

BETH C. DRAIN, CA CSR NO. 7152

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

LOCATION: VIA ZOOM

DATE: DECEMBER 4, 2025
2 P.M.

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

FILE NO.: 2025-25

I N D E X

ITEM DESCRIPTION	PAGE NO.
OPEN SESSION	
1. CALL TO ORDER	3
2. ROLL CALL	3
3. CONSIDERATION OF AMENDMENTS TO THE CIRM EMPLOYEE CONFLICT OF INTEREST POLICY	4
4. PUBLIC COMMENT	NONE
5. ADJOURNMENT	40

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DECEMBER 4, 2025, 2 P.M.

CHAIRPERSON DURON: ALL RIGHT. LET ME
START AGAIN. GOOD AFTERNOON, EVERYBODY. WELCOME
CIRM STAFF, OUR BOARD COMMITTEE MEMBERS, AND, OF
COURSE, MEMBERS OF THE PUBLIC WHO ARE JOINING US FOR
THIS MEETING OF CIRM'S COMMUNICATIONS SUBCOMMITTEE.
SO THANK YOU FOR TAKING, I GUESS, HOLIDAY TIMES TO
JOIN US. I'M YSABEL DURON AND THE CHAIR OF THE
SUBCOMMITTEE ALONG WITH CO-CHAIR MARIA BONNEVILLE.
AND TODAY WE ARE FOCUSED ON AN UPDATED AND VERY
ROBUST COMMUNICATIONS PLAN.

COMMUNICATION, PARTICULARLY FROM MY
PERSPECTIVE, IS SO CRITICAL TO THE PUBLIC
UNDERSTANDING OF THE WORK OF CIRM AND WHY THIS
ORGANIZATION DESERVES THE INVESTMENT OF TAXPAYER
DOLLARS. BUT BEFORE I TOSS THE REINS TO OUR COMMS
DEPARTMENT CHIEF, I WOULD LIKE EACH MEMBER OF THE
SUBCOMMITTEE TO CHECK IN. SO, SCOTT, COULD I ASK
YOU TO PLEASE CALL THE ROLL.

MR. TOCHER: WILL DO, YSABEL.

GEORGE BLUMENTHAL. KIM BARRETT. MARIA
BONNEVILLE.

VICE CHAIR BONNEVILLE: PRESENT.

MR. TOCHER: MARGUERITE CASILLAS.

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1 MS. CASILLAS: PRESENT.
2 MR. TOCHER: LEONDRA CLARK-HARVEY.
3 DR. CLARK-HARVEY: HERE.
4 MR. TOCHER: YSABEL DURON.
5 CHAIRPERSON DURON: HERE.
6 MR. TOCHER: ELENA FLOWERS.
7 DR. FLOWERS: PRESENT.
8 MR. TOCHER: VITO IMBASCIANI.
9 CHAIRMAN IMBASCIANI: HERE.
10 MR. TOCHER: PAT LEVITT.
11 DR. LEVITT: HERE.
12 MR. TOCHER: LINDA MALKAS. CHRIS
13 MIASKOWSKI.
14 DR. MIASKOWSKI: PRESENT.
15 MR. TOCHER: Yael WYTE. ONE MORE TIME.
16 DR. MALKAS: HERE. SORRY.
17 MR. TOCHER: GOTCHA, LINDA. THANK YOU
18 VERY MUCH. GREAT. WE HAVE QUORUM. THANK YOU VERY
19 MUCH. YSABEL.
20 CHAIRWOMAN GASSON: VERY GOOD. THANKS,
21 SCOTT.
22 WELL, WITHOUT FURTHER ADO, LET ME INVITE
23 AMY ADAMS, OUR SENIOR DIRECTOR OF COMMUNICATIONS, TO
24 TAKE THE MIC AND SHARE THE PLAN. AMY.
25 MS. ADAMS: THANK YOU SO MUCH, YSABEL. I

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1 WANTED TO START THIS MEETING BY INTRODUCING THE REST
2 OF THE COMMUNICATIONS AND OUTREACH TEAM. I THINK
3 MANY OF YOU KNOW THESE NICE PEOPLE, BUT FOR THE LAST
4 FEW MEETINGS, IT'S BEEN A LOT OF ME BABBLING AWAY
5 ABOUT MY COMMUNICATION STRATEGIES. AND I JUST WANT
6 TO MAKE SURE EVERYONE KNOWS ALL OF THE PEOPLE WHO
7 ARE DOING THE IMPORTANT AND AMAZING WORK.

8 SO IF YOU GUYS COULD KIND OF WAVE WHEN I
9 SAY YOUR NAMES. ESTEBAN CORTEZ. KATIE SHARIFY.
10 CHRISTINA SMITH. THAT'S THE COMMUNICATIONS TEAM.
11 AND THEN ADITI DESAI RUNS OUR OUTREACH. AND NOT
12 PRESENT HERE, BUT CRITICALLY IMPORTANT TO OUR TEACH,
13 WE'VE GOT TWO CONTRACTORS, ONE WHO WORKS FOR THE
14 COMMUNICATIONS TEAM AND THAT'S HOLLY MACCORMICK AND
15 ONE WHO WORKS WITH ADITI ON THE OUTREACH TEAM AND
16 THAT IS JACQUELINE HANTGEN. AND THEY'RE BOTH VERY
17 IMPORTANT TO OUR WORK. SO THANK YOU TO THIS ENTIRE
18 TEAM. AND SORRY THAT YOU HAVE TO LISTEN TO ME
19 BABBLE AWAY AGAIN, GUYS.

20 CHAIRPERSON DURON: AS LONG AS IT'S GOOD
21 BABBLING.

22 MS. ADAMS: IT'S GOOD BABBLING. BEFORE I
23 START, THERE WAS A REALLY INCREDIBLE PIECE TODAY IN
24 THE WORLD ECONOMIC FORUM ABOUT THE IMPORTANCE OF
25 EMOTION AND STORYTELLING IN DESCRIBING SCIENCE TO

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1 THE PUBLIC. IT TAKES EMOTION IN STORYTELLING TO
2 MAKE THE HARD FACTS MEMORABLE. OKAY. WE'VE GOT A
3 FEW PEOPLE WHO ALSO SAW IT.

4 I WOULD LOVE TO FORWARD THAT TO ANY OF YOU
5 WHO DID NOT SEE IT AND MAYBE SCOTT OR CLAUDETTE
6 COULD HELP ME WITH THAT TASK. IT'S SUCH AN
7 IMPORTANT PIECE, AND I THINK REALLY IF SOMEONE COULD
8 WRITE A PIECE THAT ADVOCATES FOR MY EMOTIONAL
9 STRATEGY, THEN IT WOULD BE THIS ONE. SO I THINK
10 IT'S REALLY WONDERFUL.

11 OKAY. AND NOW I'LL START WITH MY ACTUAL
12 PRESENTATION. SO LET ME TAKE A MINUTE TO BRING UP
13 MY SCREEN. OKAY. YOU WILL BE SEEING MY
14 PRESENTATION IN PRESENTER MODE.

15 SO MEMBERS OF THE SUBCOMMITTEE, CIRM STAFF
16 WHO ARE PRESENT, AND ANY MEMBERS OF THE PUBLIC WHO
17 ARE LISTENING IN, IT'S REALLY A THRILL FOR ME TO
18 PRESENT MY COMMUNICATION STRATEGY TODAY. THE
19 STRATEGY IS GOING TO GUIDE THE WORK OF THE TEAM FOR
20 THE COMING YEARS. THIS PRESENTATION IS A SLIGHTLY
21 ABBREVIATED VERSION OF THE FULL STRATEGY WHICH YOU
22 CAN FIND LINKED TO THE AGENDA. AND IF I DON'T COVER
23 ANYTHING IN THIS TALK THAT YOU SEE IN THE AGENDA,
24 I'M HAPPY TO TAKE QUESTIONS OR YOU CAN FOLLOW UP
25 WITH ME BY EMAIL LATER.

1 MY SCREEN IS NOT ADVANCING IF YOU'RE
2 WONDERING WHY I'M PAUSING. HERE WE GO. ALL RIGHT.
3 THE MISSION SLIDE.

4 FOR CIRM'S MISSION, AND I KNOW YOU SEE
5 THIS SLIDE A LOT, BUT YOU SEE IT A LOT BECAUSE IT
6 REALLY DOES GUIDE ABSOLUTELY EVERYTHING THAT WE DO.
7 AND THAT IS THE NEED TO PROVIDE THERAPIES TO PEOPLE
8 IN CALIFORNIA AND THE WORLD.

9 AND THIS IS THE COMMUNICATIONS AND
10 OUTREACH MISSION WHICH I'M GOING TO START INCLUDING
11 IN PRESENTATIONS, AND YOU SAW THIS AT THE LAST
12 MEETING. OUR MISSION IS DRIVING AWARENESS OF AND
13 SUPPORT FOR CIRM'S PROGRESS AND ACCOMPLISHMENTS.
14 HOW, YOU MAY ASK, ARE WE GOING TO DO THAT. THAT IS
15 WHAT THE REST OF THIS TALK IS ABOUT.

16 SO THIS IS THE AGENDA. SO TODAY I'LL TALK
17 YOU THROUGH THE OBJECTIVES AND METRICS. WE'LL TALK
18 ABOUT THE STRATEGY AND TACTICS. AND I'LL GIVE YOU A
19 TIMELINE FOR IMPLEMENTATION.

20 FIRST, LET'S TALK ABOUT OBJECTIVES AND
21 METRICS. SO THESE ARE OBJECTIVES THAT YOU SAW AT
22 THE LAST MEETING. AND AT THAT MEETING I SHOWED HOW
23 EACH OF THESE OBJECTIVES LADDERS UP TO THE GOALS OF
24 THE SAF AND TO CIRM'S ABILITY TO ACHIEVE OUR
25 MISSION. I'M NOT GOING TO WALK YOU THROUGH ALL OF

1 THAT TODAY. IF YOU WANT A REMINDER OF WHY I CHOSE
2 THESE OBJECTIVES AND HOW I THINK THEY LADDER UP THE
3 SAF AND CIRM'S MISSION, YOU'RE WELCOME TO REACH OUT
4 TO ME OR YOU CAN GO BACK AND WATCH THAT LAST
5 PRESENTATION.

6 THESE ARE THE OBJECTIVES ALONG WITH
7 AUDIENCES THAT ARE CRITICAL FOR CIRM'S SUCCESS: THE
8 CALIFORNIA PUBLIC, PATIENTS AND PATIENT ADVOCATES,
9 LAWMAKERS, AND SCIENTISTS. AND WE HAVE AN
10 ADDITIONAL OBJECTIVE FOCUSED AROUND OUR OWN TEAM'S
11 EFFICIENCY BECAUSE WE HAVE A LOT TO DO. AND THEN MY
12 STANDARD DISCLAIMER HERE IS THAT I'M FULLY AWARE
13 THAT THE CALIFORNIA PUBLIC IS NOT ONE AUDIENCE, BUT
14 THE WAYS WE REACH THE CALIFORNIA PUBLIC ARE NOT
15 ALWAYS VERY NARROW. SO I CONSIDER THEM AS ONE
16 AUDIENCE. AND WHEN WE ARE TALKING TO NARROWER
17 AUDIENCES, WE, OF COURSE, CAN REFINE OUR MESSAGING.

18 SO NOW I'M GOING TO WALK YOU THROUGH EACH
19 OF THOSE OBJECTIVES AND TALK ABOUT HOW WE ARE GOING
20 TO MEASURE WHETHER OR NOT WE ARE REACHING THOSE
21 OBJECTIVES. SO THE FIRST IS AROUND THE CALIFORNIA
22 PUBLIC.

23 AND JUST AS A REMINDER, THE FULL OBJECTIVE
24 IS PHRASED INCREASE SUPPORT FOR CIRM AMONG THE
25 CALIFORNIA PUBLIC, BUT I DON'T HAVE ROOM FOR ALL

1 THAT ON THE SLIDE. SO I'M JUST SAYING CALIFORNIA
2 PUBLIC. THE CALIFORNIA PUBLIC MATTERS BECAUSE THEY
3 CREATED CIRM. THEIR MONEY PAYS FOR OUR WORK. IN
4 THE CURRENT ENVIRONMENT, WE ALSO WANT PEOPLE TO SEE
5 THE VALUE OF FUNDING FOR SCIENTIFIC RESEARCH.

6 TO TRACK OUR SUCCESS IN REACHING THIS
7 AUDIENCE, WE'LL MEASURE ENGAGEMENT ON SOCIAL MEDIA
8 PLATFORMS FOCUSED THE GENERAL PUBLIC. THESE ARE
9 PRIMARILY INSTAGRAM AND FACEBOOK. WE'LL ALSO LOOK
10 AT SENTIMENTS IN SURVEYS AND FOCUS GROUPS, AND WE'LL
11 TRACK COMMUNITY GROUPS WHO REQUEST CIRM SPEAKERS OR
12 INVOLVEMENT. BECAUSE IF A GROUP ASKS TO HEAR FROM
13 US, IT MEANS THEY'RE AWARE OF US AND INTERESTED IN
14 OUR WORK.

15 LAWMAKERS, AND THE FULL LANGUAGE OF THIS
16 OBJECTIVE IS INCREASE SUPPORT FOR CIRM AMONG
17 LAWMAKERS. LAWMAKERS ARE CRITICAL FOR CIRM'S
18 SUCCESS BECAUSE THEY SUPPORT OUR ACTIVITIES AND
19 POLICY PROPOSALS, AND THEY ACT AS ADVOCATES FOR US
20 TO THEIR CONSTITUENTS. WE'LL MEASURE OUR SUCCESS IN
21 REACHING LAWMAKERS BY TRACKING WHETHER THEY MENTION
22 US ON SOCIAL MEDIA OR IN OTHER PUBLIC FORUMS AND BY
23 WHETHER THEY ACTIVELY ENGAGE WITH US AND SUPPORT OUR
24 POLICIES.

25 AND AT THIS POINT I WANT TO PAUSE AND SAY

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1 MY TEAM CAN ACHIEVE ABSOLUTELY NONE OF OUR
2 OBJECTIVES WITHOUT DEEP, DEEP COLLABORATION WITH
3 PEOPLE ACROSS THE ORGANIZATION. SO IN THIS CASE WE
4 ALL KNOW OUR VICE CHAIR, MARIA BONNEVILLE, HAS BEEN
5 ACTIVELY INVOLVED IN DOING OUTREACH TO LAWMAKERS,
6 AND COLLABORATION WITH HER IS ABSOLUTELY CRITICAL
7 FOR US TO ACHIEVE THIS GOAL AS A GROUP, WHICH
8 INCLUDES MARIA.

9 SCIENTISTS AND INDUSTRY. THE FULL
10 LANGUAGE OF THIS OBJECTIVE IS POSITION CIRM AS A
11 LEADER IN DRIVING DISCOVERIES TOWARDS THERAPIES. WE
12 NEED SCIENTISTS AND INDUSTRY MEMBERS TO SEE CIRM AS
13 A REGENERATIVE MEDICINE LEADER BECAUSE WE WANT THEM
14 TO PARTNER WITH CIRM, APPLY FOR FUNDING, AND SERVE
15 AS ADVOCATES. WE'LL MEASURE OUR SUCCESS IN REACHING
16 THIS AUDIENCE BY TRACKING HOW OFTEN SCIENTIFIC
17 MEETINGS ASK FOR CIRM SPEAKERS, TRACKING ENGAGEMENT
18 ON SOCIAL MEDIA PLATFORMS INTENDED FOR SCIENTIFIC
19 AUDIENCES SUCH AS LINKEDIN AN X, AND BY HOW OFTEN
20 GRANTEES OR APPLICANTS REACH OUT TO US WITH
21 QUESTIONS OR CONCERNS. IF WE ARE FULLY MEETING
22 THEIR NEEDS, THEY MIGHT HAVE FEWER CONCERNS.

23 PATIENTS AND PATIENT ADVOCATES. THE FULL
24 LANGUAGE OF THIS OBJECTIVE IS INCREASE SUPPORT FOR
25 CIRM'S ACCESSIBILITY PROGRAMS AMONG PATIENTS AND

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1 PATIENT ADVOCATES. WE WANT PATIENT AND PATIENT
2 ADVOCATES TO PARTICIPATE IN CLINICAL TRIALS AND
3 ADVOCATE FOR OTHERS IN THEIR COMMUNITIES TO
4 PARTICIPATE. WE'LL MEASURE OUR SUCCESS IN BUILDING
5 AWARENESS IN THIS COMMUNITY BY TRACKING THE NUMBER
6 OF ADVOCACY GROUPS WHO REQUEST CIRM PARTICIPATION IN
7 THEIR EVENTS AND BY TRACKING THE NUMBER OF PEOPLE
8 WHO REACH OUT TO US WANTING INFORMATION ABOUT CIRM
9 CLINICAL TRIALS OR HOW TO ACCESS THEM.

10 FINALLY, EFFICIENCY. OUR TEAM NEEDS TO BE
11 EFFICIENT IF WE'RE GOING TO ACHIEVE THESE GOALS AND
12 INTERNAL NEEDS OF THE ORGANIZATION. ONE THING
13 YOU'RE FREE TO KNOW, WE TALK A LOT ABOUT THE BIG
14 EXTERNAL PUBLIC WHO WE NEED TO REACH. THE
15 COMMUNICATIONS TEAM ALSO SERVES A VITAL ROLE WITHIN
16 THE ORGANIZATION, MAINTAINING THE WEBSITE AND
17 HELPING WITH ALL COMMUNICATIONS THAT COME OUT OF ALL
18 TEAMS. SO IT'S A LOT OF WORK. WE'LL MEASURE OUR
19 SUCCESS BY TRACKING WHETHER ALL OF OUR ACTIVITIES
20 ARE FOCUSED ON COMMUNICATIONS OBJECTIVES, AND WE'LL
21 WANT TO SEE A DECREASE OVER TIME AND ACTIVITIES NOT
22 JUST FOCUSED ON OUR OBJECTIVES. WE'LL ALSO MEASURE
23 WHETHER THE SUPPORT WE PROVIDE OTHER CIRM TEAMS
24 DIRECTLY MAPS TO THEIR OBJECTIVES. SO REALLY IN
25 CASES WHERE WE'RE SERVING AS ALMOST A SERVICE

1 AGENCY, ARE WE MAKING SURE OTHER TEAMS ARE MEETING
2 THEIR OBJECTIVES TOO.

3 OKAY. HOW, YOU ASK, ARE WE GOING TO
4 ACHIEVE ALL OF THESE OBJECTIVES, AND THAT IS WHERE
5 THE STRATEGY AND TACTICS COME IN. YOU MIGHT ALL
6 RECOGNIZE THIS SLIDE FROM THE LAST PRESENTATION I
7 DID TO THE BOARD. I TOLD YOU THAT I WANT EVERYONE
8 IN CIRM TO BE SINGING THE SAME SONG, AND THAT SONG
9 WILL TRANSLATE INTO STORYTELLING FOR FOUR KEY
10 AUDIENCES ACROSS CALIFORNIA.

11 AND I SAID I WANTED TO CREATE A SONG THAT
12 INSPIRES THESE EMOTIONS, WHICH I BELIEVE ARE
13 CRITICAL FOR ACHIEVING THE OBJECTIVES I LAID OUT.
14 IF WE CAN STIR THESE EMOTIONS, WE CAN INSPIRE THE
15 PUBLIC, PATIENTS, LAWMAKERS, AND SCIENTISTS.

16 WELL, THIS SLIDE IS ESSENTIALLY MY
17 STRATEGY. ONLY I'M GOING TO SHOW IT LIKE THIS FROM
18 NOW ON. THESE ARE THE FOUR PILLARS OF MY STRATEGY:
19 CREATE THE STORY, TELL THE STORY, DELIVER THE STORY,
20 AND MEASURE THE IMPACT. AND I'M GOING TO WALK YOU
21 THROUGH EACH OF THESE PILLARS AND WHAT WE'RE GOING
22 TO DO WITHIN EACH PILLAR.

23 CREATE THE STORY. OUR STORY NEEDS TO
24 CONNECT EMOTIONALLY WITH THE PEOPLE WE ARE TRYING TO
25 REACH AND NEEDS TO BE FLEXIBLE ENOUGH TO BE TOLD BY

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1 ANYONE TO ANY AUDIENCE. I'VE HIRED AN AGENCY CALLED
2 VALVESPRING TO HELP CREATE THE STORY, AND I'LL BE
3 DEBUTING THAT STORY AT THE FULL BOARD MEETING NEXT
4 WEEK. SO STAY TUNED. WE'LL ALSO CREATE ALTERNATE
5 VERSIONS OF THE STORY WITH PROOF POINTS, AND WE PLAN
6 TO CREATE A PROGRESS TRACKER SO PEOPLE CAN SEE OUR
7 PROGRESS.

8 TELL THE STORY. THE STORY DOESN'T HELP US
9 IF WE THINK THE -- A STORY DOESN'T HELP US IF WE
10 DON'T DO ANYTHING WITH IT. WE PLAN TO INCORPORATE
11 THE STORY INTO DIVERSE STORYTELLING FORMATS,
12 INCLUDING PATIENT STORIES, SCIENTIFIC PROGRESS, AND
13 VIDEOS. WE'LL CREATE A CONTENT STRATEGY THAT TAKES
14 INTO ACCOUNT WHICH AUDIENCES EACH STORY FORMAT IS
15 INTENDED FOR. WE'LL ALSO DEVELOP A TOOLKIT TO HELP
16 CIRM STAFF, BOARD MEMBERS, AND OTHERS EASILY TELL
17 THE STORY. THEN WE NEED TO FINALIZE WEBSITE
18 ACCESSIBILITY SO THAT EVERYONE WITH EVERY LEVEL OF
19 VISION CAN ACCESS THE INFORMATION.

20 DELIVER THE STORY. ACHIEVING OUR
21 OBJECTIVES DEPEND ON BEING ABLE TO DELIVER
22 EMOTIONALLY RESONANT STORIES TO THE RIGHT AUDIENCES.
23 TO DO THIS, WE FIRST NEED TO BE SURE WE'VE GOT
24 ROBUST CHANNELS AND PROCESSES TO REACH EACH
25 AUDIENCE. WE'LL TRAIN STAFF AND BOARD MEMBERS ON

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1 HOW TO USE THE STORYTELLING TOOLKIT AND USE IT TO
2 DELIVER CIRM'S STORY. WE'LL CREATE PROGRAMS TO
3 BETTER LEVERAGE PATIENT ADVOCATES AND TO BETTER
4 REACH GRANTEES AND APPLICANTS.

5 FINALLY, AND IMPORTANTLY, I'VE HIRED A PR
6 FIRM. WE HIRED A FIRM CALLED FORS MARSH WHICH HAS A
7 NATIONAL REPUTATION AS AN AGENCY FOCUSED ON PUBLIC
8 GOOD. IN PARTICULAR, THEY'VE WORKED WITH SEVERAL
9 INSTITUTES WITHIN THE NIH AS WELL AS THE CDC AND
10 NATIONAL PATIENT ADVOCACY GROUPS. THEY RECENTLY
11 HELPED US PITCH THE ANNOUNCEMENT OF THE COMMUNITY
12 CARE CENTERS OF EXCELLENCE AND GAVE US WIDESPREAD
13 MEDIA PLACEMENTS, INCLUDING, AND I'M VERY PROUD OF
14 THIS ONE, ROSA DID AN INTERVIEW ON SPANISH LANGUAGE
15 RADIO. I'M SO GLAD WE HAVE SOMEONE IN ROSA'S
16 POSITION WHO'S ABLE TO SPEAK SPANISH SO WELL. MORE
17 TO SAY ABOUT THAT WORK AT NEXT WEEK'S BOARD MEETING.

18 AND FINALLY, YOU CAN'T CHANGE WHAT YOU
19 DON'T MEASURE. CRITICALLY, WE NEED TO KNOW WHAT THE
20 PEOPLE OF CALIFORNIA KNOW AND THINK ABOUT US. WE'LL
21 BE HIRING AN AGENCY TO CARRY FOCUS GROUPS OR
22 SURVEYS. WE'LL ALSO START PROVIDING REGULAR METRICS
23 REPORTS SHOWING OUR PROGRESS, INCLUDING MEDIA
24 PLACEMENTS, SOCIAL MEDIA ENGAGEMENT, WEBSITE
25 TRAFFIC, AND OTHER MEASUREMENTS. WE'LL REPORT OUT

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1 ON THESE METRICS AND REVISE OUR STRATEGY YEARLY AS
2 NEEDED.

3 AND FINALLY, HOW LONG IS ALL THIS GOING TO
4 TAKE? SO THIS IS A VASTLY REDUCED VERSION OF THE
5 TIMELINE. AND YOU CAN SEE THE FULL TIMELINE IN THE
6 DOCUMENT ATTACHED TO THE BOARD MEETING. THERE'S NOT
7 ROOM ON THE SLIDE FOR ALL THE THINGS WE'RE GOING TO
8 DO. I DO WANT TO NOTE A FEW THINGS. WE ARE WORKING
9 ON A STORYTELLING TOOLKIT, AND I EXPECT TO HAVE THAT
10 FINISHED NEXT QUARTER AND TO BEGIN TRAINING IN THE
11 LATE SPRING. AND THIS IS A TOOLKIT THAT I
12 SPECIFICALLY WANT TO MAKE SURE ALL BOARD MEMBERS ARE
13 COMFORTABLE WITH BECAUSE YOU ARE AMONG OUR GREATEST
14 ADVOCATES.

15 WE'LL BEGIN PROVIDING METRICS IN THE NEW
16 YEAR, AND WE'RE GOING TO START THE SURVEYS AND FOCUS
17 GROUPS AT THE BEGINNING OF THE NEXT FISCAL YEAR FOR
18 REASONS THAT ARE PROBABLY OBVIOUS, AND THAT IS THAT
19 WE NEED MONEY TO CARRY THOSE OUT. BUT WE HAVE
20 ALREADY IDENTIFIED A VENDOR WHO I THINK IS
21 EXCELLENT. THERE MIGHT BE MORE OUT THERE, AND I
22 ALSO WELCOME RECOMMENDATIONS ON THAT ONE.

23 OKAY. AND WITH THAT, THANK YOU ALL VERY
24 MUCH. AND I WOULD LOVE TO TAKE QUESTIONS. I'M
25 GOING TO STOP SCREEN SHARING SO WE CAN ALL SEE EACH

1 OTHER FOR THE QUESTIONS.

2 CHAIRPERSON DURON: OKAY. DOES ANYBODY
3 OUT THERE HAVE SOME QUESTIONS? DID I SEE SOMEBODY
4 RAISE A HAND? I GUESS SCOTT CAN HELP ME. MARIA.

5 VICE CHAIR BONNEVILLE: I DON'T HAVE A
6 QUESTION, BUT I WANTED TO THANK AMY AND THE TEAM FOR
7 THIS PRESENTATION. AND I WANTED TO THANK ROSA. AMY
8 ASKED ME IF I WANTED TO DO IT IN SPANISH. AND I ALL
9 OF A SUDDEN GOT VERY NERVOUS WITH MY SPANISH SKILLS.
10 AND I SAID, "NO, I THINK IT'S ROSA." AND ROSA WAS
11 INTERVIEWED, AND THEY DID A FANTASTIC JOB. SO BEING
12 ABLE TO DO THESE INTERVIEWS IN DIFFERENT LANGUAGES
13 IS REALLY IMPORTANT. AND I PROMISED AMY I WOULD
14 PRACTICE MORE OF MY SPANISH, SCIENCE SPANISH, TO
15 HELP.

16 MS. ADAMS: MARIA, WE DIDN'T TALK ABOUT
17 THIS EARLIER, BUT WE'RE STARTING TO LINE UP A MEDIA
18 TRAINING SESSION FOR YOU AND A SPANISH SPEAKING
19 MEDIA TRAINER THAT ROSA --

20 VICE CHAIR BONNEVILLE: AMAZING. THANK
21 YOU.

22 CHAIRPERSON DURON: ANYBODY ELSE HAVE ANY
23 QUESTIONS? PLEASE FEEL FREE.

24 MR. TOCHER: PAT LEVITT.

25 CHAIRPERSON DURON: PAT. SORRY, PAT.

1 DR. LEVITT: THAT'S OKAY. SO, AMY, GREAT.
2 AND STRATEGY, TACTICS, LOVE THE STRATEGY OF USING
3 STRATEGIES AND TACTICS. THE ONE THING I NEEDED MORE
4 CLARITY ON IS THE ORDER OF THE ACTIVITIES ON THE
5 TIMELINE BECAUSE THE FOCUS GROUPS, WHICH GIVE YOU
6 SOME SENSE OF PILOTING THE STORIES, IS COMING LAST
7 IN THE ORDER OF THE VARIOUS ACTIVITIES THAT YOU HAVE
8 RATHER THAN ONE OF THE FIRST THINGS THAT YOU DO. SO
9 WHY DID YOU SELECT THAT ORDER OF ACTIVITIES? IF THE
10 STORIES RESONATE, YOU'RE ALL SET. IF THEY DON'T
11 RESONATE, THEN YOU HAVE TO GO BACK TO SQUARE ONE AND
12 FIGURE OUT HOW TO MODIFY THEM BECAUSE YOU HAVE
13 VARIOUS AUDIENCES, AS YOU SAY. YOU ARE GOING TO
14 HAVE TO TAKE THE SAME CORE STORY AND THEN MODIFY IT
15 IN WAYS THAT ARE GOING TO RESONATE WITH THE VARIOUS
16 GROUPS.

17 MS. ADAMS: YEAH, PAT. YOU'RE EXACTLY
18 RIGHT. I WOULD LOVE TO DO THE FOCUS GROUPS FIRST.
19 AND THE REASON I'M NOT IS JUST VERY STRAIGHTFORWARD.
20 I TOOK THIS JOB AFTER THE BUDGET HAD BEEN SET. AND
21 THE FOCUS GROUPS OR THE VENDORS I LOOKED AT WHO RUN
22 FOCUS GROUPS, THE ONES THAT ARE GOOD ARE NOT CHEAP,
23 AND I WANT TO USE A GOOD ONE. SO I'M WAITING FOR
24 THE FISCAL YEAR.

25 BUT YOU KNOW IN THE MEANTIME WE ACTUALLY

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1 HAVE A LOT OF INFORMATION. CHRISTINA IS OFF SCREEN
2 RIGHT NOW, BUT SHE MONITORS OUR METRICS AROUND
3 SOCIAL MEDIA, OUR BLOG, OUR WEBSITE. WE ACTUALLY
4 GET REALLY GOOD INFORMATION ABOUT WHAT'S RESONATING
5 AND WHAT'S NOT. SO AS WE START ROLLING THINGS OUT,
6 WE WILL GET EARLY INDICATIONS OF WHAT IS OR IS NOT
7 RESONATING. SO IT'S NOT LIKE WE'RE FLYING BLIND,
8 MAKING UP CONTENT. WE WILL HAVE INFORMATION. AND
9 THEN STARTING NEXT YEAR WE'LL HAVE GREAT
10 INFORMATION. BUT I THINK YOU'RE RIGHT. IT'S YOU
11 GOT TO PLAN.

12 DR. LEVITT: OKAY.

13 MS. ADAMS: YOU'RE NOT WRONG.

14 CHAIRPERSON DURON: YEAH. AMY, AS
15 FOLLOW-UP THOUGH, I JUST HAPPENED TO HONE IN ON
16 FACEBOOK TODAY AND PRESENCE. AND I WAS KIND OF
17 ASTOUNDINGLY SURPRISED AT THE VARIETY AND THE
18 PRESENTERS AND THE STORIES THAT I DID SEE THERE. SO
19 I APPRECIATED THAT.

20 HAVE YOU GOTTEN -- CAN YOU GIVE US ANY
21 UPDATE ABOUT WHETHER OR NOT, SINCE YOU STARTED TO
22 SHIFT ON THE EMPHASIS AND STARTED TO SHIFT ON
23 COMMUNICATION STRATEGIES, ARE WE SEEING AN UPTICK IN
24 OUR DIFFERENT SOCIAL MEDIA JUST GENERALLY?

25 MS. ADAMS: YOU KNOW, YSABEL, CAN I ANSWER

1 THAT QUESTION AT THE -- ASK IT AGAIN AT THE FULL
2 BOARD MEETING, AND THAT WILL GIVE ME TIME TO HAVE A
3 CONVERSATION WITH CHRISTINA AND WE CAN PUT SOMETHING
4 TOGETHER FOR YOU. IS THAT OKAY?

5 CHAIRPERSON DURON: YEAH, I THINK SO.
6 BECAUSE -- AND THE OTHER THING ABOUT THAT IS RELATED
7 TO EACH OF THE SOCIAL MEDIA. WHO ARE THOSE VISITORS
8 TO THOSE DIFFERENT PAGES AND, THEREFORE, HOW DO WE
9 TARGET, NOT MY FAVORITE WORD, BUT HOW DO WE TURN A
10 LENS ON THEIR NEED TO KNOW AND HOW THEY NEED TO KNOW
11 SO THAT WE CAN FOCUS ON THAT?

12 BUT I WANT TO GO TO MARGUERITE. I HAVE
13 ANOTHER QUESTION FOR YOU. I'M SORRY. I DON'T SEE
14 ANYBODY ELSE'S HAND, BUT I'LL GO TO MARGUERITE RIGHT
15 NOW.

16 MS. CASILLAS: THANK YOU. THANK YOU,
17 YSABEL. AND OH, MY GOSH THANK YOU, AMY. THIS IS
18 JUST TREMENDOUS WORK. I WAS AT THE LAST MEETING,
19 ALTHOUGH I WASN'T OFFICIALLY A MEMBER AT THAT POINT,
20 SO IT'S A LITTLE -- I'M STILL PRETTY NEW TO ALL THIS
21 IS, I THINK, WHAT I'M SAYING. AND I'M PRETTY
22 IMPRESSED WHEN YOU INTRODUCED YOUR TEAM HERE AT THE
23 BEGINNING. THERE'S NOT TOO MANY OF YOU. THIS IS A
24 LOT OF WORK.

25 MS. ADAMS: I DON'T WANT TO COMPLAIN, BUT

1 YEAH.

2 MS. CASILLAS: AND I WAS KIND OF CURIOUS
3 ABOUT THERE'S A LOT OF -- I USED TO RUN MEASUREMENT
4 STUFF. SO THERE'S A LOT OF MEASUREMENT HERE WHICH
5 IS GREAT. DO YOU GUYS HAVE ALL THE TOOLS THAT YOU
6 NEED TO BE MEASURING THINGS LIKE WHICH LAWMAKERS ARE
7 ENGAGING ON SOCIAL MEDIA? YEAH. TELL ME A LITTLE
8 BIT ABOUT THAT.

9 MS. ADAMS: YEAH. OKAY. THE LAWMAKERS,
10 THOSE METRICS -- IF YOU GO BACK AND LOOK, I CAN SHOW
11 THE SLIDE AGAIN OR YOU CAN GO BACK AND LOOK AT THE
12 DOCUMENT. THE METRICS AROUND LAWMAKERS ARE A LITTLE
13 SQUISHY BECAUSE IT'S GOING TO BE HARD TO MEASURE
14 EVERY TIME A LAWMAKER GOES ON SOCIAL MEDIA AND SAYS
15 ABOUT REGENERATIVE MEDICINE. IF THEY DON'T TAG US,
16 WE DON'T SEE IT. YEAH. SO THE LAWMAKER METRICS ARE
17 SQUISHY. I'M LOOKING AT MARIA RIGHT NOW.

18 VICE CHAIR BONNEVILLE: CAN I ADD
19 SOMETHING?

20 MS. ADAMS: YEAH, PLEASE. GO RIGHT AHEAD.

21 VICE CHAIR BONNEVILLE: SOMETHING THAT
22 WE'RE TRYING TO PULL TOGETHER, MARGUERITE, AND IT'S
23 AN ONGOING PROJECT IS, AS WE VISIT WITH MORE
24 LAWMAKERS IN SACRAMENTO AND AT THE FEDERAL LEVEL, IS
25 CONNECTING WITH THEIR COMMS FOLKS SO THAT WE CAN

1 DO -- IF WE RUN A STORY PERHAPS ABOUT A PATIENT
2 THAT'S BEING TREATED IN THEIR DISTRICT OR A HIGH
3 SCHOOL STUDENT WHO GOES TO ONE OF OUR TRAINING
4 PROGRAMS OR SOMETHING TO THAT EFFECT, WE CAN TAG
5 THEM IN THE POST. AND THEN THEY CAN ALSO USE IT AND
6 RECIPROCALLY TAG US AS WELL IN THEIR OUTREACH TO
7 THEIR OWN COMMUNITIES. SO THAT'S GOING TO BE A
8 CONTINUED EFFORT, AND THAT'S NOT EASY, BUT IT'S
9 SOMETHING THAT WE'RE GOING TO CONTINUE TO DO.

10 MS. CASILLAS: I THINK THAT'S A GREAT
11 IDEA, AND I TOTALLY GET IT. IT'S NOT EASY AND,
12 YEAH, WILL BE HARD TO GATHER ALL THAT. BUT YOU'RE
13 LOOKING FOR TRENDS, RIGHT, SO HOPEFULLY THINGS WILL
14 BE BUILDING IN THE RIGHT DIRECTION. BUT YEAH. I
15 JUST WISH YOU ALL A WHOLE LOT OF LUCK WITH THAT.

16 AND JUST SOMETHING THAT STRUCK ME BECAUSE,
17 AS I WAS READING THROUGH THE FULL DOCUMENT, I THINK
18 I READ SOMETHING YESTERDAY OR RECENTLY ABOUT HOW,
19 EVEN IF YOU -- AND I'M LOOKING RIGHT NOW AT THE
20 CHALLENGES ON OBJECTIVE 4, THAT CIRM HAS NO APPROVED
21 THERAPIES IN THE MARKET, MAKING IT HARDER TO
22 GENERATE ENTHUSIASM. AND THIS POINT WAS ABOUT
23 PROVING A HYPOTHESIS WRONG IS ALSO LEARNING
24 SOMETHING.

25 AND I THINK THERE'S A WHOLE -- WHAT I'M

1 REALIZING IN THE STEM CELL FIELD IS THERE'S SO MUCH
2 TO LEARN THAT'S WRONG THAT'S GOING TO THEN LEAD YOU
3 TO THE RIGHT PLACES. SO I KNOW THAT'S NOT AN EASY
4 MESSAGE, BUT I JUST -- IT RESONATED WITH ME. SO I
5 WANTED TO SAY IT OUT LOUD.

6 MS. ADAMS: I THINK IT'S TRUE. I THINK
7 IT'S ALSO -- A CHALLENGE IS ALSO AN OPPORTUNITY,
8 RIGHT? IT IS ONE OF OUR CHALLENGES. AND IF WE
9 DON'T ADDRESS IT WELL, IT CAN BE A HARD CHALLENGE.
10 BUT I ALSO THINK WE HAVE GREAT STORIES TO TELL THAT
11 HELP US OVERCOME THAT CHALLENGE. I THINK THAT'S
12 WHERE WE'RE GOING TO FOCUS.

13 I JUST WANTED TO BE HONEST ABOUT WHAT THE
14 CHALLENGES WERE AND ABOUT HOW WE'RE GOING TO TRY TO
15 OVERCOME THEM.

16 CHAIRPERSON DURON: SO, AMY, I'VE ALWAYS
17 BEEN CONCERNED ABOUT THE BUDGET FOR COMMUNICATIONS
18 AND VERY POSITIVE ABOUT MOVING IT RIGHT NEXT DOOR TO
19 THE PRESIDENT'S OFFICE BECAUSE I BELIEVE THAT
20 EVERYTHING EMANATES FROM COMMUNICATIONS. IF YOU
21 DON'T GET IT RIGHT, CALIFORNIA DOESN'T GET IT.
22 RIGHT. AND SO I'M NOT SURE WHAT YOU'RE PLANNING OR
23 PENDING WHEN YOU'RE SAYING WE HAVE A NEW BUDGET
24 YEAR. BUT CERTAINLY WE SHOULD, J.T., CONSIDER,
25 GIVEN THE HEAVY LIFT WE'RE ASKING PEOPLE AND GIVEN

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1 OUR CONCERN WITH THE SUSTAINABILITY, A NEW
2 INITIATIVE OR WHATEVER WE GO OUT TO GET FROM THE
3 PUBLIC TO CONSIDER A REINVESTMENT, THE MORE THEY
4 KNOW, THEY MORE THEY MIGHT BE MORE LIKELY TO SUSTAIN
5 THE AGENCY. AND, THEREFORE, WE DO NEED REALLY SOLID
6 COMMUNICATIONS THAT IS IMPROVED EVEN BEFORE WE START
7 ASKING THEM TO GIVE US MORE MONEY SO THAT MORE
8 PEOPLE KNOW ABOUT IT. J.T., DID YOU HAVE SOMETHING
9 ELSE TO SAY?

10 DR. THOMAS: NO. I WAS GOING TO RESPOND
11 TO THAT. SO AMY AND I HAVE TALKED A LOT ABOUT THE
12 NEED FOR ADDITIONAL PERSONNEL WITH PARTICULAR
13 SKILLSETS TO FLESH OUT WHAT THE TEAM IS ABLE TO DO,
14 AND SHE'S BEEN SYSTEMATICALLY ADDING PEOPLE WITHIN
15 THE CURRENT YEAR'S FISCAL BUDGET. ONE'S A SCIENCE
16 WRITER; ONE'S THE PR FIRM. WE'RE TALKING ABOUT SOME
17 OTHER JOBS THAT WOULD BE CREATED EITHER THROUGH
18 FTE'S DOWN THE ROAD OR LIMITED HIRES TACKLING
19 SPECIFIC THINGS AND POTENTIALLY IF WE NEEDED A
20 CONSULTANT, SO WE HAVE A VERY ROBUST DIALOGUE ON
21 WHAT SHE NEEDS TO MAKE ALL OF THIS HAPPEN.

22 AND HER OFFICE IS RIGHT NEXT TO THE
23 PRESIDENT'S OFFICE, YSABEL. I DON'T KNOW IF YOU
24 KNEW THAT. SO YOU'RE PRESCIENT ON THAT. SO WE'RE
25 CONSTANTLY DEALING WITH THESE ISSUES. AND WE MADE,

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1 IN BRINGING AMY IN TO BE SOMEBODY WHO WOULD
2 FORMULATE A HIGHLY STRATEGIC APPROACH, WE'RE LOOKING
3 AND HAVE BEEN IN THE PROCESS OF UPPING OUR GAME
4 ACROSS ALL ASPECTS OF COMMUNICATIONS, AND WE'LL
5 CONTINUE TO DO SO. AND IT WILL GET EMPHASIS IN
6 TERMS OF ADDITIONAL BUDGETARY NEEDS AS WE DETERMINE
7 IS NECESSARY. SO THANK YOU FOR THAT POINT.

8 VICE CHAIR BONNEVILLE: I DO WANT TO
9 REMIND EVERYONE THAT WE DO HAVE A HEAD COUNT CAP.
10 AND SO OFTENTIMES WE HAVE TO BALANCE THE ADMIN THAT
11 WE'RE CAPPED AT, THE HEAD COUNT THAT WE'RE CAPPED
12 AT, AND BALANCE ALL OF THAT AND FIND OTHER
13 MECHANISMS BY WHICH TO PERHAPS ACHIEVE THIS, WHETHER
14 IT'S CONSULTANTS OR OTHERWISE. SO I JUST WANTED TO
15 FLAG THAT IN CASE -- JUST AS A REMINDER AND
16 ESPECIALLY FOR NEW BOARD MEMBERS THAT MIGHT NOT BE
17 AWARE THAT THERE IS A HEAD COUNT CAP.

18 CHAIRPERSON DURON: PAT.

19 DR. LEVITT: HERE I AM. SO, AMY, THE
20 BOARD IS MADE UP OF MOST OF THE CONSTITUENTS THAT
21 YOU HAVE IN YOUR STRATEGIC PLAN. SO IS THERE ANY
22 PLAN TO UTILIZE BOARD MEMBERS AS YOU'RE DEVELOPING
23 STORIES TO DETERMINE HOW THOSE STORIES PENETRATE AND
24 RESONATE WITH SPECIFIC GROUPS? YOU HAVE ADVOCATES,
25 YOU HAVE PRIVATE SECTOR, YOU HAVE ACADEMICS, YOU

1 HAVE RESEARCHERS, YOU HAVE PHYSICIANS, YOU HAVE
2 THOSE WHO HAVE BEEN STEEPED IN THE POLICY WORLD, NOT
3 LEGISLATORS NOW, BUT HAVE BEEN IN THE POLICY ROLE
4 FOR A LONG TIME. SO I'M WONDERING IF THERE IS A
5 COMPONENT THERE WHERE EARLY ON IT'S SORT OF YOUR OWN
6 INTERNAL FOCUS GROUP, SMALL SAMPLE SIZE, SO NOT
7 GREAT FOR ANALYSIS, BUT IT WOULD GIVE YOU SOME SENSE
8 ABOUT WHETHER THERE'S ANYTHING MAJOR GOING ON IN
9 TERMS OF THE -- HOW THE STORY HAS BEEN DEVELOPED AND
10 MODIFY FOR THAT GROUP.

11 MS. ADAMS: I THINK THAT'S A REALLY GOOD
12 IDEA. NO, IT HAD NOT OCCURRED TO ME. BUT I THINK
13 THAT'S A FANTASTIC IDEA. I WOULD LOOK TO SCOTT FOR
14 HELP IN FIGURING OUT THE RIGHT WAY TO PULL TOGETHER
15 GROUPS OF BOARD MEMBERS, BUT THAT'S TERRIFIC. I
16 EXPECT EVERYONE ON THIS CALL TO SIGN RIGHT UP.
17 THANK YOU.

18 DR. LEVITT: IF NO ONE HAS EVER
19 PARTICIPATED IN A FOCUS GROUP, IT'S ACTUALLY FUN.
20 IT'S ACTUALLY QUITE INTERESTING. AND IT'S NOT A
21 HUGE AMOUNT OF TIME ESPECIALLY GIVEN THE KIND -- THE
22 WAY -- HOW YOU'RE GOING TO DELIVER THE STORY AND THE
23 LENGTH OF THE STORIES. SO IT'S A LITTLE UNFAIR
24 BECAUSE WE'RE ALL FAMILIAR TO SOME DEGREE WITH
25 WHAT'S GOING ON AT CIRM, AND YOU ARE GOING TO HAVE

1 AUDIENCES THAT MAY NOT BE FAMILIAR AT ALL. SO A
2 LITTLE BIT OF A HEADSTART, BUT I THINK IT MIGHT GIVE
3 YOU SOME CLUES EARLY ON.

4 MS. ADAMS: I THINK FOR A STARTING POINT,
5 YEAH, YOU ALL KNOW A LITTLE TOO MUCH, YOU'RE ALL A
6 LITTLE TOO SMART. BUT I THINK FOR A PLACE TO START,
7 AND IF I CAN'T DO THE REAL FOCUS GROUP UNTIL NEXT
8 YEAR, THAT'S A GREAT IDEA.

9 CHAIRPERSON DURON: SO, AMY, I STILL THINK
10 AN UNTAPPED AUDIENCE THAT ONE NEEDS TO KNOW MORE AND
11 NEEDS TO ENGAGE MORE IS THE LATINO COMMUNITY.
12 THEY'RE 39 PERCENT OF THE STATE OF CALIFORNIA, WHICH
13 MEANS 16 MILLION PEOPLE, 83 PERCENT OF WHOM ARE
14 MEXICAN, AND MOST OF THEM ARE ENGLISH SPEAKING. BUT
15 I DO THINK WE NEED A BILINGUAL APPROACH AS WELL, A
16 VERY STRONG BILINGUAL APPROACH, BECAUSE I THINK THAT
17 THERE IS A TEN DOLLAR HERE AND A TEN DOLLAR THERE
18 AND A VOTE YES TO BE GAINED FROM REALLY GIVING THIS
19 COMMUNITY A REASON WHY THEY SHOULD KNOW AND CARE
20 ABOUT, WHICH IS THE BOTTOM-LINE TYPICAL
21 COMMUNICATIONS MESSAGE. WHY SHOULD I CARE? WHY
22 SHOULD I READ THIS? HOW DOES IT IMPACT ME?

23 AND SO I'M HOPING THAT, EVEN AS YOU
24 STRATEGIZE, YOU CONSIDER AN EFFORT TO REALLY FOCUS
25 ON THAT COMMUNITY BILINGUALLY BECAUSE THERE ARE A

1 NUMBER OF BILINGUAL ORGANIZATIONS, MEDIA
2 ORGANIZATIONS, OUT THERE THAT YOU CAN START TO
3 OUTREACH TO. THERE'S EVEN THE *LOS ANGELES TIMES* HAS
4 IT'S OWN GROUP CALLED LA ONDA. AND SO -- BUT THEY
5 DO BILINGUAL. SO YOU CAN FIND THOSE PLACES TUCKED
6 AWAY IN DIFFERENT PARTS OF THE STATE WHERE I THINK
7 IT WOULD BE VERY HELPFUL. SO I THINK YOU REALLY
8 NEED TO INCLUDE THAT AS PART OF YOUR STRATEGIC PLAN.
9 AND THAT COULD BE A MODEL FOR HOW TO REACH OUT TO
10 THE OTHER COMMUNITIES OF COLOR AND UNDERREPRESENTED
11 AND EVEN RURAL COMMUNITIES BECAUSE YOU'LL GET
12 CROSSOVER ON ALL OF THOSE.

13 MS. ADAMS: YSABEL, I TOTALLY AGREE. ONE
14 OF THE THINGS I DIDN'T MENTION WHEN I INTRODUCED THE
15 NEW PR FIRM, FORS MARSH, ONE OF THE THINGS THAT
16 REALLY STRUCK US ABOUT THEIR PROPOSAL IS THAT THEY
17 INCLUDED IN THEIR PROPOSAL A LOT OF SPANISH LANGUAGE
18 PLACEMENTS FOR OTHER CLIENTS. AND WE HAVE A
19 DEDICATED PERSON FROM THEIR TEAM WHO IS BILINGUAL
20 AND WHO FOCUSES ON SPANISH SPEAKING MEDIA. SO FOR
21 THE CCCE'S, THEY REACHED OUT EXTENSIVELY TO SPANISH
22 LANGUAGE ORGANIZATIONS INCLUDING THE SPANISH
23 SPEAKING PORTION OF THE L.A. TIMES.

24 AND SEVERAL OF THEM GOT BACK TO US AND
25 SAID THEY WEREN'T GOING TO DO A STORY RIGHT NOW.

1 AND YOU WILL UNDERSTAND THIS BECAUSE ALL WE DID WAS
2 ANNOUNCE THAT WE ARE GOING TO BE LAUNCHING THESE
3 CCCE'S. THEY CAME BACK TO US AND SAID, "GREAT. LET
4 US KNOW WHEN THEY OPEN," AND THEY MIGHT WANT TO
5 FOLLOW A PATIENT TO THEIR FIRST CLINICAL TRIAL OR DO
6 MORE PERSONAL STORY ABOUT THE CCCE'S OPENING. AND
7 THAT'S THE RESPONSE WE GOT FROM SEVERAL OF THE
8 SPANISH LANGUAGE PUBLICATIONS, BUT I THINK WE'RE
9 GOING TO SEE A LONG TAIL ON THIS. AND IT WILL BE
10 MORE SPANISH LANGUAGE.

11 CHAIRPERSON DURON: YOU KNOW WHAT. I'M
12 GOING TO COUNTER THAT WITH, AT LEAST CULTURALLY,
13 WHAT IS THE CULTURAL FIT. AND I THINK THAT IF YOU
14 UNDERSTAND THE CULTURE OF EACH OF OUR COMMUNITIES,
15 YOU CAN BETTER, ONCE AGAIN, FIT THE STORY. I DON'T
16 THINK AN OPENING OF A BUILDING IS SUPER EXCITING TO
17 A LATINO. I THINK A STORY ABOUT A LATINO WHO HAS AN
18 ISSUE THAT NEEDS TO BE ADDRESSED IS WHAT GRABS
19 PEOPLE'S ATTENTION. SO I ALWAYS REMEMBER THE BUBBLE
20 BABY.

21 MS. ADAMS: THEY WANT US TO COME BACK TO
22 THEM WHEN WE HAVE A PATIENT, WHEN THERE'S SOMEONE IN
23 THE LATINO COMMUNITY WHO'S GOING TO THE CLINIC, AND
24 THEY CAN FOLLOW THAT PATIENT AND TALK TO THEM AND
25 MAYBE GO TO THEIR APPOINTMENT WITH THEM. THAT'S

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1 WHAT THEY'RE WANTING US TO COME BACK TO THEM WITH.

2 CHAIRPERSON DURON: I THINK EVEN A GREATER
3 DISCOVERY -- AND PLEASE, EVERYBODY, FEEL FREE TO
4 CHECK IN AND GIVE ANY STORY IDEAS FROM DIFFERENT
5 COMMUNITIES. BUT I THINK AN EVEN BETTER STORY IS
6 FINDING PEOPLE IN COMMUNITY WHO IN FACT HAVE
7 CHILDREN OR AN ADULT WHO HAS ONE OF THE ISSUES THAT
8 COULD USE SOME STEM CELL, THAT SHOULD POSSIBLY BE IN
9 A CLINICAL TRIAL, WHO COULD POSSIBLY BE VERY
10 IMPORTANT TO DISCOVERY IN THE STEM CELL PROGRAM, AND
11 THEN FOLLOW THEM INTO SYSTEMS. BUT REACHING OUT SO
12 THAT YOU'RE EDUCATING A COMMUNITY WHILE YOU'RE
13 PULLING IN A FAMILY TO ME IS GETTING DOUBLE AND
14 TRIPLE THE PAYOFF OF THAT SORT OF STORY. BUT I LOVE
15 THOSE BEGINNING STORIES WHERE THEY DISCOVER THAT
16 THERE'S SOMETHING TO GIVE THEM HOPE. REMEMBER, YOU
17 AWE?

18 MS. ADAMS: I KNOW. AWE. IT'S STILL IN
19 THERE.

20 CHAIRPERSON DURON: I SAW THAT. WELL, I
21 HAVEN'T -- ELENA OR LINDA, YOU'RE HIDING FROM US,
22 BUT DO YOU HAVE ANY QUESTIONS?

23 DR. MALKAS: NO. LOOKS WONDERFUL
24 ACTUALLY. I HAVE GREAT CONFIDENCE THAT WE'RE GOING
25 TO ENTER A NEW ERA FOR THE COMMUNITY.

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1 CHAIRPERSON DURON: I'M GLAD YOU FEEL THAT
2 WAY. I DO TOO. ELENA.

3 DR. FLOWERS: YEAH. THANKS SO MUCH, AMY,
4 FOR THIS PRESENTATION TODAY. IT'S BEEN JUST -- I
5 THINK SINCE YOU WERE FIRST INTRODUCED TO CIRM, IT
6 FELT -- I FELT A LOT OF THE OPTIMISM. SO THAT'S A
7 GOOD SIGN.

8 I DON'T THINK I HAVE ANYTHING ELSE
9 SPECIFIC TO TODAY.

10 CHAIRPERSON DURON: OKAY. THANKS.
11 ALONDRA. COME ON. YOU ALWAYS HAVE SOMETHING TO
12 SAY, LEONDRA. NO? JUST ASKING.

13 DR. CLARK-HARVEY: I DID NOT RAISE MY
14 HAND, BUT I'M HAPPY TO SAY SOMETHING IF YOU ARE
15 FISHING FOR THAT. I REALLY APPRECIATE THE COMMENTS
16 FROM PAT. IN FACT, IN A PRIOR MEETING I KNOW I HAD
17 RAISED THE USE OF THE BOARD MEMBERS. I THINK YSABEL
18 HAS RAISED IT BEFORE AS WELL SO I HOPE THAT THAT'S
19 ALL LOGGED AND WE CAN TALK ABOUT HOW TO MAKE THAT A
20 REALITY BECAUSE IT MAKES SENSE. THAT'S JUST KIND OF
21 HOMEGROWN. IT'S RIGHT HERE IN YOUR BACK YARD AND IT
22 MAKES A LOT OF SENSE TO UTILIZE US IN A WAY. NOT
23 THAT I'M OFFERING UP THE BOARD, BUT I GUESS I KIND
24 OF AM.

25 SO I JUST WANTED TO LIFT THAT UP. AND

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1 ALSO I REALLY DO APPRECIATE YOUR SLIDE WITH YOUR
2 MUSIC AND HOW THAT TRANSLATES OVER. I DO APPRECIATE
3 THE ARTISTIC NOTES IN YOUR PRESENTATION AND WHAT
4 YOU'RE TRYING TO CONVEY. SO NICE WORK, AMY. THANK
5 YOU.

6 MS. ADAMS: LEONDRA, THANK YOU FOR
7 OFFERING UP YOUR FELLOW BOARD MEMBERS TO SERVE
8 BECAUSE THAT IS WHAT I HOPE FOR. NEXT WEEK WE'RE
9 GOING TO ROLL OUT A NEW -- BASICALLY THE CIRM STORY,
10 A DECK, AND YOU'LL SEE IN THE STRATEGY THAT OVER THE
11 NEXT COUPLE MONTHS I'M WORKING ON A COMMUNICATION
12 TOOLKIT THAT WILL ENABLE EVERYONE ON THE BOARD AND
13 STAFF OR ANYONE ELSE TO SPEAK ABOUT CIRM. SO I'M
14 HOPING TO ENABLE EVERYONE, AND THEN I HOPE EVERYONE
15 TAKES ME UP ON IT.

16 CHAIRPERSON DURON: GREAT. LAST WORDS.
17 ANYTHING FROM Yael OR CHRIS BESIDES A HAND CLAP?

18 DR. MIASKOWSKI: NO. I WAS RAISING MY
19 HAND. AMY, I REALLY APPRECIATED YOUR PRESENTATION.
20 AND I MAY HAVE MISSED THIS, BUT ONE OF MY CONCERNS
21 FOR TARGETING COMMUNICATION ARE CLINICIANS IN THE
22 TRENCHES, PEOPLE WHO ARE GOING TO HAVE TO BE
23 INFORMED ABOUT THESE STRATEGIES AND HOW THEY WORK.
24 I'M THINKING ABOUT NURSES, PRIMARY CARE PHYSICIANS.
25 AND I WASN'T CLEAR. ARE THEY IN THE PLAN SOMEWHERE?

1 BECAUSE I THINK AS THIS ROLLS OUT AND IT'S
2 AVAILABLE, THEY'RE GOING TO BE IN SOME WAYS THE
3 GATEKEEPERS FOR THIS IN TERMS OF GETTING PEOPLE TO
4 CLINICAL TRIALS. SO I DON'T KNOW HOW WE'VE THOUGHT
5 ABOUT THAT, AND MAYBE YOU COULD COMMENT ON THAT.

6 MS. ADAMS: I DO HAVE A COMMENT, BUT VITO
7 IS WAVING HIS HAND. SO I THINK HE HAS SOMETHING TO
8 SAY ON THAT POINT. VITO, DID YOU WANT TO RESPOND
9 AND THEN I'LL RESPOND?

10 CHAIRMAN IMBASCIANI: SURE. I DID. EVERY
11 PROFESSIONAL SOCIETY IN MEDICINE AND SURGERY OF
12 CLINICIANS IN THE STATE OF CALIFORNIA,
13 ANESTHESIOLOGISTS, OPHTHALMOLOGISTS, YOU JUST GO
14 DOWN THE LIST ALPHABETICALLY, THEY ALL HAVE AN
15 ANNUAL MEETING. FOR EXAMPLE, IN JANUARY I WENT WITH
16 BOB KLEIN, THE FOUNDER OF CIRM, DOWN TO THE ANNUAL
17 MEETING OF THE CALIFORNIA NEUROSURGEONS ON THE COAST
18 NEAR SANTA CRUZ. AND THEY GAVE HIM AN AWARD, BUT HE
19 HAD AN OPPORTUNITY TO ADDRESS ALL OF THESE PEOPLE.
20 AND I THINK THAT THAT'S A WONDERFUL IDEA, AND I'LL
21 BET IT WOULD BE RELATIVELY EASY, AND NOT JUST
22 PHYSICIANS, BUT FOR ALL THE VARIOUS NURSING
23 CONSORTIA, ASK THEM FOR FIVE MINUTES AT THEIR ANNUAL
24 MEETING FOR A NONPOLITICAL, STATE-OF-THE-ART, THIS
25 IS WHAT'S HAPPENING IN REGENERATIVE MEDICINE.

1 AND I BET YOU REACH, I'M GOING TO GUESS,
2 ESPECIALLY IF YOU ADD IN COUNTY SOCIETIES, MAYBE
3 10,000 THOUGHT LEADERS IN VARIOUS COMMUNITIES IN
4 EVERY COUNTY IN THE STATE. SO I HAVE GIVEN SOME
5 THOUGHT TO THAT. HAVEN'T ACTED ON THAT YET. BUT
6 THANKS, CHRIS. THAT'S A GREAT IDEA.

7 IF I MAY, AT THE RISK OF EXTENDING THIS,
8 YSABEL, YOU AND AMY HAD AN IDEA ABOUT THE FIRST
9 LATINO GOING TO ONE OF THESE CLINICAL TRIALS AND
10 BEING FOLLOWED BY MEDIA. SO JACQUELINE AND I HAD
11 THE HONOR YESTERDAY OF GOING TO BALDWIN HILLS HIGH
12 SCHOOL. IT'S A HIGH SCHOOL OF A THOUSAND PEOPLE,
13 AND I WILL WAGER THAT EVERY SINGLE ONE OF THEM
14 SPEAKS SPANISH TO THE PADRES AND ABUELOS WHEN THEY
15 GO HOME. AND WE HAD A WONDERFUL TIME, AND
16 JACQUELINE DID A GREAT JOB IN GAMING WITH THEM ON
17 HOW TO DO ADVOCACY.

18 BUT AT THE END OF THAT PRESENTATION, A
19 YOUNG SENIOR, A YOUNG WOMAN, CAME UP TO ME A LITTLE
20 TEARY EYED AND ASKED ABOUT WHAT WAS HAPPENING IN
21 REGENERATIVE MEDICINE WITH RESPECT TO DUCHENNES
22 MUSCULAR DYSTROPHY, IRONICALLY, ON THE VERY DAY WHEN
23 THAT COMPANY'S STOCK WENT UP 300 PERCENT FOR ITS
24 ADVANCE IN THERAPY THAT LOOKS LIKE IT'S GOING TO GET
25 APPROVED BY THE FDA. SHE HAD NO -- HER 32-YEAR-OLD

1 BROTHER HAS DUCHENNES. HE'S NOT BEEN TREATED FOR IT
2 REALLY EXCEPT BY HIS PRIMARY CARE PHYSICIAN AND HAD
3 NO IDEA OF THE EXISTENCE OF CLINICAL TRIALS.

4 SO I DON'T KNOW, MAYBE, WITHOUT DISTURBING
5 HIPPA, I CAN REACH OUT TO THAT PERSON, AND THAT
6 MIGHT BE SOMETHING, AMY, WE COULD FOLLOW UP ON.

7 MS. ADAMS: YEAH. MARIA, I SEE YOUR HAND
8 UP, BUT I REALLY WANT TO JUMP IN AND RESPOND TO
9 CHRIS. DO YOU MIND IF I DO THAT QUICKLY?

10 VICE CHAIR BONNEVILLE: OH, PLEASE GO
11 AHEAD.

12 MS. ADAMS: OKAY. BECAUSE, CHRIS, I THINK
13 YOU HAVE A GREAT POINT. WE HAVE THOUGHT OF THOSE
14 AUDIENCES. THERE'S NOT IN THE PLAN MOSTLY BECAUSE
15 IT'S ALREADY A VERY, VERY BIG PLAN. BUT I THINK
16 THEY'RE CRITICALLY IMPORTANT AUDIENCES. SO IN MY
17 MIND, MAYBE THEY'RE NOT IN MY PLAN DIRECTLY, BUT I
18 PERHAPS DEPLOY BOARD MEMBERS WHO HAPPEN TO BE
19 NURSES. SO I THINK THIS IS A PLACE WHERE WE CAN
20 REALLY USE BOARD MEMBERS AS ADVOCATES.

21 AND THEN I ALSO WANTED TO MAKE THE POINT
22 THAT THE CCCE'S AS THEY GET UP AND RUNNING, THEY ARE
23 GOING TO ENGAGE WITH PRIMARY CARE PHYSICIANS AND
24 NURSES AND OTHERS IN THE HEALTHCARE COMMUNITY WHO
25 WILL BE DIRECTLY WORKING WITH PATIENTS. SO I THINK

1 IT'S JUST ANOTHER OPPORTUNITY TO REACH THOSE
2 AUDIENCES.

3 OKAY. THANK YOU FOR THAT. MARIA.

4 VICE CHAIR BONNEVILLE: THAT'S JUST WHAT I
5 WAS GOING TO ADD IS THAT THE CCCE'S HAVE PHYSICIAN
6 AND ENGAGEMENT AND OUTREACH PLANS. AND THEY'RE
7 GOING TO BE COORDINATING WITH OUR ALPHA CLINICS TO
8 WHO DO THE SAME AROUND MESSAGING AND ALL THE REST.
9 SO THAT IS -- THERE IS A PLAN FOR THAT IN SORT OF
10 ANOTHER AREA. BUT, OF COURSE, WE'LL BE WORKING
11 REALLY CLOSELY WITH AMY AND HER TEAM TO MAKE SURE
12 THE MESSAGING IS CONSISTENT ACROSS ALL OF OUR
13 CHANNELS.

14 CHAIRPERSON DURON: YEAH, MARIA. I AGREE.
15 BECAUSE I THINK, AMY, NO MATTER WHETHER IT'S ANOTHER
16 TEAM DOING IT, THE JOB OF THE COMMUNICATIONS
17 DEPARTMENT IS TO KNOW ALL THINGS ABOUT ALL PEOPLE SO
18 THAT IF YOU SEE AN OPPORTUNITY FOR A CROSS
19 CONNECTION IN COMMUNICATIONS, THERE IT IS BECAUSE
20 YOU HAVE THAT RELATIONSHIP AND YOU KNOW WHAT'S GOING
21 ON. SO THAT'S GREAT.

22 DID I GET EVERYBODY? Yael JUST CLAPPED.
23 SO THAT'S IT. CHRIS AGAIN.

24 DR. MIASKOWSKI: IF I COULD COMMENT. I
25 THINK MARIA AND AMY, SEEING THE TRAINING MATERIALS

1 FOR NURSES, PRIMARY CARE DOCS, ADVANCE PRACTICE
2 CLINICIANS, WHATEVER THE AUDIENCE IS GOING TO REALLY
3 BE CRITICAL BECAUSE I THINK THERE ARE GOING TO HAVE
4 TO BE LEVELS AT THE RIGHT LEVEL SO PEOPLE CAN
5 UNDERSTAND THE BASICS OF THIS THERAPY. IT'S NOT
6 COMMON EDUCATION CERTAINLY IN NURSING SCHOOL AT THIS
7 POINT IN TIME. I'M LESS FAMILIAR WITH PRIMARY CARE
8 DOCS IN TERMS OF THEIR LEVEL OF EDUCATION. BUT THIS
9 IS A COMPLEX AREA OF SCIENCE, AND I'M HOPEFUL --
10 BECAUSE I DO REMEMBER READING THE ALPHA CLINICS
11 PROPOSALS FOR THE EDUCATIONAL OUTREACH. AND I'M
12 LOOKING FORWARD TO SEEING THOSE PRODUCTS BECAUSE I
13 THINK IT'S GOING TO BE REALLY, REALLY IMPORTANT.

14 CHAIRPERSON DURON: SOMEBODY ELSE? OKAY.
15 AND TO MAKE THINGS WORSE, AMY, I'M GOING TO PILE ON
16 SO YOU CAN DREAM ABOUT IT. ONE OF THE THINGS THAT
17 I'VE ALWAYS BEEN CONCERNED ABOUT IS THE DISPARATE
18 PLANS, IF ANY, THAT OUR -- WHERE WE HAVE OUR
19 STUDENTS WHETHER OR NOT THEY'RE GETTING PROPER
20 EDUCATION AND HOW TO TELL THE WORLD ABOUT WHAT THE
21 HECK THEY'RE DOING.

22 AND WHEN I WAS AT SAN JOSE STATE HAD A
23 WONDERFUL OPPORTUNITY TO ACTUALLY HONE IN ON THAT
24 ISSUE. AND IT APPEARED THAT THERE WAS ONE TEACHER
25 OR ONE PROFESSOR WHO WAS FOCUSED ON TRYING TO TRAIN

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1 HER KIDS TO BE MEDIA SAVVY, BUT IT DOESN'T SEEM LIKE
2 IT'S KIND OF A MODEL THAT CAN BE SHARED THROUGHOUT
3 THE UNIVERSITIES AND ANY AND EVERY PLACE WHERE WE
4 FUND FOR STUDENTS. SO EVEN CONSIDER A MEDIA
5 TRAINING PLATFORM IN THE CONFERENCES, INCLUDING WITH
6 THE HIGH SCHOOL KIDS WHO LEARN TO BECOME MUCH MORE
7 SAVVY ABOUT. JUST SAYING, HEY, DON'T KEEP IT HERE.
8 TAKE IT OUT THERE. PUT IT THE -- YOU ALL GUYS ARE
9 DOING THIS ALL DAY. SO SHARE. BUT I THINK THEY
10 HAVE TO BE ALMOST TOLD THAT THEY CAN SHARE, THAT
11 THEY SHOULD SHARE. SO HOPEFULLY SOMEONE ALREADY HAS
12 A WONDERFUL PLAN, LIKE MAYBE SAN JOSE STATE, ABOUT
13 HOW TO TRAIN. AND IT COULD BE JUST SHARED WITH AND
14 ADAPTED, ADOPTED BY THE DIFFERENT TEAMS OUT THERE.
15 BUT JUST TO GET IT STARTED AND TRY TO GET THAT KIND
16 OF UNIFORM UNDERSTANDING ACROSS CALIFORNIA,
17 EDUCATIONAL INSTITUTIONS THAT, HEY, YOU OWN THIS TOO
18 AND THIS IS PART OF WHAT KIDS OUGHT TO KNOW ABOUT
19 AND WHAT THEY SHOULD BE TALKING ABOUT.

20 MS. ADAMS: I CANNOT AGREE WITH YOU MORE.
21 BACK IN THE DAY WE USED TO DO MEDIA TRAINING AT THE
22 GRANTEE MEETING. SO THIS WAS THE SCIENTISTS. AND
23 AT THE LAST TRAINEE MEETING, THAT WOULD BE A PERFECT
24 OPPORTUNITY TO PROVIDE THESE KIDS WITH MEDIA
25 TRAINING AND GIVE THEM THE TOOLKIT THAT I'VE PUT

1 TOGETHER FOR ALL OF YOU. I THINK THAT WOULD BE FROM
2 YOUR MOUTH TO THE EDUCATION TEAM'S EARS WHEN
3 PLANNING THAT CONFERENCE.

4 CHAIRPERSON DURON: YEAH. I THINK IT
5 WOULD BE LOVELY. I THINK IT WOULD BE EXCITING FOR
6 THEM TOO TO SORT OF VEER AWAY FROM THE SCIENCE FOR
7 HALF A MINUTE AND HOW DO I TALK ABOUT THE SCIENCE,
8 WHICH AMONGST INSTITUTIONS AND RESEARCHERS IS A HUGE
9 SIN. THEY DON'T EVEN REALLY KNOW HOW TO TALK TO THE
10 PUBLIC ABOUT THEIR FABULOUS WORK. SO GIVING THESE
11 KIDS THAT EARLY FOOT UP WOULD BE REALLY GREAT. I
12 LOVE THAT.

13 DR. LEVITT: YSABEL, YOU BETTER BE
14 INCLUDING ME. I THOUGHT I DID A PRETTY GOOD JOB AT
15 YOUR -- WITH THE CANCER FOLKS ON A TOPIC THAT'S NOT
16 CANCER.

17 CHAIRPERSON DURON: THANK YOU VERY MUCH
18 FOR SHOWING UP AND BEING THERE. THANK YOU VERY
19 MUCH.

20 ANYTHING ELSE BECAUSE OTHERWISE I'M GOING
21 TO ASK CLAUDETTE TO CHECK OUT THERE AND SEE IF
22 ANYBODY IN THE PUBLIC CAN GIVE THEM THE RULE ABOUT
23 WHETHER OR NOT THEY HAVE A MINUTE TO TALK OR TWO
24 MINUTES TO TALK. I'M NOT SURE WHAT THE RULE IS.

25 MS. MANDAC: THEY USUALLY GET THREE

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1 MINUTES, BUT THERE ARE NO HANDS RAISED, YSABEL.

2 CHAIRPERSON DURON: OH, AND THE MOST
3 IMPORTANT CONVERSATION YOU CAN HAVE THIS END OF THE
4 YEAR. THERE'S NO PUBLIC TO HEAR IT. OKAY. ANYBODY
5 ELSE, ANYTHING? WHO'S GOING TO DIRECT ME? SCOTT,
6 IS THERE ANYTHING ELSE WE NEED TO TALK ABOUT AT THIS
7 MEETING?

8 MR. TOCHER: THERE IS NOT. WE ARE READY
9 TO ADJOURN WHEN YOU ARE READY.

10 CHAIRPERSON DURON: OKAY. AMY, ANY LAST
11 WORDS OR ARE YOU ALL TIME FOR COCKTAILS?

12 MS. ADAMS: ANOTHER MEETING. I HAVE ONE
13 LAST WORD, AND THIS HAS BEEN SOMETHING THAT I'VE
14 BEEN TRYING TO SAY SINCE SOMEONE BROUGHT UP
15 FINANCES. I SEE JENN LEWIS IS ON THIS CALL. I JUST
16 WANT TO SAY I'VE BEEN HUGELY SUPPORTED BY OUR
17 FINANCE TEAM. I TOOK THIS JOB AFTER THE BUDGET HAD
18 BEEN WRITTEN, BUT I'M REALLY BEING SUPPORTED BY THE
19 FINANCE TEAM. THEY ARE WORKING HARD TO FIGURE OUT
20 HOW TO GET ME WHAT I NEED, AND I'M JUST SO GRATEFUL
21 FOR THAT. AND THEN I PLAN TO ASK FOR A WHOLE BUNCH
22 OF MONEY NEXT YEAR. SO HOPEFULLY THEY...

23 CHAIRPERSON DURON: WELL, THANK YOU TO THE
24 FINANCE TEAM FOR ITS COMMITMENT. OKAY. WELL, THEN
25 I SAY THAT LET'S ADJOURN AND CHECK YOU NEXT THURSDAY

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1 AT OUR REGULAR MEETING. AND THANK YOU ALL FOR
2 JOINING US.

3 VICE CHAIR BONNEVILLE: THANK YOU,
4 EVERYONE.

5 CHAIRPERSON DURON: THANK YOU. BYE-BYE,
6 EVERYBODY.

7 (THE MEETING WAS THEN CONCLUDED AT 2:48 P.M.)

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REPORTER'S CERTIFICATE

I, BETH C. DRAIN, A CERTIFIED SHORTHAND REPORTER IN AND FOR THE STATE OF CALIFORNIA, HEREBY CERTIFY THAT THE FOREGOING TRANSCRIPT OF THE VIRTUAL PROCEEDINGS BEFORE THE COMMUNICATIONS SUBCOMMITTEE OF THE INDEPENDENT CITIZEN'S OVERSIGHT COMMITTEE OF THE CALIFORNIA INSTITUTE FOR REGENERATIVE MEDICINE IN THE MATTER OF ITS REGULAR MEETING HELD ON DECEMBER 4, 2025, WAS HELD AS HEREIN APPEARS AND THAT THIS IS THE ORIGINAL TRANSCRIPT THEREOF AND THAT THE STATEMENTS THAT APPEAR IN THIS TRANSCRIPT WERE REPORTED STENOGRAPHICALLY BY ME AND TRANSCRIBED BY ME. I ALSO CERTIFY THAT THIS TRANSCRIPT IS A TRUE AND ACCURATE RECORD OF THE PROCEEDING.

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