  
11 A BLA FILED AND TO HAVE THE DRUG PRODUCT REALLY  
12 DOVETAIL CLOSELY WITH WHAT THE AAWG NEEDS IN ORDER  
13 TO MOVE THE PROGRAMS TO THE ACCESS AND  
14 AFFORDABILITY. AND SO THIS IS WHY IT IS TIMELY FOR  
15 US TO THINK ABOUT WHETHER IT IS MOSTLY, LIKE I SAID,  
16 ACADEMICS, BUT WE HAVE ALSO START-UPS, RELATIVELY  
17 SMALL COMPANIES THAT ARE GETTING TO THAT STAGE.

18 WE DISCUSSED AT THE SCIENCE SUBCOMMITTEE  
19 ABOUT MAKING THE CLIN4 BY INVITATION; BUT, AGAIN, I  
20 THINK IT'S A TOPIC THAT WE CAN DISCUSS WITH ALL OF  
21 YOU WHENEVER YOU THINK IS THE RIGHT TIME.

22 DR. KOVACH: ONE THING WE TALK ABOUT  
23 INTERNALLY IS, AND YOU LOOK AT A NEW YORK BLOOD  
24 CENTER THAT ACTUALLY HOLDS A BLA, IS WOULD A  
25 NON-PROFIT EVER DO THAT? IT WOULD BE A VERY KIND OF

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1 IN A WAY KIND OF AN INNOVATIVE, ENTREPRENEURIAL  
2 THING TO DO, AND IT'S NOT HAPPENED YET, BUT PERHAPS  
3 THAT'S SOMETHING DOWN THE LINE THAT ONE COULD  
4 ENVISION.

5 DR. CREASEY: DUKE UNIVERSITY DID THAT A  
6 FEW YEARS AGO. SO I THINK IT'S REALLY IMPORTANT  
7 THAT WE POSITION IT IN A MANNER WHERE WE ARE HERE TO  
8 ASSIST THOSE WHO ARE READY TO MAKE THE PRODUCTS  
9 POTENTIALLY AVAILABLE TO PATIENTS AND WHAT THE NEEDS  
10 ARE. AND WHAT I PUT ON THE SLIDE IS JUST, I GUESS,  
11 EXAMPLES OF WHAT IS MOSTLY REQUIRED OR NEEDED. BUT  
12 JUST LIKE WE DID WITH THE CLIN2, WE MAY NEED TO  
13 HIGHLIGHT ADDITIONAL THINGS IF YOU GUYS APPROVE  
14 MOVING THE CONCEPT FOR CLIN4 FORWARD.

15 CHAIRMAN IMBASCIANI: THANK YOU, DR.  
16 CREASEY. ANY OTHER COMMENTS FROM BOARD MEMBERS? IF  
17 NOT, I'LL ASK IF THERE'S ANY MEMBER OF THE PUBLIC  
18 THAT WANTS TO COMMENT ON THESE CLINICAL  
19 PRESENTATIONS. AND THERE ARE NONE. SO, MR. TOCHER,  
20 WE ARE READY TO POLL THE MEMBERS.

21 MR. TOCHER: THE MOTION IS TO APPROVE THE  
22 CLIN AMENDMENTS AS PROPOSED. ALL THOSE IN THE ROOM  
23 IN FAVOR SAY AYE. THOSE OPPOSED? ABSTAIN?

24 AND I'LL POLL THE MEMBERS ON THE ZOOM.

25 HAIFAA ABDULHAQ.

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1 DR. ABDULHAQ: YES.  
2 MR. TOCHER: JIM KOVACH.  
3 DR. KOVACH: YES.  
4 MR. TOCHER: JUDY CHOU.  
5 DR. CHOU: YES.  
6 MR. TOCHER: LEONDRA CLARK-HARVEY.  
7 DR. CLARK-HARVEY: AYE.  
8 MR. TOCHER: DEBORAH DEAS.  
9 DR. DEAS: YES.  
10 MR. TOCHER: YSABEL DURON.  
11 MS. DURON: I WILL ABSTAIN AS I WAS NOT  
12 HERE FOR THE TOTAL PRESENTATION.  
13 MR. TOCHER: FRED FISHER.  
14 DR. FISHER: YES.  
15 MR. TOCHER: JUDY GASSON.  
16 DR. GASSON: YES.  
17 MR. TOCHER: LARRY GOLDSTEIN.  
18 DR. GOLDSTEIN: YES.  
19 MR. TOCHER: STEVE JUELSGAARD.  
20 MR. JUELSGAARD: YES.  
21 MR. TOCHER: RICH LAJARA.  
22 MR. LAJARA: YES.  
23 MR. TOCHER: LINDA MALKAS.  
24 DR. MALKAS: YES.  
25 MR. TOCHER: CHRIS MIASKOWSKI.

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1 DR. MIASKOWSKI: YES.

2 MR. TOCHER: JOE PANETTA.

3 MR. PANETTA: YES.

4 MR. TOCHER: JOYCE SACKKEY.

5 DR. SACKKEY: YES.

6 MR. TOCHER: MICHAEL STAMOS. MICHAEL, I'M  
7 JUST CHECKING TO SEE IF YOU'RE ON MUTE.

8 ARE THERE ANY OTHER MEMBERS ON THE ZOOM  
9 WHOSE NAMES I HAVE NOT CALLED? GREAT. MR. CHAIR,  
10 THE MOTION CARRIES.

11 CHAIRMAN IMBASCIANI: WONDERFUL. THANK  
12 YOU AGAIN, DR. CREASEY, FOR YOUR PRESENTATION.

13 WE'LL NOW MOVE TO THE THIRD PART OF THIS  
14 AGENDA, ITEM NO. 9. THIS IS THE PRESENTATION BY  
15 DR. PATEL ON CO-FUNDING AND WARRANTS. SHYAM, IT'S  
16 ALL YOURS.

17 DR. PATEL: THANK YOU, CHAIRMAN IMBASCIANI  
18 AND VICE CHAIR GONZALEZ-BONNEVILLE AND TO THE BOARD,  
19 FOR THIS OPPORTUNITY TODAY TO PRESENT TO YOU. I'M  
20 JUST WAITING FOR MY SLIDES TO COME UP.

21 I THINK THIS IS THE NEXT PRESENTATION, SO  
22 I HAVE TO SWITCH IT UP TO THE CO-FUNDING ONE. SO  
23 WHILE THE SLIDES ARE COMING UP, I JUST WANT TO GIVE  
24 YOU A LITTLE BIT OF BACKGROUND AS TO WHAT YOU'RE  
25 GOING TO BE HEARING TODAY. SO THIS IS GOING TO BE

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1 CONCEPT PLAN CHANGES FOR THE CO-FUNDING REQUIREMENT  
2 IN THE TRANSLATION AND CLINICAL PROGRAMS. AND THIS  
3 STARTED OFF AS AN ACTIVITY FROM THE IP AND INDUSTRY  
4 SUBCOMMITTEE THAT RECOMMENDED TO CIRM TO DEVELOP A  
5 WARRANT-BASED CO-FUNDING ALTERNATIVE TO SUPPORT  
6 COMPANIES WHO ARE APPLYING AND GETTING FUNDED BY  
7 CIRM GIVEN THE DIFFICULT ECONOMIC ENVIRONMENT AS  
8 WELL AS OUR ROLE AS A DERISKER OF EARLY STAGE  
9 TECHNOLOGIES AND PROGRESSING THEM TO THE CLINIC AND  
10 ATTRACTING INVESTMENT. SO THAT'S GOING TO BE THE  
11 BASIS FOR THIS.

12 AS PART OF THAT EXERCISE, WE WENT AHEAD  
13 AND TOOK A LOOK MORE HOLISTICALLY AT THE CO-FUNDING  
14 REQUIREMENTS AND HAVE A SET OF CHANGES THAT WE'D  
15 LIKE TO RECOMMEND TO THE BOARD TODAY.

16 SO THIS PRESENTATION -- THE PROPOSAL THAT  
17 I'M PRESENTING TO YOU TODAY IS THE THIRD TIME AS  
18 WELL. AS ABLA MENTIONED, THE FIRST TIME WAS WITH  
19 THE IP INDUSTRY SUBCOMMITTEE WHICH RECOMMENDED IT,  
20 AND THEN THE SCIENCE SUBCOMMITTEE, AND LASTLY TO THE  
21 BOARD.

22 SO BEFORE I GET INTO THE CHANGES, I'M  
23 GOING TO RECAP WHAT THE EXISTING CO-FUNDING  
24 REQUIREMENTS ARE. AND SO THESE WERE INTRODUCED AND  
25 HAVE STAYED LARGELY SIMILAR TO THE SAME FROM THE



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1 FIRST INSTANCE OF THE CLIN CONCEPT, WHICH WAS BACK  
2 IN 2014/2015, AND THEN ALSO TRANSLATED OVER TO THE  
3 TRANSLATIONAL CONCEPT PLAN.

4 SO WHAT THESE CO-FUNDING REQUIREMENTS ARE  
5 IS THAT THEY HAVE TWO DIFFERENT SETS. SO FOR THE  
6 NON-PROFIT APPLICANT, THERE IS NO CO-FUNDING  
7 REQUIREMENT UP UNTIL THE POINT OF A TRIAL THAT IS  
8 AFTER FIRST IN HUMAN WHERE THEY'RE SUBJECT TO A  
9 40-PERCENT CO-FUNDING REQUIREMENT ON A CIRM AWARD.  
10 AND THAT WAS THE INTENT FOR THAT, WE WENT BACK AND  
11 TOOK A LOOK, WAS TO HAVE AN INDUSTRY PARTNER FOR  
12 PHASE 2 AND LATER CLINICAL TRIALS WAS TO INCENTIVIZE  
13 THAT. AS YOU HEARD FROM ABLA'S PRESENTATION IN THE  
14 PREVIOUS ONE, THERE ARE A LOT OF ACADEMIC AND  
15 NON-PROFIT TRIALS THAT ARE BEING PROGRESSED TO LATER  
16 STAGES.

17 SO WE'LL ADDRESS THAT CONCERN IN THE NEXT  
18 COUPLE SLIDES. ON THE FOR-PROFIT SIDE, THE  
19 CO-FUNDING REQUIREMENT IS PROGRESSIVE FROM  
20 TRANSLATION TO LATER-STAGE CLINICAL TRIALS. AND THE  
21 INTENT FOR THIS CO-FUNDING REQUIREMENT WAS TO  
22 DEMONSTRATE A COMMITMENT TO THE PROPOSED PROJECT  
23 FROM THE COMPANIES. THEY'RE COST SHARING ALONG WITH  
24 CIRM ON THE PROJECT TO DEMONSTRATE THEIR COMMITMENT  
25 TO THAT PROJECT.

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1 SO WITH THAT BACKGROUND, I WANT TO  
2 HIGHLIGHT WHY ARE WE PROPOSING CHANGES TO THESE  
3 CO-FUNDING REQUIREMENTS. AND SO FIRST AND FOREMOST,  
4 THERE ARE THREE REASONS. AS HAS BEEN MENTIONED,  
5 CLINICAL PROGRESS OF UNPARTNERED ACADEMIC PROGRAMS.  
6 THESE ARE ONES THAT DON'T HAVE A COMMERCIAL PARTNER,  
7 AND THIS IS NOT FOR A LACK OF EFFORT OF THE  
8 PROGRAMS. IT IS BECAUSE OF THE FUNDING ENVIRONMENT.  
9 SO EXAMPLES ARE RARE DISEASE PORTFOLIO AS WELL AS  
10 OTHER NON-RARE PORTFOLIO AS WELL. AND SO THESE  
11 HAVE -- THE PROGRESS OF THESE HAVE STALLED AFTER  
12 FIRST-IN-HUMAN STUDIES IF THE PROGRAM WAS UNABLE TO  
13 RAISE THE 40 PERCENT REQUIRED CO-FUNDING.

14 SO THE SECOND ITEM WE WANT TO ADDRESS IS  
15 THAT CURRENTLY IF A NON-PROFIT APPLICANT HAS A  
16 FOR-PROFIT PARTNER, THE PARTNER IS NOT REQUIRED TO  
17 CO-FUND THE CIRM AWARD BECAUSE THE CO-FUNDING  
18 REQUIREMENT ONLY APPLIES TO THE AWARDEE INSTITUTION.

19 LASTLY, FOR-PROFITS ARE OPERATING IN A  
20 CHALLENGING ECONOMIC ENVIRONMENT AND ARE AT A  
21 RELATIVE DISADVANTAGE TO NON-PROFITS FOR CIRM AWARD  
22 LEVELS. SO TO PUT THAT INTO CONTEXT, FOR-PROFIT  
23 AWARDEES CANNOT CLAIM INDIRECT COSTS THAT  
24 NON-PROFITS CAN AT 20-PERCENT RATE. THEY ALSO HAVE  
25 LOWER FUNDING LEVELS FOR SOME OF THE AWARDS AS WAS

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1 MENTIONED IN THE LAST PRESENTATION FOR CLIN1 AS WELL  
2 AS FIRST-IN-HUMAN CLIN2 AND WITH THE ORIGINAL  
3 MOTIVATION OF THE IP SUBCOMMITTEE TO DEVELOP AN  
4 ALTERNATIVE FOR THESE COMPANIES.

5 SO WHAT WE ARE PROPOSING IS A SET OF  
6 CHANGES AS DESCRIBED IN THIS LOVELY TABLE HERE. AND  
7 SO I'M GOING TO STRATIFY THE NON-PROFITS INTO TWO  
8 CATEGORIES. THE FIRST IS ONE THAT IS NOT PARTNERED  
9 WITH A COMMERCIALIZATION PARTNER AT THE TIME OF  
10 APPLICATION. FOR THESE APPLICANTS, THERE WILL BE NO  
11 CO-FUNDING REQUIREMENT UNDER THIS PROPOSAL AT ANY  
12 STAGE OF A TRANSLATION OR CLINICAL AWARD.

13 NOW, FOR A FOR-PROFIT APPLICANT OR A  
14 FOR-PROFIT PARTNER OF A NON-PROFIT APPLICANT, THAT  
15 IS A MOUTHFUL, FOR THOSE TWO TYPES OF APPLICANTS,  
16 THE FOR-PROFIT SIDE OF THAT IS GOING TO HAVE A  
17 CO-FUNDING REQUIREMENT, BUT THEY HAVE OPTIONALITY  
18 WITH THEIR CASH-BASED CO-FUNDING REQUIREMENT AS  
19 CURRENTLY EXISTS OF TO ISSUE WARRANTS TO CIRM.  
20 THESE ARE EQUITY WARRANTS WHICH I'LL GET INTO IN  
21 EXCRUCIATING DETAIL IN A FEW SLIDES.

22 SO WHAT I WANT TO FIRST GET TO IS THE  
23 NON-PROFIT CO-FUNDING. WE TALKED ABOUT THIS. I'M  
24 NOT GOING TO DEVOTE TOO MUCH TIME ON IT. BUT THE  
25 40-PERCENT CO-FUNDING REQUIREMENT RIGHT NOW IS NOT

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1 ACTUALLY SERVING AS AN INCENTIVE FOR INDUSTRY  
2 PARTNERS. IT BY ITSELF IS NOT ATTRACTING INDUSTRY  
3 INVESTMENT INTO THESE LATER STAGE ACADEMIC PROGRAMS.  
4 SO IT IS NOT ACTUALLY MEETING ITS INTENT AND IS, IN  
5 FACT, SLOWING DOWN CLINICAL PROGRESS BECAUSE THE  
6 ACADEMIC AND NON-PROFIT INSTITUTIONS HAVE TO FIGURE  
7 OUT HOW THEY'RE GOING TO RAISE THAT 40-PERCENT  
8 REQUIREMENT.

9 NOW, ON THE OTHER SIDE, IF IT'S ALREADY  
10 PARTNERED, THE CO-FUNDING REQUIREMENT ALREADY  
11 APPLIES. SO WE'VE COVERED THAT WITH THE TABLE IN  
12 THE PREVIOUS SLIDE.

13 NOW, I DO WANT TO NOTE QUICKLY THAT IF  
14 THESE CLIN2 AWARDS ARE AWARDED FOR \$15 MILLION TO A  
15 NON-PROFIT ENTITY, THEY ARE STILL SUBJECT TO OUR  
16 REVENUE SHARING AND LOAN CONVERSION REQUIREMENTS.

17 ON THE REVENUE SHARING SIDE, IF THIS  
18 PROJECT IS SUCCESSFUL AND FILES A BLA AND GENERATES  
19 REVENUE DOWN THE ROAD, OUR ROYALTY-BASED REVENUE  
20 SHARING WOULD APPLY. ON THE OTHER HAND, IF THEY  
21 WERE TO CONVERT THE AWARD TO A LOAN AS PER OUR LOAN  
22 CONVERSION OPTION AT THE MOMENT, AT A MINIMUM IT  
23 WOULD RETURN THE PRINCIPAL TO CIRM.

24 SO WITH THAT DESCRIPTION, I'M GOING TO  
25 JUMP NOW TO WARRANT-BASED CO-FUNDING, AND THE REST

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1 OF THE FEW SLIDES ARE GOING TO BE FOCUSED ON THAT.  
2 SO WE HAD TO DESIGN A WARRANT-BASED CO-FUNDING  
3 ALTERNATIVE THAT WOULD FIT WITHIN THE CURRENT DESIGN  
4 OF THE TRANSLATION AND CLINICAL PROGRAMS. THERE ARE  
5 CERTAIN CONSTRAINTS THAT THIS CREATED WHICH I'LL GET  
6 INTO.

7 FIRST IS THAT IF A FOR-PROFIT AWARDEE WERE  
8 TO COMMIT WARRANTS INSTEAD OF CAPITAL, THEY  
9 THEMSELVES WOULD RETAIN THE CAPITAL FOR THEIR  
10 OPERATIONAL NEEDS, BUT THAT WOULD CREATE A FUNDING  
11 GAP IN THE PROJECT BECAUSE THEY ARE NOT REQUIRED TO  
12 PUT THAT MONEY IN TO FUND THAT PROJECT. AND THAT  
13 FUNDING GAP WOULD HAVE TO BE FILLED BY THE CIRM  
14 AWARD UP TO THE AWARD CAP AND SO IN ORDER MAINTAIN  
15 THE OVERALL FINANCIAL SUPPORT OF THE CIRM-FUNDED  
16 PROJECT. AND THAT'S BEST ILLUSTRATED IN THIS TABLE  
17 HERE. I'LL WALK THROUGH A COUPLE OF VERY SIMPLIFIED  
18 SCENARIOS ON THE TRANSLATIONAL SIDE.

19 SO LET'S ASSUME FOR THE PURPOSE OF THE  
20 EXERCISE THAT YOU HAVE A TRANSLATIONAL 1 PROJECT  
21 COMING IN WITH A TOTAL COST OF \$4 MILLION. UNDER  
22 THE CURRENT REQUIREMENTS, THIS SORT OF AN APPLICANT  
23 CAN AT A MAXIMUM REQUEST FROM CIRM \$3.2 MILLION  
24 BECAUSE THEY WOULD HAVE TO PUT UP \$800,000 AS THE  
25 20-PERCENT CO-FUNDING REQUIREMENT. NOW, IF THEY HAD

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1 THE WARRANT OPTIONALITY, THAT APPLICANT COULD TAKE  
2 THE FULL \$4 MILLION FROM CIRM AND WOULD NOT HAVE TO  
3 PUT UP THE 800 K CO-FUNDING, BUT INSTEAD WOULD HAVE  
4 TO ISSUE TO CIRM WARRANTS THAT PROVIDE COVERAGE FOR  
5 THAT EXTRA \$800,000 THAT CIRM PUT INTO THIS PROGRAM.  
6 AGAIN, THIS IS UP TO THE AWARD CAP.

7 AND SO BECAUSE OF THE FACT THAT IT'S UP TO  
8 THE AWARD CAP, THAT MAKES IT USEFUL FOR A SUBSET OF  
9 THE APPLICANTS AND AWARDEES. AND THAT IS  
10 ILLUSTRATED BY THE SECOND EXAMPLE HERE WHERE TOTAL  
11 PROJECT COST IS \$5 MILLION. IN THAT INSTANCE THEY  
12 ALREADY MAX OUT THE CIRM AWARD WHEN THEY COME IN  
13 UNDER THE CURRENT PROGRAM. THEY ASK FOR \$4 MILLION,  
14 THEY PUT UP \$1 MILLION OF THEIR OWN FUNDING. AND IN  
15 THIS INSTANCE, THE WARRANT PROGRAM WOULD NOT BE  
16 HELPFUL.

17 I'M GOING TO SKIP THE LAST ROW THERE.  
18 IT'S SIMPLY ILLUSTRATING HOW THIS TRANSLATES TO THE  
19 CLINICAL PROGRAM.

20 SO WHY WARRANTS? SO WHEN THE IP AND  
21 INDUSTRY SUBCOMMITTEE WAS RECOMMENDING TO LOOK INTO  
22 THE WARRANT-BASED CO-FUNDING OPTION, THEY KNEW THAT  
23 CIRM HAD A PRIOR HISTORY WITH WARRANTS. SO THIS WAS  
24 PART OF THE LOAN PROGRAM IN THE PAST. AND SO JUST  
25 TO BACK UP A LITTLE BIT, EQUITY WARRANTS GIVE THE

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1 HOLDER THE RIGHT TO PURCHASE SHARES OF THE COMPANY  
2 STOCK. SO ESSENTIALLY A WARRANT IS THE RIGHT TO  
3 PURCHASE SHARES OF A STOCK IN THAT COMPANY AT A SET  
4 EXERCISE PRICE -- THAT'S PER DOLLAR OF THE SHARE --  
5 AS WELL AS WITHIN AN AMOUNT OF TIME. THAT COULD BE  
6 TWO YEARS, FIVE YEARS, TEN YEARS. AND SO THESE ARE  
7 USUALLY USED AS AN ADDITIONAL SWEETENER OR EQUITY  
8 KICKER ON LOANS OR INVESTMENTS TO INCENTIVIZE THE  
9 LOAN OR INVESTOR INTO A YOUNG COMPANY.

10 SO CIRM PREVIOUSLY WAS ISSUED WARRANTS BY  
11 ONE OF THE LOAN PROGRAM PARTICIPANTS. CIRM HELD THE  
12 WARRANTS UNTIL IT DECIDED TO EXERCISE THEM. THE  
13 DECISION WAS MADE IN COORDINATION WITH THE BUSINESS  
14 DEVELOPMENT TEAM, THE LEGAL TEAM, AS WELL AS THE  
15 CHAIR AND THE CEO AT THAT TIME. THE WARRANTS WERE  
16 EXERCISED AND ASSIGNED, AND THE STOCK SHARES  
17 THEMSELVES WERE ASSIGNED TO A CIRM FUND OR AN  
18 ACCOUNT HELD AT THE SAN FRANCISCO FOUNDATION.

19 SO THIS ACCOUNT IS ABLE TO ACCEPT EQUITY  
20 AND LIQUIDATE IT. THE WAY THAT THE AGREEMENT  
21 BETWEEN CIRM AND THE FOUNDATION WAS SET UP, AS SOON  
22 AS EQUITY WAS DEPOSITED INTO THE ACCOUNT, THEY WOULD  
23 LIQUIDATE AS SOON AS POSSIBLE AND THEN TRANSFER THE  
24 PROCEEDS FROM THE SELLING OF THOSE SHARES TO CIRM.

25 SO THIS SLIDE IS GOING TO DEFINE THE

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1 WARRANT REQUIREMENTS THAT WE'RE PROPOSING THAT WOULD  
2 APPLY TO ANY COMPANY THAT WANTS TO ELECT TO TAKE THE  
3 WARRANT-BASED CO-FUNDING OPTION. AND SO BEFORE I  
4 JUMP INTO THE DETAILS, I WANT TO DESCRIBE A COUPLE  
5 OF THINGS AS TO THE INTENT OF HOW WE DEVELOPED  
6 THESE.

7 SO FIRST AND FOREMOST, WE WERE OPERATING  
8 UNDER A GUIDING PRINCIPLE OF OUR MISSION, WHICH IS  
9 TO ADVANCE GOOD SCIENCE TO ACCELERATE THE  
10 DEVELOPMENT OF THERAPIES FOR PATIENTS. AND SO THAT  
11 WAS THE GUIDING PRINCIPLE WAS SCIENCE BASED. AND SO  
12 WITH THAT IN MIND, WE HAD TO BALANCE THE UTILITY OF  
13 THE WARRANT-BASED CO-FUNDING ALTERNATIVE VERSUS THE  
14 POTENTIAL FOR RETURN FOR THE ADDITIONAL INVESTMENT  
15 BEING MADE BY CIRM IN THOSE PROGRAMS.

16 AND WE WORKED VERY CLOSELY WITH THE IP  
17 SUBCOMMITTEE CO-CHAIRS, DR. ABOUSALEM AS WELL AS  
18 CO-CHAIR JUELSGAARD, ON DEVELOPING MANY OF THESE  
19 PROPOSALS HERE ALONG WITH OUR EXTERNAL COUNSEL AS  
20 WELL AS OUR CIRM LEADERSHIP. AND WE ALSO GOT ADVICE  
21 FROM INDUSTRY ALLIANCE PARTNERS AS WELL AS SOUGHT  
22 FEEDBACK FROM OUR AWARDEES. SO ALL OF THAT KIND OF  
23 CULMINATES IN SOME OF THE INFORMATION ON THIS SLIDE.

24 SO FIRST AND FOREMOST, THE APPLICANT WOULD  
25 ELECT THE WARRANT-BASED CO-FUNDING OPTION AT THE



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1 TIME OF APPLICATION. AND THIS WOULD BE BASED ON  
2 INFORMATION THAT THEY HAVE ABOUT THE TERMS. THEY'D  
3 HAVE A TERM SHEET OF THE WARRANTS, FAQ'S, AND OTHER  
4 REFERENCE MATERIALS. AND THE APPLICANT MAY COMBINE  
5 THE WARRANT-BASED AND CASH-BASED CO-FUNDING OPTIONS.  
6 THE WARRANT MUST BE ISSUED AT AWARD START. AND SO  
7 THIS IS COMMENSURATE WITH THE FACT THAT CIRM COMMITS  
8 ITS FUNDING UP FRONT WHEN THE BOARD APPROVES THE  
9 AWARD.

10 THERE WILL BE NO MECHANISM FOR BUYING BACK  
11 THE WARRANTS. THE COMPANY HAS NO MECHANISM TO BUY  
12 BACK THE WARRANTS DURING OR AFTER THE AWARD PERIOD  
13 FROM CIRM. THEN WE GET INTO THIS TABLE.

14 SO I'M GOING TO DESCRIBE JUST A PART OF  
15 THIS. AND IF THERE ARE QUESTIONS, I'M HAPPY TO  
16 ELABORATE ON THE OTHER PARTS. SO THERE ARE THREE  
17 TYPES OF COMPANIES THAT APPLY TO CIRM. THERE'S THE  
18 PRIVATE COMPANIES THAT ARE DIVIDED INTO TWO  
19 CATEGORIES. THERE ARE VERY, VERY EARLY STAGE  
20 PRIVATE COMPANIES THAT HAVE NOT ISSUED ANY EQUITY TO  
21 INVESTORS. THEN THERE ARE THE PRIVATE COMPANIES  
22 THAT HAVE ISSUED EQUITY TO INVESTORS. THESE ARE THE  
23 TRADITIONAL VENTURE-BACKED COMPANIES. AND THEN,  
24 LASTLY, PUBLIC COMPANIES.

25 AND SO WE HAVE TO CREATE A SET OF TERMS

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1 AND REQUIREMENTS THAT WOULD ALLOW ALL THREE TYPES OF  
2 COMPANIES TO ISSUE WARRANTS TO CIRM AT THE AWARD  
3 START UNDER TERMS THAT ARE ROUGHLY EQUIVALENT TO  
4 WHAT AN INVESTOR WOULD BE GETTING AT THAT TIME FOR  
5 PUTTING IN MONEY AND GETTING EQUITY IN RETURN. SO  
6 I'M GOING TO DESCRIBE ONLY THE MIDDLE COLUMN, WHICH  
7 IS A PRIVATE COMPANY THAT HAS ISSUED PREFERRED  
8 SHARES. THE TERMS FOR THE OTHER TWO TYPES OF  
9 COMPANIES ARE RELATIVELY SIMILAR BUT ADJUSTED WHERE  
10 NEEDED TO ACCOUNT FOR THAT STAGE OF COMPANY.

11 SO IN THE MIDDLE COLUMN, THERE ARE SOME  
12 ECONOMIC TERMS THAT ARE DESCRIBED HERE WHICH ARE  
13 GOING TO BE CRITICAL FOR DECISION-MAKING FROM THE  
14 AWARDEE. FIRST AND FOREMOST IS THE TYPE OF  
15 SECURITY. SO HERE FOR THAT PRIVATE COMPANY WOULD BE  
16 PREFERRED STOCK, WHICH IS THE SAME TYPE OF EQUITY  
17 THAT THEY WOULD BE ISSUING TO INVESTORS AT THAT  
18 STAGE.

19 THEN THE NEXT ELEMENT IS NUMBER OF SHARES.  
20 AND SO THIS IS BASICALLY HOW MUCH EXTRA MONEY DID  
21 CIRM PUT INTO THIS PROJECT IN LIEU OF THAT  
22 CO-FUNDING REQUIREMENT DIVIDED BY THE MOST RECENT  
23 SHARE PRICE PAID BY INVESTORS. SO ESSENTIALLY WE'RE  
24 VALUING HOW MUCH EQUITY WE GET SIMILARLY TO WHAT  
25 MOST INVESTORS HAD GOTTEN.

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1                   AND THEN THE EXERCISE PRICE FOR THESE  
2                   WARRANTS. THIS IS HOW MUCH CIRM WOULD HAVE TO PAY  
3                   TO EXERCISE THE WARRANTS INTO EQUITY IS SET AT THE  
4                   LOWEST PRICE POSSIBLE, WHICH IS A PENNY. AND SO  
5                   THERE'S A NOMINAL COST FOR US TO EXERCISE THESE  
6                   WARRANTS INTO SHARES. AND THEN TO GIVE OURSELVES  
7                   LONG ENOUGH TIME TO ACTUALLY REALIZE A RETURN, THE  
8                   WARRANT TERM IS SET AT TEN YEARS. THERE ARE A  
9                   COUPLE OF OTHER TERMS THAT ARE NOT DESCRIBED HERE  
10                  THAT ARE IN THE TERM SHEET, INCLUDING ANTIDILUTION,  
11                  WHICH PROTECTS TO A CERTAIN EXTENT CIRM FROM A DOWN  
12                  ROUND OR TO CHANGES IN THE CAPITALIZATION STRUCTURE  
13                  OF THE COMPANY AS WELL AS THE ABILITY TO TRANSFER  
14                  THE WARRANTS AND SO ON.

15                  SO LASTLY, I'M GOING TO HIGHLIGHT A COUPLE  
16                  OF THE CHANGES TO THE ELIGIBILITY REQUIREMENTS AND  
17                  AWARD REPORTING REQUIREMENTS THAT ARE ASSOCIATED  
18                  WITH THIS WARRANT CO-FUNDING OPTION. BEFORE I DO  
19                  THAT, I JUST WANT TO GIVE THE BOARD A RECAP OF WHAT  
20                  THE CURRENT ELIGIBILITY REQUIREMENTS ARE FOR  
21                  COMPANIES THAT APPLY TO CIRM FOR TRANSLATION AND  
22                  CLINICAL PROGRAMS.

23                  SO ALL COMPANIES THAT APPLY TO CIRM FOR  
24                  THESE PROGRAMS HAVE TO DEMONSTRATE THAT THEY HAVE AT  
25                  LEAST A HUNDRED DAYS OF SOLVENCY FROM SUBMISSION

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1 DATE. SO THEY A SIX-MONTH RUNWAY FROM THE TIME THAT  
2 THEY APPLY TO CIRM. THEY MUST ALSO DEMONSTRATE AT  
3 THE TIME OF APPLICATION THAT THEY CAN COMMIT THE  
4 CO-FUNDING AND CONTINGENCY FUNDING REQUIREMENTS OVER  
5 THE COURSE OF THE AWARD.

6 NOW, DURING THE AWARD REPORTING, DURING  
7 THE AWARD ITSELF, THEY HAVE TO REPORT HOW MUCH MONEY  
8 THEY SPENT AS PART OF THAT CO-FUNDING REQUIREMENT  
9 AND THEN ALSO PROVIDE THE EVIDENCE OF THE ABILITY TO  
10 CO-FUND THE NEXT MILESTONE AT EACH MILESTONE.

11 SO WE'LL BE INTRODUCING, IF THIS IS  
12 APPROVED, A COUPLE OF ADDITIONAL ELIGIBILITY  
13 REQUIREMENTS FOR COMPANIES THAT ARE TAKING THE  
14 WARRANT-BASED CO-FUNDING OPTION. SO, AGAIN, THIS IS  
15 DIVIDED INTO THOSE THREE CATEGORIES. AND I'LL FOCUS  
16 ON THE FIRST TWO.

17 SO FOR A PRIVATE COMPANY THAT HAS NOT  
18 ISSUED ANY PREFERRED SHARES, THEY'LL HAVE TO  
19 DEMONSTRATE TO US THAT THEY HAVE A REASONABLE  
20 FUND-RAISING PLAN FOR THE COMPANY GOING FORWARD AS  
21 PART OF THE ELIGIBILITY REQUIREMENT. AND THEN FOR  
22 THE PRIVATE COMPANIES THAT HAVE ISSUED PREFERRED  
23 SHARES, THEY'LL HAVE TO DEMONSTRATE THEIR  
24 FUND-RAISING HISTORY AS WELL AS PROVIDE A LETTER OF  
25 SUPPORT FROM THEIR LEAD INVESTOR THAT THEY HAVE

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1 SUPPORT FOR THE CIRM PROJECT. IN OTHER WORDS, THAT  
2 THE COMPANY HAS THE BACKING OF ITS INVESTORS TO  
3 ADVANCE THIS PARTICULAR PROJECT THEY'RE REQUESTING  
4 CIRM FUNDING FROM.

5 AND DURING THE AWARD START PERIOD, THEY'RE  
6 ISSUING WARRANTS TO CIRM, ALL THREE OF THOSE TYPES  
7 OF COMPANIES. DURING THE AWARD PERIOD, ONLY THE  
8 PRIVATE COMPANY THAT HAS NOT ISSUED PREFERRED  
9 SHARES, THERE'S A REPORTING REQUIREMENT, WHICH IS  
10 JUST TO TELL US WHEN THEY'VE HAD A FINANCING EVENT  
11 BECAUSE WE HAVE AN OPTIONALITY TO CONVERT OUR  
12 WARRANTS TO PREFERRED SHARE WARRANTS SHOULD THOSE  
13 ECONOMICS BE MORE PREFERABLE.

14 AND SINCE THEY'RE VERY EARLY STAGE  
15 COMPANIES, THE CIRM BD TEAM WILL, WHERE NEEDED,  
16 UTILIZE THE INDUSTRY ALLIANCE PROGRAM TO HELP THAT  
17 COMPANY WITH ITS FUND-RAISING EFFORT.

18 SO THIS IS THE LAST SLIDE. AND THIS IS IN  
19 BROAD STROKES DESCRIBING THE PORTFOLIO MANAGEMENT  
20 PLAN. ONE OF THE THINGS I WANT TO MENTION BEFORE I  
21 GET INTO THIS IS THAT AS PART OF THIS, WE'RE ALREADY  
22 THINKING ABOUT THE DETAILS AND DECISION THEORIES  
23 THAT MAY BE INVOLVED IN EXECUTING ON THIS. AND WE  
24 WILL BE FULLY FLESHING OUT THIS PLAN IN COORDINATION  
25 WITH OUTSIDE COUNSEL, CIRM LEGAL, AS WELL AS IP

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1 INDUSTRY SUBCOMMITTEE AND BRING IT BACK TO THE BOARD  
2 FOR REVIEW AND APPROVAL AS PART OF THE MANAGEMENT  
3 PLAN.

4 IN BROAD STROKES, WE HAVE TO BE ABLE TO  
5 MANAGE THE ISSUANCE OF WARRANTS AND THE COMPLIANCE  
6 MONITORING. THIS IS GOING TO BE MANAGED BY CIRM  
7 TEAM WITH SUPPORT FROM OUR OUTSIDE COUNSEL. THESE  
8 ARE LARGELY LEGAL MATTERS.

9 AND THEN IN TERMS OF ACTUALLY REALIZING A  
10 RETURN ON THOSE WARRANTS, WHETHER IT'S A SALE OR  
11 EXERCISE OF THE WARRANTS, LIQUIDATION OF ANY SHARES  
12 AND TRANSFER OF PROCEEDS TO CIRM, THIS WILL BE  
13 MANAGED BY CIRM AND FACILITATED BY AN ACCOUNT AGAIN  
14 TO BE ABLE TO HOLD THAT EQUITY AND TO LIQUIDATE IT  
15 AT A CALIFORNIA COMMUNITY FOUNDATION.

16 SO IN BROAD STROKES, THERE IS A PROCESS  
17 FLOW. AND AS I MENTIONED, WE WILL BE FULLY DEFINING  
18 THESE STEPS AND BRINGING THAT BACK TO THE BOARD FOR  
19 CONSIDERATION.

20 SO FIRST, IT'S THE AWARDEE ISSUES WARRANTS  
21 TO CIRM AT AWARD START, AND CIRM HOLDS THE WARRANTS  
22 UNTIL THERE'S A DECISION TO EXERCISE, OR IN MANY  
23 INSTANCES THERE COULD BE AN AUTOMATIC EXERCISE  
24 TRIGGERED. FOR EXAMPLE, IF IT'S A PRIVATE COMPANY,  
25 THEY HAVE A CHANGE IN CONTROL OR IT GOES PUBLIC,

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1 THAT'S GOING TO AUTOMATICALLY EXERCISE THOSE  
2 WARRANTS INTO SHARES.

3 AND THEN UPON EXERCISE, THE WARRANTS ARE  
4 CONVERTED INTO COMPANY STOCK SHARES THAT ARE  
5 ASSIGNED TO AND HELD BY THE CIRM FUND. AND THEN PER  
6 CIRM INSTRUCTIONS, THE COMMUNITY FOUNDATION WOULD  
7 LIQUIDATE THE SHARES OF THE COMPANY STOCK AND  
8 TRANSFER THOSE PROCEEDS FROM THAT FUND TO CIRM FOR  
9 CIRM TO USE.

10 SO I DON'T HAVE A SLIDE FROM SCOTT, BUT AT  
11 THIS POINT CIRM -- OH, I DO. COOL. CIRM REQUESTS  
12 THE APPROVAL OF THE CO-FUNDING CHANGES TO THE  
13 TRANSLATIONAL AND CLINICAL CONCEPT PLAN.

14 CHAIRMAN IMBASCIANI: THANK YOU, SHYAM.  
15 THAT WAS A GREAT PRESENTATION. AND WE HAVE BEFORE  
16 US THE CONCEPT FOR CHANGES TO WARRANT-BASED  
17 CO-FUNDING REQUIREMENTS FOR CIRM GRANTS. I WOULD  
18 ENTERTAIN A MOTION FOR DISCUSSION.

19 DR. ABOUSALEM: I'D LIKE TO MAKE THE  
20 MOTION.

21 CHAIRMAN THOMAS: DR. ABOUSALEM MADE THE  
22 MOTION. DO I HEAR A SECOND?

23 DR. BLUMENTHAL: SECOND.

24 CHAIRMAN IMBASCIANI: SECOND FROM GEORGE.  
25 THANK YOU. FLOOR IS OPEN FOR DISCUSSION. WE COULD

1 HAVE PREFERRED DISCUSSION.

2 DR. KOVACH: I'M CURIOUS IF THERE'S BEEN  
3 ANY MODELING DONE TO TRY TO ESTIMATE THE POTENTIAL  
4 RETURN ON INVESTMENT. IT SEEMS LIKE DEFINITELY,  
5 CERTAINLY THE MARKET IS NOT THE FRIENDLIEST RIGHT  
6 NOW. AND IT CAME OUT IN THE NEWS YESTERDAY THE  
7 PROJECTED SHORTFALL, SOME OF WHICH RELATES TO  
8 COMPANIES NOT DOING IPO'S AS MUCH AS THEY  
9 HISTORICALLY HAVE. DOES THE STAFF THINK THAT THIS  
10 COULD HAVE AN IMPACT ON IT, OR IS IT MORE TO  
11 BASICALLY ENSURE THAT WE ARE GETTING THE BEST  
12 GRANTEES WHERE OTHERWISE WE MIGHT NOT?

13 DR. PATEL: GREAT QUESTION. SO IN TERMS  
14 OF THE MODELING, YOU'RE ABSOLUTELY RIGHT. IF YOU  
15 WERE TO FOCUS ON CELL AND GENE THERAPY COMPANIES AND  
16 TAKE A LOOK AT THAT DATA, WHICH WE HAVE DONE, IT'S  
17 HEAVILY SKEWED BY THE HEADY TIMES PRIOR TO THE  
18 CURRENT DOWNTURN. THERE WAS A PERIOD WHERE BETWEEN  
19 2015 AND 2020 THERE WERE A LOT OF GENE THERAPY  
20 COMPANIES LAUNCHING AND GOING PUBLIC WITHIN A COUPLE  
21 OF YEARS OF LAUNCHING AND RAPIDLY RAISING FUNDS.  
22 AND SO THAT HEAVILY SKEWS THAT TIMELINE.

23 I THINK FOR US WITH THE FACT OF HAVING A  
24 RELATIVELY LONG WARRANT TERM HELPS US KIND OF RIDE  
25 OUT SOME OF THE ECONOMIC CONDITIONS THAT MAY HAPPEN



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1       HERE.  AGAIN, AS I NOTED, IT'S A BALANCE BETWEEN  
2       MAKING SURE THAT WE'RE FUNDING THE BEST SCIENCE  
3       GOING FORWARD AND HELPING THESE COMPANIES AS BEST WE  
4       CAN WITH THE ABILITY TO GET A RETURN AS THEY  
5       PROGRESS AND BECOME SUCCESSFUL.

6                 DR. KOVACH:  I THOUGHT THE TEN-YEAR TERM  
7       WAS GREAT.

8                 CHAIRMAN IMBASCIANI:  THANK YOU.  BOARD  
9       MEMBER ELENA FLOWERS.

10                DR. FLOWERS:  THANK YOU SO MUCH, DR.  
11       PATEL.  THAT'S REALLY GREAT, AND I'VE NOW HAD THIS  
12       PRESENTATION TWICE AND I THINK I'M GETTING MY HEAD  
13       AROUND IT.  IT SEEMS LIKE THERE'S A STEP IN HERE  
14       THAT IS BEYOND THE SCIENTIFIC MERIT REVIEW THAT IS  
15       THE SORT OF FINANCIAL ASPECT OF THIS THAT I THINK  
16       YOU DESCRIBED AS THE APPLICANT ELIGIBILITY, THE  
17       FUND-RAISING PLAN OR THE FUND-RAISING HISTORY.  
18       WHERE WILL THE RESPONSIBILITY FALL FOR EVALUATING  
19       THOSE ASPECTS OF THE APPLICATION?

20                DR. PATEL:  SO THOSE ARE LARGELY ANALOGOUS  
21       TO WHAT WE DO NOW AS PART OF THE CO-FUNDING  
22       ELIGIBILITY.  SO COMPANIES THAT ARE REQUIRED TO  
23       PROVIDE CASH-BASED CO-FUNDING, THEY HAVE TO DESCRIBE  
24       HOW THEY'RE GOING TO MEET THAT.  AND OFTENTIMES  
25       THEY'RE DESCRIBING HOW THEY EITHER HAVE COMMITTED

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1 FUNDING OR ARE HAVING FUND-RAISING COMING IN. AS  
2 PART OF THE ELIGIBILITY REVIEW OF THE APPLICATIONS,  
3 WE'RE LOOKING AT THE BUDGET, THE SCIENTIFIC  
4 ELIGIBILITY. WE ALSO DO THAT ELIGIBILITY  
5 REQUIREMENT INTERNALLY AT CIRM.

6 DR. FLOWERS: THANK YOU.

7 CHAIRMAN IMBASCIANI: BOARD MEMBER PAT  
8 LEVITT.

9 DR. LEVITT: SO IF CIRM GOES AWAY AND  
10 THESE ARE LONG-TERM WARRANTS, WHO HOLDS THE  
11 WARRANTS?

12 DR. PATEL: SO I'M GO TO PUNT THAT  
13 QUESTION TO OUR LEGAL TEAM.

14 MR. TOCHER: THIS IS A MENTAL EXERCISE WE  
15 WENT THROUGH, PAT, WHEN WE WERE NEAR WINDING DOWN  
16 UNDER PROP 71. BASICALLY WHAT WE WOULD DO IS THE  
17 ATTORNEY GENERAL'S OFFICE SORT OF HAS THE AUTOMATIC  
18 ABILITY TO STEP IN AND REPRESENT THE STATE IN ANY OF  
19 ITS INTERESTS, AND THIS COULD BE ONE OF THEM.

20 WE WOULD ALSO, IN ANTICIPATION OF A  
21 WIND-DOWN, WORK WITH THE LEGISLATURE, IF NECESSARY,  
22 TO ALLOCATE ANY PARTICULAR ASPECTS OF CIRM  
23 OPERATIONS TO A PARTICULAR DEPARTMENT IF THAT MAKES  
24 SENSE.

25 DR. LEVITT: SO THERE'S A MECHANISM.

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1 GREAT.

2 DR. PATEL: I WAS WONDERING IF YOU WERE  
3 GOING TO ASK WHAT HAPPENS IF THE STATE OF CALIFORNIA  
4 GOES AWAY.

5 DR. LEVITT: I'M NOT THAT DRACONIAN.

6 CHAIRMAN IMBASCIANI: THANK YOU. I'M NOT  
7 SEEING ANY OTHER HANDS. DOES ANYONE ELSE SEE ANY  
8 HANDS? NO. IF NOT, THEN LET'S SURVEY FOR PUBLIC  
9 INPUT AT THIS POINT. NO HANDS ARE RAISED. THEN I  
10 THINK WE CAN PROCEED TO A POLL OF THE BOARD MEMBERS.  
11 THANK YOU.

12 MR. TOCHER: ALL MEMBERS IN THE ROOM SAY  
13 AYE. THOSE OPPOSED? ABSTAIN? AND I WILL POLL  
14 THOSE ON THE ZOOM.

15 HAIFAA ABDULHAQ.

16 DR. ABDULHAQ: YES.

17 MR. TOCHER: JIM KOVACH.

18 DR. KOVACH: YES.

19 MR. TOCHER: JUDY CHOU.

20 DR. CHOU: YES.

21 MR. TOCHER: LEONDRA CLARK-HARVEY.

22 DR. CLARK-HARVEY: AYE.

23 MR. TOCHER: DEBORAH DEAS.

24 DR. CARSON: THIS IS MONICA CARSON  
25 STEPPING IN FOR DEBORAH DEAS. I VOTE YES.

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1 MR. TOCHER: GREAT. THANK YOU VERY MUCH.

2 FRED FISHER.

3 DR. FISHER: YES.

4 DR. GASSON: YSABEL DURON.

5 MS. DURON: I WILL BOW TO THE SMARTS OF  
6 ALL OF MY COLLEAGUES HERE SINCE SOME OF THIS WENT  
7 OVER MY HEAD, BUT I DO APPRECIATE THE WORK THAT'S  
8 BEEN DONE. SO I'LL VOTE YES.

9 MR. TOCHER: JUDY GASSON.

10 DR. GASSON: YES.

11 MR. TOCHER: LARRY GOLDSTEIN.

12 DR. GOLDSTEIN: YES.

13 MR. TOCHER: STEVE JUELSGAARD.

14 MR. JUELSGAARD: YES.

15 MR. TOCHER: RICH LAJARA.

16 MR. LAJARA: YES.

17 MR. TOCHER: LINDA MALKAS.

18 DR. MALKAS: YES.

19 MR. TOCHER: CHRIS MIASKOWSKI.

20 DR. MIASKOWSKI: YES.

21 MR. TOCHER: LAUREN MILLER-ROGEN.

22 MS. MILLER-ROGEN: YES.

23 MR. TOCHER: JOE PANETTA. JOYCE SACKKEY.

24 DR. SACKKEY: YES.

25 MR. TOCHER: MICHAEL STAMOS.

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1 DR. STAMOS: YES.

2 MR. TOCHER: ARE THERE ANY MEMBERS WHOSE  
3 NAMES I HAVE NOT CALLED? GREAT. THANKS VERY MUCH.  
4 MR. CHAIR, THAT MOTION CARRIES.

5 CHAIRMAN IMBASCIANI: THANK YOU, SCOTT,  
6 FOR THE VOTE. THANK YOU, SHYAM, FOR THAT GREAT  
7 PRESENTATION MAKING A VERY DIFFICULT SUBJECT  
8 UNDERSTANDABLE.

9 SO GUESS WHAT. WE'VE REACHED THE POINT  
10 WHERE WE NOW GO HAVE LUNCH. AND I'M GOING TO ASK  
11 EVERYONE TO RECONVENE AT 12:45 P.M.

12 (A RECESS WAS TAKEN.)

13 CHAIRMAN IMBASCIANI: GOOD AFTERNOON,  
14 EVERYONE. WELCOME BACK FROM LUNCH FOR PART 2 OF OUR  
15 BOARD MEETING. WE'RE GOING TO TAKE UP AGAIN WHERE  
16 WE LEFT OFF. SO THIS IS AGENDA ITEM NO. 10. WE'RE  
17 GOING TO HAVE A PRESENTATION NOW. IT'S AN UPDATE ON  
18 OUR EDUCATION STRATEGY. IT WILL BE DELIVERED BOTH  
19 BY VICE PRESIDENT ROSA CANET-AVILES AND ASSISTED BY  
20 KELLY SHEPARD.

21 DR. CANET-AVILES: THANK YOU, MR.  
22 CHAIRMAN, MADAME VICE CHAIRWOMAN, AND MEMBERS OF  
23 THE -- THAT'S HOW YOU SAY IT, NO? MADAME VICE  
24 CHAIR. OKAY -- MEMBERS OF THE BOARD AND THE PUBLIC.  
25 DR. SHEPARD, WHO IS HERE WITH US, IS ASSOCIATE

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1 DIRECTOR OF SCIENTIFIC PROGRAMS AND EDUCATION, AND  
2 YOU ARE VERY FAMILIAR WITH HER. SO WE ARE BOTH VERY  
3 EXCITED FOR THE OPPORTUNITY TO PRESENT CIRM'S  
4 EDUCATION NETWORK STRATEGY.

5 AS A BIT OF BACKGROUND AND CONTEXT, THERE  
6 WAS A MEMO ACCOMPANYING THIS PRESENTATION. THIS  
7 PRESENTATION IS MOSTLY INFORMATIONAL AND IS IN  
8 RESPONSE TO THE BOARD FEEDBACK TO PROVIDE AN UPDATE  
9 ON THE RELEVANT ACTIVITIES WITHIN OUR EDUCATION AND  
10 TRAINING PROGRAMS AND SPECIFICALLY HOW WE ARE  
11 CONNECTING THEM ALL.

12 SO THE OBJECTIVES OF THIS NETWORK STRATEGY  
13 RESPOND DIRECTLY TO THE STRATEGIC PLAN AND THE THIRD  
14 THEME OF PROVIDING OPPORTUNITIES FOR ALL.

15 THIS IS AN OVERVIEW OF THE CURRENT  
16 TRAINING PROGRAMS AS OF PROPOSITION 14. AS YOU  
17 KNOW, CIRM FUNDS TRAINING OPPORTUNITIES ACROSS  
18 STAGES OF EDUCATION SPANNING FROM HIGH SCHOOL LEVEL  
19 TO POSTDOCTORAL AND CLINICAL TRAINING, EMPHASIZING  
20 THE COMPREHENSIVE NATURE OF THESE PROGRAMS IN OUR  
21 EDUCATION INFRASTRUCTURE.

22 SOME OF THESE PROGRAMS, AS YOU ALL ARE  
23 VERY FAMILIAR, THEY'VE BEEN ONGOING FOR THE PAST 11  
24 TO 14 YEARS. AND PROPOSITION 14 HAS ALSO  
25 FACILITATED THE EXPANSION OF MOST OF THEM AS OF 2020

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1 AND ALSO THE CREATION OF NEW ONES. THE COMPASS  
2 PROGRAM, FOR EXAMPLE, IS A BRAND NEW PROGRAM THAT'S  
3 FOCUSED ON REACHING OUT TO UNDERSERVED AND  
4 UNDERREPRESENTED POPULATIONS OF STUDENTS,  
5 REINFORCING OUR COMMITMENT TO ADVANCING STEM CELL  
6 RESEARCH AND EDUCATION.

7 SO FAR CIRM HAS PROVIDED TRAINING  
8 OPPORTUNITIES THROUGH ALL THESE DIFFERENT PROGRAMS  
9 FOR UP TO 4,000 TRAINEES. AND THIS IS A SIGNIFICANT  
10 NUMBER, AND WE HAVE AN ESTIMATED PLAN GROWTH OF 1500  
11 MORE STUDENTS THROUGHOUT THE LIFE OF THESE PROGRAMS,  
12 OF THIS FIRST PHASE, WHICH IS FIVE YEARS. SO SOME  
13 END IN 2026, AND THE COMPASS PROGRAM WILL BE ENDING  
14 BY 2027.

15 NOW, GOING TOWARDS WHY DO WE NEED THIS  
16 STRATEGY, I'M GOING TO TRY TO SAY IN THIS NEXT SLIDE  
17 CIRM HAS INVESTED IN TERMS OF INVESTMENT \$431  
18 MILLION IN EDUCATION AND RESEARCH TRAINING PROGRAMS  
19 SO FAR. AND CURRENTLY OUR CIRM EDUCATION PORTFOLIO  
20 INCLUDES 60 DIFFERENT PROGRAMS AROUND THE STATE OF  
21 CALIFORNIA, PROVIDING COURSEWORK AND RESEARCH  
22 INTERNSHIPS TO AROUND 500 TRAINEES PER YEAR. AND  
23 MORE RECENTLY, AND THAT'S WHERE WE ARE GOING TOWARDS  
24 THE NEED, CIRM HAS INVESTED IN SEVERAL NEW  
25 INFRASTRUCTURE PROGRAMS LIKE THE MANUFACTURING, THE

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1 SHARED LABS, THE COMMUNITY CARE CENTERS OF  
2 EXCELLENCE, AND THE ALPHA STEM CELL CLINICS. AND  
3 THESE ALSO HAVE TRAINING OPPORTUNITIES THAT WILL  
4 LEVERAGE RESOURCES AND TRAINEES FROM THE EDUC  
5 PROGRAMS.

6 THE NUMBER OF STUDENTS THROUGH ALL THESE  
7 SUPPORTED PROGRAMS WILL CONTINUE TO INCREASE. AND  
8 CONSEQUENTLY THERE IS A PRESSING NEED TO ESTABLISH  
9 AN EDUCATION NETWORK THAT CAN EFFECTIVELY COORDINATE  
10 THESE EXTENSIVE TRAINING AND EDUCATIONAL  
11 INITIATIVES, ENSURING THAT ALL OF THESE TRAINEES ARE  
12 WELL INTEGRATED INTO THE SECTOR AND THAT THE  
13 PROGRAMS OPERATE SYNERGISTICALLY TO MAXIMIZE  
14 WORKFORCE DEVELOPMENT IN REGENERATIVE MEDICINE  
15 ACROSS CALIFORNIA.

16 SO IN ORDER TO DEVELOP THIS NETWORK, WE  
17 HAVE SET UP FOUR OBJECTIVES. AND WHAT DR. KELLY  
18 SHEPARD WILL DO IS GO OVER THE DETAILS OF HOW ARE WE  
19 GOING TO REACH THESE OBJECTIVES. THE FIRST  
20 OBJECTIVE IS TO CREATE MULTIPLE ONRAMPS FOR  
21 WORKFORCE DEVELOPMENT ACROSS CALIFORNIA. THE SECOND  
22 ONE IS TO CONNECT ALL THE CIRM EDUCATION AND  
23 INFRASTRUCTURE PROGRAMS AS YOU'VE SEEN IN THE  
24 PREVIOUS SLIDE. THE THIRD ONE IS TO FOSTER  
25 COLLABORATION BETWEEN WORKFORCE DEVELOPERS,



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1 EDUCATORS, AND COMMUNITY STAKEHOLDERS. THAT WILL BE  
2 DONE THROUGH A PORTAL THAT KELLY WILL BE TALKING  
3 ABOUT. AND THE LAST ONE IS TO PROMOTE INNOVATION  
4 AND BEST PRACTICES ACCOUNTABILITY IN DEI AND CROSS  
5 COLLABORATION AND MAKE SURE THAT WE ARE HARMONIZING  
6 IN TERMS OF HOW WE IMPLEMENT DEI AND HOW WE GET THE  
7 OUTCOMES FROM THESE TRAINING PROGRAMS. THIS IS  
8 SOMETHING THAT BOARD MEMBER YSABEL DURON PROVIDED US  
9 FEEDBACK.

10 AND WITH THAT PREAMBLE, I WILL LEAVE YOU  
11 WITH THE QUEEN OF THE SHOW, WHO'S KELLY, WHO IS  
12 AMAZING.

13 DR. SHEPARD: THANK YOU. YOU'RE TOO KIND,  
14 ROSA.

15 GOOD AFTERNOON, MEMBERS OF THE BOARD, MR.  
16 CHAIR, MADAM CHAIRWOMAN, AND EVERYBODY ELSE, MEMBERS  
17 OF THE PUBLIC. IT'S GREAT TO BE BEFORE YOU HERE  
18 TODAY TO TELL YOU A LITTLE BIT ABOUT OUR STRATEGY  
19 FOR HOW WE'RE GOING TO IMPLEMENT THESE OBJECTIVES  
20 THAT DR. ROSA CANET-AVILES SO NICELY EXPLAINED. SHE  
21 DID AN EXCELLENT JOB OF EXPLAINING TO YOU THE WHY,  
22 AND NOW I'M GOING TO GIVE YOU A BIRDS-EYE VIEW OF  
23 THE HOW.

24 SO LET ME JUST TAKE A LITTLE BIT OF A STEP  
25 BACK AND PUT INTO CONTEXT EVERYTHING DR.

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1 CANET-AVILES HAS JUST TOLD YOU. WE'VE BEEN FUNDING  
2 A NUMBER OF DIFFERENT EDUCATIONAL PROGRAMS FOR MANY  
3 YEARS NOW. THEY SUPPORT TRAINEES FROM VARIOUS  
4 DIFFERENT STAGES ALL THE WAY FROM HIGH SCHOOL  
5 INTERNSHIP PROGRAMS TO POSTDOCTORAL AND CLINICAL  
6 FELLOWS. SOME OF THESE PROGRAMS ARE RATHER MATURE  
7 AND HAVE BEEN GOING ON FOR OVER A DECADE WITH SOME  
8 IMPROVEMENTS AND UPDATES TO KEEP PACE WITH WHAT WAS  
9 INTRODUCED WITH PROPOSITION 14. ANOTHER PROGRAM WE  
10 HAVE IS FAIRLY NEW, THE COMPASS AWARD PROGRAM WHICH  
11 JUST COMPLETED ITS FIRST BIRTHDAY. BUT ALL OF THE  
12 EDUCATION PILLAR PROGRAMS ARE UP AND RUNNING AND  
13 HAVE DEVELOPED, AS PART OF THESE PROGRAMS, COURSES  
14 AND ACTIVITIES THAT THE STUDENTS PARTICIPATE IN  
15 REGARDING PATIENT ENGAGEMENT AND COMMUNITY OUTREACH.  
16 THERE ARE MENTORSHIP PRACTICES THAT HAVE BEEN  
17 ESTABLISHED. ALL OF THE EDUCATION PILLAR PROGRAMS  
18 HAVE DIVERSITY, EQUITY, AND INCLUSION PLANS AND  
19 OUTREACH STRATEGIES TO REACH UNDERSERVED COMMUNITIES  
20 TO TRY TO RECRUIT THEM INTO THESE PROGRAMS.

21 SO THERE ARE MANY DEVELOPED ASSETS AS WELL  
22 AS ASSETS IN DEVELOPMENT THAT ARE AVAILABLE TO BE  
23 SHARED MORE BROADLY.

24 NOW, IN ADDITION, AS DR. CANET-AVILES  
25 DESCRIBED, WE HAVE FUNDED AND ARE FUNDING IN THE

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1 NEAR TERM A NUMBER OF NEW INFRASTRUCTURE PROGRAMS  
2 THAT HAVE COMPONENTS THAT ARE DEVELOPING NEW  
3 TRAINING MECHANISMS, SOME OF WHICH WILL HAVE DIRECT  
4 INTERACTIONS WITH TRAINEES COMING OUT OF OUR PILLAR  
5 PROGRAMS, OTHERS THAT ARE ENTIRELY NEW AND WILL BE  
6 RECRUITING MEMBERS OF THE PUBLIC AND STUDENTS FROM  
7 COMMUNITY COLLEGES, ET CETERA.

8 SO WE NOW FUNDED THIS UNIVERSE THAT IS  
9 CONTINUING TO EVOLVE CONSISTING OF COURSES AND  
10 ASSETS AND OPPORTUNITIES. AND THEY'RE ALL BEING --  
11 AND UP TO THIS POINT HAVE BEEN ADMINISTERED  
12 SEPARATELY. BUT AS YOU ALL KNOW, OUR STRATEGIC PLAN  
13 IS TO CONNECT THESE PROGRAMS AND CREATE A NETWORK SO  
14 THAT RESOURCES CAN BE SHARED, SO THAT COLLABORATION  
15 CAN BE ENABLED, AND THE VALUE CAN BE EXPANDED BOTH  
16 WITHIN AND OUTSIDE OF THIS CIRM NETWORK.

17 SO CONSIDERING ALL OF THESE DIFFERENT  
18 ELEMENTS THAT ARE OUT THERE, HOW ARE WE BRINGING  
19 THEM TOGETHER? THAT'S WHERE THE STRATEGY COMES IN.  
20 THIS IS SOMETHING THAT'S BEING DONE ADMINISTRATIVELY  
21 AND REPRESENTS A COLLABORATION BETWEEN MANY, MANY  
22 DIFFERENT GROUPS AT CIRM. THE MAJOR ONES WHO LEAD  
23 THESE PROGRAMS ARE LISTED ACROSS THE BOTTOM, THE  
24 SCIENTIFIC PROGRAMS TEAM WHICH LEADS THE EDUCATIONAL  
25 PILLAR PROGRAMS. AND WE HAVE OUR INFRASTRUCTURE

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1 PROGRAMS THAT ARE THE MANUFACTURING CENTERS,  
2 CALIFORNIA MANUFACTURING CENTERS, WHICH IS MANAGED  
3 BY DR. PATEL'S GROUP, BUSINESS DEVELOPMENT. AND WE  
4 HAVE ALPHA CLINICS EXPANSION AND THE UPCOMING  
5 COMMUNITY CARE CENTERS OF EXCELLENCE THAT WILL BE  
6 MANAGED BY DR. GEOFF LOMAX THROUGH THE MEDICAL  
7 AFFAIRS TEAM. AND THEN WE HAVE THE SHARED RESOURCES  
8 LAB THAT WILL BE COMING IN EARLY 2024 LED BY DR. UTA  
9 GRISHAMMER IN ROSA'S GROUP, THE SCIENTIFIC PROGRAMS  
10 AND EDUCATION TEAM.

11 SO THIS SLIDE IS JUST A BIRDS-EYE VIEW OF  
12 THE STRATEGY. YOU DON'T NEED TO READ EVERYTHING ON  
13 IT BECAUSE IT'S JUST MEANT TO SHOW YOU HOW THERE'S  
14 KIND OF FIVE MAJOR ARMS TO THIS STRATEGY THAT ARE  
15 COMING TOGETHER. AND IT'S ALSO TO ILLUSTRATE THE  
16 COLLABORATIONS THAT ARE OCCURRING BETWEEN THE TEAMS  
17 THAT MANAGE THE AWARDS THEMSELVES, BUT ALSO THE  
18 GRANTS MANAGEMENT GROUP AND THE COMMUNICATIONS TEAM  
19 BECAUSE COLLABORATION WITH THEM AND TAKING ADVANTAGE  
20 OF WHAT THEY HAVE TO OFFER IS HOW WE'RE GOING TO  
21 MAKE ALL OF THIS WORK EFFECTIVELY TOGETHER.

22 SO BRIEFLY, THE FIRST ARM OF THIS STRATEGY  
23 WE CALL OUTREACH AND ENGAGEMENT. THIS IS REALLY A  
24 SET OF ACTIVITIES THAT ARE DESIGNED TO RAISE  
25 AWARENESS OF CIRM'S EDUCATION PROGRAMS AND TO BUILD

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1 TRUST IN COMMUNITIES WITH CIRM AND WHAT WE DO. SO  
2 OUR EDUCATION PILLAR PROGRAMS AND SOME OF THE NEWER  
3 PROGRAMS COMING ONLINE HAVE THEIR OWN STRATEGIES FOR  
4 RECRUITING STUDENTS AND TRAINEES TO THEIR PROGRAMS.  
5 HOWEVER, WE CAN AMPLIFY THAT AND ASSIST WITH THAT BY  
6 ENGAGING IN OUTREACH ACTIVITIES OURSELVES,  
7 PARTICIPATING IN COMMUNITY EVENTS, INFORMING PEOPLE  
8 ABOUT CIRM EDUCATION OPPORTUNITIES. WE ARE DOING A  
9 LOT OF THIS IN COLLABORATION WITH COMMUNICATIONS,  
10 AND I'M THINKING WE'LL HEAR A LITTLE BIT ABOUT THAT  
11 IN THE UPDATE THAT THEY'RE GIVING FOLLOWING THIS  
12 PRESENTATION.

13 IT'S NOT JUST CIRM STAFF AND CIRM  
14 AFFILIATES PARTICIPATING IN THIS HOWEVER. THE  
15 EDUCATION TRAINEES THEMSELVES AS WELL AS THE STAFF  
16 WHO ADMINISTER THOSE PROGRAMS AT THE INSTITUTIONS,  
17 BUT EVEN THE ALUMNI FROM THESE PROGRAMS ARE PART OF  
18 THIS COMMUNITY. WE'VE DEVELOPED A CIRM TRAINEE  
19 LINKEDIN GROUP FOR ALUMNI THAT'S CROSS PROGRAMS THAT  
20 WE'VE INVITED ALL CURRENT AND ALUMNI TO. NOW, THIS  
21 IS AN EXCELLENT TOOL BECAUSE NOT ONLY DOES IT GIVE  
22 US AN ABILITY TO DO LONG-TERM TRACKING OF CAREERS  
23 FOR SOME OF OUR TRAINEES, EVEN WHEN THEIR GRANTS  
24 HAVE CONCLUDED OR THEIR TRAINING APPOINTMENT PERIODS  
25 HAVE CONCLUDED LONG AGO, BUT IT ALSO ALLOWS US TO

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1 SURVEY THEM AND MAKE THEM AWARE OF OPPORTUNITIES  
2 WHERE THEY TOO CAN PARTICIPATE.

3 AND MANY OF THESE STUDENTS AND TRAINEES  
4 WHO HAVE GRADUATED FROM THESE PROGRAMS ARE VERY  
5 EAGER TO GIVE BACK TO THEIR COMMUNITIES. AND SO  
6 IT'S A WAY TO BRING THEM IN AND USE THEM TO AMPLIFY  
7 OUR MESSAGE AND TO PERHAPS REACH COMMUNITIES THAT WE  
8 OURSELVES MAY NOT BE ABLE TO REACH AS EFFECTIVELY.

9 THE SECOND PART OF THE STRATEGY INCLUDES  
10 COMPILING ALL THE VARIOUS COURSES AND RESOURCES THAT  
11 HAVE BEEN DEVELOPED BY THESE PROGRAMS AND  
12 DISSEMINATING THEM TO OTHER EDUCATORS AND WORKFORCE  
13 DEVELOPERS SO THAT THE BENEFIT CAN SPREAD BEYOND  
14 THESE INDIVIDUAL PROGRAMS. BY COURSES AND  
15 RESOURCES, I'M TALKING ABOUT CURRICULA THAT HAVE  
16 DEVELOPED, AWARENESS OF AND ACCESS TO CERTIFICATE  
17 PROGRAMS, INCLUDING, FOR EXAMPLE, IN OUR  
18 MANUFACTURING CENTERS THAT ARE COMING ONLINE, WE'LL  
19 BE OFFERING CERTIFICATE PROGRAMS AND THINGS LIKE  
20 QUALITY AND PROCESS DEVELOPMENT.

21 IT ALLOWS OUR TEAMS THAT HAVE DEVELOPED  
22 NEW INNOVATIONS AROUND TEACHING TO SHARE THAT WITH  
23 THEIR PEERS AND MORE BROADLY. AND IMPORTANTLY IT  
24 ALSO ALLOWS THEM TO SHARE INNOVATIONS THAT THEY'VE  
25 DEVELOPED AROUND DIVERSITY, EQUITY, AND INCLUSION

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1 AND OUTREACH AND ESPECIALLY MENTORSHIP PRACTICES AND  
2 HOW TO IMPLEMENT TRAINING AND MENTORSHIP SO THAT  
3 OTHER PROGRAMS WHO DON'T HAVE A CIRM GRANT CAN ALSO  
4 BENEFIT FROM THESE RESOURCES.

5 AND FINALLY, MANY OF THESE PROGRAMS  
6 COMPILE CAREER DEVELOPMENT INFORMATION, DIFFERENT  
7 PATHS THAT STUDENTS MAY TAKE THAT THEY MAY NOT BE  
8 AWARE OF IN THEIR LOCAL OPPORTUNITY, BUT IT TEACHES  
9 THEM NEW WAYS THAT THEY CAN APPLY THEIR SKILLS INTO  
10 NEEDED AREAS OF OUR WORKFORCE.

11 THE THIRD ELEMENT OF THE STRATEGY IS TO  
12 PROVIDE IMPROVEMENTS ON THE EXPERIENCE OF THE  
13 TRAINEES THEMSELVES THAT ARE BEING SUPPORTED THROUGH  
14 OUR PROGRAMS. SO AS DR. CANET-AVILES DESCRIBED, ONE  
15 OF THE CORE ELEMENTS OF AN EDUC PILLAR PROGRAM IS A  
16 HANDS-ON PAID INTERNSHIP. AND IN MANY CASES THIS IS  
17 AT A HOST SITE. FOR EXAMPLE, OUR BRIDGES PROGRAMS  
18 ARE BASED AT CALIFORNIA STATE UNIVERSITIES AND  
19 COMMUNITY COLLEGES THAT DON'T NECESSARILY HAVE LARGE  
20 FEDERALLY FUNDED RESEARCH LABORATORIES DOING  
21 REGENERATIVE MEDICINE RESEARCH. HOWEVER, BRIDGES  
22 TRAINEES TRAVEL AND THEY CAN SPEND UP TO A YEAR IN A  
23 WORLD-CLASS RESEARCH LABORATORY, GAIN THE NETWORKING  
24 AND GAIN THE RESEARCH SKILLS THERE.

25 SO WE'VE ALREADY SEEN AN EXPANSION OF

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1 DIFFERENT TYPES OF HOST SITES WHERE THESE TRAINEES  
2 CAN WORK OVER THE YEARS. IT'S EXPANDED TO INCLUDE A  
3 LOT OF BIOTECHNOLOGY COMPANIES AS WELL. AND THIS IS  
4 CONTINUING TO EXPAND, INCLUDING THROUGH  
5 OPPORTUNITIES THAT ARE BEING CREATED THROUGH THE  
6 FUNDING OF THESE NEW INFRASTRUCTURE PROGRAMS SUCH AS  
7 MANUFACTURING AND THE ALPHA CLINICS EXPANSION AND  
8 COMMUNITY CARE CENTERS OF EXCELLENCE. IN FACT,  
9 PROPOSITION 14 DESCRIBES A GOAL OF HAVING CIRM  
10 FELLOWS WORK IN ALPHA CLINICS AND COMMUNITY CARE  
11 CENTERS OF EXCELLENCE. SO THIS IS ONE OF THE AREAS  
12 WHERE WE'RE GOING TO BE FOSTERING THE CONNECTIONS TO  
13 MAKE THIS A REALITY.

14 WE WANT TO INCREASE ACCESS OF TRAINEES TO  
15 MENTORS FROM ALL WALKS OF LIFE, ALL LIVED  
16 EXPERIENCES. WE ARE CREATING ADDITIONAL  
17 OPPORTUNITIES FOR THEM TO NETWORK WITH ONE ANOTHER  
18 BOTH WITHIN THEIR PROGRAMS, ACROSS DIFFERENT  
19 TRAINING PROGRAMS, AND WITH OTHER PROFESSIONALS IN  
20 THEIR FIELD OR THEIR CHOSEN FUTURE FIELD.

21 WE ALSO ARE USING THIS STRATEGY TO  
22 INCREASE THEIR AWARENESS OF DIVERSE CAREER PATHS,  
23 NOT JUST NECESSARILY THE TRADITIONAL PH.D. TO  
24 PROFESSOR OR M.D., WHICH IS STILL A VERY VIABLE AND  
25 POPULAR AND NEEDED CAREER PATH FOR REGENERATIVE



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1 MEDICINE, BUT ALSO A LOT OF VERY STRONG NEEDS IN THE  
2 FIELD, INCLUDING MANUFACTURING ASSOCIATES, QUALITY  
3 ASSOCIATES, QUALITY CONTROL, PEOPLE WHO CAN  
4 COMMUNICATE SCIENCE, DATA SCIENCE. THERE ARE MANY  
5 DIFFERENT WAYS THAT SKILLS THAT ARE OBTAINED DURING  
6 RESEARCH TRAINING CAN BE APPLIED, AND PEOPLE NEED TO  
7 BE MADE AWARE OF THAT BECAUSE THEY DON'T ALWAYS GET  
8 EXPOSURE TO THAT IN THEIR INSTITUTION.

9 AND FINALLY, EFFORTS TO IMPROVE THE  
10 ENVIRONMENT WITHIN INSTITUTIONS. SO WE ALL KNOW  
11 THAT IN ORDER TO DIVERSIFY OUR WORKFORCE, THERE ARE  
12 A COUPLE OF AREAS THAT NEED TO BE ADDRESSED. ONE IS  
13 ATTRACTING DIVERSE POPULATIONS INTO THE PIPELINE TO  
14 BEGIN WITH, BUT ANOTHER ASPECT IS KEEPING THEM  
15 EXCITED, KEEPING THEM WITH A SENSE OF BELONGING,  
16 KEEPING THEM IN THAT PIPELINE SO THAT THEY COME OUT  
17 THE OTHER END AND WE BASICALLY OVERCOME MANY OF THE  
18 GAPS THAT WE ALL KNOW ARE THERE IN OUR STEM  
19 PATHWAYS, BOTH IN THE STATE AND NATIONALLY.

20 SO THAT IS A SUMMARY OF WHAT THIS THIRD  
21 ELEMENT OF THE STRATEGY IS ADDRESSING.

22 THE FOURTH ELEMENT OF THE STRATEGY IS  
23 IMPROVING OPERATIONAL EXCELLENCE. SO THIS IS WHAT  
24 CAN WE DO ADMINISTRATIVELY AND OPERATIONALLY INSIDE  
25 CIRM TO ALLOW US TO UNDERSTAND OUR PROGRAMS BETTER

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1 AND TO IMPROVE THEM AND TO OPERATE THEM MORE  
2 EFFECTIVELY. SO THIS INVOLVES A LOT OF  
3 COLLABORATION WITH BOTH THE INFRASTRUCTURE TEAMS AS  
4 WELL AS OUR GRANTS MANAGEMENT TEAM BECAUSE, AS YOU  
5 KNOW, SOME OF THESE PROGRAMS WE'VE BEEN TELLING YOU  
6 ABOUT FOR MANY YEARS. AND CIRM'S CAPABILITIES FOR  
7 TRACKING THINGS AND THE GRANTS MANAGEMENT SYSTEM ARE  
8 MUCH BETTER NOW THAN THEY WERE TEN YEARS AGO, THAN  
9 THEY WERE FIVE YEARS AGO, THAN THEY WERE THREE YEARS  
10 AGO. SO WE HAVE A PRETTY GOOD CAPABILITY OF  
11 IMPROVING OUR ABILITY TO TRACK LONGER TERM OUTCOMES  
12 FOR ALUMNI FOR OUR RECENT PROGRAMS, BUT WE HAVE A  
13 LITTLE BIT OF WORK TO TRY BRING ALL THE PREVIOUS  
14 PROGRAMS IN LINE SO THAT WE HAVE THE SAME SET OF  
15 DATA FOR EVERYBODY. BUT THAT'S SOMETHING THAT WE'RE  
16 WORKING ON. WE'VE ALREADY IMPLEMENTED A NUMBER OF  
17 IMPROVEMENTS. SO THAT IS ONGOING.

18 WE ALSO HAVE IMPLEMENTED AND ARE  
19 CONTINUING TO IMPROVE OUR ABILITY TO CAPTURE AND  
20 TRACK THE DEMOGRAPHICS OF TRAINEES SO THAT WE CAN  
21 BETTER UNDERSTAND WHO'S MISSING, WHO MIGHT BE, WHERE  
22 THERE MIGHT BE ATTRITION, WHETHER IT'S INSTITUTION  
23 SPECIFIC, WHETHER IT'S PROGRAM SPECIFIC, WHETHER  
24 IT'S MORE SYSTEMIC. THIS IS SO THAT WE CAN REALLY  
25 MAKE SURE WE ARE HOLDING EVERYONE ACCOUNTABLE TO BE

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1 DOING ABSOLUTELY THE MOST THAT THEY CAN IN ORDER TO  
2 INCREASE THE DIVERSITY, THE EQUITY, AND INCLUSION  
3 AND THE SENSE OF BELONGING FOR THE PEOPLE WHO ARE  
4 COMING IN AND TRAINING IN OUR PROGRAMS.

5 OPERATIONAL IMPROVEMENTS ARE ALSO VERY  
6 IMPORTANT FOR ASSURING ALIGNMENT AND  
7 INTEROPERABILITY BETWEEN THE PROGRAMS. I'VE ALREADY  
8 MENTIONED THE PROGRAMS THAT COMPRISE THE EDUCATIONAL  
9 NETWORK INCLUDE PROGRAMS THAT ARE MANAGED BY  
10 DIFFERENT GROUPS WITHIN CIRM. HOWEVER, WE HAVE A  
11 WORKING GROUP WITH THE LEAD MEMBERS OF EACH TEAM AND  
12 PROJECT MANAGERS, AND WE HAVE REGULAR MEETINGS TO  
13 ENSURE THAT TRACKING AND NEW SYSTEMS AND  
14 IMPROVEMENTS THAT ARE DEVELOPED ARE GOING TO BE  
15 ALIGNED AND USE COMMON TERMINOLOGY SO THAT WE CAN  
16 ANALYZE OUR PROGRAMS AND OUTCOMES AND COMPARE APPLES  
17 TO APPLES RATHER THAN APPLES TO ORANGES. AND THIS  
18 WILL ULTIMATELY HELP US DEVELOP BETTER PROCESSES AND  
19 METRICS FOR EVALUATING AND QUANTIFYING THE  
20 CONNECTIVITY OF THIS NETWORK THAT WE ARE BUILDING.

21 AND LASTLY, THE CONNECTIVITY, HOW ARE WE  
22 GOING TO DO THAT. SO WHAT WE ARE DOING IS WE ARE  
23 PUTTING TOGETHER A WEB PORTAL THAT IS GOING TO  
24 CONNECT ALL OF THESE DIFFERENT ELEMENTS THAT I'VE  
25 TALKED ABOUT, INCLUDING ACCESS TO THE TRAINEES

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1 THEMSELVES WHO ARE IN A WAY HUMAN RESOURCES OR HUMAN  
2 ASSETS AS WELL AS THE BEST PRACTICES AND THE COURSES  
3 THAT HAVE BEEN DEVELOPED BY ANY NUMBER OR MEMBERS OF  
4 THESE PROGRAMS OR WILL BE DEVELOPED IN THE FUTURE.

5 SO AS I MENTIONED, WE HAVE A WORKING GROUP  
6 THAT'S COME TOGETHER TO DEFINE THE OBJECTIVES OF THE  
7 PORTAL AND THE FUNCTIONS THAT WILL BE REQUIRED. AND  
8 WE'VE ALREADY BEGUN THE GROUNDWORK ON THIS, AND WE  
9 EXPECT TO HAVE THIS PORTAL UP AND RUNNING BY THE  
10 BEGINNING OF NEXT FISCAL YEAR.

11 SO, AGAIN, THE OBJECTIVE OF THAT PORTAL IS  
12 TO FACILITATE CONNECTIVITY BETWEEN THE PROGRAMS, TO  
13 FACILITATE COLLABORATION BETWEEN THE PROGRAMS, AND  
14 TO AMPLIFY THE VALUE OF THESE PROGRAMS WITHIN AND  
15 WITHOUT OF THE NETWORK.

16 THIS IS JUST A QUICK SNAPSHOT OF THE  
17 TIMELINE OF IMPLEMENTING THIS STRATEGY. YOU CAN SEE  
18 OVER ON THE LEFT OF THE TIMELINE WAY BACK IN 2021 WE  
19 RELAUNCHED THE BRIDGES PROGRAM AND THE CIRM SCHOLARS  
20 PROGRAM WITH UPDATES TO MAKE THEM MORE RESPONSIVE TO  
21 PROPOSITION 14. THE SPARK PROGRAM, WHICH IS OUR  
22 HIGH SCHOOL INTERNSHIP PROGRAM, WAS ALSO LAUNCHED  
23 AND REINITIATED BEGINNING WITH THE SUMMER OF 2022.  
24 AND TOWARDS THE END OF 2022 IS WHEN WE LAUNCHED THE  
25 VERY FIRST NEW FULLY PROPOSITION 14 FOCUSED TRAINING

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1 PROGRAM, THE COMPASS AWARDS. AND THAT PROGRAM HAS  
2 JUST COMPLETED ITS FIRST ANNIVERSARY. SO HOPEFULLY  
3 THE NEXT TIME I COME TO GIVE YOU ALL AN UPDATE I CAN  
4 TELL YOU A LITTLE BIT ABOUT HOW THAT PROGRAM IS  
5 DOING.

6 THE GETTING TO OUR INFRASTRUCTURE  
7 PROGRAMS, THE ALPHA CLINICS EXPANSION WAS RELAUNCHED  
8 IN EARLY 2023. AND MORE RECENTLY THE CALIFORNIA  
9 MANUFACTURING NETWORK PHASE 1 PROGRAMS HAVE BEEN  
10 LAUNCHED THROUGH DR. PATEL'S GROUP. AND SO WE'RE  
11 REALLY EXCITED TO SEE THOSE UP AND RUNNING. A  
12 NUMBER OF THEM HAVE BUILT IN COLLABORATIONS WITH  
13 SOME OF OUR EDUC PILLAR PROGRAMS, AND WE'RE VERY  
14 EAGER TO START IMPLEMENTING THE CONNECTIVITY BETWEEN  
15 THOSE.

16 COMING SOON IN 2024 BEFORE YOU WILL BE A  
17 SLATE OF NEW SHARED RESOURCES LABORATORIES WHICH ARE  
18 GOING TO PROVIDE COURSES. SOME OF THEM ARE GOING TO  
19 BE PROVIDING COURSES THAT WILL BE MADE AVAILABLE TO  
20 NOT JUST CIRM TRAINEES, BUT OTHERS OUTSIDE OF CIRM  
21 SUPPORT. AND IN 2025, WHEN THE COMMUNITY CARE  
22 CENTERS OF EXCELLENCE ARE IN PLACE, THAT WILL SERVE  
23 AS ANOTHER SITE FOR HOSTING OR PROVIDING RESOURCES  
24 AND TRAINING OPPORTUNITIES TO CIRM EDUC FELLOWS AND  
25 OTHERS SUPPORTED THROUGH OUR INFRASTRUCTURE

1 PROGRAMS .

2 SO THE EDUC PILLAR PROGRAMS HAVE  
3 RELAUNCHED AND ARE UP AND RUNNING. THEY'RE  
4 SUPPORTING SEVERAL HUNDRED STUDENTS PER YEAR OR  
5 TRAINEES. SO THERE'S A LOT OF OPPORTUNITY THERE TO  
6 CONNECT THEM AND PROVIDE NEW OPPORTUNITIES FOR THEM.

7 THE INFRASTRUCTURE PROGRAMS WITH  
8 EDUCATIONAL COMPONENTS, SOME OF THEM HAVE BEEN  
9 LAUNCHED, AND SOME OF THEM ARE ONGOING AND WILL BE  
10 COMING BEFORE YOU SOON.

11 WE HAVE BUILT AND LAUNCHED THE TRAINEE  
12 ALUMNI NETWORK, WHICH IS A LINKEDIN GROUP. THIS  
13 ALLOWS US TO REACH OUT TO OUR ALUMNI AND TRAINEES EN  
14 MASSE IF WE WANT TO SOLICIT THEIR OPINIONS ON THINGS  
15 IF WE WANT MAKE THEM AWARE OF JOBS OR OTHER KINDS OF  
16 OPPORTUNITIES OR SEARCH TO SEE IF ANY OF THEM WOULD  
17 LIKE TO COME BACK AND BE MENTORS, WHICH MANY OF THEM  
18 DO. SO THAT GIVES US THAT ABILITY.

19 COMING UP OVER THE NEXT SIX MONTHS WE'LL  
20 COMPLETE DEVELOPING AND LAUNCHING THE WEB PORTAL  
21 THAT I TALKED ABOUT, WHICH WILL ENABLE THAT ACTUAL  
22 PLATFORM FOR CONNECTIVITY TO OCCUR. WE'LL IMPLEMENT  
23 SOME OF THOSE OUTCOME TRACKING ENHANCEMENTS THAT I  
24 DESCRIBED RELATING TO OUR ABILITY TO TRACK DEI AND  
25 HOLD GRANTEES ACCOUNTABLE AND BETTER UNDERSTAND HOW

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1 THEY'RE DOING AND WHERE THEY MIGHT BE FALLING SHORT  
2 OR WHERE THERE MIGHT BE MORE RESOURCES NEEDED.

3 AND FINALLY, THE ITERATIVE IMPROVEMENTS  
4 AND UPDATES. THIS IS NOT SOMETHING THAT I CAN TELL  
5 YOU WHEN IT WILL BE FINISHED BECAUSE WE'RE ALWAYS  
6 LEARNING AND FINDING WAYS THAT WE CAN DO THINGS  
7 BETTER. SO THAT'S GOING TO BE AN ONGOING PROCESS  
8 PROBABLY AS LONG AS I'M AROUND TO TALK TO YOU ABOUT  
9 IT.

10 SO JUST A QUICK SUMMARY OF THE STRATEGY  
11 THAT I'VE PRESENTED AND SHARED WITH YOU TODAY. THE  
12 PURPOSE OF THE STRATEGY IS TO LEVERAGE CIRM'S PAST,  
13 PRESENT, AND FUTURE INVESTMENTS IN EDUCATION AND  
14 INFRASTRUCTURE. IT'S CREATING INTEROPERABILITY  
15 WITHIN AND ACROSS THE PROGRAMS. IT PROMOTES THE  
16 SHARING OF RESOURCES, CURRICULA, AND KNOWLEDGE BOTH  
17 TO INTERNAL AND EXTERNAL COMMUNITIES. IT'S  
18 PROMOTING THE BEST PRACTICES IN DEI AND MENTORSHIP,  
19 A LOT OF WHICH HAS ACTUALLY BEEN INNOVATED IN THE  
20 PROGRAMS THAT ARE SUPPORTED. AND, FINALLY, IT WILL  
21 FOSTER COLLABORATION, INNOVATION, AND WORKFORCE  
22 DEVELOPMENT AND OUTREACH BROADLY.

23 SO I THANK YOU FOR YOUR ATTENTION, AND I'M  
24 HAPPY TO ANSWER ANY QUESTIONS IF ANYONE HAS ANY.

25 CHAIRMAN IMBASCIANI: THANK YOU, KELLY AND

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1 ROSA. THIS WAS A REALLY, REALLY, EXCITING, ALMOST  
2 BREATH TAKING PRESENTATION. THIS OVERVIEW WAS  
3 INFORMATIONAL, SO WE'LL ENTERTAIN QUESTIONS. BUT I  
4 WAS ONCE A COLLEGE PROFESSOR, AND I'M GOING TO WAGER  
5 THAT YOU DON'T HAVE TO BE A MEMBER OF THE ACADEMY TO  
6 RECOGNIZE WHAT CIRM HAS ACCOMPLISHED HERE. THE  
7 BREADTH, THE DEPTH, THE BOLDNESS, THE  
8 COMPREHENSIVENESS OF THIS EDUCATIONAL EFFORT IS JUST  
9 EXTRAORDINARY. AND I DON'T KNOW WHO ELSE CAN DO IT  
10 AND WHO ELSE CAN MODEL THEMSELVES ON US. I KNOW  
11 THAT YOU'RE GOING TO MAKE ALL OF OUR MATERIALS  
12 AVAILABLE TO MANY, MANY OTHERS, AND I HOPE THEY TAKE  
13 ADVANTAGE OF THAT. THANK YOU SO MUCH. THIS WAS  
14 REALLY EXCITING.

15 DR. SHEPARD: THANK YOU.

16 CHAIRMAN IMBASCIANI: COMMENTS OR  
17 QUESTIONS FOR KELLY OR ROSA? YES.

18 DR. HIGGINS: DO YOU IMAGINE ANY OF THESE  
19 PROGRAMS BEING REVENUE GENERATING AT ANY POINT? IT  
20 SEEMS LIKE THE CIRM BRAND ON A PROGRAM WOULD CARRY  
21 ITS WEIGHT IN GOLD.

22 DR. SHEPARD: WELL, A LOT OF THESE  
23 PROGRAMS ARE PROVIDING TRAINING, AND THE GRANTS ARE  
24 PROVIDING A STIPEND SO THAT THE STUDENTS ARE ABLE TO  
25 GO TO DIFFERENT AREAS TO GAIN RESEARCH SKILLS, AND



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1 IT ALSO FACILITATES THE ABILITY OF THE LABS TO HOST  
2 THEM WHERE THEY CAN GAIN THESE SKILLS.

3 SO I'M NOT SURE THAT ANY OF THE TRAINING  
4 PROGRAMS IN AND THEMSELVES THAT WE SUPPORT WOULD BE  
5 REVENUE GENERATING. HOWEVER, SOME OF THESE PROGRAMS  
6 THAT ARE BEING OFFERED AND MAYBE WHERE EXTERNAL  
7 TRAINEES CAN COME AND APPLY AND WOULD BE PAYING  
8 TUITION OR COURSE FEES COULD POTENTIALLY BE REVENUE  
9 GENERATING FOR THE PROVIDERS OF THE PROGRAMS.

10 CHAIRMAN IMBASCIANI: THANK YOU, KELLY.  
11 DR. SACKY IS NEXT AND THEN --

12 DR. SACKY: THANK YOU SO MUCH, VITO. I  
13 WANT TO ECHO YOUR COMMENTS EARLIER IN SAYING THIS IS  
14 PHENOMENAL. THIS IS INCREDIBLE WORK. AND I WANT TO  
15 CONGRATULATE CIRM FOR REALLY PLAYING THIS LONG GAME  
16 OF HELPING TO DEVELOP THE WORKFORCE AND USING  
17 MULTIPLE PATHWAYS TO DO SO.

18 I AGREE WITH YOU, BY THE WAY, IN YOUR  
19 RESPONSE THAT THE GOAL MAY NOT NECESSARILY BE  
20 REVENUE GENERATING WHEN IT COMES TO REALLY TRYING TO  
21 LEVEL THE PLAYING FIELD FOR FOLKS WHO OTHERWISE  
22 DON'T HAVE ACCESS TO EDUCATION OR ACCESS TO EXPOSURE  
23 TO STEM-RELATED FIELDS. SO I LOVE THAT'S WHAT OUR  
24 MISSION-ORIENTED VISION OF REALLY USING THIS TO  
25 ACTUALLY ALSO ADDRESS WEALTH GAP BECAUSE, AS YOU

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1 KNOW, OFTENTIMES IT'S PROPORTIONATELY FOLKS WHO LOOK  
2 LIKE ME ARE NOT NECESSARILY ENOUGH TO BE A PHYSICIAN  
3 LIKE I AM. SO I REALLY WANT TO APPLAUD YOU.

4 I GUESS MY QUESTION HAS TO DO WITH  
5 LONG-TERM TRACKING DATA. YOU MENTIONED THAT YOU  
6 HAVE A BETTER CAPACITY TO TRACK THE DATA. I WOULD  
7 LOVE TO HEAR AND SEE WHERE THE GRADUATES OF THESE  
8 VARIOUS PROGRAMS HAVE LANDED AND WHETHER THEY ARE  
9 CHOOSING CIRM-RELATED FIELDS AS IS THE GOAL OF MANY  
10 OF THESE PROGRAMS. SO I WONDER HOW I COULD ACCESS  
11 SOME OF THAT LONG-TERM DATA.

12 DR. SHEPARD: I'VE IN PAST DONE  
13 PRESENTATIONS. I DID ONE THAT OUR TEAM PROVIDED AS  
14 PART OF DR. MILLAN'S PRESIDENTIAL REPORT AT THE END  
15 OF LAST YEAR. WE HAD TALKED ABOUT SOME OF THE  
16 CUMULATIVE OUTCOMES THAT WE WERE ABLE TO SCRAPE FROM  
17 THE DATA THAT'S BEEN PROVIDED INTERNALLY. AND WHAT  
18 WE FOUND WAS ABOUT A THIRD OF, FOR EXAMPLE, IN THE  
19 BRIDGES PROGRAM, WHICH IS THE ONE THAT'S BEEN  
20 RUNNING THE LONGEST CONTINUOUSLY, ABOUT A THIRD TO  
21 40 PERCENT OF THOSE STUDENTS GO ON INTO PROFESSIONAL  
22 GRADUATE DEGREE PROGRAMS, SUCH A PH.D. PROGRAMS OR  
23 M.D.S, BUT TWO-THIRDS OF THEM GO AND PRETTY MUCH  
24 FIND A JOB AS A TECHNICIAN ALMOST IMMEDIATELY AFTER  
25 THEY GRADUATE. SOMETIMES THEY EXTEND THEIR PERIOD

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1 IN THE INTERNSHIP LAB, THEY'RE HIRED RIGHT AWAY, AND  
2 THEY STAY THERE FOR A COUPLE YEARS WHILE THEY'RE  
3 DECIDING ON THEIR NEXT STEPS, BUT OTHERS HAVE GONE  
4 ON AND BECOME TECHNICIANS IMMEDIATELY.

5 SO WE HAVE THAT KIND OF INFORMATION.  
6 RIGHT NOW WE ARE DEPENDENT ON OUR GRANTEES REPORTING  
7 ON THE LONG-TERM OUTCOME DATA OF THEIR TRAINEES.  
8 AND SO EVERY YEAR WHEN THEY SUBMIT A PROGRESS  
9 REPORT, THEY TELL US ANYTHING NEW THEY'VE LEARNED  
10 ABOUT THE DEGREES THAT THE TRAINEES HAVE RECEIVED  
11 SUBSEQUENTLY, THEIR CURRENT POSITION. HOWEVER, IF  
12 ANY OF THE ALUMNI DROP OFF THE MAP OR THEIR CONTACT  
13 INFORMATION CHANGES, SOMETIMES INFORMATION IS LOST.

14 SO WHAT WE WOULD TRY TO DO BY CREATING  
15 THIS TRAINEE LINKEDIN NETWORK IS IDENTIFY TRAINEES  
16 THAT WE CAN WHOSE CONTACT INFORMATION WE STILL HAVE,  
17 BUT HOPEFULLY THROUGH THE POWER OF THAT NETWORKING  
18 IDENTIFY OTHERS AND BRING THEM IN. AND THROUGH  
19 LINKEDIN, WE ARE ABLE TO SEE WHAT THEIR CURRENT  
20 POSITIONS ARE IF THEY'RE ACTIVELY USING LINKEDIN.  
21 SO THAT'S ONE WAY OF BEING ABLE TO KEEP TRACK OF  
22 WHERE THEY ARE NOW AND WHERE THEY MIGHT BE IN A FEW  
23 YEARS.

24 NOW, THIS ONLY GIVES US A SUBSET OF THE  
25 ALUMNI, THE ONES THAT HAVE JOBS AND USE LINKEDIN.

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1 AND SO ANOTHER CHALLENGE IS TRY TO IDENTIFY THOSE  
2 WHO MAYBE HAVE DROPPED OFF OF CONTACT, FIND OUT  
3 WHETHER THEY'RE STILL IN THE FIELD, OR WHETHER  
4 THEY'VE GONE INTO OTHER PROFESSIONS. I MEAN THERE  
5 ARE MANY, MANY OTHER VALID PROFESSIONS THAT CAN  
6 BENEFIT FROM HAVING SKILLS DEVELOPED THROUGH ONE OF  
7 THESE PROGRAMS, TEACHING, ALL KINDS OF THINGS,  
8 POLITICS. SEVERAL OF THEM HAVE GONE ON TO BECOME  
9 POLICY FELLOWS. THE MAJORITY OF STUDENTS THAT COME  
10 THROUGH OUR PROGRAMS DO REMAIN IN THE STEM AREA AT  
11 LEAST FOR THE FIRST FEW YEARS THAT THEY'RE TRACKED  
12 AFTER THEY GRADUATE FROM THE PROGRAM.

13 SO ULTIMATELY WE WANT TO TRY TO CREATE  
14 ADDITIONAL CATEGORIES SO WE HAVE MORE GRANULARITY IN  
15 HOW WE TRACK THE DIFFERENT CAREER TRAJECTORIES OF  
16 STUDENTS, ESPECIALLY NOW THAT WE'RE GOING TO BE  
17 HAVING TRAINEES COMING IN WITH SPECIFIC TRAINING IN  
18 MANUFACTURING TYPE POSITIONS. THE WORLD OF  
19 DIFFERENT TYPES OF TRAINING THAT WE ARE OFFERING  
20 THROUGH OUR CIRM PROGRAMS HAS EXPANDED A LITTLE BIT.  
21 SO I THINK WE'LL BE ABLE TO GET MORE DETAIL ABOUT  
22 THE TYPES OF CAREER PATHS AND HOPEFULLY BRING MORE  
23 PEOPLE IN TO PICK UP RETROACTIVELY SOME OF THE DATA  
24 WE WEREN'T ABLE TO CAPTURE IN THE EARLIER YEARS OF  
25 THE PROGRAM. BUT I THINK WE'LL BE ABLE TO DO BETTER

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1 TRACKING AND ASSESSMENT STARTING NOW AND GOING  
2 FORWARD AS WE CONTINUE TO IMPROVE OPERATIONALLY.

3 DR. SACEY: THANK YOU SO MUCH. THIS IS  
4 MY FIRST MEETING. SO NO WONDER I WASN'T -- I DIDN'T  
5 HAVE PURVIEW INTO YOUR PREVIOUS PRESENTATIONS. BUT  
6 IF THERE'S A WAY IN WHICH I CAN ACCESS THE PREVIOUS  
7 PRESENTATIONS, THAT WILL BE TERRIFIC. THIS OF GREAT  
8 INTEREST TO ME.

9 I AGREE WITH YOU, THAT ULTIMATELY IF WE  
10 CAN HOLD OUR GRANTEES TO THE RESPONSIBILITY OF  
11 ACTUALLY DOING THE LONG-TERM TRACKING, IT WILL BE A  
12 LOT BETTER. NIH DOES THAT. NIH GIVES FUNDING AND  
13 REQUIRES THAT PEOPLE ACTUALLY TRACK SHORT-TERM AND  
14 LONG-TERM OUTCOMES.

15 CHAIRMAN IMBASCIANI: THANK YOU. GREAT  
16 QUESTION. GREAT ANSWER. THANK YOU. I HAVE THREE  
17 SPEAKERS IN THE FOLLOWING ORDER: ADRIANA FOLLOWED  
18 BY JUDY GASSON AND THEN PAT LEVITT.

19 DR. PADILLA: THANK YOU, KELLY. I JUST  
20 HAD ONE QUESTION. ON THE ORIGINAL PROGRAMS, ARE THE  
21 FIXED NUMBERS, OR IS THERE GOING TO BE ONGOING  
22 FUNDING TO ENHANCE THE OUTREACH TO DIFFERENT SITES?

23 DR. SHEPARD: SO FOR THE EDUCATION PILLAR  
24 PROGRAMS, THEY WERE RE-FUNDED BY OUR BOARD IN  
25 2021/2022. THOSE PROGRAMS ARE ALL FIVE-YEAR GRANTS.

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1 SO THEY WILL NEED TO BE REUPPED AT SOME POINT OR  
2 EXTENDED IN A COUPLE OF YEARS. THE BRIDGES PROGRAM,  
3 WHICH WAS THE FIRST TO RELAUNCH IN 2021, AND WE DID  
4 THAT RIGHT AWAY BECAUSE WE DIDN'T WANT THE PROGRAM  
5 TO LOSE CONTINUITY. WE WANTED TO GIVE THOSE  
6 PROGRAMS AN OPPORTUNITY TO COMPETE FOR NEW FUNDING  
7 UNDER PROPOSITION 14 AS SOON AS POSSIBLE. THOSE  
8 PROGRAMS ARE JUST STARTING THEIR THIRD YEAR. SO  
9 THEY HAVE THREE YEARS LEFT WITH THE CURRENT GRANTS.

10 THE CIRM SCHOLARS AND THE SPARK AWARDS  
11 STARTED A LITTLE BIT BEHIND THAT. SO THEY HAVE  
12 THREE TO FOUR YEARS TO GO. AND THEN THE COMPASS  
13 AWARDS, WHICH ONLY JUST STARTED AND HAVE COMPLETED  
14 THEIR FIRST BIRTHDAY, HAVE ANOTHER FOUR YEARS TO GO.

15 DR. PADILLA: BUT IS THERE ROUNDS FOR NEW  
16 APPLICANTS?

17 DR. SHEPARD: OH, I SEE WHAT YOU'RE  
18 SWAYING. NO. THOSE WERE RFA'S THAT WERE OFFERED AT  
19 THAT TIME, AND SO THEY'RE CLOSED UNTIL AT WHICH TIME  
20 CIRM LEADERSHIP AND THE BOARD PERHAPS DECIDES THAT  
21 THAT IS SOMETHING TO BE INVESTING IN AGAIN IN THE  
22 FUTURE.

23 CHAIRMAN IMBASCIANI: THANK YOU, ADRIANA.  
24 JUDY GASSON.

25 DR. GASSON: I JUST WANT TO ADD MY

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1 CONGRATULATIONS TO THE PREVIOUS SPEAKERS. A NUMBER  
2 OF YEARS AGO WE WERE ABLE TO COUNT HOW MANY DOLLARS  
3 WE WERE SPENDING, BUT WE DIDN'T HAVE ANY WAY TO  
4 MEASURE THE IMPACT. I BELIEVE THAT EVERYTHING THAT  
5 CIRM DOES IS REALLY IMPORTANT, BUT IT MAY BE AMONG  
6 THE MOST IMPORTANT THINGS THAT WE DO TO TRAIN THE  
7 FUTURE OF THE WORKFORCE IN THIS FIELD. SO  
8 CONGRATULATIONS TO KELLY AND ROSA AND THE WHOLE TEAM  
9 FOR WORKING ON THIS. REALLY A SPECTACULAR  
10 PRESENTATION.

11 CHAIRMAN IMBASCIANI: THANK YOU. PAT AND  
12 THEN MARVIN.

13 DR. LEVITT: CONGRATULATIONS. IT'S ALMOST  
14 SPEECHLESS IN TERMS OF THE BREADTH. EACH OF THE  
15 PROGRAMS HAS DIFFERENT KINDS OF EXPERIENCES AND,  
16 THEREFORE, I ASSUME, DIFFERENT KINDS OF OUTCOMES.  
17 SO ONE QUESTION IS HOW GRANULAR ARE THE DESCRIPTIONS  
18 FOR THOSE GRANTEES WHO ARE IN A PARTICULAR PROGRAM  
19 TO UNDERSTAND WHAT THE GOALS ARE OF THAT SPECIFIC  
20 PROGRAM? NOT EVERY PROGRAM IS DESIGNED TO HAVE  
21 INDIVIDUALS GO INTO MANUFACTURING OR GO INTO  
22 ACADEMICS OR GO INTO -- SO I'M WONDERING HOW  
23 GRANULAR THE CIRM'S DESCRIPTIONS ARE FOR THOSE  
24 OUTCOMES.

25 AND THE SECOND QUESTION RELATES TO WHAT

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1 ARE THE PROGRAMS RESPONSIBLE FOR IN TERMS OF QUALITY  
2 OF MENTORSHIP OR TRAINING OF MENTORS. ALL THESE  
3 PROGRAMS ARE REALLY HIGHLY DEPENDENT UPON THE  
4 QUALITY OF MENTORSHIP.

5 DR. SHEPARD: SO TO THE FIRST QUESTION  
6 ABOUT THE GRANULARITY. SO EACH OF THE FOUR EDUC  
7 PILLAR PROGRAMS THAT I DESCRIBED DID HAVE DIFFERENT  
8 OBJECTIVES. THE BRIDGES IS PERHAPS THE BROADEST  
9 BECAUSE THERE ARE 15 DIFFERENT BRIDGES GRANTS, AND  
10 THEY'RE BASED AT CALIFORNIA STATE UNIVERSITIES AND  
11 COMMUNITY COLLEGES. NOW, SOME OF THESE ARE MASTER'S  
12 PROGRAMS, SOME OF THEM ARE OFFERING CERTIFICATES TO  
13 STUDENTS AT DIFFERENT LEVELS. THEY MIGHT BE AN  
14 ASSOCIATE LEVEL, BUT IT COULD BE SOMEBODY WHO HAD A  
15 CAREER WITH A BACHELOR'S DEGREE OR OTHER DEGREE IN A  
16 DIFFERENT FIELD AND WANTED TO COME BACK AND GET  
17 TRAINED IN REGENERATIVE MEDICINE.

18 SO THE BRIDGES PROGRAM WAS DESIGNED TO  
19 PROVIDE INTERNSHIP OPPORTUNITIES TO STUDENTS IN THE  
20 STATE AND COMMUNITY COLLEGES, LET THEM TRY OUT  
21 RESEARCH AS A FULL-TIME INTERNSHIP IN A LAB. IT WAS  
22 TO BRIDGE THEIR ABILITY TO FIND OUT HOW MUCH THEY  
23 LIKE RESEARCH, WHETHER THEY WANT TO GO ON AND BECOME  
24 A PH.D. OR A PROFESSOR. OR IT WAS ALSO TO CREATE  
25 TECHNICIANS BECAUSE THERE ARE MANY VALUABLE SKILLS



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1 THAT ARE -- THERE ARE A LOT OF JOB OPPORTUNITIES FOR  
2 TECHNICIANS OUT THERE, SOME THAT ARE REALLY NEEDED,  
3 THAT THE FIELD IS SHORT ON. SO WHEN BRIDGES FIRST  
4 STARTED OUT, WE SAW A LOT OF -- THE PROGRAMS WERE  
5 KIND OF SPECIALIZED AROUND THE SPECIALTY OF THE  
6 INSTITUTION THAT HOUSED THE AWARD.

7 SO THAT IS ALSO TO AN EXTENT TRUE WITH THE  
8 COMPASS AWARD. SO WE HAVE TWO COMPASS AWARDS THAT  
9 ARE BASED AT COMMUNITY COLLEGES, BUT THE PROGRAM  
10 DIRECTORS OF THOSE ARE INDIVIDUALS WHO HAVE  
11 DEVELOPED BACHELOR'S DEGREES IN BIOMANUFACTURING.  
12 SO THE STUDENTS BEING TRAINED IN THOSE PROGRAMS ARE  
13 GOING TO GET A REAL CORE OF MANUFACTURING  
14 SPECIALTIES. THEY'RE GOING TO GET EXPOSURE TO SOME  
15 OF THESE INDUSTRY SKILLS LIKE QUALITY AND  
16 MANUFACTURING ASSOCIATES THAT YOU DON'T NECESSARILY  
17 GET EXPOSED TO IN AN ACADEMIC INSTITUTION UNLESS  
18 YOU'RE WORKING AT A GMP MANUFACTURING FACILITY.

19 SO I WOULD SAY IN THE EARLY DAYS WE SAW A  
20 LOT MORE REALLY TRULY FUNDAMENTAL RESEARCH, BUT IT  
21 HAS SHIFTED MORE TOWARDS REGENERATIVE MEDICINE SKILL  
22 SETS, BUT EACH PROGRAM IS A LITTLE BIT DIFFERENT.

23 THE SPARK PROGRAMS, WHICH SUPPORT HIGH  
24 SCHOOL INTERNSHIPS, THIS PROGRAM IS REALLY FOR  
25 YOUNGER HIGH SCHOOL STUDENTS, 16-, 17-YEAR-OLDS WHO

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1 ARE INTERESTED IN SCIENCE. THEY'RE ALSO IN A WAY  
2 TRYING OUT WHAT THE FIELD CAN PROVIDE TO THEM. BUT  
3 THE GOAL OF THAT PROGRAM ISN'T TO TRACK SOMEBODY AS  
4 A 16-YEAR-OLD AND GET A MANUFACTURING ASSOCIATE AT  
5 THE END OR A DOCTOR. IT'S TO EXPOSE THEM TO  
6 REGENERATIVE MEDICINE, WHAT IT'S LIKE TO WORK IN A  
7 LABORATORY, AND MAKE THEM UNDERSTAND AND APPRECIATE  
8 THE PERSPECTIVE OF PATIENTS, THE IMPORTANCE OF  
9 COMMUNITY OUTREACH, AND HELP THEM BE GOOD  
10 AMBASSADORS FOR THE FIELD.

11 MOST OF THE SPARK GRADUATES, I WOULD SAY,  
12 DO GO INTO STEM. BUT SOME OF THEM HAVE GONE INTO  
13 POLICY, SOME OF THEM HAVE GONE INTO OTHER AREAS; BUT  
14 WHAT THEY BRING WITH THEM IS THE APPRECIATION OF THE  
15 IMPORTANCE OF REGENERATIVE MEDICINE, HOW SCIENCE CAN  
16 HELP THEIR COMMUNITIES, AND THEY SHARE THAT AND  
17 BECOME OUR AMBASSADORS. SO THAT'S SORT OF A GENERAL  
18 GOAL FOR THE SPARK PROGRAM.

19 DR. LEVITT: YOU DON'T HAVE TO GO THROUGH  
20 EACH PROGRAM. SO THERE'S A LOT OF GRANULARITY,  
21 WHICH I THINK IS REALLY IMPORTANT. SOMETIMES THERE  
22 ARE MISUNDERSTANDINGS BETWEEN WHAT THE ORGANIZATION  
23 WANTS AND WHAT THE GRANTEE THINKS THE ORGANIZATION  
24 WANTS. WHERE I AM WE HAVE TRAINING PROGRAMS FROM  
25 HIGH SCHOOL THROUGH JUNIOR FACULTY AND EVERY STEP IN

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1 BETWEEN, UNDERGRADUATE, ET CETERA. SOMETIMES  
2 THERE'S THIS MISALIGNMENT. SOUNDS LIKE THINGS ARE  
3 VERY, VERY CLEAR.

4 WHAT ABOUT MENTORSHIP IN TERMS OF HOW  
5 THAT'S DONE IF IT'S DONE?

6 DR. SHEPARD: MENTORSHIP IS ALSO VERY  
7 IMPORTANT. THERE WERE SECTIONS -- WHEN THESE  
8 PROGRAMS APPLY FOR CIRM FUNDING, THEY ARE REVIEWED  
9 BY GRANTS WORKING GROUP MEMBERS WITH EXPERTISE IN  
10 EDUCATION AND TRAINING PROGRAMS. THEY DESCRIBED  
11 THEIR MENTORING COMPONENTS. THAT WAS PART OF THE  
12 EVALUATION. MENTORING HAS ALWAYS BEEN IMPORTANT OF  
13 EVEN THE LONG-STANDING PROGRAMS, BUT WE PLACED EVEN  
14 INCREASED EMPHASIS ON COMPASS WHEN WE HAD A CHANCE  
15 TO COME UP WITH A NEW PROGRAM.

16 COMPASS IS FOCUSED ON STUDENTS THAT ARE  
17 EARLIER IN THEIR UNDERGRADUATE TRAINING. IT'S  
18 FOCUSED ON STUDENTS WHO MAY NOT KNOW THAT THEY DON'T  
19 KNOW. THEY MAY NOT BE AWARE OF ALL THE DIFFERENT  
20 TYPES OF OPPORTUNITIES FOR THEM, AND THEY NEED  
21 MENTORS TO PROVIDE A GUIDE OR A COMPASS FOR THEM.

22 DR. LEVITT: SO I UNDERSTAND THE  
23 MENTORSHIP IS IMPORTANT IN ALL THESE PROGRAMS. I'M  
24 WONDERING IF THERE'S A COMPONENT IN WHICH THE  
25 MENTORS ARE TRAINED TO ACTUALLY BE MENTORS. LIKE

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1 I'M INVOLVED IN TRAINING AN INDIVIDUAL WHERE I AM  
2 WHO'S IN THE COMPASS PROGRAM. AND NOBODY ASKED ME  
3 WHAT MY TRAINING BACKGROUND WAS. I'M JUST SAYING.

4 DR. SHEPARD: YOU SHOULD LET ME KNOW  
5 BECAUSE A BIG PART OF THE COMPASS PROGRAM IS  
6 INVOLVED IN MENTORSHIP. MENTOR TRAINING WAS  
7 ACTUALLY REQUIRED. IT'S LIKE A REQUIREMENT OF THAT  
8 PROGRAM. AND IN THEIR PROGRESS REPORTS WE ARE GOING  
9 TO ASK THEM WHAT DID YOU DO FOR MENTOR TRAINING.

10 NOW, THE MENTOR TRAINING WAS KIND OF A NEW  
11 ELEMENT THAT WE ADDED, BUT I AM SEEING IT HAPPEN IN  
12 SOME OF OUR CIRM SCHOLAR AWARDS. IN FACT, I JUST  
13 REVIEWED A REPORT THE OTHER DAY WHERE THEY TALKED  
14 ABOUT HOW ANYBODY WHO INTERACTS WITH THE TRAINEES  
15 WHATSOEVER GET THIS MENTORSHIP TRAINING. AND THEY  
16 HAVE ESTABLISHED SORT OF A MENTORSHIP ACADEMY. SO  
17 PART OF THIS PORTAL THAT WE'RE BUILDING IS SO THAT  
18 THOSE WHO HAVE INVESTED AND REALLY THOUGHT ABOUT AND  
19 ARTICULATED AND CREATED NEW MENTORSHIP AND BEST  
20 PRACTICES CAN SHARE THOSE WITH OTHERS. AND WE CAN  
21 SEE WHO THEY'RE GOING TO BE SHARING WITH, AND WE CAN  
22 MAKE SURE THAT THESE CONNECTIONS ARE HAPPENING.

23 DR. LEVITT: THANK YOU.

24 DR. SOUTHARD: AGAIN, A WONDERFUL  
25 PRESENTATION AND GREAT WORK. I'M WONDERING IF YOU

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1 HAVE OR COULD CREATE SOME KIND OF MECHANISM FOR  
2 SHARING WHAT YOU LEARN ABOUT BEST PRACTICES FOR DEI  
3 BECAUSE IT SEEMS TO ME THAT THIS COULD BE A REALLY  
4 FERTILE GROUND FOR FINDING OUT THE BEST WAYS TO  
5 APPROACH DEI, IF THERE WERE A MECHANISM TO SHARE  
6 THAT BACK WITH THE GROUP SO WE COULD USE IT.

7 DR. SHEPARD: YEAH, ABSOLUTELY. THE  
8 PORTAL, THE WEB PORTAL THAT WE'RE DEVELOPING WILL  
9 HAVE A PUBLIC FACING SIDE. AND THOSE KINDS OF  
10 RESOURCES ARE GOING TO BE AVAILABLE TO ANYBODY. SO  
11 WE CAN SHARE THEM WITH YOU DIRECTLY HERE OR WE CAN  
12 CREATE A SITE WE CAN POINT PEOPLE TO WHERE THESE  
13 RESOURCE ARE BECAUSE THAT IS THE IDEA. IN FACT, IN  
14 COMPASS WE REQUIRED DISSEMINATION OF MENTORSHIP  
15 PRACTICES. I THINK MAYBE WHEN WE FIRST WROTE THE  
16 PROGRAM, I THOUGHT DISSEMINATION MEANT PUBLISHING OR  
17 GOING OUT AND PRESENTING AND MAKING PEOPLE AWARE OF  
18 IT, BUT THE PORTAL IS GOING TO BE ANOTHER TOOL WHERE  
19 THE AUDIENCE CAN BE EVEN BROADER FOR THAT.

20 DR. SOUTHARD: SO WHO IS GOING TO BE, HOW  
21 SHALL I SAY THIS, THE EDITORIAL CONTROL ABOUT WHAT  
22 GOES ON THAT BECAUSE PEOPLE HAVE VERY DIFFERENT  
23 IDEAS ABOUT WHAT DEI EVEN MEANS. AND SO WHAT WE  
24 HERE WANT IS THE VERY BEST PRACTICES SO WE CAN APPLY  
25 IT AS WE DO OUR REVIEWS. AND WE HAVE A VERY GOOD

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1     TEMPLATE RIGHT NOW, BUT THAT DOESN'T MEAN IT  
2     COULDN'T GET BETTER.

3             DR. SHEPARD: THAT'S A GOOD POINT. SO I  
4     DON'T THINK WE HAVE -- I PERSONALLY WOULDN'T CALL  
5     MYSELF AN EXPERT IN EVALUATING THE QUALITY OF THE  
6     PROGRAMS. I SEE A LOT OF DIFFERENT ONES, AND A LOT  
7     OF THEM ARE STRUCTURED SPECIFIC TO THEIR  
8     INSTITUTIONS. WHAT WILL BE CLEAR ON THE PORTAL IS  
9     THERE WILL BE INFORMATION ABOUT EACH PROGRAM, WHO  
10    THEY TARGET, WHAT THEIR LEVEL OF TRAINING IS, AND  
11    WHAT KIND OF PRACTICES THEY'VE DEVELOPED. AND YOUR  
12    POINT IS GOOD, AND IT'S SOMETHING I THINK WE'RE  
13    GOING TO HAVE TO THINK ABOUT.

14            DR. CANET-AVILES: KELLY. IT'S ALL GOOD.  
15    SO, DR. SOUTHARD, JUST WE ARE GOING TO HEAR A  
16    PRESENTATION SOON. AND ONE OF THE THINGS THAT CIRM  
17    IS DOING IS WE ARE DEVELOPING IN THE COMING YEAR A  
18    STRATEGY, AND THE EDUCATION WILL ALIGN WITH THAT  
19    STRATEGY. SO THAT WILL BE MORE GRANULARLY EXPANDED  
20    AS WE GET THIS STRATEGY SET. THANK YOU.

21            CHAIRMAN IMBASCIANI: THANK YOU. AND  
22    ANNE-MARIE NOW.

23            DR. DULIEGE: YES. THE ONLY PURPOSE OF MY  
24    INTERVENTION IS TO MAKE SURE THAT MY VOICE IS ON  
25    RECORD TO HAVE JOINED THE CHOIR OF EVERYONE WHO

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1 CONGRATULATES YOU. I DON'T WANT TO BE -- HERE I  
2 HAVE A FORUM, WHICH I DON'T ALWAYS HAVE. SO I WANT  
3 TO SAY IT'S REALLY OVER THE YEARS REALLY ONE OF THE  
4 FIRST TIME, AS I RECALL, THAT THE CIRM TEAM MADE A  
5 PRESENTATION THAT IS THAT COMPREHENSIVE. IT FEELS  
6 LIKE THIS TIME ALL THE PIECES OF THE PUZZLES THAT WE  
7 HAVE HEARD OVER THE PAST FOUR, FIVE, SIX, SEVEN  
8 YEARS ALL CLICK TOGETHER. LIKE YOU PUSH ON THE  
9 PUZZLE, IT'S ALL THERE. IT CLICKS. IT MAKES SENSE.  
10 IT'S COMPREHENSIVE, UNIFORM, AND IT HAS A VISION.  
11 SO THANK YOU SO MUCH.

12 DR. SHEPARD: THANK YOU. WE REALLY  
13 APPRECIATE THAT. THAT'S VERY KIND.

14 CHAIRMAN IMBASCIANI: WELL, I DON'T KNOW  
15 IF WE CAN TAKE ANY MORE COMPLIMENTS. WOW. OKAY.  
16 BRAVA.

17 DR. SHEPARD: I JUST WANT TO SAY THAT IT  
18 TAKES A VILLAGE. AND I'VE BEEN AT CIRM FOR A LONG  
19 TIME, AND I'VE HAD THE PRIVILEGE OF SEEING THESE  
20 PROGRAMS EVOLVE, BUT I WANT TO ACKNOWLEDGE THAT DR.  
21 SAMBRANO HERE WAS INVOLVED IN THE VERY BEGINNING OF  
22 ONE OF THE FIRST BRIDGES PROGRAMS. AND WHILE HE'S  
23 MOVED ON TO OTHER ROLES, HIS ADVICE AND COUNSEL ON  
24 THE EARLY STAGES OF SETTING THINGS UP REALLY HAVE  
25 HELPED US ALL THINK ABOUT HOW TO MAKE THESE PROGRAMS

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1 BETTER.

2 CHAIRMAN IMBASCIANI: THAT'S WONDERFUL.

3 DR. DULIEGE: GIL, PART OF EXCELLENCE THAT  
4 IS UNAVOIDABLE.

5 CHAIRMAN IMBASCIANI: ARE THERE ANY  
6 MEMBERS OF THE PUBLIC THAT WOULD LIKE TO MAKE SOME  
7 COMMENTS OR ASK A QUESTION ON OUR EDUCATIONAL  
8 ACCOMPLISHMENTS? NO. NO HANDS ARE SEEN. OKAY.  
9 WELL, THANK YOU VERY MUCH --

10 DR. SHEPARD: THANK YOU, EVERYONE.

11 CHAIRMAN IMBASCIANI: -- KELLY AND ROSA,  
12 FOR THE PRESENTATION.

13 WE'RE NOW GOING TO MOVE ON TO AGENDA NO.  
14 11, WHICH IS AN UPDATE OR OUR COMMUNICATIONS.

15 VICE CHAIR BONNEVILLE: NO. 12 FIRST.

16 MR. AGUIRRE-SACASA: THAT'S A PERFECT  
17 SEGUE. CAN YOU HEAR ME? SO MY NAME IS RAPHAEL  
18 AGUIRRE-SACASA, AND I'M THE GENERAL COUNSEL FOR  
19 CIRM. AND I'VE GOT THE DISTINCT PLEASURE OF  
20 INTRODUCING A PRESENTATION BY THE DIVERSITY NORTH  
21 GROUP WHO HAS BEEN WORKING WITH CIRM OVER THE PAST  
22 YEAR TO PERFORM THREE STUDIES ON BEHALF OF CIRM AT  
23 THE REQUEST OF CIRM DEALING WITH DEI TOPICS AND  
24 INITIATIVES TO GET BEST PRACTICES AND THE LIKE.

25 SPECIFICALLY, DIVERSITY NORTH HAS



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1 CONDUCTED AN INVESTIGATION ON THE BEST PRACTICES IN  
2 EQUITY GRANTMAKING IN THE HEALTH SCIENCES. THEN  
3 THEY'VE ALSO EXAMINED OUR DEI REVIEWER EVALUATION  
4 RUBRIC, WHICH IS USED BY THE REVIEWERS WHEN  
5 EVALUATING DEI PLANS AND THE LIKE. AND THEN,  
6 FINALLY, THEY PERFORMED A STUDY ON DEI BEST  
7 PRACTICES ASSOCIATED WITH THE DESIGN AND  
8 IMPLEMENTATION OF CLINICAL TRIALS. AND WE SEE THIS  
9 AS JUST THE FIRST STEP IN REFINING OUR DEI STRATEGY  
10 AS MENTIONED BY ROSA. AND SO YOU WILL SEE SOME  
11 ADDITIONAL RECOMMENDATIONS IN DIVERSITY NORTH'S  
12 PRESENTATION.

13 ONCE THESE ARE FURTHER CRYSTALLIZED, WE'LL  
14 PRESENT IT TO THE BOARD FOR DISCUSSION AND INPUT, OF  
15 COURSE, AND THEN WE'LL MOVE FORWARD. WITHOUT  
16 FURTHER ADO, I'D LIKE TO INTRODUCE DR. JOANNE KAMENS  
17 AND DR. TERESA NELSON FROM DIVERSITY NORTH. THANK  
18 YOU.

19 DR. NELSON: HI, EVERYONE, TERESA NELSON.  
20 I WAS SAYING IT'S GREAT TO CATCH THE TAIL END OF  
21 THAT PRESENTATION. IT'S PRETTY EXCITING STUFF FOR  
22 US TO HEAR AS WELL.

23 SO HERE WE ARE. I'M THE MANAGING  
24 PRINCIPAL AND FOUNDER OF DIVERSITY NORTH GROUP.  
25 JOANNE IS GOING TO BE PUTTING UP OUR SLIDES. AND

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1 WE'VE REALLY APPRECIATED THE OPPORTUNITY TO WORK  
2 WITH CIRM OVER THIS YEAR, 2023, ON A SORT OF LIMITED  
3 SET, AS RAPHAEL INTRODUCED, TO REALLY LOOK AT BETTER  
4 ARTICULATING MECHANISMS TO LEARN ABOUT, REFINE, AND  
5 ADVANCE CIRM'S DIVERSITY, EQUITY, AND INCLUSION  
6 COMMITMENT. AND WE'RE GLAD TO BE HERE TODAY TO SORT  
7 OF SHARE SOME REALLY HIGH LEVEL HIGHLIGHTS OF THE  
8 WORK OF THIS CONTRACT.

9 DR. KAMENS: WE'RE HAVING TECHNICAL  
10 ISSUES. ONE SECOND. I'M GOING TO TRY ONE MORE  
11 TIME.

12 DR. NELSON: LET ME JUST GO ON TO AGENDA.  
13 SO IN THESE BRIEF MINUTES, WE WANT TO GIVE YOU JUST  
14 A FLAVOR ABOUT DIVERSITY NORTH GROUP, INTRODUCE  
15 OURSELVES, AND GIVE A VERY HIGH LEVEL OVERVIEW OF  
16 THE DELIVERABLES OF THIS 2023 CIRM PROJECT. AND  
17 THEN WE HAVE, AS SAID, A GROUP OF RECOMMENDATIONS  
18 FOR NEXT STEPS ON THE WORK FOR YOUR CONSIDERATION  
19 AND DISCUSSION.

20 SO WE CAN GO TO SLIDE 3, JOANNE. GREAT.  
21 WE WANTED TO JUST GIVE YOU A LOOK AT YOUR DIVERSITY  
22 NORTH PROJECT TEAM. I FOUNDED DIVERSITY NORTH GROUP  
23 EIGHT YEARS AGO BECAUSE, AS A PH.D. ACADEMIC  
24 PROFESSOR AND RESEARCHER, I WAS REALLY DISMAYED THAT  
25 THE FINDINGS OF YEARS OF EXCELLENT MANAGEMENT

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1 RESEARCH ON HOW ORGANIZATIONS CAN IMPLEMENT  
2 DIVERSITY AND INCLUSION INTO THE RHYTHM OF WHO THEY  
3 ARE, IT WAS JUST NOT MAKING IT OVER ON THE BRIDGE TO  
4 PRACTICE IN ORGANIZATIONAL LIFE. AND YOU KNOW HOW  
5 IT IS WITH ACADEMICS. WE DON'T SHARE OUR LEARNINGS  
6 IN THE BEST POSSIBLE WAY FOR THE WORLD TO REALLY  
7 GRAB ONTO THEM AND USE THEM. AND THAT'S REALLY WHY  
8 DIVERSITY NORTH WAS FOUNDED.

9 WE ANCHOR OURSELVES IN THE FINDINGS OF THE  
10 SOCIAL SCIENCES. WE BUILD ALL OUR OWN MODELS,  
11 RESEARCH PROJECTS, QUANTITATIVE AND QUALITATIVE  
12 ASSESSMENTS, AND LEARNING SESSIONS. AND WE LIKE TO  
13 SAY WE PROVIDE A NO COOKIE CUTTER TAILORED APPROACH  
14 FOR EACH CLIENT. SO THIS WAS THE TEAM OF PEOPLE  
15 THAT I REALLY WANT TO APPLAUD ON OUR SIDE FOR BEING  
16 PART OF THIS WORK THIS YEAR.

17 I WANT TO INTRODUCE JOANNE TO SAY HELLO  
18 AND TO SHARE HER WORDS.

19 DR. KAMENS: HI, EVERYONE. IT'S GREAT TO  
20 SEE THE PEOPLE THAT I'VE SPOKEN WITH AND ALL THE NEW  
21 PEOPLE THAT ARE PARTICIPATING IN TODAY'S MEETING.  
22 I'M A SENIOR CONSULTANT WITH DIVERSITY NORTH GROUP,  
23 BUT I AM BY TRAINING ORIGINALLY A MOLECULAR  
24 GENETICIST. SO I BRING THE I GET SCIENCE AND  
25 SCIENTIST KIND OF PERSPECTIVE TO THIS PROJECT, WHICH

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1 HAS BEEN VERY ENJOYABLE FOR ME TO GET BACK INTO THE  
2 SCIENCE IN THIS DEEP WAY. I'VE BEEN DOING DIVERSITY  
3 AND EQUITY WORK FOR DECADES AS THE FOUNDER OF THE  
4 ASSOCIATION FOR WOMEN IN SCIENCE HERE IN  
5 MASSACHUSETTS, NOW THE BIGGEST CHAPTER OF AWIS IN  
6 THE COUNTRY.

7 AND I ALSO SPENT TEN YEARS AT A NON-PROFIT  
8 BIOTECH CALLED ADGENE, REALLY DOUBLING DOWN ON  
9 MAKING THE ORGANIZATION INCLUSIVE AND DIVERSE, WHICH  
10 WE SUCCEEDED AT DOING. SO AFTER I LEFT THAT ROLE AS  
11 A CEO, I'VE NOW BEEN TAKING THOSE LEARNINGS TO OTHER  
12 ORGANIZATIONS TO OPTIMIZE THEIR A DIVERSITY, EQUITY,  
13 AND INCLUSION WORK.

14 DR. NELSON: SO YOU'VE ALL RECEIVED OUR  
15 SLIDE DECK BEFORE THE MEETING. SO THERE'S SOME  
16 THINGS WE'LL PASS OVER QUICKLY, BUT I DO WANT TO  
17 SAY, AS WE ALWAYS DO, THAT WE'RE A OTHER WOMEN,  
18 AFRO-LATINA, AND LGBTQ OWNED FIRM THAT WORKS TO LIVE  
19 ITS VALUES FOR DIVERSITY AND INCLUSION EVERY DAY.  
20 AND SO THAT'S JUST A PART OF WHO WE ARE, AND THAT'S  
21 WHAT WE BROUGHT TO YOU THIS YEAR.

22 THE NEXT SLIDE AND THEN THE NEXT. SO WE  
23 DON'T HAVE TO TELL YOU ABOUT THE DEI PROJECT  
24 MOTIVATION, BUT WE WANT YOU TO KNOW THAT WE TOOK  
25 YOUR COMMITMENT, RIGHT, AS THE HEART OF THE MATTER

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1 IN TERMS OF WHAT WE WERE ABLE TO FOCUS ON AND WHY  
2 THAT WAS IMPORTANT IN THE WORK THAT WE WERE DOING.  
3 WE CAN GO ON.

4 DR. KAMENS: GREAT. SO I JUST WANTED YOU  
5 TO GET AN OVERVIEW. I WON'T GO INTO DETAIL ON ALL  
6 OF THESE DELIVERABLES, BUT IT WAS AN ALMOST  
7 YEAR-LONG PROJECT. I DID A DETAILED ARCHIVAL  
8 ANALYSIS WHICH YOU'LL HAVE DETAILS ABOUT ON THE NEXT  
9 SLIDE. WE ALSO DELIVERED THAT ANALYSIS AND OUR  
10 OUTCOMES FROM THAT AND THE INTERVIEWS. WE DID THE  
11 THREE STUDIES THAT WERE MENTIONED, AND WE'LL TALK TO  
12 YOU A LITTLE BIT MORE ABOUT THOSE TODAY. WE ALSO  
13 DELIVERED A LEXICON AROUND DEI LANGUAGE WHICH HAS  
14 ALREADY BEEN USED, I THINK, BY SOME OF THE GROUPS.  
15 AND WE'LL HOPEFULLY BE DOING SOME LEARNING AND  
16 DIALOGUE WITH THE STAFF AROUND HOW IMPORTANT  
17 LANGUAGE IS IN CREATING AN INCLUSIVE CULTURE, MANY  
18 ASPECTS OF THAT.

19 AND FINALLY, WE HAD A LOT OF MEETINGS WITH  
20 PEOPLE AT CIRM. I MENTION THAT BECAUSE REALLY IN  
21 SOME OF THE UPCOMING SLIDES YOU WILL SEE HOW MUCH WE  
22 GOT TO KNOW THE ORGANIZATION IN A WAY THAT GREATLY  
23 INFLUENCED THE WORK THAT WE DID, WORKED REALLY  
24 CLOSELY WITH OTHER PEOPLE. AND ALSO IT'S A  
25 COMPLICATED ORGANIZATION, AND IT ALLOWED US TO

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1 REALLY MAKE SOME OBSERVATIONS ABOUT WHERE THE LEVERS  
2 WERE TO DRAW CHANGE AND WHAT DIFFERENT LEVERS WOULD  
3 BE USED FOR DIFFERENT GOALS AROUND DEI. SO  
4 HOPEFULLY YOU'LL HEAR SOME OF THAT IN THE SLIDES  
5 THAT WILL FOLLOW.

6 SO WE DID AN ARCHIVAL REVIEW. WE READ  
7 MANY, MANY, MANY DOCUMENTS. WE SAT IN ON ACTUAL GWG  
8 MEETINGS AND WATCHED RECORDED MEETINGS AS WELL. WE  
9 HAD STEADILY -- EVERY WEEK OR TWO WE WERE MEETING  
10 WITH SOMEONE FROM THE ORGANIZATION, AND WE  
11 INTERVIEWED MULTIPLE PEOPLE. SO THIS IS THE SOURCE  
12 OF THE DATA OF THE ORGANIZATION AND THE PEOPLE. AND  
13 THEN WE USED THIS TO DESIGN AND IMPLEMENT THE  
14 RESEARCH STUDIES AND THE REVIEWS AND ANALYSES THAT  
15 WE'LL TELL YOU ABOUT IN THE UPCOMING DELIVERABLES.

16 SO AS WE DID THAT ARCHIVAL REVIEW, ONE OF  
17 THE IMPORTANT OUTCOMES WAS LIKE WHERE WERE THE  
18 LEVERS AND HOW WAS THE ORGANIZATION ORGANIZED IN  
19 SUCH A WAY BECAUSE DIFFERENT APPROACHES TO DEI WILL  
20 NEEDED FOR DIFFERENT PARTS OF THIS WORK. AND THE  
21 EDUCATION WORK IS NOT EVEN ON THIS BECAUSE THAT IS  
22 ITS OWN WHOLE, SEPARATE EFFORT THAT LINKS TO EVERY  
23 ONE OF THESE PORTIONS ON THE SPHERES OF ACTION. BUT  
24 YOU'LL HEAR THAT, AS WE DESIGN AND RECOMMEND  
25 POSSIBLE NEXT STEPS, WE HAD AN EYE TOWARD WHICH OVAL

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1 ARE WE THINKING ABOUT HERE, WHICH OVALS WILL BE  
2 AFFECTED BY THAT LEVER, BY THAT ACTION.

3 AND I THINK IT'S REALLY IMPORTANT THAT  
4 EVERY ONE OF THE LEVERS AT SOME POINT MAKES PROGRESS  
5 IN THIS AREA. WE ARE AN ORGANIZATION THAT FEELS DEI  
6 NEEDS TO INFUSE EVERY ASPECT OF AN ORGANIZATION.  
7 AND BUT FOR NOW THE ONES THAT ARE IN GRAY ARE THE  
8 ONES THAT WE INITIALLY FOCUSED ON FOR THIS VERY  
9 FIRST PROJECT.

10 TERESA, DID YOU WANT TO ADD ANYTHING TO  
11 THAT?

12 DR. NELSON: NO, THAT SOUNDS GOOD.

13 DR. KAMENS: GREAT. SO QUALITATIVELY WE  
14 DO A LOT OF KINDS OF ANALYSIS AT DIVERSITY NORTH  
15 GROUP. AND WE WOULD CALL THIS A QUALITATIVE ONE.  
16 WE DIDN'T DO A FULL ENGAGEMENT SURVEY OR HAVE  
17 QUANTITATIVE DATA FOR YOU, BUT WE DO HAVE QUITE A  
18 LOT OF THEMES THAT CAME OUT OF THE QUALITATIVE  
19 ASSESSMENT.

20 WE LOVE TO SEE THE COMMITMENT TO THIS  
21 WORK. EVERY PERSON WE SPOKE TO HAD IDEAS, THOUGHTS,  
22 INFLUENCE, AND A TRUE DEEP COMMITMENT TOWARD DRAWING  
23 CHANGE THROUGH THE ORGANIZATION AND TO THE  
24 OPPORTUNITIES THAT CIRM BRINGS FOR CHANGE AROUND  
25 INCLUSION. AND SO I THINK NOW THE MOVEMENT IS TO

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1 HOW CAN WE ACT. WHAT ARE THE ACTIONS TO TAKE TO  
2 DRAW THE CHANGE TO GO BEYOND THAT REALLY DEEP  
3 COMMITMENT?

4 THE STAFF AT CIRM REALLY ARE INTERESTED IN  
5 ALSO BEING INVOLVED IN THAT COMMITMENT. AND  
6 INTERNALLY THERE HASN'T BEEN THAT MUCH WORK DONE FOR  
7 THE STAFF OF CIRM ITSELF AND THEIR DEI WORK. SO  
8 THEY ARE COMMITTED TO MOVING FORWARD AND DOING MORE  
9 ON THEMSELVES ON THEIR OWN LEARNING AND THEIR OWN  
10 ACTION AROUND DIVERSITY, EQUITY, AND INCLUSION.

11 WE BELIEVE -- WE LOOKED AT, AND TERESA  
12 WILL TALK MORE ABOUT THE RESEARCH ON WHAT THE WORLD  
13 IS DOING AROUND EQUITABLE GRANTMAKING. AND WE  
14 BELIEVE THAT THE CIRM RUBRIC AND THE APPLICATION  
15 PROCESS ARE VERY PROGRESSIVE IN THE FIELD AND ARE  
16 READY FOR THE NEXT ITERATION. SO IT WAS CLEAR TO  
17 SEE THAT THERE ARE PLACES WHERE THOSE CAN IMPROVE.  
18 AND THAT EVALUATORS THAT ARE EVALUATING GRANTS NOW  
19 NEED TO BE INVOLVED IN MORE OF THE LEARNING AND  
20 TRAINING, AND THAT PROCESS IS ACTUALLY GOING TO  
21 START IN JANUARY. BUT THERE IS THIS AMAZING -- AT  
22 THE FOREFRONT, CIRM IS AT THE FOREFRONT OF THIS  
23 WORK, AND NOW WE CAN TAKE IT EVEN FURTHER.

24 AND THEN I WOULD JUST SAY THAT THE BOARD  
25 WANTS MORE DATA. THAT'S ONE REASON WHY WE'RE HERE



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1 TALKING TO YOU TODAY. AND THAT WAS A GENERAL THEME  
2 THROUGH OUR QUALITATIVE INTERVIEWS. THERE ARE SOME  
3 LEGAL HURDLES, AS YOU KNOW, AROUND THE GATHERING OF  
4 DATA AROUND DIVERSITY, EQUITY, AND INCLUSION. AND  
5 SO WE ARE THINKING ALREADY CREATIVELY ON WAYS TO DO  
6 THAT EFFECTIVELY THAT IS WITHIN THE LAW AND WITHIN  
7 THE COMFORT OF THE FULL STAFF.

8 AND WE ALSO SEE MAJOR COMMUNICATION  
9 OPPORTUNITIES AMONGST THE DIFFERENT SPHERES OF  
10 ACTION THAT WE MENTIONED, BUT ALSO PLACING CIRM AS A  
11 THOUGHT LEADER IN THE WORLD ON THIS TOPIC. AND SO  
12 ONE OF THE THINGS WE DID WAS IDENTIFY SOME WAYS FOR  
13 CIRM TO CONNECT WITH THE WORLD OF PEOPLE THAT ARE  
14 WORKING ON EQUITABLE GRANTMAKING AND TO SHOW THE  
15 LEADERSHIP THAT THEY ARE CLEARLY DEMONSTRATING IN  
16 THIS AREA.

17 DR. NELSON: SO NOW WE'D LIKE TO TURN TO  
18 THREE OF THE MAJOR DELIVERABLES OF THIS CONTRACT.  
19 AND YOU KNOW THERE'S A VARIETY OF LENSES THAT YOU  
20 CAN LOOK, YOU CAN USE TO LOOK AT AN ORGANIZATION.  
21 WHAT IS CIRM? WHAT DOES CIRM DO? WHY IS IT  
22 IMPORTANT? AND FROM OUR POSITION, ONE OF THE THINGS  
23 WE SEE IS A WORLD WHERE GRANTMAKING, THERE'S A  
24 CONVERSATION THAT STARTED AND IS BUILDING A LOT OF  
25 MOMENTUM ABOUT HOW GRANTMAKING CAN BECOME EQUITABLE.

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1 SO LOTS OF ORGANIZATIONS GIVE OUT MONEY ALL THE TIME  
2 AND HAVE FOR A LONG TIME, BUT TO WHAT DEGREE ARE  
3 THEY PAYING ATTENTION TO WHAT HAPPENS? WHAT DOES  
4 THAT MONEY DO IN THE WORLD IN TERMS OF CREATING  
5 EQUITABLE GROUNDING?

6 SO WE DID A VERY PRELIMINARY START TO THIS  
7 DOING A LITERATURE SEARCH AND ANALYSIS. WE  
8 IDENTIFIED AND SHARED WITH CIRM 53 BEST PRACTICES  
9 FOR EQUITY GRANTMAKING. AND THIS INCLUDED STEM, BUT  
10 ALSO WENT BEYOND STEM. AND WE DEVELOPED A  
11 CATEGORIZATION SCHEME IN TERMS OF THE PRIORITY AREAS  
12 WHERE CIRM IS INVOLVED, INCLUDING APPLICATION  
13 REVIEW, TRAINING, STRATEGIES TO ENCOURAGE  
14 RESUBMISSION, AND THEN A GENERAL CATEGORY.

15 JOANNE HAS MENTIONED THAT WE DID AN  
16 ANALYSIS OF THE RUBRIC THAT'S USED FOR EVALUATION.  
17 LOTS THERE, LOTS OF GOOD, LOTS OF RICH, LOTS OF  
18 FUTURE. AND THEN WHO'S DOING THIS WORK, AND HOW CAN  
19 CIRM BECOME MORE INTEGRATED INTO THIS NATIONAL AND  
20 GLOBAL CONVERSATION BECAUSE CERTAINLY IN CANADA,  
21 CERTAINLY IN THE UNITED STATES, AND SO IDENTIFYING  
22 REFERENCES LIKE THE HEALTH RESOURCE ALLIANCE IS A  
23 PLACE FOR CIRM TO SHARE WHAT THEY DO AND ALSO LEARN  
24 FROM OTHER ORGANIZATIONS WHAT THEY'RE UP TO. NEXT  
25 SLIDE.

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1           A SECOND PART WAS A BEST PRACTICES  
2 RESEARCH PROJECT. SO TO FIND WHAT ARE THE BEST  
3 PRACTICES FOR STEM GRANTMAKING, THAT'S NOT SOMETHING  
4 WE CAN GO AND FIND ANYWHERE ELSE, AND CIRM IS A  
5 SOURCE. AND, THEREFORE, WE DEFINED A RESEARCH  
6 PROJECT TO LOOK AT 48 CIRM CLIN2 GRANT APPLICATIONS  
7 FROM 2020 TO 2023 ACROSS A RANGE OF DIFFERENT  
8 VARIABLES AND DID A NARRATIVE THEMATIC ANALYSIS TO  
9 REALLY IDENTIFY SORT OF, WITH OUR IDEAS AND  
10 UNDERSTANDING OF WHAT IS DIVERSITY, WHAT IS  
11 INCLUSION, WHAT IS EQUITY, HOW DO WE THINK ABOUT  
12 WHAT YOUR APPLICANTS ARE DOING AND HOW COULD THAT  
13 POTENTIALLY BE USED BY CIRM AND SHARED BY CIRM SO  
14 THAT EVERYBODY RISES AS A RESULT OF THE WORK THAT'S  
15 THERE.

16           SO HERE WE ORGANIZED INTO FOUR CATEGORIES,  
17 AND JOANNE IS GOING TO TALK JUST A LITTLE BIT ABOUT  
18 THOSE.

19           DR. KAMENS: SO THE DATA SOURCE WAS RICH.  
20 WE LOOKED AT DOZENS OF GRANT APPLICATIONS, AS TERESA  
21 MENTIONED, AND PARSED OUT WITH THE -- BECAUSE THESE  
22 WERE NOT -- SPECIFICALLY THERE WAS A LOT OF LANGUAGE  
23 ANALYSIS INVOLVED HERE. BUT WE WERE ABLE TO REALLY  
24 COME UP WITH THESE SORT OF FOUR MAJOR CATEGORIES.  
25 AND YOU CAN SEE THE FUNCTION IS DEI ORIENTATION. SO

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1 THAT MIGHT BE HOW DOES THE GRANT ADDRESS THE NEED,  
2 AND WHAT IS THEIR UNDERSTANDING OF THE REQUIREMENT  
3 TO ADDRESS DEI FOR THE POTENTIAL PARTICIPANTS AND  
4 FOR THE EVENTUAL THERAPY THAT THEY ARE TESTING?

5 DOING THEIR TRIAL RECRUITMENT WITH A DEI  
6 LENS. ARE THEY PREPARED TO DO THE APPROPRIATE  
7 OUTREACH FOR THEIR STUDY THAT IS INCLUSIVE AND WILL  
8 BE REPRESENTATIVE OF ALL THE PEOPLE WHO SHOULD BE  
9 INVOLVED AS MUCH AS POSSIBLE?

10 THEN THERE'S MULTIPLE DEI ISSUES AROUND  
11 THE ACTUAL EXECUTION OF THE TRIAL. EVERYTHING  
12 RUNNING FROM MULTILINGUAL SUPPORT TO REDUCING COSTS  
13 FOR PEOPLE THAT HAVE TO MISS WORK OR OTHER COSTS  
14 THAT MIGHT BE INCURRED BY PARTICIPATING TO MAKE SURE  
15 THAT EVERYONE POSSIBLE, ESPECIALLY UNDERSERVED  
16 POPULATIONS, CAN ACCESS THE POSSIBILITY OF BEING  
17 INVOLVED.

18 AND FINALLY, DEI EFFORTS OF THEIR INTERNAL  
19 EFFORTS SO THAT THEIR STAFF ARE VERSED IN THIS  
20 LANGUAGE AND IN THIS WORK AND OTHER TRIAL PARTNERS.  
21 SO WHAT ARE THEY DOING FOR THEMSELVES? ARE THEY  
22 WALKING THE WALK THAT THEY ARE TALKING FOR THEIR  
23 TRIAL PARTICIPANTS AND FOR THEIR TRIALS?

24 SO AS YOU CAN SEE, THIS IS JUST A SUMMARY.  
25 THERE'S MUCH MORE DETAIL IN THE REPORT, BUT THESE

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1 ARE A NUMBER OF EXAMPLES OF THE DIFFERENT BEST  
2 PRACTICES. AND ONE COULD IMAGINE THAT NOT ONLY  
3 COULD THIS BE SHARED WITH APPLICANTS WHO ARE  
4 STRUGGLING TO FORM QUALITY APPLICATIONS AND QUALITY  
5 PLANS, BUT IT CAN ALSO BE USED TO DO A BETTER  
6 EVALUATION OF THE QUALITY OF THE GRANT THAT'S BEING  
7 SUBMITTED AS FAR AS ITS COMMITMENT AND EXECUTION OF  
8 DIVERSITY, EQUITY, AND INCLUSION-ORIENTED TRIALS.

9 IN ADDITION, I THINK FURTHER WORK WOULD  
10 INCLUDE NOT EVERY TRIAL SHOULD USE EVERY ONE OF  
11 THESE BEST PRACTICES. AND SO FURTHER WORK MIGHT BE  
12 DONE IN SEGMENTING DIFFERENT TYPES OF  
13 RECOMMENDATIONS FOR DIFFERENT TYPES OF TRIALS. SO  
14 YOU COULD IMAGINE, AS WE'VE TALKED WITH THE CIRM  
15 STAFF ABOUT, A THREE-PERSON TRIAL MIGHT NOT HAVE THE  
16 SAME OUTREACH REQUIREMENTS AS A 300-PERSON TRIAL OR  
17 A 3,000-PERSON TRIAL. AND THERE MAY BE WAYS TO MAKE  
18 THAT CLEAR TO THE APPLICANTS SO THAT THEY CAN MAKE  
19 THE BEST PLANS POSSIBLE. THAT'S JUST ONE EXAMPLE.

20 TERESA, DID YOU WANT TO ADD ANYTHING HERE.

21 DR. NELSON: YEAH. I JUST WANT TO JUST  
22 LET EVERYBODY KNOW THAT WE'VE ALREADY MADE A PLAN  
23 THAT JOANNE WILL BE ATTENDING THE GWG MEETING IN  
24 JANUARY, AND THIS SHARING OF BEST PRACTICES WITH  
25 THAT GROUP THAT ARE GATHERING, AND TO REALLY HAVE A

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1 GOOD CONVERSATION ABOUT WHAT WE FOUND, AND A WIDER  
2 DISCUSSION ABOUT WHY THAT MATTERS IS ALREADY IN THE  
3 BOOKS. SO THAT'S EXCITING.

4 DR. KAMENS: THANK YOU VERY MUCH.

5 SO JUST TO TALK ABOUT ONE OTHER  
6 DELIVERABLE IS WE HAVE A STRONG COMMITMENT TO  
7 STARTING AND TALKING ABOUT LANGUAGE WHEN IT COMES TO  
8 DIVERSITY, EQUITY, AND INCLUSION BECAUSE WE THINK  
9 IT'S IMPORTANT THAT ORGANIZATIONS AND THEIR  
10 STAKEHOLDERS AND THEIR PARTNERS BE KIND OF ON ONE  
11 PAGE ABOUT WHAT IS DIVERSITY, WHAT IS EQUITY, WHAT  
12 IS INCLUSION. AND THERE'S SOME CONCERN BY PEOPLE, A  
13 DISCOMFORT WITH THE TOPIC OF DEI BECAUSE THEY'RE  
14 AFRAID OF MAKING A MISTAKE. AND SOMETIMES HAVING A  
15 LEXICON TO SAY TO THEM, THESE ARE THE WORDS TOGETHER  
16 THAT WE USE, AND HERE'S AN IDEA FOR WHY WE USE THESE  
17 WORDS TO REFER TO CERTAIN CONCEPTS OR POPULATIONS.  
18 AND THERE'S JUST SOME IDEAS HERE FOR SOME WORDS WE  
19 CHOSE OUT OF THE LEXICON.

20 SO WE COMPILED APPROPRIATE, AFTER ALL OF  
21 OUR QUALITATIVE WORK, A SPECIFIC LEXICON APPROPRIATE  
22 FOR CIRM AND ITS STAFF AND PERHAPS OTHER  
23 STAKEHOLDERS TO USE SO THAT EVERYONE CAN BE ON ONE  
24 PAGE WHEN IT COMES TO CORRECT DEFINITIONS AND  
25 LANGUAGE. AND WE CAN LEARN AND GROW TOGETHER FOR

1 THOSE THINGS THAT CHANGE OVER TIME.

2 DR. NELSON: I'D LOVE TO ADD TOO HERE AN  
3 IMPORTANT PRINCIPLE TO THE LEXICON THAT WE FIND  
4 AGAIN AND AGAIN IN ORGANIZATIONS IS THAT WITHOUT  
5 THIS SORT OF ORGANIZATIONAL VISION OF WHAT IT IS THE  
6 ORGANIZATION IS WORKING TO ACCOMPLISH, PEOPLE TEND  
7 TO USE THEIR OWN REFERENCES FOR WHAT DIVERSITY IS,  
8 FOR WHAT EQUITY IS. AND SO YOU HAVE THIS SORT OF  
9 BABEL ACROSS EMPLOYEES. I MEAN THAT IN A RESPECTFUL  
10 WAY, YOU KNOW, LIKE THE TOWER OF BABEL, WHERE PEOPLE  
11 ARE HAVING DIFFERENT MEANINGS AND THEN TRYING TO  
12 IMPLEMENT THAT INTO PROGRAMMING AND POLICY.

13 SO THERE IS A CIRM WAY, RIGHT. THERE'S A  
14 CIRM WAY OF LANGUAGE, AND THAT CAN BE OR MAY BE  
15 DISTINGUISHABLE FROM WHAT INDIVIDUAL EMPLOYEES OR  
16 BOARD MEMBERS MIGHT HAVE AS THEIR OWN PERSONAL  
17 PHILOSOPHIES.

18 SO AT THE END OF THE DAY, YOU WRAP UP A  
19 PROJECT AND YOU SAY WHAT WAS THIS ALL ABOUT? WHAT  
20 WERE WE TRYING TO ACCOMPLISH? WE WANTED TO  
21 UNDERSTAND WHERE DOES CIRM STAND IN TERMS OF DEI?  
22 HOW ARE YOU INVOLVED IN THIS SLIVER, AS JOANNE SAID,  
23 IN THE SPHERES OF INFLUENCE? WHAT LEVERS EXIST IN  
24 THE SYSTEM? HOW CAN CIRM ADVANCE ITS WORK BY  
25 UNDERSTANDING THE TREMENDOUS DATA AND INFORMATION

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1 AND KNOWLEDGE THAT YOU HAVE, STRENGTHENING THE GRANT  
2 REVIEW PROCESS AROUND DEI, AND ADVANCING THAT  
3 COMMITMENT THROUGH LANGUAGE.

4 AND ANOTHER THING THAT IS PART OF OUR DNA  
5 IS WORKING WITH ORGANIZATIONS TO DETERMINE THEIR DEI  
6 WAY. SO THE GOAL IN ALL OF THIS IS WHAT IS CIRM'S  
7 WAY TO EXPRESS ITS DEI COMMITTEE.

8 SO THEN WE WANTED TO JUST SHARE SOME  
9 REALLY HIGH LEVEL IDEAS ON RECOMMENDATIONS, WHAT WE  
10 SEE FROM OUR VANTAGE POINT, HAVING INVOLVED IN ONLY  
11 A SLIVER OF ALL THE THINGS THAT CIRM IS DOING. BUT  
12 IN TERMS OF GRANT APPLICATION, GRANT EVALUATION,  
13 INFRASTRUCTURE, AND DOMAIN LEADERSHIP, THERE'S A WAY  
14 TO INSTILL A DEI LEARNING POINT OF VIEW.

15 I THINK IN EQUITY GRANTMAKING, AND WE SEE  
16 THIS AT CIRM IN THE POTENTIAL TO SEND APPLICATIONS  
17 BACK AND TO REALLY EXPLORE WHAT'S THE STRONG WAY TO  
18 DO THINGS, TO TAKE A LEARNING APPROACH OVER AN  
19 EVALUATION APPROACH AND TO HAVE LEARNING AND  
20 MODELING OPPORTUNITIES FOR YOUR APPLICANTS OF ALL  
21 KINDS AT ALL STAGES AND TO THE GREATEST EXTENT  
22 POSSIBLE TAILOR THE BEST WAYS TO THAT PERSPECTIVE.

23 IN EVALUATING THE GRANTS, PROVIDING  
24 CONSISTENCY ACROSS YOUR EVALUATORS, AND  
25 UNDERSTANDING WHERE ALL THOSE LEVERS ARE, AS WE SAID



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1 EARLIER, WITHIN THE INFRASTRUCTURE OF CIRM ITSELF,  
2 HAVING A SHARED COMMITMENT, UNDERSTANDING, PROCESS,  
3 AND COMMUNICATION. AND THEN WE SEE THIS TREMENDOUS  
4 OPPORTUNITY FOR SECTORWIDE LEADERSHIP IN EQUITY  
5 GRANTMAKING FOR CIRM, REALLY DOMAIN EXCELLENCE  
6 ACROSS THE UNITED STATES AND BEYOND IN TERMS OF WHAT  
7 YOU ARE DOING AND ACCOMPLISHING. IT'S VERY  
8 IMPRESSIVE.

9 SO WE HAVE A FEW SPECIFIC RECOMMENDATIONS  
10 ON THE NEXT SLIDE. WE'VE DIVIDED HERE THE WHO DOWN  
11 THE LEFT HAND, LEADERSHIP, BOARD, STAFF, AND GWG.  
12 AND ACROSS THE TOP GRANT PROCESS, INFRASTRUCTURE,  
13 AND DOMAIN. AND, AGAIN, YOU RECEIVED ALL OF THESE.  
14 WE HAVE SOME -- WE'D LOVE TO TALK ABOUT ALL OF  
15 THESE. WE DO THINK THAT, FROM OUR VIEW AS AN  
16 ORGANIZATIONAL REFERENCE, THAT BUILDING A CIRM  
17 INTERNAL DEI ASSESSMENT AND STRATEGY WITH REALLY  
18 DETERMINING THE PRIORITIES AND LOOKING FOR THAT  
19 CONSISTENCY ACROSS EVERYTHING YOU DO WOULD BE A  
20 GREAT NEXT STEP.

21 SO DR. MAYA ANGELOU IS ONE OF OUR PEOPLE  
22 THAT WE TURN TO INSPIRATION. AND THIS DEI WORK, AS  
23 YOU ALL KNOW VERY WELL, IS NEVER A DESTINATION.  
24 EVERYTHING IS CHANGING EVERY DAY IN TERMS OF HOW WE  
25 NEED TO THINK AND IMPLEMENT TO REALLY PROVIDE

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1 INCLUSIVE ORGANIZATIONS AND HEALTH EQUITY IN A BROAD  
2 WAY. TO US DEI IS A PATH TO HEALTH EQUITY, AND WE  
3 DO THE BEST WE CAN UNTIL WE KNOW BETTER. AND THEN  
4 WHEN WE KNOW BETTER, WE DO BETTER. AND THAT'S THE  
5 JOURNEY WE ARE ON AS WELL.

6 SO THAT'S THE END OF OUR PRESENTATION.  
7 OUR CONTACT DETAILS ARE ON THE NEXT SLIDE. AND WE'D  
8 LOVE TO TAKE ANY QUESTIONS OR ANY COMMENTS. WE'D  
9 LOVE TO KNOW WHAT YOU THINK.

10 CHAIRMAN IMBASCIANI: THANK YOU VERY MUCH  
11 FOR THE PRESENTATION, QUITE COMPREHENSIVE. AND I  
12 GUESS I TAKE SOME PRIDE IN HEADING AN ORGANIZATION  
13 THAT'S DOING WELL. SO COMMENTS FROM BOARD MEMBERS  
14 FIRST OF ALL. YSABEL. MEMBER DURON.

15 MS. DURON: THANK YOU VERY MUCH. THANK  
16 YOU, TERESA AND JOANNE, FOR THAT WONDERFUL WORK.  
17 WHAT I'M ALWAYS LOOKING FOR, AND I DON'T KNOW IF YOU  
18 INCLUDE IT IN ONE OF THOSE WONDERFUL DESCRIPTIVES,  
19 BUT WHAT I'M ALWAYS LOOKING FOR IS ULTIMATELY  
20 ACCOUNTABILITY. WHERE DID YOU PUT IT IN ALL OF THIS  
21 AND ACROSS TIME HOW WE ACTUALLY SEE PEOPLE ARE DOING  
22 WHAT THEY'RE SUPPOSED TO BE DOING AND IT'S HAVING  
23 IMPACT? IT'S MAKING A DIFFERENCE. IT IS TRULY DEI  
24 AT THE BEST IT CAN BE.

25 SO I'M LOOKING FOR THAT ACROSS, THROUGH

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1 LEADERSHIP, THROUGH BOARD, AND THROUGH GRANTS, AND  
2 OUR EDUCATION. PEOPLE WERE ASKING BEFORE AND WE'RE  
3 SEEING LOVELY RESPONSES. AND I ENCOURAGE -- LET ME  
4 JUST SAY I ENCOURAGE EVERY BOARD MEMBER TO TRY TO  
5 ENGAGE AT ONE OF THE CONFERENCES OR RESPOND TO THE  
6 VARIOUS UNIVERSITIES WHO ARE ASKING US TO COME IN  
7 AND EXPLAIN THE WORK AND WORK WITH THE STUDENTS. IT  
8 GIVES US AN OPPORTUNITY TO INTERACT WITH THEM, WHICH  
9 I THINK IS EQUALLY IMPORTANT, THAT THE BOARD  
10 SHOULDN'T BE SHUT OFF. THAT'S PART OF OUR  
11 EQUALIZING WHO WE ARE, WHAT WE DO, AND HOW THEY CAN  
12 BE IT IN THE FUTURE. A THOUGHT THAT JUST SPRANG  
13 INTO MY HEAD.

14 DR. NELSON: ABSOLUTELY. THANK YOU. YES.  
15 AS JOANNE SAID, YOU'RE A COMPLICATED ORGANIZATION.  
16 WE CAME IN WITH A SINGLE PROJECT WITH SOME VERY  
17 LIMITED OBJECTIVES. I WILL SPEAK SORT OF FROM OUR  
18 EXPERIENCE WORKING WITH MANY ORGANIZATIONS OVER  
19 TIME. THAT'S REALLY WHY I SAY THAT STRATEGY PIECE.  
20 IN GENERAL, ON AVERAGE, WHEN WE WORK WITH  
21 ORGANIZATIONS WHO HAVEN'T REALLY ARTICULATED THEIR  
22 DEI STRATEGY, AND TO US THAT MEANS STRATEGY,  
23 TACTICS, MILESTONES, METRICS, WHO'S RESPONSIBLE,  
24 WHAT'S THE BUDGET THAT'S NEEDED. WE'RE ALL FAMILIAR  
25 WITH THAT SORT OF MODEL. BUT IF YOU DON'T HAVE

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1 THAT, YOU DON'T HAVE ACCOUNTABILITY REALLY. WHAT  
2 YOU DO HAVE WITH DEI IS REALLY RELYING ON THE GOOD  
3 WILL OF THE EMPLOYEES AND THE BOARD MEMBERS TO DO  
4 THE RIGHT THING.

5 SO THAT'S OVER HERE. AND THEN IF YOU WANT  
6 TO HAVE THE ACCOUNTABILITY, IT'S GOT TO BE  
7 ARTICULATED IN THAT WAY. SO THAT'S A THOUGHTFUL  
8 PROCESS FOR US. IN THE LAST NUMBER OF YEARS, WE'VE  
9 REALLY MOVED AWAY FROM THE IDEA OF A STRATEGIC PLAN  
10 THAT SORT OF GOES WAY OUT AND TRIES TO BE REALLY  
11 COMPREHENSIVE. WE DO WHAT'S CALLED OFTEN A STRATEGY  
12 PLAYBOOK, WHICH IS TO HAVE A SERIES OF CONVERSATIONS  
13 TO REALLY HONE IN ON WHAT ARE YOUR PRIORITIES NOW?  
14 LIKE WHERE DO YOU REALLY WANT TO SEE, AND THEN WE  
15 TAKE AN ITERATIVE APPROACH AND SORT OF ACCOUNT FOR  
16 INNOVATION AND INSPIRATION. YOU START IN CERTAIN  
17 PLACES AND START DEVELOPING THOSE METRICS AND  
18 MILESTONES, AND THEN YOU SEE HOW YOU WANT TO BROADEN  
19 THAT OVER TIME. AND WE SEE THAT AS A GOOD WAY.

20 JOANNE, WHAT WOULD YOU LIKE TO ADD?

21 DR. KAMENS: YSABEL, IT'S A GREAT  
22 QUESTION. I WILL TELL YOU THAT THE STAFF ARE VERY  
23 EAGER TO BRING IN THAT ACCOUNTABILITY. I THINK THAT  
24 DEFINING THE BEST PRACTICES THAT WE WOULD BE LOOKING  
25 FOR IS GOING TO MAKE IT EASIER TO CREATE MECHANISMS

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1 TO CHECK THE BOXES TO WHO'S ACTUALLY DOING THOSE  
2 THINGS. I KNOW THAT WE'VE ALREADY HAD CONVERSATIONS  
3 WITH STAFF ABOUT THE QUARTERLY REPORTS FROM THE  
4 GRANTEES AND HOW WE MIGHT EVALUATE ARE THEY  
5 FOLLOWING UP ON THEIR COMMITMENTS. BUT HAVING THE  
6 COMMITMENTS MORE CLEARLY DEFINED IS LIKE A STEP  
7 TOWARD BEING ABLE TO MEASURE THAT. SO BEFORE IT'S  
8 BEEN LIKE A QUALITATIVE CHOICE, LIKE HOW ARE THEY  
9 DOING ON DEI? NOW WE CAN SAY, YOU SAID YOU WERE  
10 GOING TO DO BEST PRACTICES 1, 17, 21, AND 3. DID  
11 YOU DO 1, 17, 21, AND 3 AS ONE EXAMPLE OF HOW THIS  
12 GROUNDWORK THAT WE ARE LAYING CAN LEAD TO MORE  
13 ACCOUNTABILITY AND MEASUREMENT. I HOPE THAT'S  
14 HELPFUL.

15 MS. DURON: THANK YOU.

16 CHAIRMAN IMBASCIANI: THANK YOU. NEXT  
17 SPEAKER IS MARIA BONNEVILLE FOLLOWED BY MARK  
18 FISCHER-COLBRIE.

19 VICE CHAIR BONNEVILLE: THANK YOU, TERESA  
20 AND JOANNE. I'VE REALLY ENJOYED WORKING WITH YOU  
21 OVER THE PAST COUPLE OF YEARS. AS BACKGROUND  
22 INFORMATION, THEY PRESENTED, JOANNE PRESENTED AT  
23 ISSCR TWO YEARS AGO. SEVERAL OF MY COLLEAGUES AT  
24 CIRM WERE ALSO PRESENT FOR HER TALK. AND AFTERWARDS  
25 WE APPROACHED HER AND TERESA ABOUT BRINGING THEM ON

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1 TO -- WE LOOKED AT IT IN VERY SMALL WAY OF HOW CAN  
2 YOU HELP US WITH OUR RUBRIC. AND IT GREW INTO  
3 UNDERSTANDING THAT CIRM ITSELF HAS TO HAVE A DEI  
4 STRATEGY, WHICH RIGHT NOW WE DO NOT. THAT'S  
5 SOMETHING THAT I WOULD REALLY ENCOURAGE THE TEAM TO  
6 MAKE A POINT OF CONTACT IN THE ORGANIZATION THAT  
7 WILL TAKE THAT, WILL DEVELOP IT WITH WHOMEVER THE  
8 CONSULTANTS MAY BE. IS IT DIVERSITY NORTH? IS IT  
9 SOMEONE ELSE? I DON'T KNOW. AND MOVE FORWARD WITH  
10 A COMPREHENSIVE STRATEGY THAT ENCOMPASSES WHO WE ARE  
11 AS AN ORGANIZATION AND HOW WE APPROACH DEI AND THEN  
12 HOW THAT TRICKLES DOWN THEN INTO ALL ASPECTS OF WHAT  
13 WE DO.

14 I THINK THAT'S THE MISSING PIECE FOR US  
15 RIGHT NOW. I WILL SAY THE WORK THAT THEY'VE DONE  
16 WITH THE RUBRIC AND WITH US ON GWG, I SIT ON THE  
17 WORKING GROUP AS A PATIENT ADVOCATE ALTERNATE AND  
18 REVIEW APPLICATIONS FOR THEIR DEI OUTREACH  
19 STRATEGIES, HAS BEEN REALLY HELPFUL. I REALLY LOOK  
20 FORWARD TO THE WORK THAT THEY'VE PUT INTO THE REPORT  
21 THAT WE RECEIVED TODAY AND THE LEXICON THAT WE CAN  
22 ALL USE AND THEN GATHERING US ALL TO GET OUR  
23 STRATEGY TOGETHER. THANK YOU.

24 CHAIRMAN IMBASCIANI: THANKS, MARIA.  
25 MARK.

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1 DR. FISCHER-COLBRIE: THANK YOU. AS A GWG  
2 MEMBER, I'M VERY APPRECIATIVE OF THE WORK THAT HAS  
3 BEEN ACCOMPLISHED TO DATE AND JUST WANT TO  
4 ACKNOWLEDGE THAT. IT'S BEEN VERY WELL DONE AND VERY  
5 HELPFUL, AND WE CLEARLY HAVE MANY MORE STEPS TO GO  
6 IN THAT. LOOK FORWARD TO CONTINUING TO MAKE GREAT  
7 PROGRESS IN THIS AREA AND ALONG THE WAY. THANK YOU  
8 FOR YOUR EFFORTS.

9 DR. NELSON: THANK YOU VERY MUCH.

10 DR. KAMENS: THANK YOU.

11 CHAIRMAN IMBASCIANI: GEORGE.

12 DR. BLUMENTHAL: I WANT TO THANK YOU FOR  
13 THIS REPORT. AND WHAT'S REALLY IMPRESSIVE ABOUT IT  
14 IS HOW COMPREHENSIVE A LOOK IT HAS TAKEN AT DEI  
15 WITHIN OUR ORGANIZATION. AND THAT'S SOMETHING WE  
16 REALLY NEED TO DO.

17 I WANTED TO ASK YOU A QUESTION, THOUGH,  
18 ABOUT SOME OF THE BEST PRACTICES, FOR EXAMPLE, IN  
19 THE CLIN2 PROGRAM. YOU SHOWED, I THINK, SOMETHING  
20 LIKE 53 BEST PRACTICES WHICH COULD BE USED AS A  
21 RUBRIC FOR EVALUATION. BUT WHAT IT DOESN'T SHOW IS  
22 THE RELATIVE VALUE OF THOSE 53 BEST PRACTICES.  
23 CLEARLY SOME OF THEM ARE GOING TO BE MUCH MORE  
24 IMPORTANT THAN OTHERS. HAVE YOU GIVEN THAT THOUGHT  
25 ON HOW YOU WOULD ESSENTIALLY WEIGHT THOSE PRACTICES?

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1 DR. NELSON: WE ACTUALLY DID. WE DIDN'T  
2 DO THAT WORK, BUT IN DEVELOPING THE BEST PRACTICES  
3 LIST, WE THOUGHT A LOT ABOUT THAT. SO MY BEST  
4 EDUCATED GUESS IS THAT IT'S A SET OF THINGS THAT  
5 YOU'D LIKE TO SEE IN EVERY APPLICATION. EVERY  
6 APPLICANT SHOULD HAVE SOME BASIC ORIENTATION. I'D  
7 LOVE TO PUT IN HERE, WHEN WE THINK ABOUT DEI, IT'S  
8 REALLY DIVERSITY AND INCLUSION AND EQUITY. THOSE  
9 ARE REALLY THREE DIFFERENT THINGS, AND THEY ALL NEED  
10 TO BE INTEGRATED. SO I THINK THERE'S A -- MY GUESS  
11 IS THAT THERE WOULD BE AN EVERYONE SHOULD HAVE THIS  
12 AND THEN CERTAIN KINDS OF APPLICANTS WOULD MAYBE  
13 GRAVITATE TO THESE. I DON'T THINK THAT IT WILL EVER  
14 BE A CHECK THE BOX, LIKE YOU HAVE TO DO THIS AND  
15 THIS AND THIS, BUT THAT ALSO HOOKS INTO THE COMMENT  
16 THAT I MADE ABOUT A LEARNING CULTURE, THAT A LOT OF  
17 IT IS CIRM'S POTENTIAL TO SHARE WITH APPLICANTS AND  
18 POTENTIAL APPLICANTS HOW TO THINK ABOUT BUILDING A  
19 DIVERSITY AND INCLUSION PLATFORM FOR THEIR SCIENCE  
20 WORK SO THAT IT'S NOT ONLY IN THIS APPLICATION TO  
21 CIRM, BUT IT ALSO INFLUENCES ALL THE WORK THAT THEY  
22 DO ALONG THE WAY.

23 SO BY HERE ARE BEST PRACTICES, HERE IS  
24 WHEN YOU WOULD USE THEM, HERE IS WHERE THEY MIGHT BE  
25 MOST APPLICABLE, HERE IS WHERE OTHER ORGANIZATIONS



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1 HAVE FOUND THAT IT'S DIFFICULT TO IMPLEMENT.

2 AND THEN THE LAST THING IS, OF COURSE,  
3 THAT CONNECTION. BY TRYING TO DISTINGUISH THE  
4 APPLICANT PROCESS FROM THE IMPLEMENTATION PROCESS,  
5 WE CAN THINK OF ANY SORT OF DEI GOAL SETTING IN AN  
6 ORGANIZATION THAT JUST GETTING PEOPLE IN THE TRIAL  
7 ISN'T ENOUGH. YOU WANT THEM TO PERSIST AND TO HAVE  
8 AS SUCCESSFUL AN OUTCOME AS THEY CAN. SO THOSE ARE  
9 THE COMPLICATING FACTORS THAT WE WOULD START THIS  
10 NEXT INVESTIGATION WITH.

11 DR. KAMENS: WE COULD NOT AGREE WITH YOU  
12 MORE. AND WE'RE ACTUALLY EAGER TO HAVE THE TIME TO  
13 DIG IN CATEGORIZING THEM MORE AND UNDERSTANDING MORE  
14 WHAT ARE THOSE BASICS OF HAVE TO, NICE TO HAVE, AND  
15 REAL EXCELLENCE IN DIFFERENT CATEGORIES. THERE'S SO  
16 MUCH RICH DATA THERE, THAT I THINK THERE'S A GREAT  
17 BENEFIT TO FURTHER WORK ON THAT SET.

18 DR. NELSON: IN THE GWG MEETING FOR  
19 JANUARY, WE ARE SPECIFICALLY FOCUSING ON THE SMALL  
20 TRIAL POPULATIONS VERSUS THE LARGE. THAT'S AN  
21 OBVIOUS THING, BUT WE ALSO SAW REAL PATTERNS IN THE  
22 APPLICATIONS BETWEEN, FOR EXAMPLE, ACADEMIC AND  
23 CORPORATE APPLICANTS. SO THERE'S ALL SORTS OF  
24 INTERESTING VARIABLE POPULATIONS TO EXPLORE MORE.

25 CHAIRMAN IMBASCIANI: THANK YOU, JOANNE.

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1     THANK YOU, TERESA. THIS IS AN NOT AN ACTION ITEM,  
2     BUT I STILL WOULD LIKE TO INVITE ANY MEMBER OF THE  
3     PUBLIC WHO WANTS TO COMMENT ON OUR DEI PRESENTATION.

4             NO. YES, DAVID.

5             DR. HIGGINS: IN YOUR EXPERIENCE WITH US,  
6     WHERE DO WE STAND? HOW DO WE RATE TO THE REAL WORLD  
7     OUT THERE NOW AND WHAT THEY'RE DOING? DEI, IT'S  
8     WRITTEN ON THE WALLS EVERYWHERE.

9             DR. NELSON: IT'S A GREAT QUESTION. IT'S  
10    LIKE WHAT WORLD DO YOU WANT TO REFER TO. IT'S WHAT  
11    YOUR SPHERE OF REFERENCE IS. IN TERMS OF EQUITY  
12    GRANTMAKING, YOU'RE REALLY UP THERE. IN TERMS OF  
13    YOUR INTERNAL SORT OF INTEGRATING DIVERSITY, EQUITY,  
14    AND INCLUSION INTO YOUR ORGANIZATIONAL PRACTICES, AT  
15    LEAST WE DON'T SEE THAT THAT'S REALLY STARTED YET.  
16    SO THERE'S LOTS OF ORGANIZATIONS THAT HAVEN'T DONE  
17    THAT WORK, BUT THERE'S LOTS OF ORGANIZATIONS WHO  
18    HAVE REALLY SET A PRIORITY FOR THAT.

19            SO I THINK IT DEPENDS ON THAT SPHERE OF  
20    ACTION. WHICH ONE WE ARE LOOKING AT AND WHAT'S OUR  
21    COMPARISON THERE. SO REALLY EXCELLENT, NEED MORE  
22    CREDIT FOR ALL THE GREAT WORK YOU DO. I THINK  
23    THAT'S A MUST. AND INTERNALLY THERE'S MORE TO DO.  
24    AND THE WHOLE APPLICATION AND GRANTMAKING PROCESS,  
25    THERE'S CONTINUAL REFINEMENTS THAT CAN BE DONE THERE

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1 TO MAKE THAT BETTER. AND I THINK THAT, AGAIN, NOT  
2 TO -- WELL, LET ME RETURN. I THINK THE PART OF THE  
3 STRATEGY MAKING PROCESS THAT WILL BE SO CRITICAL FOR  
4 CIRM IS TO SAY THIS IS THE MOST IMPORTANT THING. SO  
5 EVEN WHEN YOU THINK ABOUT OUR BEST PRACTICES  
6 RESEARCH PROJECT, THAT WAS ONLY ON THE CLIN2  
7 APPLICATIONS AND ON A SET OF THOSE IN RECENT YEARS.  
8 SO THERE'S SO MANY MORE THINGS THAT CIRM DOES WHERE  
9 THAT KIND OF A LENS OF LOOKING AT WHAT YOU'RE DOING  
10 IN COMPARISON TO BEST PRACTICES IN THE WORLD WOULD  
11 BE REALLY RELEVANT.

12 DR. KAMENS: I COULDN'T AGREE MORE. IT IS  
13 IMPOSSIBLE TO DO EVERYTHING AT ONCE. SO THE SECRET  
14 IS TO IDENTIFY THE NEXT STEPS AND THEN MAKE PROGRESS  
15 SO THAT IT FEELS SUCCESSFUL FOR THE ORGANIZATION.  
16 AND THERE'S A DEMONSTRATED, AS YSABEL SAID, A  
17 TANGIBLE OUTCOME THAT YOU CAN METRIC THAT THERE WAS  
18 A CHANGE. AND SO THE TRICK OF DESIGNING THE  
19 STRATEGY AND THE PLAYBOOK IS PICKING THOSE THINGS  
20 THAT WILL ACTUALLY ADVANCE THE AGENDA SO YOU CAN GO  
21 TO THE NEXT THINGS AND CONTINUE TO ADVANCE.

22 AND I WOULD SAY THE HORSE RACE IS AT  
23 DIFFERENT PLACES FOR EACH OF THE SPHERES THAT WE  
24 LOOKED AT, AS TERESA SAID.

25 CHAIRMAN IMBASCIANI: OKAY. THANK YOU

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1 AGAIN FOR ALL OF THAT AND FOR OUR REALITY CHECK.  
2 APPRECIATE IT.

3 DR. NELSON: THANKS SO MUCH. NICE TO MEET  
4 YOU ALL.

5 CHAIRMAN IMBASCIANI: THANK YOU. SO NOW  
6 WE CAN RETURN TO THE REMAINING PART OF OUR AGENDA,  
7 11. ITEM 11 IS CONSIDERATION OF -- IT'S AN UPDATE  
8 ON OUR COMMUNICATIONS STRATEGY. IT'S GOING TO BE  
9 PRESENTED BY KOREN TEMPLE-PERRY. THE MICROPHONE IS  
10 YOURS.

11 MS. TEMPLE-PERRY: GOOD AFTERNOON,  
12 EVERYONE. HOW WE DOING? LET ME JUST GET MYSELF  
13 ORGANIZED UP HERE. THANK YOU FOR THE OPPORTUNITY TO  
14 ADDRESS THE BOARD TODAY. MY NAME IS KOREN  
15 TEMPLE-PERRY. I AM THE SENIOR DIRECTOR OF MARKETING  
16 COMMUNICATIONS HERE AT CIRM. I HAVE THE HONOR OF  
17 PRESENTING THE UPDATED COMMUNICATIONS PLAN, WHICH IS  
18 A CONTINUATION OF THE 2022 PLAN, AS WELL AS SHARING  
19 MANY OF THE HIGHLIGHTS FROM OUR TEAM FROM THE PAST  
20 COUPLE OF MONTHS.

21 SO TYPICALLY WHEN WE START THESE  
22 PRESENTATIONS, WE LIKE TO REITERATE OUR MISSION  
23 STATEMENT BECAUSE IT'S REALLY CRITICAL TO WORK THAT  
24 WE DO HERE AT CIRM; HOWEVER, I'M A COMMUNICATIONS  
25 PERSON. SO I LIKE STORYTELLING AND VIDEOS. SO I

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1 WANTED TO KIND OF MIX IT UP A LITTLE BIT. SO  
2 INSTEAD OF TELLING YOU OUR MISSION STATEMENT, I  
3 REALLY WANT TO SHOWCASE OUR MISSION STATEMENT.

4 SO OUR COMMUNICATIONS TEAM CREATED A NICE  
5 LITTLE VIDEO COMPILATION FOR YOUR VIEWING PLEASURE.  
6 HOPEFULLY IT WORKS.

7 (THE VIDEO WAS THEN PLAYED, NOT  
8 REPORTED NOR HEREIN TRANSCRIBED.)

9 MS. TEMPLE-PERRY: ALL RIGHT. DID WE LIKE  
10 THE MUSIC? OUR CHAIR, WHO DISAPPEARED, HE PICKED  
11 THAT. HE SAID, "KOREN, YOU NEED TO PUMP IT UP A  
12 LITTLE BIT. AT THE END OF THE DAY, WE NEED TO MAKE  
13 SURE THAT PEOPLE ARE PAYING ATTENTION." SO THE  
14 VIDEO IS AN IMPORTANT REMINDER OF THE WORK THAT WE  
15 DO AT CIRM AND REALLY HOW WE DELIVER ON OUR MISSION.  
16 AND AS IT SAID, THERE'S MUCH MORE WORK TO COME, AND  
17 THAT'S TRULY EXCITING.

18 SO TO GET INTO OUR ACTUAL PRESENTATION, I  
19 WANT JUST TO PROVIDE A HIGH LEVEL OVERVIEW OF WHAT I  
20 WANTED TO COVER TODAY. FIRST, I WANT TO PROVIDE A  
21 TEAM INTRODUCTION. THE COMMUNICATIONS TEAM HAS  
22 TAKEN UP THE FIRST ENTIRE ROW HERE. MANY OF THEM  
23 ARE NEW. SO I WANTED TO GIVE THEM AN OPPORTUNITY TO  
24 INTRODUCE THEMSELVES. THEN I WANT TO PROVIDE SOME  
25 HIGHLIGHTS OF WHAT WE'VE BEEN UP TO THESE PAST

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1 COUPLE OF MONTHS. THEN I WANT TO TELL YOU WHERE  
2 WE'RE GOING. WHAT IS THE DIRECTION WE'RE GOING IN  
3 BY PROVIDING SOME OF THE KEY HIGHLIGHTS FROM OUR  
4 UPDATED COMMUNICATIONS PLAN. AND THEN I WANTED TO  
5 SHARE OUR PUBLIC OUTREACH CALENDAR. THERE'S A LOT  
6 OF EXCITING EVENTS IN THERE. WE HOPE YOU ARE  
7 EXCITED AND YOU'RE INTERESTED IN POSSIBLY ATTENDING  
8 THOSE EVENTS. SO WE WANTED TO GIVE A SUMMARY OF  
9 THOSE EVENTS SHOULD YOU WANT TO PARTICIPATE.

10 ALL RIGHT. OUR WONDERFUL COMMUNICATIONS  
11 TEAM ON THE FRONT ROW. LIKE I SAID, MANY OF THEM  
12 ARE NEW. I AM NEW MYSELF. AGAIN, KOREN  
13 TEMPLE-PERRY. I'VE HAD THE HONOR OF LEADING OUR  
14 TEAM FOR THE PAST SEVEN AND A HALF MONTHS. SOME  
15 DAYS IT FEELS A LITTLE BIT LONGER, BUT IT HAS BEEN A  
16 WONDERFUL EXPERIENCE HERE AT CIRM.

17 I WANT TO INTRODUCE OUR TEAM, AND YOU GUYS  
18 JUST GIVE LIKE A SHOUTOUT WHEN I SAY YOUR NAME. WE  
19 HAVE ESTEBAN CORTEZ. MANY OF YOU KNOW HIM. HE'S  
20 THE DIRECTOR OF MARKETING COMMUNICATIONS. WE HAVE  
21 ADITI DESAI. SHE IS OUR NEW COMMUNITY OUTREACH  
22 MANAGER. SHE'S BEEN, IS IT, THREE MONTHS, FOUR?  
23 SHE'S A VETERAN. THEN WE HAVE CHRISTINA SMITH,  
24 WHO'S ACTUALLY NEW TO OUR TEAM. SHE RECENTLY  
25 STARTED. SHE IS OUR FIRST SOCIAL MEDIA CONTENT

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1 SPECIALIST. SO WE ARE VERY EXCITED, AND SHE  
2 ACTUALLY CREATED THE VIDEO THAT YOU ALL SAW TODAY.  
3 LAST IS KATIE. SHE HAD TO GO TO A DOCTOR'S  
4 APPOINTMENT, BUT SHE WAS HERE EARLIER. KATIE IS OUR  
5 COMMUNICATIONS TEAM COORDINATOR.

6 SO WHAT HAS OUR NEW TEAM BEEN UP TO? SO I  
7 WOULD SAY IN THE LAST COUPLE OF MONTHS QUITE A BIT.  
8 SO WE'VE REALLY WORKED TO CONTINUE THE MOMENTUM FROM  
9 THIS PAST YEAR. OUR TEAM HAS REALLY WORKED TO  
10 ESTABLISH RELATIONSHIPS WITH OUR PARTNER  
11 ORGANIZATIONS, WITH COMMUNITY-BASED ORGANIZATIONS AS  
12 WELL. WE'VE CONTINUED TO RAISE AWARENESS ABOUT  
13 CIRM'S IMPACT AS WELL AS GATHERED VALUABLE INSIGHTS  
14 FROM LISTENING SESSIONS AS WELL AS REALLY CONNECTING  
15 WITH DIVERSE CALIFORNIA COMMUNITIES.

16 SO THROUGHOUT ALL THAT, WE GREW OUR TEAM  
17 IN THE PROCESS AS I HAVE INTRODUCED THEM. WE HAVE  
18 PARTICIPATED IN MANY STATEWIDE EVENTS TO SPREAD  
19 AWARENESS. WE'VE ACTUALLY ATTENDED A LOT OF EVENTS  
20 TO LEARN MORE ABOUT DIVERSITY AND INCLUSION IN  
21 SCIENTIFIC SPACES. WE LAUNCHED AN ANNUAL REPORT IN  
22 THE PROCESS, WHICH YOU ALL HAVE RECEIVED. AND AT  
23 THE SAME TIME, WE REALLY IMPROVED OUR DIGITAL  
24 CHANNELS, SHARING RELEVANT CONTENT TO REALLY FUEL  
25 MOMENTUM AND BOOST ENGAGEMENT AND GROWTH.

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1 SO I KNOW THERE'S A LOT OF INFORMATION ON  
2 THE SLIDE, BUT IT REALLY DOES GO TO SHOW YOU THE  
3 BREADTH OF THE TYPES OF EVENTS THAT WE PARTICIPATE  
4 IN THROUGHOUT THE YEAR. SO FROM EDUCATION-FOCUSED  
5 EVENTS TO STEM-FOCUSED EVENTS TO PATIENT ADVOCACY  
6 EVENTS, WE REALLY TAKE THE TIME TO ENGAGE AND  
7 CONNECT THROUGHOUT THE STATE. WE HAVE INTERFACED  
8 WITH MANY PATIENT ADVOCACY ORGANIZATIONS AS WELL AS  
9 PARTICIPATED IN EDUCATION EVENTS FOR HIGH SCHOOLERS  
10 AS WELL AS FOR COLLEGE AGE STUDENTS.

11 AND ONE EVENT, BECAUSE THERE'S A LONG LIST  
12 OF THEM HERE, THAT I REALLY WANTED TO EMPHASIZE AND  
13 HIGHLIGHT IS AN EVENT THAT WE ATTENDED. IT WAS OVER  
14 THE SUMMER. AND THAT'S THE KITS CUBED EVENT. AND  
15 IT WAS LED BY A WONDERFUL NON-PROFIT HERE IN  
16 OAKLAND. AND IT WAS AN EDUCATION STEM-FOCUSED EVENT  
17 REALLY FOCUSED TOWARD ELEMENTARY SCHOOL AGE STUDENTS  
18 AND THEIR FAMILIES. AND CIRM HAD A BOOTH THERE. IT  
19 WAS REALLY ENGAGING AND FUN. WE CREATED SPECIALIZED  
20 CONTENT SPECIFICALLY FOR ELEMENTARY AGED YOUTH. WE  
21 HAD EDUCATIONAL MATERIALS AND GAMES. AND IT WAS  
22 JUST SUCH AN AMAZING EXPERIENCE. AND ON TOP OF THAT  
23 WE HAD QUITE THE TURNOUT FROM CIRM. SO IT WAS  
24 REALLY AN OPPORTUNITY FOR PEOPLE THROUGHOUT CIRM TO  
25 BRING THEIR FAMILIES, TO BRING THEIR LOVED ONES.



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1 AND SO IT WAS AN AMAZING DAY AND, AGAIN, SHOWS YOU  
2 HOW WE CONNECT AND LIVE OUT OUR MISSION.

3 HERE ARE SOME MORE AMAZING PHOTOS FROM  
4 SOME OF THE EVENTS THAT WE'VE ATTENDED. AND IF  
5 FOLLOW US ON SOCIAL MEDIA, WHICH I HOPE YOU ALL ARE,  
6 YOU MAY SEE SOME OF THESE EVENTS. I HOPE YOU'RE  
7 LIKING AND RESHARING. SO PARTICIPATING IN SOME OF  
8 THESE EVENTS REALLY HELPS OUR OUTREACH TEAM FOSTER  
9 AND INCREASE AWARENESS, REALLY ESTABLISH STRENGTH IN  
10 OUR PARTNERSHIPS AND REALLY TO UNDERSTAND OUR  
11 COMMUNITIES' NEEDS.

12 SO WE'VE REALLY DEVELOPED A LOT OF  
13 MOMENTUM IN THIS AREA, AND WE'RE GOING TO CONTINUE A  
14 LOT OF THESE ACTIVITIES TO, AGAIN, CONTINUE TO BUILD  
15 OUTREACH.

16 SO NOT ONLY HAVE WE BEEN ACTIVE IN  
17 PHYSICAL COMMUNITIES, WE'VE ALSO BEEN VERY ACTIVE IN  
18 OUR DIGITAL COMMUNITIES. WE'VE BEEN DOING QUITE A  
19 BIT IN REALLY DEVELOPING AND BUILDING THOSE  
20 COMMUNITIES. TO DATE WE'VE ACTUALLY AMASSED ABOUT  
21 35,000 FOLLOWERS. I JUST WANT YOU TO LET THAT SINK  
22 IN FOR A MOMENT. 35,000 FOLLOWERS. WE ARE POPULAR.  
23 SO WE HAVE HAD QUITE A BIT OF ENGAGEMENT ACROSS ALL  
24 OF OUR SOCIAL MEDIA CHANNELS. MOST NOTABLY ON  
25 LINKEDIN WE'VE HAD AN 86-PERCENT INCREASE IN

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1 FOLLOWERS. ON INSTAGRAM, WHENEVER WE ATTEND THESE  
2 EDUCATIONAL EVENTS AND REALLY ENGAGE WITH YOUTH, A  
3 LOT OF YOUTH ARE ON INSTAGRAM. WE'VE HAD A  
4 41-PERCENT INCREASE IN THAT. AND WE'RE GOING TO  
5 CONTINUE TO UTILIZE OUR SOCIAL MEDIA CHANNELS TO  
6 REALLY SHARE RELEVANT EVENTS, ENGAGING CONTENT, AS  
7 WELL AS JUST TO CONNECT WITH OUR COMMUNITIES. AND  
8 SO WE ARE ALSO EXPLORING NEW SOCIAL MEDIA CHANNELS  
9 FOR THE UPCOMING YEAR.

10 THESE ARE JUST A COUPLE OF EXAMPLES OF  
11 SOME OF THE ENGAGING POSTS THAT WE LIKE TO SHARE ON  
12 SOCIAL MEDIA. SO WHEN WE POST THESE, THIS CONTENT,  
13 WE REALLY LIKE TO MAKE SURE THAT WE HAVE GRAPHICS  
14 THAT POP. WE WANT TO MAKE SURE THAT THE CONTENT IS  
15 READABLE TO LAY AUDIENCES. WE TEND TO FEATURE A LOT  
16 OF NEWS FROM OUR GRANTEES. SO WE'LL TAKE SOME OF  
17 THE HIGH LEVEL DETAILS AND WE'LL INCLUDE THAT IN  
18 THESE NICE PACKAGE BITS THAT WE CAN SHARE. WE LIKE  
19 TO TAG A LOT OF THE ORGANIZATIONS WHOM WE FUND  
20 BECAUSE THEY HAVE SOMETIMES THEIR OWN MEDIA TEAMS OR  
21 COMMUNICATION TEAMS. IT'S A REALLY GREAT WAY OF  
22 CONTENT SHARING. AND SOMETIMES WHEN THEY TAG US ON  
23 THEIR SOCIAL MEDIA CHANNELS, IT REALLY LEADS TO MUCH  
24 GREATER AMPLIFIED IMPACT.

25 HERE ARE SOME MORE EXAMPLES OF THE CONTENT

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1 THAT WE SHARE. WE LIKE TO PRESENT CONTENT IN NEW  
2 WAYS. AND WE'RE GOING TO BE DOING MUCH MORE OF THIS  
3 THROUGHOUT THE YEAR. SO, FOR EXAMPLE, HERE IS AN  
4 EDUCATION VIDEO THAT WAS SHARED DURING STEM CELL  
5 AWARENESS DAY. SORRY IT'S NOT ANOTHER VIDEO WITH  
6 WONDERFUL MUSIC, BUT IT IS A SCREENSHOT. AND THIS  
7 VIDEO WAS POPULAR. IT REALLY BROKE DOWN WHAT ARE  
8 STEM CELLS, REALLY USING SIMPLIFIED GRAPHICS,  
9 ANIMATION. IT REALLY HELPED THE LAY AUDIENCE  
10 UNDERSTAND WHY THIS WAS IMPORTANT. AND THIS TYPE OF  
11 CONTENT IS VERY IMPORTANT. IT'S VERY ENGAGING FOR  
12 COMMUNITIES. THIS ALONE HAD 1200 VIEWS JUST ON  
13 LINKEDIN.

14 SO WE TALKED A LITTLE BIT ABOUT WHAT WE'VE  
15 BEEN UP TO AND SOME OF OUR STRATEGIES AROUND  
16 CONTENT. NOW I'D LIKE TO TALK ABOUT WHERE WE'RE  
17 GOING AS A COMMUNICATIONS TEAM. SO OUR  
18 COMMUNICATIONS PLAN IS REALLY A BLUEPRINT FOR  
19 COMMUNICATING HOW WE'RE GOING TO ALIGN TO OUR  
20 STRATEGIC PILLARS OF ADVANCING WORLD-CLASS SCIENCE,  
21 DELIVERING REAL-WORLD SOLUTIONS, AND PROVIDING  
22 OPPORTUNITIES FOR ALL. AND SO IN THE PLAN, WHICH  
23 YOU ALL SHOULD HAVE COPIES OF, IT'S 40 PAGES, A LOT  
24 OF READING, I KNOW, BUT WE'VE INCLUDED READING KEY  
25 PARTS, WHICH IS THE OVERALL COMMUNICATIONS PLAN.

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1 WE'VE INCLUDED A VERY ROBUST COMMUNITY OUTREACH  
2 STRATEGY, AND WE'VE INCLUDED A SOCIAL MEDIA INSIGHTS  
3 REPORT. SO I'M NOT COVERING EVERY SINGLE ASPECT OF  
4 THAT PLAN TODAY. I'M JUST GIVING YOU SOME HIGH  
5 LEVEL DETAILS ABOUT EACH.

6 SO WITH THE PLAN, WE AIM TO ACHIEVE THREE  
7 KEY OBJECTIVES. THE FIRST IS TO PROVIDE ROBUST,  
8 INTEGRATED COMMUNICATION SUPPORT FOR PROGRAMS AND  
9 INITIATIVES. SO WE REALLY WANT TO SUPPORT OUR TEAMS  
10 AND THE WONDERFUL WORK WE'RE DOING. WE WANT TO MAKE  
11 SURE THAT WE ARE CREATING A COHESIVE AND ENGAGING  
12 IMPACTFUL NARRATIVE.

13 SECOND, WE REALLY WANT TO POSITION CIRM AS  
14 A TRUSTED AUTHORITY. WE'VE BEEN HERE FOR MORE THAN  
15 20 YEARS. WE ARE LEADERS IN THIS AREA. WE WANT TO  
16 BE KNOWN AS THE FOREMOST AND RELIABLE SOURCE OF  
17 INFORMATION, AND WE NEED TO ENHANCE OUR  
18 ORGANIZATION'S CREDIBILITY. SO THIS IS GOING TO BE  
19 KEY.

20 THIRD, WE REALLY WANT TO FORGE  
21 COLLABORATIVE PARTNERSHIPS FOR AMPLIFIED IMPACT. SO  
22 THERE'S A LOT OF OUR PARTNERS AND ORGANIZATIONS.  
23 WE'RE ALL TRYING TO DO THE SAME THING. IF WE DO IT  
24 ALONE, IT'S CHALLENGING; BUT IF WE WORK TOGETHER  
25 WITH COLLABORATIVE PARTNERSHIPS, WE'RE GOING TO HAVE

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1 A MUCH MORE AMPLIFIED IMPACT.

2 AND SO I JUST WANT TO TAKE A MOMENT FOR US  
3 TO STOP AND THINK. SO FOR US WITH OUR  
4 COMMUNICATIONS PLAN, WE REALLY WANTED TO TAKE A MORE  
5 INTEGRATED, PROACTIVE APPROACH TO OUR COMMUNICATION.  
6 THIS HELPS US BETTER PLAN OUR TIME, OUR RESOURCES.  
7 IT HELPS US DEVELOP BETTER CREATIVE SO THAT WE'RE  
8 ABLE TO REACH AUDIENCES IN MEANINGFUL WAYS.

9 SO THERE'S A LOT ON THIS SLIDE, BUT IT'S  
10 VERY MUCH A HIGH LEVEL SLIDE. AGAIN, WITH ANY PLAN,  
11 WE CAN'T DO THIS ALL AT ONCE. SO WE REALLY TOOK A  
12 LOOK AT HOW WE CAN BREAK DOWN THIS PLAN IN THREE KEY  
13 PHASES. SO THE FIRST PHASE IS ABOUT IMPROVING OUR  
14 CHANNELS AND OUR CIRM BRAND. THE SECOND IS ALL  
15 ABOUT BUILDING MOMENTUM. AND THE THIRD IS ABOUT  
16 EXPANDING OUR REACH. I'LL KIND OF GIVE YOU JUST A  
17 QUICK SNAPSHOT OF WHAT THIS MEANS.

18 SO THE FIRST PHASE, YOU SEE IT'S KIND OF  
19 BETWEEN Q1 AND Q2. THIS IS ALL ABOUT JUST IMPROVING  
20 OUR CURRENT CHANNELS AND OUR BRAND. SO IN ADDITION  
21 TO THE HIGHLIGHTS I SHARED A FEW SLIDES AGO, WE'VE  
22 BEEN ACTIVELY CLEANING UP OUR CHANNELS. WE'VE BEEN  
23 JUST IMPROVING OUR OWN INTERNAL WORKFLOW SO THAT WE  
24 CAN WORK BETTER AND BE MORE PRODUCTIVE.

25 WE'VE ALSO DEVELOPED AND REFINED OUR

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1 MESSAGING, WHICH YOU ALL SAW IN THE UPDATED ANNUAL  
2 REPORT. SOON WE'RE GOING TO ROLL OUT BRAND AND  
3 STYLE GUIDES. THESE ARE JUST INTERNAL GUIDES OF HOW  
4 TO WRITE CONSISTENTLY AND HOW TO SHARE OUR BRAND  
5 CONSISTENTLY.

6 WE'VE UNDERGONE AN EMAIL CLEANUP. WE USE  
7 MAILCHIMP. AND WE JUST WANT TO MAKE SURE THAT OUR  
8 LISTS ARE CLEAN SO WE'RE REACHING WHO WE INTEND. WE  
9 FURTHER SEGMENTED OUR EMAIL LISTS. MOST IMPORTANTLY  
10 DURING THIS PHASE, WE ARE DEVELOPING AN ACTIVE  
11 NETWORK OF COMMUNICATION PARTNERS. SO THINK ABOUT  
12 ALL OF OUR DIFFERENT PARTNERS. THEY HAVE MEDIA  
13 TEAMS, THEY HAVE COMMUNICATION TEAMS. AND SO BY  
14 REALLY FORGING TOGETHER AND MAKING SURE WE HAVE OPEN  
15 COMMUNICATION, WE WILL BE ABLE WORK MORE  
16 COLLABORATIVELY ON JOINT MEDIA CAMPAIGNS.

17 SO THE SECOND PHASE IS ALL ABOUT BUILDING  
18 MOMENTUM. SO THIS IS GOING TO BE THE NEXT QUARTER  
19 AND THE QUARTER AFTER THAT. SO IT'S REALLY ABOUT  
20 BUILDING UPON THE IMPORTANT WORK AND DEVELOPING MORE  
21 TRACTION AS WE START TO LAUNCH MORE PROACTIVE  
22 COMMUNICATION STRATEGIES. SO WE'VE SET THE  
23 FOUNDATION, AND NOW WE'RE GOING TO MOVE A LITTLE BIT  
24 MORE.

25 SO WE ARE UNDERTAKING A WEBSITE REFRESH,

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1 WHICH I WILL TALK ABOUT IN A MINUTE. WE ARE GOING  
2 TO DEVELOP MORE CORE EDUCATIONAL MATERIALS TO  
3 SUPPORT OUR OUTREACH CAMPAIGNS. AND WE'RE GOING TO  
4 PLAN TO LAUNCH SOME KEY STRATEGIES TO SUPPORT OUR  
5 LARGER STRATEGIC PLAN, AND I'LL TALK ABOUT THOSE IN  
6 A MINUTE AS WELL.

7 AND THEN AS WE GET INTO FISCAL YEAR 2024  
8 AND BEYOND, WE'RE REALLY PLANNING TO BUILD UPON  
9 THOSE STRATEGIES TO DRIVE INTEGRATED COMMUNICATION  
10 CAMPAIGNS, ESPECIALLY AS WE START TO LAUNCH A LOT OF  
11 OUR STRATEGIES WITH THE COMMUNITY CARE CENTERS OF  
12 EXCELLENCE. WE REALLY WANT TO DEVELOP THOSE  
13 OUTREACH CAMPAIGNS IN THOSE COMMUNITIES SO WE CAN  
14 START TO DELIVER MESSAGES OF ACCESS.

15 IN 2024, ONCE WE LAUNCH OUR NEW WEBSITE,  
16 WE ARE LOOKING AT POTENTIAL FOR GREATER PATIENT  
17 CONNECTIVITY. THAT MEANS EXPLORING A CIRM APP, VERY  
18 PREMATURE, BUT I THINK IT HAS THE POTENTIAL TO BRING  
19 TOGETHER A LOT OF THESE PROGRAMS AND TO CONNECT OUR  
20 PATIENT COMMUNITIES IN A MUCH MORE ROBUST WAY.

21 AND THEN AFTER WE CLEAN UP OUR CHANNELS  
22 AND BUILD ALL THIS MOMENTUM, WE'RE GOING TO BE  
23 LOOKING AT 2024 AND REALLY MAKING GREATER  
24 INVESTMENTS IN OUR MEDIA RELATIONS STRATEGY AS WELL  
25 AS OUR INTERNAL COMMUNICATIONS.

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1 ON TO OUR WEBSITE, THE EXCITING STUFF. SO  
2 AS I MENTIONED, WE ARE IN THE PROCESS OF UPDATING  
3 OUR WEBSITE. WHY ARE WE DOING THIS? SIMPLY, WE ARE  
4 MAKING OUR WEBSITE ADA COMPLIANT. SO I DON'T KNOW  
5 IF YOU ALL KNOW THIS, BUT AS A STATE OF CALIFORNIA  
6 AGENCY, WE ARE REQUIRED TO MAKE SURE OUR WEBSITE IS  
7 ACCESSIBLE. SO WHAT DO I MEAN BY THAT? THAT MEANS  
8 WE'RE MOVING BARRIERS FOR PEOPLE TO INTERACT WITH  
9 OUR WEBSITE.

10 SO WHEN WEBSITES ARE DONE AND DESIGNED  
11 CORRECTLY, ALL USERS HAVE EQUAL ACCESS TO  
12 INFORMATION AND FUNCTIONALITY. THIS IS IMPORTANT  
13 AND IT'S REQUIRED BY LAW. AND SO FOR STATE OF  
14 CALIFORNIA, THERE IS A WEB CONTENT ACCESSIBILITY  
15 GUIDELINES THAT HAVE TO FOLLOW. WE ARE TRYING TO  
16 REACH LEVEL 2 COMPLIANCE. THIS UPDATE WILL HELP US  
17 GET THERE. SO IN ADDITION TO THAT, WE ARE GOING TO  
18 FIX OUR NAVIGATION. WE'RE GOING TO FIX A LOT OF OUR  
19 ISSUES WITH USABILITY AND FLOW. WE'RE GOING TO  
20 CLEAN UP OUR CONTENT AND ADD CONTENT WHERE IT  
21 DOESN'T EXIST. THERE'S A LOT OF IMPORTANT PROGRAMS,  
22 AND WE NEED TO MAKE SURE THAT THAT CONTENT IS  
23 REPRESENTED ON OUR OWN WEBSITE.

24 DR. DULIEGE: I THINK I KNOW WHAT ADA IS.  
25 JUST TO MAKE SURE THAT EVERYONE IS ON THE SAME PAGE,



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1 CAN YOU CLARIFY THIS ACRONYM?

2 MS. TEMPLE-PERRY: AMERICANS WITH  
3 DISABILITIES. THE WEB CONTENT GUIDELINES IS WEB  
4 CONTENT ACCESSIBILITY GUIDELINES OR WCAG 2.0.

5 AND SO ALONG THE WAY WE'RE GOING GIVE OUR  
6 WEBSITE A NEW LOOK AND FEEL. THIS IS NOT OUR ACTUAL  
7 WEBSITE, BUT IT'S SIMPLY A MOCK-UP THAT THE DIGITAL  
8 MARKETING AGENCY THAT WE'RE WORKING WITH SUBMITTED  
9 TO KIND OF GIVE YOU A PREVIEW OF WHAT THE POTENTIAL  
10 COULD BE FOR OUR NEW WEBSITE.

11 AND WE ARE ACTIVELY WORKING ON THIS  
12 PROJECT. SO RIGHT NOW WE'RE BASICALLY LOOKING AT  
13 THE INFORMATION ARCHITECTURE OF THE WEBSITE, WHICH  
14 IS JUST SORT OF THIS REALLY LARGE MAP OF ALL THE  
15 DIFFERENT PAGES AND FLOW. AND WE ARE LOOKING TO  
16 LAUNCH THE NEW WEBSITE IN THE SPRING.

17 SO ALSO PART OF PHASE 1, WE'RE GOING TO BE  
18 MAKING -- WE'RE TAKING A SECOND LOOK AT OUR CURRENT  
19 BRAND TO MAKE SURE THAT THIS TOO IS ALSO ACCESSIBLE.  
20 SO BECAUSE WE ARE UPDATING OUR WEBSITE, THERE'S AN  
21 OPPORTUNITY TO MAKE SURE OUR CURRENT LOGO IS MORE  
22 READABLE AND USABLE. SO WHY DOES THIS MATTER? I'M  
23 JUST GOING TO HAVE EVERYBODY TAKE A PAUSE, LOOK  
24 AROUND FOR THE CIRM LOGO, AND KIND OF FIXATE ON THAT  
25 AS I KIND OF WALK YOU THROUGH THIS PROCESS.

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1 SO WITH OUR CURRENT LOGO, WE HAVE SOME  
2 SPACING ISSUES. SO SOMETIMES PEOPLE HAVE A HARD  
3 TIME READING THE "R." ARE YOU ALL LOOKING?  
4 SOMETIMES PEOPLE CONFUSE THE "C" AND THE "I" AS AN  
5 "A." AND SO THEY KIND OF READ OUR NAME IN A SORT OF  
6 DIFFERENT WAY WHICH WE DON'T WANT THEM TO DO. YOU  
7 SAID IT. SOMETIMES PEOPLE THINK WE'RE ARM. WE  
8 CAN'T BE ARM. WE'RE CIRM. SO WE NEED TO MAKE THAT  
9 CLEAR.

10 SO AT A LOT OF THESE COMMUNITY EVENTS,  
11 THAT'S ONE OF THE NO. 1 QUESTIONS WE GET IS WHAT  
12 DOES CIRM MEAN? I DON'T UNDERSTAND. AND SO WE  
13 REALLY NEED TO BE CLEAR ABOUT WHO WE ARE. AND THAT  
14 MEANS SPELLING OUT OUR NAME AND CLEARLY ARTICULATING  
15 WHAT CIRM STANDS FOR. AND SO THIS IS REALLY  
16 IMPORTANT, ESPECIALLY AS WE START TO DO MORE  
17 OUTREACH IN COMMUNITIES THAT DON'T SPEAK ENGLISH AS  
18 THEIR FIRST LANGUAGE. WE JUST NEED TO MAKE SURE  
19 THAT WE'RE VERY CLEAR ABOUT WHO WE ARE, WE HAVE  
20 PROPER SPACING IN THE LETTERS OF OUR LOGO, AND WE  
21 ACTUALLY SPELL OUT OUR NAME SO THAT IT KIND OF MAKES  
22 SENSE.

23 AND SO THESE ARE -- THIS IS JUST A MOOD  
24 BOARD. THESE ARE SOME OF THE PROPOSALS OF MAKING  
25 THOSE UPDATES TO MAKE OUR LOGO MORE USABLE AND

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1 READABLE. PRETTY MUCH EVERYTHING IS SIMILAR. WE  
2 ARE CONTINUING A LOT OF OUR COLOR PALETTES. AND IT  
3 JUST SIMPLY SORT OF UPDATES TO OUR CURRENT BRAND,  
4 AGAIN, TO MAKE SURE THAT WE ARE HELPING WITH THE ADA  
5 ACCESSIBILITY. AND ALL OF THESE UPDATES WILL FEED  
6 INTO OUR NEW WEBSITE AS WELL AS ADDITIONAL CORE  
7 MATERIALS THAT WE'RE GOING TO BE DEVELOPING OVER  
8 THIS NEXT YEAR.

9 ALSO PART OF THIS PHASE 1 IS WE'VE BEEN  
10 IMPROVING OUR ENGAGEMENT, LIKE I MENTIONED, WHEN IT  
11 COMES TO OUR EMAIL MARKETING STRATEGY. SO I  
12 MENTIONED THAT WE STREAMLINED AND WE CLEANED UP A  
13 LOT OF OUR EMAIL LISTS. WE'RE REFINING AND REALLY  
14 CREATING A LOT OF SEGMENTATION WHERE IT MATTERS. SO  
15 JUST BY IMPROVING OUR LISTS, BY IMPROVING OUR  
16 SUBJECT LINES, OPTIMIZING OUR DISTRIBUTION TIMES --  
17 NOBODY WANTS TO RECEIVE AN EMAIL AT 5 A.M. -- WE  
18 HAVE ALREADY SEEN GREAT RESULTS.

19 AND SO YOU CAN SEE OVER EVEN THIS LAST  
20 YEAR, WE HAVE HAD AN INCREASE IN THE NUMBER OF CLICK  
21 RATES. AND JUST TO GIVE YOU SOME PERSPECTIVE, THE  
22 INDUSTRY AVERAGE IS ABOUT 2 PERCENT. AND ONE OF OUR  
23 HIGHEST CLICK-THROUGH RATES WAS ABOUT 20 PERCENT,  
24 WHICH IS VERY HIGH. FOR OUR EMAIL OPEN RATES, WE'VE  
25 ALSO SEEN, YOU CAN SEE ON THE GRAPH, IT'S GONE UP

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1 TREMENDOUSLY OVER THIS LAST YEAR. AND SO OUR  
2 HIGHEST EMAIL OPEN RATE WAS ABOUT 40.9 PERCENT, AND  
3 THAT WAS ON THE WONDERFUL REMIND PROGRAM EMAIL  
4 CAMPAIGN THAT WENT OUT. AS YOU CAN SEE, THE  
5 INDUSTRY AVERAGE IS ABOUT 20 PERCENT. SO WE'LL  
6 CONTINUE TO MAKE UPDATES THROUGHOUT THE YEAR TO  
7 CONTINUE A LOT OF THESE STRATEGIES TO MAKE SURE THAT  
8 PEOPLE THAT ARE GETTING OUR EMAIL CONTENT ARE  
9 OPENING IT AND IT'S RELEVANT INFORMATION.

10 ON TO THE PHASE 2 AND 3. SO WE'RE LOOKING  
11 AT THE NEXT QUARTER OR TWO AND AHEAD. WE REALLY  
12 WANTED TO BUILD ON THE WORK FROM THE PAST COUPLE OF  
13 MONTHS. AND SO WHAT YOU SEE HERE IS THAT WE  
14 ACTUALLY DEVELOPED COMMUNICATION GOALS TO SUPPORT  
15 OUR CURRENT STRATEGIC PILLARS.

16 SO FOR OUR FIRST STRATEGIC PILLAR OF  
17 ADVANCING WORLD-CLASS SCIENCE, OUR TWO GOALS INCLUDE  
18 PROMOTING FUNDING OPPORTUNITIES TO BROADER  
19 CALIFORNIA RESEARCH COMMUNITIES. AND THERE'S A  
20 COUPLE POTENTIAL TACTICS THAT WE HAVE HERE, AND THAT  
21 INCLUDES TAKING A MORE INTEGRATED APPROACH TO  
22 PUBLICIZING OUR FUNDING ANNOUNCEMENTS ACROSS OUR  
23 CHANNELS. AND THAT ALSO MEANS UPDATING OUR WEBPAGE  
24 TO MAKE SURE IT HAS THE MOST RELEVANT INFORMATION.  
25 WE WANT TO PACKAGE FAQ TOOLKITS TO MAKE IT EASIER

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1 FOR PEOPLE TO UNDERSTAND THE INFORMATION AND REALLY  
2 TO ANSWER QUESTIONS THEY MAY HAVE ALONG THE WAY.

3 WE ALSO WANT TO ENHANCE THE VISIBILITY OF  
4 CIRM'S REVIEW AND FUNDING CYCLES. OUR NEXT GOAL WAS  
5 TO ELEVATE THE PUBLIC VISIBILITY OF CIRM-FUNDED  
6 SCIENCE AND CIRM-SUPPORTED GRANTEES. AGAIN, MAKING  
7 SURE THAT WE ARE SHOWCASING OURSELVES AS AUTHORITIES  
8 IN THE SPACE. SO WE'RE GOING TO WORK CLOSELY WITH  
9 TEAMS THROUGHOUT CIRM TO HIGHLIGHT RESEARCH PROJECTS  
10 AND OUTCOMES ACROSS OUR CHANNELS. SO WE DO A GREAT  
11 JOB OF SENDING OUT PRESS RELEASES, BUT WE REALLY  
12 WANT TO MAKE SURE THAT CONTENT IS ACCESSIBLE TO LAY  
13 AUDIENCES. AND SO WE MAY PRESENT IT IN AN  
14 INFOGRAPHIC OR A CARTOON, REALLY IN DIFFERENT WAYS  
15 TO, AGAIN, REALLY COMMUNICATE THE IMPACT OF THE  
16 SCIENCE.

17 ANOTHER EXCITING INITIATIVE WE'RE LOOKING  
18 TO DEVELOP IS THE DEVELOPMENT OF A SOCIAL MEDIA AND  
19 PR PRESS TOOLKIT. THIS IS GOING TO BE PROVIDED TO  
20 OUR GRANTEES. AND THIS IS GOING TO BE REALLY,  
21 REALLY IMPORTANT. AGAIN, A LOT OF OUR GRANTEES HAVE  
22 THEIR OWN MEDIA TEAMS, AND WE WANT THEM TO PROPERLY  
23 ATTRIBUTE CIRM. SO WE NEED TO MAKE IT EASIER FOR  
24 THEM TO DO THAT. THAT INCLUDES MAKING SURE THAT  
25 THEY HAVE OUR LOGOS, OUR MOST UPDATED BOILERPLATES,

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1 MAKING SURE THEY KNOW WHERE OUR SOCIAL MEDIA  
2 CHANNELS ARE. AND SO BY PROVIDING THESE NICE,  
3 ROBUST PRESS TOOLKITS, IT'S GOING TO MAKE IT EASIER  
4 FOR THEM TO PROPERLY ATTRIBUTE CIRM AND TO MAKE SURE  
5 THAT WE ARE GETTING THE PROPER REACH THAT WE  
6 DESERVE.

7 SO FOR THE NEXT PILLAR OF DELIVERING  
8 REAL-WORLD SOLUTIONS, WE'VE ALSO DEVELOPED TWO  
9 COMMUNICATION GOALS AROUND THIS AREA. THE FIRST IS  
10 TO PROMOTE CIRM'S MANUFACTURING NETWORK AND INDUSTRY  
11 ALLIANCE PROGRAM TO ENCOURAGE MEMBERSHIP AND  
12 PARTNERSHIP GROWTH. AND SOME OF THE POTENTIAL  
13 TACTICS ALSO INCLUDE DEVELOPMENT OF ADDITIONAL  
14 BRANDING, TALKING POINTS, PROGRAMMATIC COLLATERAL.  
15 ESPECIALLY AS WE GEAR UP FOR THE MANUFACTURING  
16 SYMPOSIUM AND UPCOMING CONFERENCES, WE ALSO WANT TO  
17 SUPPORT WITH THOUGHT LEADERSHIP. AGAIN, WE ARE  
18 TRUSTED AUTHORITIES. WE WANT TO MAKE SURE THAT WE  
19 ARE PUTTING OURSELVES OUT THERE AS SUCH.

20 LATER ON IN THE YEAR, AS A LOT OF THE  
21 COMMUNITY CARE CENTERS OF EXCELLENCE PROGRAMS START  
22 TO RAMP UP, WE REALLY WANT TO MAKE SURE WE'RE  
23 PROMOTING THAT AS WELL AS OUR EXISTING ALPHA CLINICS  
24 NETWORK AND OUR PATIENT SUPPORT PROGRAM. AND SO  
25 THIS TOO INCLUDES ENHANCEMENTS TO OUR BRANDING, OUR

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1 MESSAGING, AND EVEN THE POTENTIAL OF A MICROSITE,  
2 WHICH IS SIMPLY A TINY WEBSITE FOR WHICH ALL OF OUR  
3 ALPHA CLINICS CAN HAVE A PRESENCE ON.

4 AN EXCITING INITIATIVE I REALLY WANT TO  
5 BRING TO YOUR ATTENTION INCLUDES THE DEVELOPMENT OF  
6 A PATIENT ACCESS NEWSLETTER. SO I SHOWED YOU ALL  
7 THE WONDERFUL EVENTS AND PHOTOS FROM THE YEAR. SO  
8 WE HAVE A LOT OF QUESTIONS COMING IN. PEOPLE ARE  
9 INTERESTED IN WHAT WE ARE DOING. THEY WANT TO  
10 CONTINUE TO BE ENGAGED. THEY WANT TO COMMUNICATE  
11 WITH US. SO WE NEED TO COMMUNICATE WITH THEM. SO  
12 THE IDEA IS TO CREATE AN ACCESS NEWSLETTER. WE'RE  
13 NOT SURE YET IF IT'S GOING TO BE PRINT OR EMAIL, BUT  
14 BASICALLY TO DISTRIBUTE THROUGHOUT THE YEAR TO  
15 CONNECT WITH THE PATIENTS WHO ARE INTERESTED IN OUR  
16 WORK TO, AGAIN, DELIVER MESSAGES OF ACCESS AND WHY  
17 CIRM MATTERS.

18 LASTLY, THE ALPHA CLINICS SYMPOSIUM IS A  
19 WONDERFUL EVENT, AND OUR COMMUNICATIONS TEAM WOULD  
20 LIKE TO PROVIDE ADDITIONAL BRANDING SUPPORT. AND  
21 IT'S REALLY A UNIQUE EVENT TO BRING RESEARCHERS IN  
22 THE COMMUNITIES TOGETHER. AND SO WE'RE GOING TO  
23 PROVIDE OUR ADDITIONAL SUPPORT AND EXPERTISE TO MAKE  
24 IT EVEN BETTER THAN IT ALREADY IS.

25 AND THEN OUR LAST STRATEGIC PILLAR OF

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1 PROVIDING OPPORTUNITIES FOR ALL, OUR GOAL IS TO  
2 LAUNCH MULTILINGUAL CAMPAIGNS TO SPREAD AWARENESS  
3 AROUND CLINICAL TRIAL ACCESS, PARTICIPATION, AND  
4 STEM CELL TREATMENTS. AND THIS IS EXCITING. SO WE  
5 ARE LOOKING TO DEVELOP MULTILINGUAL TOOLKITS AND  
6 FLYERS, ONE-PAGERS. WE REALLY WANT TO COLLABORATE  
7 AND PARTNER WITH COMMUNITY EDUCATORS TO INFORM  
8 COMMUNITIES OF THIS IMPORTANT INFORMATION.

9 AND THE IDEA, HOPEFULLY, IN THE FUTURE  
10 WOULD BE TO DEVELOP A COMMUNITY CONTENT ADVISORY  
11 PANEL, WHICH WE CAN ENGAGE WITH THE COMMUNITIES TO  
12 DEVELOP CONTENT TOGETHER.

13 OUR LAST GOAL IS TO SUPPORT PROMOTIONAL  
14 EFFORTS TO SHOWCASE CIRM EDUCATIONAL AND TRAINING  
15 PROGRAMS. AS YOU SAY, DR. SHEPARD GAVE A WONDERFUL  
16 PRESENTATION. AND WE REALLY WANT TO SUPPORT OUR  
17 TEAMS AND PARTNER WITH THEM IN DOING THAT.

18 SO SOME OF THE POTENTIAL TACTICS WE'RE  
19 GOING TAKE INCLUDE SUPPORT WITH DEVELOPMENT OF  
20 MESSAGING, INTEGRATED STORYTELLING APPROACHES. WE  
21 ALSO WANT TO PROVIDE THEM WITH BRANDING SUPPORT FOR  
22 THE UPCOMING CONFERENCES AS WELL AS SUPPORT FOR  
23 THEIR IMPORTANT EDUCATION INFORMATION NETWORK  
24 PORTAL.

25 SO THESE ARE REALLY EXCITING INITIATIVES.



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1 OUR TEAM IS REALLY EXCITED AND PASSIONATE ABOUT  
2 COMING TO WORK EVERY DAY AND WORKING THROUGH THESE  
3 INITIATIVES. AND WE REALLY WORK -- WE'RE REALLY  
4 LOOKING FORWARD TO WORKING CLOSELY WITH OTHER  
5 MEMBERS THROUGHOUT CIRM TO LAUNCH THESE THINGS.

6 SO AS WE ROLL OUT THESE CAMPAIGNS, IT'S  
7 REALLY IMPORTANT TO THINK ABOUT HOW WE'RE GOING TO  
8 MEASURE THEM. SO I HAVE SOME FANCY COMMUNICATION  
9 SPEAK HERE. THIS IS CALLED KEY PERFORMANCE  
10 INDICATORS. YOU'VE HEARD OF KPI'S. AND SO WITH  
11 EACH CAMPAIGN, IT'S REALLY GOING TO DEPEND ON THE  
12 AUDIENCE WE'RE TRYING TO REACH, THE STAKEHOLDER, AND  
13 THE GOAL OF THE CAMPAIGN. BASICALLY, ONCE WE FIGURE  
14 OUT THAT INFORMATION, WE'LL BE ABLE TO DETERMINE THE  
15 BEST KPI.

16 AND SO SOME OF THE KPI'S THAT WE MAY LOOK  
17 AT INCLUDE SOCIAL MEDIA IMPACT. THAT MIGHT BE  
18 LIKES, RE-TWEETS LOOKING AT OUR ENGAGEMENT RATE. WE  
19 CAN LOOK AT POTENTIALLY MARKETING TOUCHPOINTS, SUCH  
20 AS EMAIL OPEN RATES AS WELL AS CLICK-THROUGH RATES.  
21 EVEN AT COMMUNITY ENGAGEMENT EVENTS, WE CAN MEASURE  
22 IMPACT BASED ON THE NUMBER OF PEOPLE ATTENDING. WE  
23 CAN ALSO LOOK AT WEBSITE TRAFFIC AND DIGITAL  
24 ENGAGEMENT AS A KPI. THAT MIGHT INCLUDE IMPRESSIONS  
25 OR WEB VISITS, BLOG VISITS, ET CETERA. SO DEPENDING

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1 ON THE TYPE OF CAMPAIGN AND INITIATIVE THAT WE'RE  
2 LOOKING TO LAUNCH, WE WILL DETERMINE THE BEST KPI SO  
3 WE CAN THEN BEGIN TO MEASURE OUR METRICS AND  
4 DETERMINE IF WE ARE SUCCESSFUL.

5 SO FOR THE FUN STUFF TODAY, AS I SHOWED  
6 YOU IN OUR PREVIOUS SLIDE, WE SPEND A LOT OF OUR  
7 TIME IN THE COMMUNITY. IT'S REALLY WONDERFUL TO GET  
8 OUT AND ATTEND THESE EVENTS. IT HELPS US FEEL  
9 CLOSER TO OUR MISSION. SO THESE ARE A COUPLE OF  
10 EVENTS. THIS IS JUST A SNAPSHOT. THERE'S AN ACTUAL  
11 FULL LIKE LIST OF EVENTS COMING UP IN THE COMMUNITY  
12 OUTREACH PLAN. AND I WOULD LIKE TO ENCOURAGE EACH  
13 AND EVERY BOARD MEMBER TO CONSIDER GETTING INVOLVED.  
14 YOU MAY HAVE A CONNECTION OR YOU MAY HAVE AN  
15 INTEREST OR A PASSION. CONSIDER GETTING INVOLVED  
16 AND CONSIDER ATTENDING SOME OF THESE EVENTS. THE  
17 WORK THAT YOU DO IS VERY IMPORTANT, AND IT WOULD BE  
18 WONDERFUL TO BRING THAT PERSPECTIVE BACK TO THE  
19 COMMUNITY.

20 AND THAT'S THE CONCLUSION OF THIS  
21 PRESENTATION. THANK YOU FOR YOUR TIME. WE HOPE TO  
22 SHARE MORE OF THESE EXCITING INITIATIVES IN THE  
23 COMING YEAR. OPEN FOR QUESTIONS.

24 CHAIRMAN IMBASCIANI: KOREN, THANK YOU  
25 VERY MUCH FOR THAT GREAT PRESENTATION. MOHAMED.

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1 DR. ABOUSALEM: THANK YOU FOR THE  
2 PRESENTATION. WELL DONE. I HAVE A COUPLE OF  
3 COMMENTS AND A RECOMMENDATION.

4 MS. TEMPLE-PERRY: OKAY. I'M UP FOR IT.

5 DR. ABOUSALEM: SO I'M NOT AN EXPERT, BUT  
6 I'M GOING TO SHARE THIS WITH YOU.

7 THE CURRENT LOGO, THE LETTERS CIRM, TO ME  
8 AS AN AVERAGE CITIZEN, LOOK MORE MODERN THAN THE  
9 LOGO THAT YOU SHOWED AS A NEW LOGO. AND TO ME BEING  
10 MODERN, WE ARE AT THE LEADING EDGE OF SCIENCE, IT'S  
11 THE FUTURE. SO YOU MAY WANT TO CONSIDER THAT AS YOU  
12 DECIDE ON THE FINAL LOOK. TO ME THE NEW LOOK THAT  
13 YOU PUT IN THERE LOOKS TOO TRADITIONAL, TOO OLD  
14 ACTUALLY, BUT I'M NOT AN EXPERT. THIS IS JUST A  
15 COMMENT.

16 THE SECOND PIECE ABOUT THE LOGO, ALSO THE  
17 TAGLINE, THE CURRENT TAGLINE REFERS TO CALIFORNIA  
18 STEM CELL AGENCY. THE NEW LOGO, YOU ARE PUTTING THE  
19 FULL NAME REGENERATIVE MEDICINE. AGAIN, I THINK  
20 THERE'S A STRATEGIC DECISION TO MAKE THERE IN THE  
21 SENSE THAT WHICH OF THE TWO IS MORE RELATABLE OR  
22 EVEN UNDERSTANDABLE BY THE COMMUNITIES THAT WE'RE  
23 REACHING OUT TO. WE MAY WANT TO LET PEOPLE KNOW  
24 MEDICINE, THIS IS MEDICINE, SO THEY MAY RELATE TO  
25 THAT, BUT THEY MAY NOT UNDERSTAND THE WORD

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1 "REGENERATIVE," WHETHER STEM CELL IS UNDERSTOOD NOW  
2 IN THESE COMMUNITIES OR NOT. SO I WOULD RECOMMEND  
3 YOU MAKE A CONSCIOUS DECISION ON THAT.

4 AND THEN THE THIRD ITEM, WHICH IS A  
5 RECOMMENDATION, TO CONSIDER USING THE GRANTEES MORE  
6 AS CHANNELS TO FEATURE CIRM MORE SIGNIFICANTLY THAN  
7 JUST ATTRIBUTION. WE'RE GIVING OUT MILLIONS  
8 DOLLARS. SO IT IS NOT TOO MUCH TO ASK TO BE  
9 FEATURED IN A VERY SPECIFIC WAY AT A LARGER SCALE,  
10 ESPECIALLY WITH EDUCATIONAL INSTITUTIONS AND LARGE  
11 CORPORATIONS.

12 MS. TEMPLE-PERRY: AND THIS IS COMPLETELY  
13 THE INTENTION. WE REALLY NEED TO LOOK AT OUR  
14 CURRENT NETWORK FIRST AND LEVERAGE THAT BECAUSE THAT  
15 IS GOING TO YIELD SO MUCH IN TERMS OF REACH AND  
16 REALLY CONNECTING WITH DIFFERENT AUDIENCES. AND,  
17 AGAIN, A LOT OF OUR GRANTEES HAVE REALLY ROBUST  
18 MEDIA TEAMS. AND SO WE REALLY WANT TO SEE HOW MUCH  
19 WE CAN LEVERAGE FIRST. AND THEN ESPECIALLY, AS WE  
20 GO INTO 2024, AND LOOKING AT SORT OF BUILDING OUT  
21 OUR MEDIA STRATEGY, WE WANT TO SEE THEN HOW MUCH WE  
22 WANT TO APPROPRIATELY INVEST IN THAT. BUT, YES,  
23 COMPLETELY AGREE.

24 CHAIRMAN IMBASCIANI: THANK YOU, MOHAMED.  
25 YSABEL IS NEXT AND THEN ANNE-MARIE AND THEN MARK.

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1 MS. DURON: THANK YOU VERY MUCH. I  
2 APPRECIATE THE PRESENTATION FOR THE SECOND TIME.

3 MS. TEMPLE-PERRY: YOU'RE WELCOME. THIS  
4 WEEK.

5 MS. DURON: GOOD WORK, COMMS TEAM. I HAVE  
6 A COUPLE OF THINGS, AND I APPRECIATE MOHAMED'S POINT  
7 A LOT. BUT WE ARE REALLY LOOKING AT DEI BEST  
8 PRACTICES, DEVELOPING THEM, LEADING BY EXAMPLE.  
9 CALIFORNIA'S POPULATION IS 39 PERCENT LATINO.  
10 THAT'S OVER 15 MILLION PEOPLE WITH AS MUCH AS 28  
11 PERCENT OF THOSE SPEAKING SPANISH IN THE HOME.

12 HOW CONSISTENTLY AND QUICKLY AND NIMBLY  
13 WILL YOU RESPOND WITH A CULTURALLY AND  
14 LINGUISTICALLY APPROPRIATE MESSAGE, NOT JUST FOR  
15 MAINSTREAM OBVIOUSLY, BUT FOR THESE VULNERABLE  
16 POPULATIONS OR SPECIAL POPULATIONS? I WOULD EVEN GO  
17 SO FAR AS TO PUSH CAN YOU DO A SPANISH LANGUAGE  
18 WEBSITE? THEY DID IT AT ALL OF US, AND THEY'VE  
19 GOTTEN A LOT MORE RESPONSE IN TERMS OF PEOPLE  
20 ENGAGING IN THE ALL OF US RESEARCH PROGRAM. IT'S UP  
21 TO 16 PERCENT OF LATINOS ACROSS THE COUNTRY WHO HAVE  
22 JOINED ALL OF US. BUT THOSE TO ME ARE MOVING  
23 TOWARDS DEI.

24 FOR INSTANCE, THE LITTLE VIDEO YOU MADE ON  
25 STEM CELLS, MY IMMEDIATE THOUGHT WAS DID YOU DO IT

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1 IN SPANISH. 35 SECONDS, WAS IT. I'D LOVE TO SEE IT  
2 FOR SCHOOL KIDS AND SO ON AND SO FORTH.

3 AND SO I KNOW SOME OF THIS IS LABOR  
4 INTENSIVE AND, OF COURSE, OTHER LANGUAGES IN THE  
5 STATE, BUT I KNOW IT'S LABOR INTENSIVE. I KNOW IT  
6 REALLY TAKES TIME TO FOCUS; BUT IF WE'RE MOVING  
7 TOWARDS THAT EXCELLENCE, WHAT WILL YOU NEED AND WHAT  
8 WILL YOU DO? I KNOW YOU TALKED ABOUT MULTILINGUAL  
9 INITIATIVES. AT WHAT POINT? AT WHAT TIME? WILL  
10 THEY -- THEY WON'T BE ABLE TO DO YOUR WORK FOR YOU.  
11 IT'S GOT TO COME OUT OF CIRM, BUT THEY WILL BE YOUR  
12 PARTNERS IN HELPING DRIVE WHAT'S COMING OUT OF CIRM  
13 DEEPER INTO THE COMMUNITIES.

14 SO HOW ARE YOU THINKING ABOUT THIS IN  
15 TERMS OF MOVING FORWARD AND NIMBLY?

16 MS. TEMPLE-PERRY: YSABEL, GREAT POINT,  
17 ESPECIALLY AROUND HAVING OUR WEBSITE BE TRANSLATED  
18 IN DIFFERENT LANGUAGES.

19 ONE UPDATE THAT WE MADE RECENTLY OVER THE  
20 LAST COUPLE OF WEEKS IS WE ACTUALLY INSTALLED A  
21 LANGUAGE WIDGET TO OUR WEBSITE. SO IT IS NOW  
22 TRANSLATED INTO MULTIPLE LANGUAGES. I DON'T HAVE  
23 THE NUMBER OF LANGUAGES AT THIS POINT. I THINK IT  
24 MAY BE ABOUT TEN LANGUAGES OR MORE. BUT WE DO HAVE  
25 THAT CURRENT FEATURE ON OUR WEBSITE AS PART OF OUR

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1 UPDATE THAT WE MADE RECENTLY. AND THAT IS ACTUALLY  
2 GOING TO PULL THROUGH TO OUR CURRENT WEBSITE AS  
3 WELL. SO WE WILL MAKE SURE THAT WE HAVE THAT  
4 TRANSLATION FEATURE AVAILABLE.

5 IN TERMS OF MAKING SURE THAT WE PROVIDE  
6 MULTILINGUAL FLYERS, WE HAVE ACTUALLY ENGAGED WITH A  
7 COMMUNITY-BASED MARKETING AGENCY THAT SPECIALIZES IN  
8 DOING THIS. SO SOME OF YOU WEREN'T A PART OF OUR  
9 COMMUNICATIONS SUBCOMMITTEE, BUT WE ACTUALLY  
10 PROPOSED THREE PUBLIC EDUCATION CAMPAIGNS WHICH ARE  
11 REALLY AMAZING. AND WE'RE GOING TO BE ENGAGING WITH  
12 THE COMMUNITY SOCIAL-BASED MARKETING AGENCY. THEY  
13 WORK WITH A LOT OF CITY GOVERNMENTS THROUGHOUT  
14 CALIFORNIA, THE CALIFORNIA DEPARTMENT OF PUBLIC  
15 HEALTH. THEY DO A LOT OF MULTILINGUAL DEVELOPMENT  
16 OF COLLATERAL MATERIALS TO REACH DIVERSE  
17 COMMUNITIES. AND SO THE IDEA IS TO CREATE,  
18 ESPECIALLY FOR THE STEM CELLS FOR ALL CAMPAIGN,  
19 DIFFERENT MATERIALS IN DIFFERENT LANGUAGES THAT WE  
20 CAN THEN BEGIN TO UTILIZE AS SORT OF A BASELINE TO  
21 ENGAGE WITH VARIOUS COMMUNITIES.

22 AND SO THAT'S AN INITIATIVE THAT WE ARE  
23 WORKING THROUGH CURRENTLY.

24 MS. DURON: I TURNED OFF MY RAISED HAND  
25 FEATURE, BUT I WANTED TO SAY TWO MORE THINGS. IN

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1 FACT, ONE IS A PROPOSAL TO THE BOARD TO CONSIDER.

2 WITH THAT WIDGET, HAS IT BEEN TESTED TO BE  
3 CULTURALLY APPROPRIATE? LANGUAGE CHANGES WITH  
4 INTERPRETATION. I'M JUST WONDERING IF YOU'LL PAY  
5 ATTENTION TO THAT, GET SOME FEEDBACK FROM DIFFERENT  
6 COMMUNITIES TO SEE IF THEY'RE FEELING THAT THOSE  
7 WIDGETS ARE MEETING THE STANDARD. SO THAT'S  
8 QUESTION ONE. YOU GO AHEAD, AND THEN I HAVE MY  
9 PROPOSAL TO THE BOARD.

10 MS. TEMPLE-PERRY: YES. AND WE WILL  
11 DEFINITELY CONTINUE TO TEST AND MAKE SURE THAT THE  
12 CONTENT WE'RE PUTTING OUT THERE IS CULTURALLY  
13 RELEVANT AND UPDATED PROPERLY.

14 MS. DURON: YOU KNOW, KOREN, THAT AT THE  
15 MEETING I SUGGESTED, WHEN YOU SHOWED US THE NEW CIRM  
16 LOGO, I SUGGESTED ADDING ANOTHER TAGLINE. AND I  
17 WOULD LOVE FOR THE BOARD TO CONSIDER IT. IS IT  
18 APPROPRIATE? IS IT ACCEPTABLE? SHOULD WE DO IT?  
19 ARE THERE REGULATIONS FOR OR AGAINST IT? I THINK  
20 THERE AREN'T. BUT I WAS SUGGESTING THAT WE ADD  
21 UNDERNEATH THAT A TAGLINE THAT SAYS FUNDED -- CIRM,  
22 FUNDED BY CALIFORNIA TAXPAYERS SO THAT WE CAN  
23 CONSTANTLY REMIND THEM WE KNOW WHERE THE MONEY IS  
24 COMING FROM. THEY'RE VERY MUCH A PART OF WHAT WORK  
25 WE ARE DOING, AND THEN THAT WE APPRECIATE THEM BY



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1 ACKNOWLEDGING THEM.

2 I DON'T KNOW IF THAT SHOULD BE A MOTION,  
3 MR. CHAIR, BUT THAT'S THE SUGGESTION I WOULD MAKE.  
4 DON'T EVERYBODY JUMP UP AND DOWN NOW.

5 MR. JUELSGAARD: I REALLY LIKE THAT  
6 SUGGESTION, YSABEL. I THINK IT'S VERY IMPORTANT  
7 THAT WE REMEMBER WHERE OUR MONEY IS COMING FROM. I  
8 DON'T THINK WE TEND TO FOCUS ON THAT VERY MUCH. I  
9 LIKE THAT.

10 MS. DURON: THANKS, STEVE.

11 CHAIRMAN IMBASCIANI: WE HAVE AN ORDER  
12 HERE. I THINK ANNE-MARIE WAS NEXT, FOLLOWED BY MARV  
13 AND THEN PAT AND THEN I SEE LEONDRA.

14 DR. DULIEGE: THANK YOU FOR THIS EXCELLENT  
15 PRESENTATION. I COULDN'T HELP BUT THINKING ABOUT  
16 OUR LATE FRIEND KEVIN MCCORMACK. AND I THINK HE  
17 WOULD HAVE BEEN EXTRAORDINARILY PROUD OF THE  
18 INCLUSION AND THE VISION THAT YOU'VE BROUGHT INTO  
19 THIS EFFORT. IT REFLECTS SO WELL ON YOU, YOUR TEAM,  
20 BUT ON HIM AS WELL.

21 MS. TEMPLE-PERRY: THANK YOU. IT WAS VERY  
22 MUCH A TEAM EFFORT.

23 DR. SOUTHARD: SO, AGAIN, A WONDERFUL  
24 PRESENTATION. I WAS WONDERING, YOU PROBABLY ALREADY  
25 HAVE A MECHANISM FOR DOING THIS, BUT IS THERE A

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1 MECHANISM FOR PROVIDING DR. IMBASCIANI WITH THOSE  
2 PIECES OF THE RESEARCH THAT HAS BEEN FUNDED THAT  
3 COULD HAVE A SOCIAL POLICY IMPACT? SO, FOR EXAMPLE,  
4 I'M THINKING WE JUST FUNDED A CLIN2 PROJECT THAT  
5 IMPACTS BIPOLAR 1, BIPOLAR 2. IF THAT WERE TO BE  
6 SUCCESSFUL IN THE BIG TERM, THAT WOULD HAVE A HUGE  
7 SOCIAL POLICY IMPACT ON HOMELESSNESS AND A VARIETY  
8 OF THINGS. AND IT SEEMS TO ME THAT THERE ARE A LOT  
9 OF SOCIAL POLICY KINDS OF EFFORTS THAT DR.  
10 IMBASCIANI COULD GET TO THOSE WHO ARE OUR POWER  
11 STRUCTURE SO THAT THEY KNOW THAT WE ARE NOT JUST  
12 DOING SCIENTIFIC RESEARCH. WE ARE AFFECTING THE  
13 SOCIAL POLICY INFRASTRUCTURE OF OUR STATE.

14 MS. TEMPLE-PERRY: YEAH, DEFINITELY.  
15 WHENEVER WE HAVE RESEARCH AND INFORMATION AROUND  
16 MESSAGING OR THINGS COMING OUT IN THE COMMUNITIES,  
17 WE'RE DEFINITELY WILLING TO WORK WITH DR. IMBASCIANI  
18 ON TALKING POINTS, ESPECIALLY AS THEY KIND OF GEAR  
19 UP WITH THEIR GOVERNMENT RELATIONS STRATEGY. WE ARE  
20 DEFINITELY GOING TO SUPPORT WHATEVER HIM AND HIS  
21 TEAM, WHATEVER THEY NEED WITH THAT.

22 CHAIRMAN IMBASCIANI: THIS WILL BE DONE  
23 FOR ANY EFFORT I DO IN THAT DIRECTION WITH BOARD  
24 COGNIZANCE AND SUPPORT.

25 DR. LEVITT: THANKS VERY MUCH. SO YSABEL

1 AND I HAVE TALKED ABOUT THIS. AND CIRM USES A LOT  
2 OF EXTERNAL EXPERTS FOR GRANTS PROGRAMS TO FIGURE  
3 OUT WHAT WE'RE GOING TO DO WITH GRANTS PROGRAMS,  
4 DEI, ET CETERA.

5 COMMUNICATING SCIENCE IS REALLY DIFFICULT,  
6 EXTREMELY DIFFICULT, AS YOU KNOW. PEOPLE THINK IN  
7 STORIES. THAT'S HOW PEOPLE THINK. ANYBODY WHO'S  
8 DONE ANY COMMUNICATION STUDIES KNOWS THAT. HUMANS  
9 THINK IN STORIES. I DON'T REALLY HAVE A SENSE THAT  
10 CIRM HAS A CORE STORY TO TELL, USING LANGUAGE,  
11 METAPHORS, AND OTHER TOOLS THAT MAKE IT  
12 UNDERSTANDABLE FOR PEOPLE TO GET. AND SO WE HAVE  
13 DIFFERENT AUDIENCES. WE HAVE THE PUBLIC, HUGELY  
14 IMPORTANT. I WAS AT A MEETING YESTERDAY WITH A  
15 MAJOR FUNDER OF HEALTH AREAS WHO HAD FORGOTTEN WHAT  
16 CIRM WAS. I'M GOING TO THIS MEETING AT CIRM. WHAT  
17 IS CIRM? THEN I EXPLAINED IT. HE SAID, "WAS THAT A  
18 PROPOSITION KIND OF A THING?" IT WAS EXTREMELY  
19 DISAPPOINTING.

20 SO I DON'T KNOW WHERE WE ARE IN TERMS OF  
21 REACHING THE PUBLIC. WE HAVE STUDENTS AND  
22 EDUCATION, INCREDIBLY IMPORTANT. THAT'S WHERE I  
23 THINK WE CAN ENGAGE THOSE WHO RECEIVE OUR GRANTS,  
24 THEIR RESPONSIBILITY TO REALLY CONNECT THERE. AND  
25 THE MESSAGE, THE STORY THAT'S TOLD ABOUT CIRM, IS

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1 OVERLAPPING, BUT NOT IDENTICAL TO THE STORY WE TELL  
2 TO THE PUBLIC. POLICYMAKERS, REALLY INCREDIBLY  
3 IMPORTANT. AND SCIENTISTS ARE NOT EXPERT AT  
4 COMMUNICATING SCIENCE. EVEN TO OURSELVES WE ARE NOT  
5 VERY GOOD AT IT.

6 MS. TEMPLE-PERRY: YOU'VE GOT TO GIVE  
7 YOURSELF MORE CREDIT THAN THAT.

8 DR. LEVITT: NO, I CAN'T. NO. NO. AND  
9 SO I JUST THINK WE DON'T KNOW HOW THIS STORY  
10 RESONATES. THERE'S SOME OVERWHELMING PERCENTAGE OF  
11 THE POPULATION IN THE UNITED STATES THAT DOESN'T  
12 HAVE ANY TRUST IN SCIENCE AT ALL, ZERO, NOT EVEN  
13 LIKE A LITTLE BIT. I DON'T KNOW WHAT IT'S LIKE IN  
14 CALIFORNIA. I HAVEN'T SEEN A SURVEY IN CALIFORNIA,  
15 BUT I CAN BET IT'S NOT VERY GOOD.

16 SO I THINK ALL THE TOOLS THAT YOU  
17 DESCRIBED ARE GREAT, AND ALL OF THOSE ARE REALLY  
18 IMPORTANT. BUT I REALLY THINK THERE HAS TO BE SOME  
19 EFFORT TO DEVELOP A CORE STORY THAT IS TESTED AND  
20 THAT WE KNOW RESONATES.

21 AND SO I GIVE ONE EXAMPLE. SO I WORK IN  
22 EARLY CHILD DEVELOPMENT, CHILD AND BRAIN  
23 DEVELOPMENT. WE'RE REALLY STRUGGLING WITH TRYING TO  
24 COME UP WITH A WAY OF TELLING THE STORY ABOUT WHY  
25 EARLY MATTERS FOR LIFESPAN HEALTH, AND ALL SORTS OF

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1 THINGS. AND THAT DOESN'T RESONATE AT ALL WHEN YOU  
2 ADD THAT SENTENCE. HAS ANYONE HEARD OF THE TERM  
3 "TOXIC STRESS"? RAISE YOUR HAND. EVERYBODY. WE  
4 DEVELOPED THAT ON THE COUNCIL WITH A GROUP,  
5 NON-PROFIT, THAT ARE EXPERT IN TESTING HOW TO TELL  
6 THE STORY OF WHY EARLY MATTERS. AND IT TOOK US  
7 THREE YEARS OF FIGHTING WITH EACH OTHER, MEANING THE  
8 SCIENTISTS WHO WERE ON THIS COUNCIL, ABOUT WHETHER  
9 THAT WAS TOO GRAPHIC, TOXIC STRESS.

10 IF YOU'VE SEEN THE FIRST FIVE COMMERCIAL,  
11 IT'S LIKE THIS STUFF GETS MILLIONS OF HITS PER YEAR.  
12 SO I'M REALLY IMPLORING THAT WE -- IT'S NOT GOING TO  
13 BREAK THE BANK. THIS IS A NON-PROFIT. THERE MAY BE  
14 OTHERS. I CAN ONLY VOUCH FOR ONE THAT I WORKED  
15 WITH. IF WE CAN GENERATE A CORE STORY FOR WHO WE  
16 ARE, AND THEN THAT GETS MODIFIED IN WAYS, THE  
17 BEAUTIFUL WORK THAT YOU'VE DONE, I THINK, IN  
18 DESIGNING HOW YOU WANT TO MAKE CONNECTIONS, I JUST  
19 THINK THIS IS REALLY IMPORTANT. TO ME THIS IS AS  
20 IMPORTANT AS ANYTHING ELSE THAT WE DO BECAUSE  
21 ULTIMATELY, AS PEOPLE SAID, IT'S THE TAXPAYERS WHO  
22 HAVE PROVIDED ALL THESE RESOURCES. AND THEY NEED TO  
23 KNOW AND UNDERSTAND WE ARE NOT DOING THEM JUSTICE BY  
24 HAVING THEM IN THE DARK ABOUT WHO WE ARE AND WHAT WE  
25 DO.

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1 MS. TEMPLE-PERRY: I COMPLETELY AGREE.  
2 I'VE BEEN DOING THIS FOR 16 YEARS, TRANSLATING  
3 COMPLEX SCIENCE. MY BACKGROUND IS JOURNALISM. AND  
4 SO STORYTELLING IS REALLY IN ESSENCE WHAT HELPS TO  
5 COMMUNICATE THESE COMPLEX IDEAS. IT MAKES IT REAL.  
6 IT HELPS TO REALLY RESONATE WITH COMMUNITIES,  
7 ESPECIALLY IN COMMUNITIES WHERE THERE'S HISTORICAL  
8 MISTRUST. SO REALLY UTILIZING STORYTELLING AND  
9 MAKING SURE THAT WE ARE COMMUNICATING IN WAYS THAT'S  
10 NOT NECESSARILY PRETENTIOUS OR OVER THE TOP, BUT IN  
11 WAYS THAT THE COMMUNITY CAN REALLY UNDERSTAND IS  
12 GOING TO BE IMPORTANT.

13 SO THIS IS PART OF THE WORK WE'VE BEEN  
14 DOING OVER THE LAST FEW MONTHS IS REALLY HONING IN  
15 ON OUR OWN NARRATIVE BECAUSE WHAT WE DO IS COMPLEX.  
16 AND THE MOST IMPORTANT THING THAT WE CAN DO AND DO  
17 WELL IS TO OWN OUR OWN NARRATIVE AND MAKE SURE THAT  
18 IT REALLY RESONATES WELL WITH COMMUNITIES.

19 AND SO WE'VE STARTED TO DO A LOT OF THIS  
20 WORK THAT'S IN OUR ANNUAL REPORT, AND THAT'S GOING  
21 TO BE PULLED THROUGH IN A LOT OF THE CONTENT THAT WE  
22 ARE DEVELOPING AS WELL AS OUR NEW WEBSITE AND ALL  
23 THE MATERIALS MOVING FORWARD. SO THAT'S A PRIORITY  
24 FOR OUR TEAM. I'M LUCKY TO HAVE A TEAM OF EXCELLENT  
25 STORYTELLERS AND CREATIVE VISIONARIES. SO WE'RE

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1 REALLY GOING TO START TO PUT THAT THROUGH MORE.

2 CHAIRMAN IMBASCIANI: THANK YOU, KOREN.

3 LEONDRA, IS YOUR HAND STILL UP?

4 DR. CLARK-HARVEY: IT IS. THANK YOU FOR  
5 THE REPORT. REALLY GREAT WORK HERE. I REALLY WANT  
6 TO PIGGYBACK ON WHAT ONE OF MY COLLEAGUES JUST SAID  
7 AROUND WHAT IS CIRM AND WANTING THAT TO BE  
8 COMMUNICATED THROUGH OUR LOGO.

9 AND I WOULD SAY TO YSABEL'S CONCERN OR  
10 SUGGESTION AROUND THE TAGLINE, I THINK WHAT WAS SO  
11 NICE ABOUT THE PRIOR LOGO AND TAGLINE IS THAT IT  
12 SAID CALIFORNIA STEM CELL. WHEN YOU LOOK AT CIRM,  
13 YOU MAY NOT KNOW WHAT CIRM IS, BUT YOU GOT WHAT THAT  
14 TAGLINE WAS. THE CURRENT SPELLING OUT OF CIRM,  
15 I DON'T KNOW IF THAT ACHIEVES THAT. IT'S NOT --  
16 IT'S WORDY, IT'S CLUNKY, AND IT'S BIG.

17 THE OTHER PIECE IS THAT THE LOGO IN  
18 GENERAL I DO AGREE WITH MY COLLEAGUE, I THINK IT WAS  
19 MOHAMED, DOES SEEM TO TAKE US BACK A STEP. I GET  
20 WHAT YOU'RE TRYING TO DO. I DO THINK THAT SOME MORE  
21 CONSULTATION IS NEEDED TO MAKE IT MORE SAVVY,  
22 ATTRACTIVE IN THAT WAY, MODERN.

23 I'M WONDERING TOO IF IN THIS PROCESS IS  
24 THERE A PLAN TO GET COMMUNITY FEEDBACK, HOW FOLKS  
25 LITERALLY LOOK AT IT AND SAY I LIKE THIS? I DON'T.

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1 BECAUSE IF OUR LOGO, IF WE'RE LOOKING AT APPEALING  
2 TO COMMUNITIES, WE SHOULD PROBABLY THINK ABOUT HOW  
3 TO GET FEEDBACK FROM THEM ON WHAT DO YOU THINK WHEN  
4 YOU SEE THIS LOGO? ALMOST A FOCUS GROUP, A SMALL  
5 FOCUS GROUP OF FOLKS THAT CAN GIVE FEEDBACK, I THINK  
6 THAT MIGHT BE WORTH LOOKING AT.

7 I HATE TO BE SO PICKY, RIGHT, BUT AT THE  
8 SAME TIME THIS IS SO IMPORTANT. I THINK WHEN WE  
9 HAVE AN OPPORTUNITY TO REBRAND AND TO CHANGE THINGS,  
10 THAT WE REALLY NEED TO MAKE SURE THAT WE DO IT THE  
11 WAY WE WANT TO BECAUSE HOPEFULLY THIS IS WHAT STICKS  
12 WITH US FOR MANY, MANY YEARS. AND THIS IS NOT THE  
13 TYPE OF THING, WE DON'T LIKE IT IN A COUPLE OF  
14 YEARS, WE'LL COME BACK. SO I APPRECIATE THE  
15 CONVERSATION, THE THOUGHT, AND I THINK THERE'S A  
16 LITTLE BIT MORE WORK TO DO.

17 MS. TEMPLE-PERRY: AND TO ANSWER YOUR  
18 QUESTION, WE REALLY WANTED TO MAKE SURE THAT WE'RE  
19 NOT GOING THROUGH A REBRANDING. WE JUST REALLY  
20 WANTED TO MAKE SURE THAT WE WERE DOING SLIGHT  
21 UPDATES AND TWEAKS. WE ARE COGNIZANT OF THE CHANGE  
22 THROUGHOUT CIRM, AND SO WE DON'T WANT TO VENTURE  
23 AWAY FROM WHO ARE. WE JUST WANT TO MAKE UPDATES  
24 WHERE IT POTENTIALLY CAN MAKE SENSE.

25 SO SOME OF THE UPDATES TO SPELLING OUT OUR



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1 NAME ARE ACTUALLY IN RESPONSE TO SOME OF THE  
2 QUESTIONS, THE MANY QUESTIONS THAT WE DO GET AT  
3 COMMUNITY EVENTS WHERE THERE HAS BEEN SOME CONFUSION  
4 IN TERMS OF THE ACRONYM, IN TERMS OF IT  
5 CORRESPONDING WITH CALIFORNIA STEM CELL AGENCY. SO  
6 WE MADE SOME OF THOSE UPDATES BASED ON THAT TO KIND  
7 OF TAKE AWAY SOME OF THAT CONFUSION. WE ARE OPEN TO  
8 DOING MORE TESTING, BUT FROM A QUALITATIVE  
9 PERSPECTIVE FROM WHAT WE'VE HEARD, THIS WAS THE NO.  
10 1 QUESTION AROUND CONFUSION. AGAIN, ESPECIALLY IN  
11 COMMUNITIES WHERE ENGLISH ISN'T THE FIRST LANGUAGE,  
12 THERE WASN'T REALLY THAT COMPREHENSION OF HOW THE  
13 ACRONYM CONNECTED TO CALIFORNIA STEM CELL AGENCY.

14 DR. CLARK-HARVEY: APPRECIATE THAT. AND I  
15 ALSO THINK, AGAIN, TIME AND RESOURCES GOES INTO  
16 THIS. SO WE WANT TO MAKE SURE THAT WE'RE DOING THAT  
17 IN JUST REALLY A WISE FASHION. IF WE WANT TO WAIT  
18 TO DO A BIGGER REBRANDING AND JUST DO IT ALL AND  
19 REALLY DO IT THE WAY WE WANTED, MAYBE WE SHOULD WAIT  
20 TILL WE HAVE A NEW CEO. JUST WANT TO PUT THAT OUT  
21 THERE, BUT DO APPRECIATE THE EXPLANATION AND THE  
22 GOOD WORK THAT'S HAPPENED TO THIS POINT.

23 CHAIRMAN IMBASCIANI: THANK YOU, LEONDRA.  
24 FRED, I THOUGHT I SAW YOUR HAND UP EARLIER.

25 DR. FISHER: YOU DID. THEN I DECIDED IT'S

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1 JUST WAY TOO MUCH CONTENT HERE.

2 CHAIRMAN IMBASCIANI: I DON'T WANT TO PUT  
3 YOU ON THE SPOT. OKAY. THANK YOU. IS THERE ANY  
4 OTHER COMMENT FROM BOARD MEMBERS? YSABEL, I DIDN'T  
5 SEE YOU. YSABEL, GO AHEAD.

6 MS. DURON: I'M JUST SIMPLY GOING BACK TO  
7 THE PHRASE THAT STEVE AND I LIKED A LOT AND WHETHER  
8 WE SHOULD CONSIDER IT, WHAT WE SHOULD DO WITH IT,  
9 BUT I THINK IT'S REALLY CRITICAL FOR US TO BEGIN TO  
10 REALLY LET THE PEOPLE OF CALIFORNIA KNOW THAT WE  
11 ACKNOWLEDGE THEIR TAX DOLLARS ARE MAKING THIS WORK  
12 POSSIBLE.

13 I THINK THAT CREATES ALSO A BETTER SENSE  
14 OF OWNERSHIP. AND MAYBE THEN THEY PAY MORE  
15 ATTENTION. SO I'D LIKE TO KNOW -- MAYBE I SHOULD  
16 MOTION. STEVE, SHOULD I MOTION, PROCESS OR PROTOCOL  
17 OR WHATEVER. BUT I KNOW IT ALSO GOES WITH THE  
18 BRANDING PIECE. SO I'M WILLING TO WORK HERE WITH  
19 YOU, BUT I DO THINK WE NEED SOME WAY, SOMEHOW TO  
20 ACKNOWLEDGE THAT THIS IS TAXPAYER FUNDED MONEY,  
21 CALIFORNIA TAXPAYER FUNDED MONEY.

22 CHAIRMAN IMBASCIANI: YSABEL --

23 DR. FISHER: MR. CHAIR, I DON'T WANT TO DO  
24 THAT. I DON'T THINK IT HELPS US, FRANKLY, WITH  
25 CALIFORNIA TAXPAYERS. THIS PROPOSITION PASSED BY

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1 THE SLIMMEST OF MARGINS, WHICH MEANS HALF OF THE  
2 STATE DOESN'T SUPPORT WHAT WE ARE DOING. SO I DON'T  
3 THINK RUBBING THEIR NOSES IN WHO'S PAYING FOR IT IS  
4 REALLY THE APPROACH THAT I WOULD RECOMMEND TAKING.  
5 AND GIVEN THE COMPLICATED NATURE OF THE WAY CIRM IS  
6 ACTUALLY FUNDED, IS IT CORRECT TO SAY THAT IT'S  
7 FUNDED BY THE TAXPAYERS? BECAUSE I THOUGHT IT WAS  
8 FUNDED BY A DIFFERENT FINANCIAL MECHANISM THAT WAS  
9 REALLY THE INVESTMENT COMMUNITY FUNDING.

10 CHAIRMAN IMBASCIANI: IF I MAY, FRED, IT  
11 IS THE TAXPAYERS THAT WILL REPAY OUR BONDS,  
12 ESPECIALLY FUTURE TAXPAYERS, MEANING THE INITIATIVE  
13 WAS WRITTEN WITH THE IDEA THAT THE GENERATION THAT  
14 BENEFITS FROM THE CURES THAT ARE COMING OUT OF ALL  
15 OF OUR RESEARCH DOLLARS WILL BE THE GENERATION TO  
16 PAY BACK THOSE BONDS.

17 DR. FISHER: SO MAYBE, CIRM, PAID FOR BY  
18 YOUR CHILDREN OR YOUR CHILDREN'S CHILDREN.

19 MS. DURON: WHY NOT?

20 MS. TEMPLE-PERRY: I DON'T KNOW IF I CAN  
21 FIT THAT ON ONE LINE.

22 CHAIRMAN IMBASCIANI: YSABEL, WE'LL BRING  
23 THIS BACK IN JANUARY, AND WE'LL WORK ON IT BETWEEN  
24 NOW AND THEN. IS THAT SATISFACTORY?

25 MS. DURON: IT LOOKS LIKE JOYCE HAS A

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1 COMMENT.

2 DR. SACKY: THANK YOU, YSABEL, AND THANK  
3 YOU, VITO. I JUST WANTED TO MAKE A CONNECTION  
4 BETWEEN SEVERAL OF THE COMMENTS THAT HAVE BEEN MADE.  
5 AND I THINK WHETHER OR NOT WE DECIDE TO MAKE IT  
6 EXPLICIT THAT THE CALIFORNIA TAXPAYERS ARE PAYING  
7 FOR THIS OR NOT, I WANTED TO BUILD ON THE COMMENT  
8 ABOUT THE NEED TO TELL OUR STORY. IT'S NOT JUST  
9 TELLING THE STORY. IT'S GIVING THE CASE FOR WHY  
10 BECAUSE I COMPLETELY AGREE WITH MY COLLEAGUES, THAT  
11 SOMETIMES WE HAVE NOT BEEN ABLE TO CONVEY SUCCINCTLY  
12 TO THE PUBLIC WHY WE DO WHAT WE DO. NOT JUST  
13 TELLING THE STORY ABOUT LOOK WHAT HAPPENED TODAY,  
14 LOOK AT WHAT WE JUST DID, BUT WHAT IS THE RATIONALE  
15 FOR IT SO THAT, ESPECIALLY IN AN UPCOMING ELECTION  
16 SEASON, PEOPLE CAN UNDERSTAND AND COME ALONGSIDE US  
17 THE REASON WHY IT IS SO IMPORTANT TO CONTINUE TO  
18 SUPPORT WHAT WE DO IN SCIENCE.

19 CHAIRMAN IMBASCIANI: THANK YOU, DOCTOR.

20 MS. DURON: SO, VITO, YOU ASKED ME A  
21 QUESTION. YES, I'M WILLING TO PUT IT OUT TO A  
22 JANUARY CONVERSATION.

23 I DO WANT TO RESPOND TO FRED THAT THIS HAS  
24 NOTHING TO DO WITH RUBBING PEOPLE'S FACES IN IT.  
25 IT'S MEANT TO ACKNOWLEDGE THAT PEOPLE CARE AND

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1 THEY'VE SUPPORTED THIS. IT'S NOT TO SAY ANYTHING  
2 NEGATIVE TO THE 50 PERCENT WHO DIDN'T, HALF OF WHO  
3 DON'T KNOW, DON'T KNOW ABOUT IT, ET CETERA, ET  
4 CETERA. SO I'M LOOKING FROM THE POSITIVE END OF  
5 THINGS, THAT WE'RE SIMPLY ACKNOWLEDGING THE MONEY.  
6 WE'RE SIMPLY THANKING THAT THEY CARE AND THEY  
7 INVESTED IN THEIR CHILDREN'S FUTURE AND ALL OF OUR  
8 HEALTH, BUT ALSO JUST TO RAISE AWARENESS AMONGST  
9 THOSE WHO DIDN'T PARTICIPATE. OH, I DIDN'T KNOW  
10 THAT. I'D LIKE TO KNOW MORE. AND ISN'T THAT GREAT.  
11 WE ARE GETTING BENEFIT OUT OF AN INVESTMENT. I  
12 JUST -- I'M A MEDIA PERSON AND I JUST HAVE A  
13 DIFFERENT PERCEPTION ABOUT HOW YOU SEE THIS VERSUS  
14 HOW I SEE THIS. ANYWAY.  
15 YES, VITO, I'M READY. MAYBE STEPHEN HAS ONE THING  
16 TO SAY BEFORE WE GO

17 CHAIRMAN IMBASCIANI: BEFORE STEPHEN,  
18 LEONDRA.

19 DR. CLARK-HARVEY: JUST WANT TO GET SOME  
20 CLARITY. SO A BOARD MEMBER HAS PUT OUT KIND OF AN  
21 AMENDMENT OR A REQUEST FOR A BIT. ARE WE DISCUSSING  
22 IN PREPARATION TO VOTE ON WHAT YSABEL HAS PROPOSED,  
23 ARE WE JUST --

24 CHAIRMAN IMBASCIANI: THERE IS NO MOTION  
25 ON THE FLOOR, LEONDRA.

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1 DR. CLARK-HARVEY: WONDERFUL. GOOD. I  
2 DON'T THINK THERE SHOULD BE. I THINK THIS NEEDS  
3 EXTRA TIME. I THINK BASED ON THE CONVERSATION,  
4 PRESENTATION, AND RESULTING COMMENTS, THAT WE NEED  
5 TO REALLY, BECAUSE WE'VE TALKED ABOUT TAGLINE, WE'VE  
6 TALKED ABOUT WHAT THE LOGO LOOKS LIKE, FONT, THERE'S  
7 A LOT GOING ON HERE. I DO HOPE THAT THIS CAN BE  
8 SENT BACK TO COMMITTEE TO DO SOME MORE WORK AND THAT  
9 SOME OF THE FEEDBACK THAT THE BOARD MEMBERS HAVE  
10 GIVEN WILL BE CONSIDERED BY STAFF. I'VE HEARD FOCUS  
11 GROUP AND SOME OTHER THINGS TOO. HOPEFULLY WHOEVER  
12 IS GOING TO BE LOOKING AT THIS, COMMUNICATIONS OR  
13 WHATNOT, WILL REALLY LOOK AT THAT AND MORE DATA AND  
14 INFORMATION, AND THE RECOMMENDATIONS REFLECTED BY  
15 STAFF IN THAT MEETING.

16 CHAIRMAN IMBASCIANI: THANK YOU, LEONDRA.  
17 ANY OTHER BOARD MEMBERS HAVE THEIR HANDS UP? AT  
18 THIS POINT I WOULD LIKE TO INVITE ANY MEMBER OF THE  
19 PUBLIC TO MAKE A COMMENT ON THIS TOPIC OR ANY OTHER  
20 TOPIC THAT WAS NOT IN THE AGENDA. YOU HAVE TO  
21 IDENTIFY YOURSELF FOR STARTS. THANK YOU.

22 MR. BEVERIDGE: THIS IS INTERESTING TO ME.  
23 MY NAME IS BRIAN BEVERIDGE. I LIVE IN OAKLAND, AND  
24 I RUN A NON-PROFIT IN OAKLAND, CALIFORNIA. THIS IS  
25 REALLY FASCINATING TO ME BECAUSE ORGANIZATIONS, EVEN

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1 MY OWN, HAS TROUBLE TRYING TO FIGURE OUT HOW WE TALK  
2 ABOUT OURSELVES. SOMETIMES IT'S MORE ABOUT  
3 OURSELVES THAN IT IS ABOUT WHAT WE ARE TRYING TO SAY  
4 WE DO.

5 IN THIS PARTICULAR CASE, THIS WORK IS SO  
6 COMPLICATED. I'LL GIVE AN EXAMPLE THAT I THOUGHT  
7 WAS SUPER IMPRESSIVE. I THINK I GOT -- I THINK THIS  
8 IS TRUE. I THINK I READ ONLINE RECENTLY THAT WE,  
9 THE COLLECTIVE WE, HAD CURED SICKLE CELL DISEASE.  
10 THAT WAS ABOUT ALL I NEEDED TO KNOW. I'VE HEARD  
11 ABOUT SICKLE CELL DISEASE ALL MY LIFE, ALL MY ADULT  
12 LIFE. I KNOW IT'S A SCOURGE OF THE BLACK COMMUNITY  
13 AND MANY OTHER PEOPLE, SOME PEOPLE FROM  
14 MEDITERRANEAN COUNTRIES, I THINK. IT WAS SORT OF  
15 LIKE I KNOW IT COSTS A LOT OF MONEY TO CURE DISEASE.  
16 WHAT I WANT TO KNOW IS WHICH ONES ARE YOU CURING.

17 AND I THINK WHEN YOU TALK ABOUT  
18 STORYTELLING, I WANT TO KNOW THAT THAT'S HAPPENING  
19 FOR PEOPLE. YOU CAN BECOME -- MARKETING AND  
20 MESSAGING CAN BECOME VERY CONFUSING. BUT I THINK IF  
21 YOU COULD SAY, WOW, WE CURED -- DID YOU KNOW THIS  
22 ORGANIZATION WITH THIS MONEY CURED THIS SPECIAL  
23 BRAIN TUMOR THING. WHAT'S HAPPENED? WHO'S BEEN  
24 CURED? TO ME THAT'S THE SUPER MESSAGE.

25 CHAIRMAN IMBASCIANI: THANK YOU FOR YOUR

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1 COMMENT. THAT GETS TO MEMBER PAT LEVITT'S COMMENT,  
2 THAT WE ALL THINK AND COMMUNICATE BEST THROUGH  
3 STORIES. AND WE HEARD YOUR MESSAGE. THANK YOU.

4 ANY OTHER MEMBER OF THE PUBLIC WANT TO  
5 MAKE A COMMENT? IF NOT, THEN I WOULD LIKE TO  
6 ADJOURN THIS MEETING AND WELCOME YOU TO RECONVENE ON  
7 JANUARY 25TH, THURSDAY, AT 9 A.M. HOLD ON. I'M  
8 SORRY. I PROMISED THE VICE CHAIR THAT SHE WOULD  
9 HAVE AN OPPORTUNITY TO MAKE A FINAL REMARK.

10 VICE CHAIR BONNEVILLE: I WANTED TO THANK  
11 OUR TEAM FOR ALL THEIR HARD WORK. I WANT TO THANK  
12 SCOTT AND CLAUDETTE AND LANA AND BEN AND STEVEN AND  
13 DOUG AND PATRICIA. THEY MADE ALL OF THIS HAPPEN  
14 TODAY AND MADE SURE THAT WHEN THERE WERE TECHNICAL  
15 DIFFICULTIES, THEY GOT FIXED, MADE SURE EVERYONE  
16 COULD SEE EACH OTHER AND HEAR EACH OTHER AND GO IN  
17 AND OUT OF DIFFERENT ROOMS AND A WONDERFUL LUNCH. I  
18 REALLY APPRECIATE ALL THE WORK YOU DO. AND I ALSO  
19 APPRECIATE ALL THE WORK YOU'VE DONE FOR ME IN  
20 HELPING ME MOVE FROM WHAT YOU GUYS DO TO WHERE I AM  
21 NOW. IT REALLY MEANS A LOT. SO THANK YOU FOR ALL  
22 OF YOUR HARD WORK.

23 (APPLAUSE.)

24 DR. FISHER: HERE. HERE.

25 VICE CHAIR BONNEVILLE: ONE MORE THING.



**BETH C. DRAIN, CA CSR NO. 7152**

1 I'VE HAD A COUPLE OF BOARD MEMBERS ASK IF WE COULD  
2 TAKE A BIG GROUP PICTURE IN FRONT OF THE CHRISTMAS  
3 TREE OUTSIDE FOR THE HOLIDAYS. I'M GOING TO SAY WE  
4 ARE DOING IT.

5 CHAIRMAN IMBASCIANI: I THINK WE ARE  
6 ADJOURNED. THANK YOU VERY MUCH FOR A SUCCESSFUL  
7 MEETING.

8 (THE MEETING WAS THEN CONCLUDED AT 3:08 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 IN-PERSON PROCEEDINGS BEFORE THE INDEPENDENT CITIZEN'S OVERSIGHT COMMITTEE OF THE CALIFORNIA INSTITUTE FOR REGENERATIVE MEDICINE IN THE MATTER OF ITS REGULAR MEETING HELD ON DECEMBER 14, 2023, 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.

BETH C. DRAIN, CA CSR 7152  
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