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: JUNE 8, 2026
9:30 A.M.

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

FILE NO.: 2026-13

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MONDAY, JUNE 8, 2026; 9 A.M.

MR. TOCHER: LOOKS LIKE KIM IS JOINING RIGHT NOW.

MS. MANDAC: THE RECORDING'S ON.

MR. TOCHER: OKAY. GREAT. THANK YOU, CLAUDETTE. YSABEL, WHENEVER YOU'RE READY TO KICK IT OFF.

CHAIRPERSON DURON: THANK YOU VERY MUCH. GOOD MORNING, EVERYBODY. WELCOME TO THE COMMUNICATIONS SUBCOMMITTEE THIS BRIGHT MONDAY MORNING. THIS IS JUNE 8TH, 2026. I AM THE CHAIR OF THE COMMUNICATIONS SUBCOMMITTEE, YSABEL DURON, AND MY COLLEAGUE MARIA BONNEVILLE, WHO'S OFF-CAMERA.

HELLO TO ANY OF THE PUBLIC WHO HAS JOINED US, AND HOPE EVERYBODY HAS HAD A DECENT SPRING SO FAR WITH A LITTLE BIT OF SUMMER KICKED IN. WE HAVE A FAIRLY LARGE CALENDAR TODAY; BUT BEFORE WE GO THERE, SCOTT, LET'S TAKE THE ROLL. AND I WOULD LOVE STAFF ALSO TO INTRODUCE THEMSELVES BECAUSE WE HAVE SOME NEW FOLK IN THE ROOM, AND IT WOULD BE NICE TO HEAR FROM THEM.

MR. TOCHER: GREAT. THANKS VERY MUCH. I'LL START THE ROLL. KIM BARRETT.

DR. BARRETT: PRESENT.

MR. TOCHER: GEORGE BLUMENTHAL.
DR. BLUMENTHAL: HERE.
MR. TOCHER: MARIA BONNEVILLE.
VICE CHAIR BONNEVILLE: PRESENT.
MR. TOCHER: MARGUERITE CASILLAS.
MS. CASILLAS: HERE.
MR. TOCHER: LEONDRA CLARK-HARVEY.
DR. CLARK-HARVEY: PRESENT.
MR. TOCHER: YSABEL DURON.
CHAIRPERSON DURON: HERE.
MR. TOCHER: ELENA FLOWERS. VITO IMBASCIANI.
CHAIRMAN IMBASCIANI: PRESENT.
MR. TOCHER: PAT LEVITT.
DR. LEVITT: PRESENT.
MR. TOCHER: LINDA MALKAS.
DR. MALKAS: HERE.
MR. TOCHER: CHRISTINA MIASKOWSKI.
DR. MIASKOWSKI: PRESENT.
MR. TOCHER: YAEL WYTE.
DR. WYTE: HERE.
MR. TOCHER: THANK YOU VERY MUCH. WE HAVE A QUORUM. YSABEL, BACK TO YOU.
CHAIRPERSON DURON: THANK YOU. COULD I JUST ASK STAFF TO SAY THEIR NAME OUT HERE AND THEIR

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DEPARTMENT BECAUSE WE'VE GOT A FEW NEW PEOPLE WITH US. I THINK WE'D LIKE TO SEE THEIR FACES OR KNOW THEM. AMY, YOU WANT TO START?

MS. ADAMS: WELL, I'M AMY ADAMS, AND I'M THE SENIOR DIRECTOR FOR COMMUNICATIONS. I DON'T KNOW -- I'M AT A HOTEL TODAY. IT'S MONDAY.

CHAIRPERSON DURON: NEXT. THAT'S OKAY. WE'RE JUST A NAME, AND WE'LL GO AROUND.

MS. ADAMS: OKAY. SO WHY DON'T I -- CAN I CALL ON PEOPLE JUST SO THERE'S NOT THAT AWKWARD GAP --

CHAIRPERSON DURON: OKAY.

MS. ADAMS: -- WHILE PEOPLE WAIT TO SEE WHO GOES NEXT? SO THE NEXT PERSON I SEE IS RAFAEL.

MR. AGUIRRE-SACASA: SURE. RAFAEL AGUIRRE-SACASA, AND I'M THE GENERAL COUNSEL FOR CIRM.

MS. ADAMS: SCOTT.

MR. HADLY: HI. SCOTT HADLY, THE DIRECTOR FOR CONTENT STRATEGY.

MS. ADAMS: ADITI.

MS. DESAI: ADITI. I'M THE COMMUNITY OUTREACH MANAGER AT CIRM.

MS. ADAMS: CARLY.

MS. CHILLMON: HI THERE. I'M CARLY

CHILLMON. I'M THE COMMUNICATIONS SPECIALIST OPERATIONS AT CIRM.

MS. ADAMS: ROSA. OKAY. WELL, WE ALL KNOW --

DR. CANET-AVILES: SORRY. I DIDN'T REALIZE I WAS GOING TO BE INTRODUCED. I'M ROSA CANET-AVILES. I'M THE CHIEF SCIENCE OFFICER. THANK YOU.

MS. ADAMS: CHRISTINA.

MS. SMITH: -- SPECIALIST.

MS. ADAMS: OKAY. HANG ON. I'M GOING TO PAGE 2 BECAUSE THERE'S SO MANY OF US. JEN.

MS. LEWIS: GOOD MORNING. I'M JENNIFER LEWIS. I'M THE VICE PRESIDENT OF OPERATIONS AT CIRM.

MS. ADAMS: THOSE ARE ALL THE STAFF THAT I CAN SEE. IF THERE'S ANY STAFF MEMBERS WHO I --

CHAIRPERSON DURON: I'M SORRY. LET ME -- SORRY, AMY. I WAS GOING GO TO VITO AND HE CAN DIRECT TO THE REST OF THE FOLK WHO ARE AROUND. YEAH.

CHAIRMAN IMBASCIANI: HI. VITO IMBASCIANI. GOOD MORNING, EVERYONE. WHETHER YOUR NAME ENDS IN A VOWEL OR NOT, I THINK ALL NAMES SHOULD. I'M THE CHAIRMAN OF THE BOARD OF CIRM.

WELCOME.

CHAIRPERSON DURON: AS I MENTIONED. OKAY. CLAUDETTE, YOU IN THE ROOM, I THINK J.T. IS AROUND, BUT I CAN'T SEE WHERE HE'S AT.

DR. THOMAS: I'M HERE, YSABEL. GOOD MORNING, EVERYBODY. J.T., PRESIDENT AND CEO OF CIRM. NICE TO SEE EVERYBODY BRIGHT AND EARLY THIS MONDAY MORNING.

CHAIRPERSON DURON: YEAH. CLAUDETTE.

MS. MANDAC: CLAUDETTE MANDAC, ASSOCIATE DIRECTOR OF BOARD GOVERNANCE.

CHAIRPERSON DURON: ANOTHER GENTLEMAN. SORRY.

MS. ADAMS: LANA ALSO. I'M SORRY. I SKIPPED THE BOARD GOVERNANCE FOLKS BECAUSE I FIGURED EVERYONE KNOWS YOU. BUT IF CLAUDETTE'S GOING, LANA HAS TO SAY HI.

MS. MORALEZ: HI. I'M LANA MORALEZ. I AM THE SENIOR EXECUTIVE ASSISTANT TO THE BOARD.

MS. ADAMS: SCOTT TOCHER.

CHAIRPERSON DURON: WHO?

MR. TOCHER: YEAH, GOOD MORNING. SCOTT TOSHER, ASSOCIATE VICE PRESIDENT OF BOARD GOVERNANCE. AND I THINK THAT IS EVERYONE.

CHAIRPERSON DURON: YEAH. SEE? THAT WAS

COOL. I MEAN, THERE'S SO MANY FOLK HERE, I THINK WE NEEDED TO SAY HI TO EACH OTHER, PARTICULARLY SINCE WE'RE ALSO HAVING -- WE'RE ALSO HAVING SOME ISSUES WITH OUR INTERNET, I THINK, SO PEOPLE ARE KIND OF FADING IN AND OUT. SO WE'LL HAVE TO FORGIVE EACH OTHER.

SO I THINK WITH THAT, AMY, WE CAN PICK IT UP AND START THE DISCUSSION AROUND COMMUNICATIONS.

MS. ADAMS: ALL RIGHT. WONDERFUL. THANK YOU TO ALL OF YOU, ALL THE BOARD MEMBERS, THE TEAM MEMBERS, THE MEMBERS OF THE PUBLIC WHO ARE HERE BRIGHT AND EARLY ON A MONDAY MORNING.

I'M GOING PULL UP MY SCREEN. AND WHILE I DO THAT, I'M GOING SAY I'M AT A HOTEL WITH SOMEWHAT IFFY WI-FI. SO WHILE I'M PRESENTING, I'M GOING TO GO OFF-CAMERA, BUT I'LL COME BACK ON CAMERA TO TAKE QUESTIONS LATER. MAYBE I'M NOT BECAUSE I DON'T KNOW THAT I CAN GO OFF -- OH, THERE WE GO. OKAY. OKAY. THERE WE GO. OKAY.

I'M GOING TO START THIS PRESENTATION WITH A BIT OF BACKGROUND JUST BECAUSE THERE'S A LOT OF INFORMATION IN THE METRICS, AND I THINK IT'LL HELP US ALL THINK ABOUT THOSE METRICS IF WE'RE COMING AT IT WITH SOME OF THE SAME INFORMATION.

SINCE THIS PRESENTATION WILL BE REPORTING

OUT ON THE SUCCESS OF OUR COMMUNICATIONS WORK THIS YEAR, IT'S IMPORTANT TO MEASURE -- MENTION THE CHANGING NATURE OF THE TEAM THIS YEAR. WE STARTED LAST JUNE WITH FOUR PEOPLE. I HAD JUST JOINED, AND I ALSO HAVE HOLLY MCCORMICK LISTED HERE. SHE'S NOT STAFF, BUT SHE WAS AN INCREDIBLY IMPORTANT PART OF OUR TEAM THIS YEAR, SUPPORTING WITH WRITING.

SOON AFTER I JOINED, ADITI DESAI MOVED FROM THE PATIENT ACCESS TEAM OVER TO THE COMMUNICATIONS TEAM. AND JUST AS A REMINDER, ADITI HAD BEEN PART OF THE COMMUNICATIONS TEAM IN THE PAST. WHEN ADITI MOVED BACK TO THE COMMUNICATIONS TEAM, THE CONTRACT WITH JACQUELINE HANKIN CAME ALONG WITH ADITI. AND AS A REMINDER, JACQUELINE SUPPORTS OUTREACH EFFORTS IN THE L.A. AREA. AND YOU'LL SEE MORE OF THAT WORK LATER.

DURING THE WINTER, WE LOST TWO PEOPLE. SO WE SPENT SEVERAL MONTHS WITH ME AND CHRISTINA DOING THE WORK OF THE ORIGINAL FOUR. THAT WAS EXCITING. BUT THEN IN THE SPRING, WE GAINED A PERSON. SO I'M HAVING TO ADD A LITTLE BAND HERE. THIS IS CARLY CHILLMON. CARLY IS IN A TWO-YEAR, FIXED-TERM POSITION. SHE JOINED US TO HELP COMMUNICATE MORE CLEARLY WITH OUR AWARDEES AND POTENTIAL APPLICANTS. HER WORK IS ALREADY HELPING THE ENTIRE CIRM TEAM BE

MORE CONSISTENT AND CLEAR IN HOW WE COMMUNICATE OUT ABOUT OUR PROGRAMS, FUNDING OPPORTUNITIES, AND REVIEW PROCESSES.

AND ALSO, THROUGHOUT THIS TALK, YOU'RE GOING HEAR A LOT ABOUT CHANGES I THINK WE NEED TO MAKE ON OUR WEBSITE. AND CARLY'S EXPERTISE ALSO IS INCREDIBLY HELPFUL WITH THAT.

AND THEN THIS SPRING, I HIRED SCOTT HADLY AS DIRECTOR OF CONTENT STRATEGY. HE COMES TO US AFTER MORE THAN A DECADE WORKING AS A JOURNALIST, INCLUDING COVERING SCIENCE, AND MORE THAN A DECADE IN VARIOUS COMMUNICATIONS ROLES AT 23ANDME. AND YOU'RE GOING TO BE HEARING FROM SCOTT IN JUST A FEW SLIDES.

YOU'LL NOTICE WE DO HAVE ONE OPEN POSITION STILL ON THE TEAM. WE HAVE POSTED THAT POSITION AND HAVE SOME REALLY OUTSTANDING APPLICANTS COMING IN. SO HOPEFULLY BY THE NEXT TIME YOU HEAR FROM ME, I WILL BE INTRODUCING THAT PERSON.

SO A REMINDER OF MY TEAM'S MISSION. AND I THINK THIS IS REALLY IMPORTANT FOR TODAY'S PRESENTATION BECAUSE WE HAVE TO THINK ABOUT WHAT WE ARE TRYING TO ACHIEVE AND HOW ARE WE MEASURING WHETHER OR NOT WE'RE ACHIEVING THAT. SO AWARENESS OF AND SUPPORT FOR CIRM'S PROGRAMS AND

ACCOMPLISHMENTS. PART OF THIS IS NOT GOING TO BE IN MY METRICS. PART OF THIS IS IN MY BUDGET. MEASURING SUPPORT FOR CIRM, I THINK IN LARGE PART, IS GOING TO COME OUT OF A LINE ITEM IN MY BUDGET WHERE I'M HIRING SOMEONE TO RUN FOCUS GROUPS AROUND THE STATE TO UNDERSTAND WHAT PEOPLE KNOW ABOUT CIRM, WHAT THEY WANT TO KNOW ABOUT CIRM, WHAT ARE THEIR PRIORITIES. SO HOW CAN CIRM HELP SPEAK TO THEM MORE EFFECTIVELY?

SO, REALLY, FOR THE PURPOSES OF TODAY'S PRESENTATION, I'M GOING TO BE LOOKING AT VOLUME. HOW MANY PEOPLE ARE AWARE OF US OR HOW MANY PEOPLE HAVE SEEN CIRM'S CONTENT?

FOR REASONS THAT ARE UNCLEAR TO ME, MY SLIDES ARE NOT ADVANCING. OH, THERE WE GO. OKAY. SO THERE HAVE BEEN SOME CHANGES IN THE COMMUNICATIONS ECOSYSTEM. AND REALLY IT'S BEEN A SLOW CHANGE OVER THE LAST DECADE AND A DRAMATIC CHANGE OVER THE PAST YEAR. SO MANY YEARS AGO, WHEN I WAS GIVING PRESENTATIONS LIKE THIS, AND I THINK MANY OF YOU HAVE HEARD PRESENTATIONS LIKE THIS, THE MODEL WAS YOU HAVE NEWSLETTERS AND BLOGS AND SOCIAL MEDIA, AND THEY DRIVE TRAFFIC TO A WEBSITE. THE WEBSITE TELLS YOUR ORGANIZATION'S WHOLE STORY. AND THE WEBSITE IS REALLY WHERE YOU'RE

TRYING TO DIRECT TRAFFIC.

SO A LOT OF YOUR COMMUNICATIONS EFFORT WAS AROUND INCREASES TO WEB TRAFFIC. IN ADDITION, BOTH YOUTUBE AND PR HAVE ALWAYS REACHED PEOPLE DIRECTLY. AND WE'RE IN A NEW WORLD. AND I WANT TO EXPLAIN THIS NEW WORLD BECAUSE IT'LL HELP DEMYSTIFY SOME OF THE METRICS I'M GOING TO SHOW.

THIS SLIDE IS COMPLICATED. IT HAS A LOT OF ARROWS, AND THAT IS INTENTIONALLY SO BECAUSE THE COMMUNICATION LANDSCAPE IS A BIT MUDDLED RIGHT NOW, ONE THING YOU'LL NOTICE IS THAT PEOPLE ARE VISITING WEBSITES LESS. AND THAT IS BEING DRIVEN BY A SHARP DECREASE IN THE AMOUNT OF PEOPLE USING SEARCH ENGINES TO FIND CONTENT ON WEBSITES. IN THE PAST COMMUNICATIONS TEAMS SPENT HOURS AND HOURS AND HOURS AND THOUSANDS, MILLIONS OF DOLLARS OPTIMIZING THEIR WEBSITES TO BE BETTER FOUND BY SEARCH ENGINES. SUDDENLY, PEOPLE ARE LESS LIKELY TO USE SEARCH ENGINES TO FIND WEBSITES AND ARE, INSTEAD, ASKING QUESTIONS OF AI, AND AI IS DELIVERING INFORMATION.

SO HOW DOES AI GET THAT INFORMATION? IT SCRAPES WEBSITES, IT SCRAPES ALL SOCIAL CONTENT, IT SCRAPES EARNED MEDIA, SO PR, IT SCRAPES CAPTIONS FROM VIDEOS. IT GATHERS ALL OF THAT INFORMATION AND ANSWERS QUESTIONS FROM PEOPLE. SO THIS IS REALLY A

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DIFFERENT WORLD. WE'RE STILL MEASURING SOME OF THE SAME THINGS, BUT REALLY THINKING DIFFERENTLY ABOUT HOW PEOPLE ARE GETTING THE INFORMATION.

TODAY I'M GOING TO TALK PRIMARILY ABOUT THESE THINGS THAT ARE CIRCLED. THAT IS, I WILL TALK ABOUT THE WEBSITE, SOME ASPECTS OF SOCIAL MEDIA, OUTREACH, AND THE BLOG. ALSO HIGHLIGHTED HERE IS PR. OKAY. I'M NOT ACTUALLY GOING TO TALK ABOUT THOSE METRICS MUCH. THAT'S BECAUSE LAST YEAR THERE WAS PR. THERE WAS SOME; AND IF YOU DIVIDE SOME OVER ZERO, YOU GET AN INFINITE YEAR-OVER-YEAR INCREASE, WHICH IS NOT PARTICULARLY HELPFUL. SO I WILL BE TALKING A LOT ABOUT THE VALUE OF PR. IN THE FUTURE, I'LL BE TALKING MORE ABOUT YEAR-OVER-YEAR WITH PR.

THE BIG THING YOU'LL NOTICE THAT'S MISSING IN THIS PRESENTATION IS I AM NOT GOING TO BE REPORTING OUT ON AI. AND THAT'S BECAUSE RIGHT NOW THE TOOLS FOR TRACKING HOW YOUR ORGANIZATION IS SHOWING UP IN AI ARE IN FLUX. THIS IS ALL VERY NEW. THERE ARE TOOLS THAT EXIST. THEY ARE EXTRAORDINARILY EXPENSIVE. AND IT'S ALSO NOT CLEAR WHICH OF THESE TOOLS IS GOING TO WIN. SO I DON'T KNOW WHICH ONE I'M GOING BE WANTING TO USE A YEAR FROM NOW. SO FOR NOW, WE'RE KIND OF LEAVING THAT AS A -- LEAVING IT OPEN. BY THIS TIME NEXT YEAR, YOU,

I SUSPECT, WILL BE SEEING A LINE ITEM ON MY BUDGET WANTING TO MORE EFFECTIVELY MEASURE OUR PRESENCE IN AI.

THE IMPORTANT THING I WANT TO POINT OUT IS THIS BIG CHANGE OVER THE PAST COUPLE MONTHS DOES NOT CHANGE THE STRATEGY I PRESENTED TO YOU. THAT REMAINS THE SAME. THE STRATEGY OF WANTING TO TELL EMOTIONALLY RESONANT STORIES TO OUR KEY AUDIENCES WILL ALWAYS BE TRUE. WHAT HAS CHANGED IS THE CHANNEL. SO NOW WE NEED TO TELL THOSE STORIES IN A WAY THAT AI CAN PICK UP, AND IT'S ULTIMATELY GOING TO BE AI DELIVERING THESE EMOTIONALLY RESONANT STORIES TO PEOPLE. SO THAT STRATEGY REMAINS THE SAME. THERE'S SOME DIFFERENCES ON THE BACK END.

OKAY. SO WHAT DOES THIS ALL MEAN? YOU SAW IN THE PREVIOUS SLIDE THAT AI HAS TAKEN A DOMINANT PLACE IN HOW PEOPLE LEARN INFORMATION ABOUT AN ORGANIZATION. WHAT AI KNOWS COMES FROM SCANNING THE WEBSITE, SOCIAL MEDIA, AND IMPORTANTLY, PR STORIES. SO GIVEN THIS, WE DO PLAN TO PRIORITIZE PR IN THE COMING YEAR. AND IF YOU LOOK IN YOUR MEMO, I THINK I INCLUDED A COUPLE REFERENCES TO THE FACT THAT AI IS GIVING SOME PREFERENCE TO PR BECAUSE IT INDICATES THIRD-PARTY VALIDATION. SO IT IS A PLACE WE NEED TO FOCUS.

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WE'RE ALSO GOING TO BE DOING SOME BEHIND-THE-SCENES WORK THAT WILL HELP OPTIMIZE THE WEBSITE FOR AI. SO HERE'S SOMETHING THAT MANY OF YOU MIGHT NOT KNOW. WHEN YOU LOOK AT THE WEBSITE, WE LIST THE BLOG AND THE WEBSITE. YOU CAN LOOK AT STORIES ON OUR BLOG, AND THE BLOG REALLY IS THE PRIMARY PLACE FOR OUR CORE CONTENT.

WHAT YOU DON'T REALLY SEE IS THE BLOG IS ACTUALLY A SEPARATE PLATFORM. SO IF AI SCANS OUR WEBSITE, IT DOES NOT SEE OUR BLOG. OUR BLOG IS A SEPARATE PLATFORM AND A SEPARATE WORDPRESS INSTANCE. IF WE OPTIMIZE OUR WEBSITE FOR AI, IT DOES NOT IMPROVE OUR BLOG PERFORMANCE. AND THIS IS A PROBLEM.

SO ONE OF THE THINGS WE REALLY NEED TO DO IS MOVE ALL THAT BLOG CONTENT INTO THE PRIMARY WEBSITE. THIS IS ALL BEHIND THE SCENES. NONE OF YOU WILL EVER NOTICE THIS. I THINK IT WILL MAKE A DIFFERENCE IN THE CONTENT PEOPLE ARE SEEING, AND IT'S GOING BE A LIFT. SO IN THE BUDGET, I DON'T CALL THIS OUT SPECIFICALLY, BUT IN THE BUDGET, THIS ALL FALLS UNDER THE WEB VENDOR IS GOING TO BE HUGELY VALUABLE FOR THIS.

FINALLY, DURING THIS TIME OF DIGITAL INFORMATION CHANGE, IT IS MORE IMPORTANT THAN EVER

TO FOCUS ON TELLING OUR STORY IN PERSON THROUGH OUTREACH EFFORTS IN RELEVANT COMMUNITIES. AND YOU'LL SEE THAT REPRESENTED LATER IN THIS DECK.

OKAY. SO NOW SCOTT HADLY AND I ARE GOING TO TALK IN MORE DETAIL ABOUT SPECIFIC METRICS FOR OUR WEBSITE, OUR BLOG, SOCIAL MEDIA, AND OUTREACH. AND I'M STARTING WITH THE WEBSITE. OKAY. WAIT. CHRIS JUST RAISED HER HAND. HI, CHRIS.

DR. MIASKOWSKI: AMY, I HAD A QUESTION ABOUT YOUR DIAGRAM WITH THE ARROWS.

MS. ADAMS: OH, YEAH.

DR. MIASKOWSKI: I WAS WONDERING WHY THERE'S NOT AN ARROW FROM AI BACK TO THE WEBSITE. DOES THAT MEAN --

MS. ADAMS: OH, COOL.

DR. MIASKOWSKI: -- WHEN I USE AI AND I'M INTERESTED IN A TOPIC, IT OFTEN TAKES ME TO A WEBSITE THAT I CAN THEN --

MS. ADAMS: YEAH.

DR. MIASKOWSKI: -- PERUSE. SO I WAS JUST CURIOUS ABOUT THE DIRECTIONALITY OF THAT.

MS. ADAMS: YEAH. THAT IS A GREAT QUESTION. SO I THOUGHT ABOUT PUTTING A VERY, VERY SMALL ARROW THERE. SO AT THIS POINT, WHAT MY WEB METRICS TELL ME IS THAT PEOPLE ARE CONSUMING

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INFORMATION OUT OF AI, BUT AI IS NOT CURRENTLY DRIVING MUCH TRAFFIC TO OUR WEBSITE. IT IS DRIVING MORE TRAFFIC TODAY THAN IT DID A YEAR AGO. SO MAYBE A YEAR FROM NOW THAT WILL BE REALLY DIFFERENT, BUT RIGHT NOW I DON'T SEE A LOT OF THAT.

DR. MIASKOWSKI: THANK YOU.

MS. ADAMS: YEAH. YOU'RE WELCOME.

CHAIRPERSON DURON: AMY?

MS. ADAMS: YEP.

CHAIRPERSON DURON: YSABEL. I HAVE A WHOLE PHILOSOPHICAL DISCUSSION GOING ON IN MY BRAIN AND WITH OTHERS EXTERNALLY ABOUT AI AND ITS IMPACT ACROSS NOT SECTORS AND SYSTEMS, BUT HUMANS, AND A LOT OF SKEPTICISM ABOUT THE USE OF AI ON COMMUNITIES. SO I WANT US AT SOME POINT, MAYBE PERHAPS LATER, IF WE HAVE A LITTLE TIME, TO OPEN THAT DISCUSSION A LITTLE BIT SO THAT WE CAN DETERMINE WHAT KINDS, IF WE HAVEN'T GOT THEM IN PLACE, WHAT KINDS OF TRANSPARENCY, POLICY WE SHOULD ADAPT TO LET PEOPLE KNOW THAT WE ARE UTILIZING AI, WHICH WILL INTERFACE AND INTERSECT WITH THEM SOMEWHERE ALONG THE ROAD, AND WE WANT THEM TO KNOW IT. BUT I PUT THAT ON YOUR BURNER, AND HOPEFULLY WE CAN GET TO IT BECAUSE I THINK IT'S A CRITICAL DISCUSSION.

I MEAN, I'M ASKED ABOUT IT VERY OFTEN, AND I SEE A LOT OF REPORTS. AND AMONGST, LIKE, EVEN LATINOS WHO ARE VERY AWARE OF IT DO NOT LIKE THE IDEA OF BEING DIRECTED BY ROBOTS. AND SO IN ORDER TO -- IN ORDER TO HAVE FULL COOPERATION AND ENGAGEMENT, WE NEED TO MAKE THAT CLEAR FROM CIRM'S PERSPECTIVE HOW WE'RE UTILIZING THAT TOOL AND HOW IT WILL NOT HURT PEOPLE. SO I JUST PUT THAT ON THE BURNER.

MS. ADAMS: YEAH. OH, I MEAN, YOU ARE SO RIGHT. I INTENTIONALLY HAVE BEEN TRYING -- I MEAN, THERE'S SO MUCH TO TALK ABOUT WITH AI, RIGHT? I'VE BEEN TRYING TO ONLY TALK ABOUT AI IN TERMS OF PEOPLE ARE USING IT, AND HERE'S HOW I'M INTERFACING WITH THAT. SO I'M TRYING TO REMAIN OPINIONLESS, WHICH I AM NOT. SO I WOULD LOVE TO HAVE MORE OF A CONVERSATION WITH YOU ABOUT THAT. IT'S SO IMPORTANT RIGHT NOW.

CHAIRPERSON DURON: YEAH. WELL, I HOPE WE HAVE A LITTLE TIME ON THE OTHER END BECAUSE I'D LOVE TO HEAR FROM OTHERS AS WE SEND MESSAGES BACK TOWARDS J.T. AND THE WHOLE BOARD SO THAT WE CAN, AS AN ORGANIZATION, COME UP WITH SOMETHING, NOT JUST IN TERMS OF COMMUNICATION, BUT HOW WE AS A WHOLE ORGANIZATION WANT TO HAVE THAT CONVERSATION WITH

EVERYBODY THAT WE MEET OUT THERE EXTERNALLY, AND INCLUDING THE AUDIENCES AND PATIENTS AND COMMUNITIES WE'RE TRYING TO BRING TOWARDS US.

MS. ADAMS: YEAH. IT GOES WELL BEYOND COMMUNICATIONS. OKAY. I PROMISE YOU WE'RE GOING TO GET TO THE END OF THIS PRESENTATION, AND THERE'S OTHER THINGS PEOPLE WANT TO TALK ABOUT, BUT I WOULD LOVE TO -- I WOULD LOVE TO COME BACK TO THAT ONE TOO.

CHAIRPERSON DURON: OKAY. OKAY.

MS. ADAMS: OKAY. SO MY WEBSITE CHART. SO THIS IS MORE COMPLEX THAN IT MIGHT LOOK. SO THE BLUE LINE, OR THE BLUE DOTS, THESE ARE ALL USERS. THIS IS JUST RAW DATA OUT OF THE BACK END OF THE WEBSITE, EVERY SINGLE HUMAN OR BOT THAT CAME TO OUR WEBSITE.

THE ORANGE LINE IS MY ATTEMPT TO WEED OUT THE BOTS. SO HERE'S WHAT YOU NEED TO KNOW. SOMETIME AROUND SEPTEMBER OF LAST YEAR, THE WHOLE WORLD, THIS IS NOT JUST CIRM, THE WHOLE WORLD SAW THIS HUGE INFLUX OF BOT TRAFFIC FROM CHINA. AND SO I TOOK -- AND THEN THEY GO TO THESE PARTICULAR KINDS OF PAGES. SO I TOOK OUT THE BOT TRAFFIC FROM CHINA IS ALL I DID. WE ACTUALLY HAVE, IT'S A 2,000-PERCENT INCREASE YEAR OVER YEAR IN OUR TRAFFIC

FROM CHINA JUST THIS YEAR.

SO THE ORANGE LINE IS MY ATTEMPT TO TAKE OUT JUST THE KNOWN BOTS. SO I DON'T KNOW WHETHER OR NOT THERE ARE OTHER BOTS IN THAT ORANGE LINE. I THINK THERE ARE, SO I DON'T THINK THAT ORANGE LINE IS ALL HUMANS, BUT IT WAS THE BEST I COULD DO. AND I HAD A LITTLE HELP FROM AI TRYING TO SORT THIS OUT. WHAT YOU'LL SEE, THAT THERE SEEMS TO BE A SLIGHT UPHILL TREND. I DON'T REALLY WANT TO THINK ABOUT THAT AS AN INCREASE BECAUSE I CAN'T SAY THAT IT IS. WHAT I CAN SAY IS THAT WE ARE GETTING SIGNIFICANTLY LESS TRAFFIC THROUGH SEARCH ENGINES.

THERE'S THIS CONCEPT OF GOOGLE ZERO WHERE WEBSITES WILL NO LONGER GET SEARCH TRAFFIC FROM GOOGLE. AND THAT IS WHAT WE ARE SEEING. THAT IS GOING DOWN DRAMATICALLY. WE ARE SEEING AN INCREASE IN PEOPLE COMING DIRECTLY TO THE SITE. AND THAT IS OFTEN THROUGH LINKS FROM EMAILS OR NEWSLETTERS OR THAT KIND OF THING. AND PEOPLE ARE SPECIFICALLY INTERESTED IN GETTING FUNDING FROM CIRM.

SO ALL OF OUR TOP PAGES ARE HOW DO I GET MONEY FROM CIRM? ALSO, WE HAVE A CHART ON OUR WEBSITE SHOWING WHERE OUR FUNDING HAS GONE, AND THAT IS VERY POPULAR. BEYOND THAT, THE MOST POPULAR PAGES, IT CHANGES BY MONTH DEPENDING ON WHAT'S GOING

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ON IN THAT MONTH, BUT IT SEEMS LIKE THE HUMANS THAT ARE COMING TO OUR SITE, THEY WANT TO COME TO OUR SITE TO GET THINGS DONE, FIND A THING, AND THEN LEAVE.

SO THIS WORLD IN WHICH PEOPLE WOULD GO TO WEBSITES AND LOOK AROUND KIND OF SEEMED TO BE GOING AWAY, AND WE'LL BE THINKING ABOUT THE WEBSITE IN THAT CONTEXT.

MARGUERITE.

MS. CASILLAS: HEY. JUST QUICKLY, SO THIS DOES NOT INCLUDE THE BLOG; IS THAT CORRECT, BECAUSE IT'S NOT PART OF THE WEBSITE? YES.

MS. CASILLAS: OKAY.

MS. ADAMS: YES. I'M GOING SHOW -- YEAH. THANK YOU, MARGUERITE. THE BLOG IS GOING BE A COMPLETELY SEPARATE SET OF SLIDES, AND THAT IS BECAUSE IT IS COMPLETELY DIFFERENT DATA. AND BECAUSE WE GET -- BECAUSE THEY'RE ON TWO DIFFERENT PLATFORMS, WE ACTUALLY GET THAT DATA DIFFERENTLY. WE MINE THE DATA IN DIFFERENT WAYS. WE'VE CHANGED THAT IN THE LAST COUPLE MONTHS. BUT IF WE WANT TO LOOK A YEAR BACK, WE HAVE TO LOOK DIFFERENTLY.

SO THE BLOG TRAFFIC IS GOING TO LOOK VERY DIFFERENT, AND IT IS HARD TO COMPARE RIGHT NOW. THAT WILL BE CHANGED BY NEXT YEAR.

YEAH. OKAY. ON THAT NOTE, THOUGH, I'M GOING MOVE ON TO THE BLOG. I'M GOING TRY TO. THERE WE GO. OKAY. OKAY. SO BLOG TRAFFIC.

SO IF I LOOK AT THE LAST SIX MONTHS OF THE YEAR OVER THE FIRST SIX MONTHS OF THE YEAR, WHICH IS SORT OF THE RATE AT WHICH I STARTED IMPLEMENTING MY STRATEGY, IT'S ACTUALLY A 122-PERCENT INCREASE IN VIEWS TO THE BLOG IN THE SECOND SIX MONTHS OVER THE FIRST SIX MONTHS.

I THINK IN THAT MEMO, WHICH ALL OF YOU READ AND MEMORIZED AND REMEMBER ON MONDAY MORNING, AM I RIGHT, I THINK IN MY MEMO, I SAID SOMETHING LIKE A 60 PERCENT YEAR-OVER-YEAR INCREASE. AT THAT POINT, I WAS LOOKING JUST APRIL. APRIL THIS YEAR OVER APRIL LAST YEAR IS MORE LIKE 60 PERCENT. IF I LOOK AT THE FULL SIX MONTHS OVER THE OTHER SIX MONTHS, IT'S 122. THE REALITY IS IT'S ABOUT DOUBLED. DEPENDS ON HOW YOU SLICE AND DICE THE DATA.

AND THE COLORED BLOCKS ARE JUST TO HELP YOU SEE THE FIRST SIX MONTHS OVER THE SECOND SIX MONTHS.

OKAY. HERE I'VE INDICATED -- OH, KIM, I SEE YOUR HAND. OKAY. I'LL GET TO YOU IN JUST A SECOND.

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HERE YOU SEE THE DATES WHEN I PRESENTED, KIND OF THE PRESENTATIONS LEADING UP TO MY FULL STRATEGY. AND WHAT YOU NEED TO UNDERSTAND IS THAT, AS I WAS PRESENTING THINGS LEADING TO THE STRATEGY, I WAS BEGINNING TO IMPLEMENT THAT STRATEGY. SO IF YOU LOOK AT THOSE RED ARROWS AND WHERE THE INCREASES BEGIN, ONE INTERPRETATION IS THAT MY STRATEGY IS BRILLIANT AND IT'S WORKING. AND I'LL JUST TAKE MY BOW NOW, AND YOU CAN ALL GIVE ME MY MONEY. SADLY, THE REALITY IS WAY MORE COMPLEX THAN THAT. AND THAT'S SOMETHING THAT SCOTT AND I ARE GOING TO DIG INTO NOW.

AND THIS IS WHERE I'LL PAUSE. AND, KIM, DO YOU WANT TO GO?

DR. BARRETT: YEAH. I JUST -- IS THE BLOG TRAFFIC ALSO SUBJECT TO INFLUENCE BY BOTS OR NOT?

MS. ADAMS: YEAH. OKAY. SUPER INTERESTING. I DON'T SEE THE BOTS FROM CHINA ON THE WEBSITE OR I MEAN ON THE BLOG. THAT DOESN'T MEAN THAT THERE AREN'T BOTS FROM SOMEWHERE THAT I'M NOT ABLE TO WEED OUT BECAUSE THE TIMING IS SUSPICIOUS, ISN'T IT? IT IS RIGHT AROUND SEPTEMBER. I DON'T THINK THAT'S WHAT'S GOING ON, BUT I DON'T HAVE ENOUGH RESOLUTION IN THE METRICS FOR THE BLOG TO BE ABLE TO SAY ABSOLUTELY. YEAH. THAT --

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MR. HADLY: IF I COULD JUMP IN BECAUSE I'M --

MS. ADAMS: YEP.

MR. HADLY: -- GOING TO JUMP IN. AND FIRST OF ALL, THIS IS SCOTT. I'M SORRY I'M NOT ON CAMERA. I HAVE VERY BAD INTERNET ACCESS. SO IF I FREEZE OR GLITCH, PLEASE LET ME KNOW. BUT TO GET BACK TO YOUR QUESTION, IT'S A GOOD QUESTION.

IN LOOKING AT THIS DATA, BECAUSE WE DID ASK THE SAME QUESTION BECAUSE THE TREND LINE IS SIMILAR, BUT WE ARE NOT SEEING -- WE HAVE A VERY SMALL PERCENTAGE OF THE TRAFFIC THAT'S FROM CHINA.

AND NOT TO BORE YOU, BUT THERE ARE GOOD BOTS AND THERE ARE BAD BOTS. THE GOOD BOTS ARE ESSENTIALLY SERVICING SEARCH ENGINES. IN ESSENCE, IT LOOKS AS IF THE BLOG TRAFFIC IS NOT HIGHLY INFLUENCED FROM BOTS THAT WE'RE SEEING ON THE WEBSITE IN GENERAL.

AND IF YOU LOOK AT THE NUMBERS HERE IN TERMS OF TRAFFIC, WE'RE ALSO TALKING ABOUT A SMALL AMOUNT OF TRAFFIC WHEN COMPARED TO THE WEBSITE ITSELF. SO MOST OF THE TRAFFIC IS ALSO DIRECT. SO THIS IS TRAFFIC FOR PEOPLE WHO ARE COMING TO CIRM'S BLOG BECAUSE THEY KNOW ABOUT CIRM ALREADY. IT'S NOT FROM ORGANIC SEARCH, ALTHOUGH THOSE PERCENTAGES ARE

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ARE INCREASING.

ANYWAY, SORRY. I DIGRESS. SO I WAS GOING TO JUST JUMP IN HERE. AND THANKS, AMY, FOR THE PRESENTATION. AND I WOULD LOVE TO SAY THAT HER BRILLIANT CONTENT STRATEGY IS WHY WE'RE SEEING THIS GOOD INCREASE IN TRAFFIC, BUT IT'S A LOT MORE COMPLICATED THAN THAT. AND THERE'S QUESTIONS OF IS IT RELATED TO, SAY, THE FREQUENCY OF OUR POSTING? SOMETIMES WE HAVE NO POSTS IN A WEEK, SOMETIMES WE HAVE -- OR IN A WEEK OR A MONTH. AND IF YOU POST MORE GENERALLY, YOU GET MORE TRAFFIC. BUT WE'RE NOT SEEING THAT.

IF YOU COULD ADVANCE THE SLIDE, AMY.

CHAIRPERSON DURON: WAIT. OH, SCOTT, GEORGE BLUMENTHAL HAS A QUESTION.

DR. BLUMENTHAL: JUST A QUICK QUESTION, JUST A QUICK QUESTION. CAN YOU TELL THE DIFFERENCE BETWEEN AN INDIVIDUAL AND A BOT JUST BY LOOKING AT HOW LONG THEY SPEND ON THE BLOG?

MS. ADAMS: YEAH. SO, WELL, I SAID YES A LITTLE TOO QUICKLY. YOU CAN INFER, YEAH. SO ONE OF THE THINGS -- YOU KNOW ON THE WEBSITE SLIDE WHERE I SAID I TRIED TO GET RID OF BOTS, ONE OF THE THINGS I ALSO DID IS I GOT RID OF ANY TRAFFIC THAT LASTED LESS THAN TEN SECONDS. BECAUSE THE BOTS, THEY COME

AND GO. THEY'RE REALLY, REALLY FAST. THEY'RE INDISCRIMINATE. SO YOU ALSO SEE DIFFERENT PATTERNS WITH THE BOTS OF WHAT PAGES THEY'RE GOING TO. SO YOU CAN TRY. AND, YES, I THINK THAT'S OFTEN DOABLE.

SO IF I WERE TO FILTER THE CONTENT OR FILTER THE VIEWS SO IT'S ONLY PEOPLE WHO ARE ON THE SITE OR ON THE BLOG 30 SECONDS OR MORE, I THINK WE WOULD ONLY BE SEEING HUMANS. BUT THEN YOU'D GET RID OF THE HUMANS WHO ARE LOOKING THROUGH THE SITE, AND YOU KIND OF SOMETIMES WANT TO SEE THE PATH THEY TAKE AS THEY GO THROUGH THE SITE TO KNOW WHAT THEY'RE LOOKING AT.

ONE THING I WANT TO SAY ON THIS SLIDE -- OH.

CHAIRPERSON DURON: AMY, YSABEL HERE. YOU TALKED ABOUT AN EVALUATION DOWN THE ROAD, AND HOPEFULLY, MAYBE YOU CAN, AND MAYBE SCOTT CAN LOOK AT THAT AND TRY, IN OTHER WORDS, TO FACTOR OUT, AND MORE SPECIFICALLY, WHERE THOSE BOTS ARE LANDING MOST OF THE TIME. AND I THINK IF THEY'RE QUESTIONABLE OR BAD ACTORS, THEY MAY BE LOOKING MORE AT THE MONEY. IN OTHER WORDS, WHO ARE THE RESEARCHERS? WHERE IS THE MONEY GOING? BECAUSE THEY'RE INTERESTED FROM GOVERNMENT AND POLITICAL PERSPECTIVES AS WELL IF THOSE BOTS ARE BEING DIRECTED OUT OF CHINA FOR

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PARTICULAR REASONS. THERE'S THE COMPETITION. ALL OF THOSE ISSUES, IF YOU CAN TEASE THEM OUT, IT WOULD BE INTERESTING TO SEE. BUT MAYBE ALSO, IMPORTANTLY, BE ABLE FOR US TO DETERMINE IF WE CAN PROTECT OURSELVES.

MS. ADAMS: YEAH. I MEAN, RIGHT NOW, IT LOOKS MORE INDISCRIMINATE. IT SEEMS MORE LIKE RANDOM SCRAPING, BUT WE DON'T KNOW LIKE A YEAR FROM NOW, IT COULD BE TOTALLY DIFFERENT.

I WANT TO SAY ONE MORE THING ON THIS SLIDE, AND THEN I AM GOING TO HAND IT OVER TO SCOTT, WHO WANTS TO GO -- HE'S GOING TO GO INTO DEPTH ON A COUPLE ANALYSES OF WHAT'S GOING ON HERE.

ONE POINT I WANT TO MAKE, BECAUSE YOU MIGHT NOT -- THIS MIGHT NOT BE CLEAR. IF YOU LOOK AT THE DATES AND THE LITTLE BARS OF HOW MANY PEOPLE WERE ON OUR BLOG THAT DATE, THE PEOPLE COMING TO OUR BLOG ARE IN, LET'S SAY, DECEMBER OF 2025. THEY WERE NOT LOOKING AT POSTS WE WROTE IN DECEMBER OF 2025. SO THESE BARS DON'T NECESSARILY INDICATE INTEREST IN CONTENT WE POSTED THAT MONTH.

IN EACH OF THESE MONTHS, WE'VE GOT A COUPLE BLOG ENTRIES THAT ARE REALLY POPULAR FROM 2017, 2018, EARLY 2020S. THEY JUST HAPPEN TO BE TOPICS THAT ARE OF INTEREST. SOME OF THEM -- I DUG

INTO ONE. I FIGURED OUT THAT IT WAS A LINK TO -- ONE OF OUR BLOG ENTRIES WAS EMBEDDED IN A KHAN ACADEMY CLASS. AND TRAFFIC SPIKED AT A CERTAIN TIME OF YEAR WHEN PEOPLE WERE USING THAT KHAN ACADEMY MODULE.

SO PEOPLE ARE COMING TO OUR BLOG IN A LOT OF WAYS AND FOR A LOT OF REASONS. SO THESE BARS DON'T REPRESENT NEW CONTENT. IT'S MORE OF -- I THINK OF IT AS THE RISING TIDE LIFTING ALL BOATS. I THINK THERE IS A RISING TIDE. AND SCOTT'S GOING TALK MORE ABOUT THAT. LIKE, I THINK MY STRATEGY HAS CAUSED THE TIDE TO RISE, BUT IT'S RISING ON ALL OF OUR CONTENT IN A WAY THAT IS MORE COMPLEX.

OKAY. AND NOW I'M GOING TO TURN IT OVER TO SCOTT, WHO I WAS GOING TO INTRODUCE, BUT NOW I'VE ALREADY INTRODUCED HIM IN THE BEGINNING. SO, SCOTT, IF YOU WANT TO TAKE OVER, AND I'LL GO AHEAD AND RUN THE SLIDES, AND WE'LL START HERE.

MR. HADLY: YEAH. SO JUST AS I WAS SAYING, THAT SURGE IN TRAFFIC, WE DO NOT BELIEVE IT IS RELATED TO BOT TRAFFIC. WE DID LOOK AT THAT, BUT WE DON'T HAVE TO GO INTO TOO MUCH DETAIL. SO WHY ARE WE SEEING IT? WE LOOKED AT WHETHER OR NOT IT WAS FREQUENCY. AND THAT DOESN'T APPEAR TO BE THE CASE. SOMETIMES WHEN YOU POST MORE, IT STANDS TO

REASON THAT YOU WOULD GET MORE TRAFFIC. AND IF YOU LOOK AT THIS, WE POSTED TWO TIMES IN SEPTEMBER, NONE IN NOVEMBER, AND ONCE IN FEBRUARY. AND IT DOESN'T REALLY SEEM TO BE RELATED TO THE TRAFFIC ITSELF.

A BETTER WAY OF LOOKING AT IT, THOUGH, IS THAT THESE ARE POSTS THAT ARE NOT -- THEY'RE NOT GOING OUT IN A VACUUM. AND IF YOU COULD ADVANCE THIS SLIDE, PLEASE. THEY'RE HAPPENING WITH OTHER THINGS HAPPENING OUT THERE. THERE'S NEWS COVERAGE, THERE'S SOCIAL MEDIA TRAFFIC. AND IF YOU THINK MORE ABOUT HOW THAT IMPACTS SOMEONE IN, SAY, SEARCH OR WHATEVER, WHEN THEY SEE A CIRM NAME MENTIONED IN ONE OF THESE OTHER CHANNELS, THEY OFTEN WILL GO -- THAT SENDS THEM TO EITHER OUR WEBSITE OR OUR BLOG. AND SO WE DO SEE THAT POST CERTAIN ANNOUNCEMENTS, THERE'S THIS UPTICK IN TRAFFIC. AND YOU ALL KNOW WHAT WAS GOING ON AT THIS TIME LATE LAST YEAR AND THEN THE BEGINNING OF THIS YEAR. AND SO WE SAW THAT WHEN WE ANNOUNCED ON THE FUNDING ON THE NEW CCCE'S IN OCTOBER. POST THAT ANNOUNCEMENT, WE SAW AN UPTICK IN TRAFFIC SIMILAR WITH RAPID AT THE END OF JANUARY.

WHEN WE GOT THE FDA-APPROVED THERAPY IN MARCH, EACH OF THESE WERE MOMENTS WHERE WE SAW HEIGHTENED INTEREST. RIGHT? AND SO THESE ARE JUST

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A COUPLE OF EXAMPLES, BUT IT TELLS YOU A LITTLE BIT ABOUT HOW PR, OUR CONTENT, OUR SOCIAL MEDIA, ALL WORK IN CONCERT.

AND SO THIS IS SUPER IMPORTANT. IT'S WHY THE STRATEGY, WHEN YOU JUST PICK OUT ONE ELEMENT, IT DOESN'T REALLY TELL THE FULL STORY. YES, IMPROVING AND TIGHTENING OUR CONTENT HELPS THE PERFORMANCE, BUT IT HAS TO WORK IN CONCERT WITH OTHER THINGS THAT WE'RE DOING. AND, IN GENERAL, WE SEE UPTICK IN OUR WEB TRAFFIC AND OUR BLOG TRAFFIC WHEN WE HAVE AN UPTICK IN PR COVERAGE WHEN WE HAVE THESE MOMENTS EITHER THAT PICK UP IN SOCIAL MEDIA OR IN MAINSTREAM NEWS. IF YOU COULD ADVANCE THE SLIDE.

SO THAT GETS TO SOCIAL MEDIA, AND THIS IS CHRISTINE'S WORLD. AND SHE'S REALLY BEEN DOING GREAT WORK HERE AND KIND OF KEPT A STEADY STATE. A LOT OF IT IS STUFF THAT YOU'VE SEEN BEFORE. SORT OF OUR STRONGEST CHANNEL RIGHT NOW IS IN LINKEDIN, WHICH MAKES SENSE BECAUSE OF WHO IS INTERESTED IN CIRM. AND WE ARE GOING TO CONTINUE TO SERVE THAT CHANNEL. IT'S IMPORTANT, BUT WE WANT TO SEE MORE GROWTH. AND SO WE'VE BEEN LOOKING AT WHERE WE SEE THOSE OPPORTUNITIES.

AND WHAT WE SEE IS A LOT OF POTENTIAL IN YOUTUBE AND INSTAGRAM. IT'S INTERESTING ALSO

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BECAUSE IT'S POTENTIALLY A DIFFERENT AUDIENCE. YOU HAVE A CERTAIN AUDIENCE, OBVIOUSLY, ON LINKEDIN, WHICH IS MORE PROFESSIONAL-FOCUSED. SO, SAY, FIND FUNDERS AND PEOPLE THAT ARE POTENTIAL AWARDEES, EXCUSE ME, AND OTHER POLITICAL PEOPLE THAT MAYBE MORE GENERALLY WOULD BE ON LINKEDIN. GENERAL AUDIENCE IS PROBABLY GOING TO BE MORE ON FACEBOOK AND YOUTUBE. AND SO EVEN THOUGH THE CHANNEL OR PRESENCE CURRENTLY ISN'T BIG, WE SEE OPPORTUNITIES THERE. IF YOU COULD ADVANCE TO THE NEXT SLIDE PLEASE.

THIS IS JUST ONE EXAMPLE OF IT, AND IT'S LOOKING AT VIDEO VIEWS. AND, AGAIN, THIS IS A SMALL AMOUNT OF TRAFFIC, BUT THE GROWTH RATES ARE REALLY LARGE. AND IF YOU KNOW ANYTHING ABOUT THESE CHANNELS, YOUTUBE IS GROWING IMMENSELY. FACEBOOK IS RELATIVELY FLAT. SIMILAR WITH INSTAGRAM. AND WE SEE A LARGE INCREASE IN VIEWS IN YOUTUBE, A 26-PERCENT INCREASE IN YOUTUBE, AND 6 PERCENT IN INSTAGRAM. AND SO IN LOOKING AT THAT AND TALKING A LITTLE BIT WITH CHRISTINE AND AMY, CHRISTINE AND AMY, WE SEE THIS POTENTIAL OF CREATING MORE SHORT-FORM VIDEOS AND SERVICING THESE CHANNELS TO SEE IF WE CAN GROW AUDIENCES THERE. AND IT'S A DIFFERENT KIND OF MESSAGE BECAUSE IT'S A DIFFERENT

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KIND OF AUDIENCE.

AND WE'RE ALSO SEEING, LIKE, MUCH MORE ENGAGEMENT THERE AS WELL, AND WE'RE EXPERIMENTING. AND THIS SLIDE KIND OF ENDS AT THE BEGINNING OF MAY, AND WE'VE DONE ALREADY A COUPLE OF EXPERIMENTS WITH SHORT-FORM VIDEO AND ARE SEEING PRETTY GOOD RESULTS.

THIS IS NOT A HIGH-COST KIND OF VIDEO. THESE ARE THINGS WHERE WE'RE USING THE VIDEO THAT WE HAVE AT HAND OR THAT WE CAN OBTAIN.

AND CHRISTINA IS KIND OF REPURPOSING THAT. AND WE'RE KIND OF TIGHTENING OUR MESSAGES, AND SO WE SEE A LOT OF OPPORTUNITY THERE.

I SEE PAT IS ASKING A QUESTION. SO I'LL --

DR. LEVITT: YEAH, SCOTT. I WAS JUST WONDERING. CIRM DOES OR DOES NOT HAVE A PRESENCE ON TIKTOK?

MS. ADAMS: SCOTT, CAN I TAKE THAT ONE?

MR. HADLY: YES, PLEASE.

MS. ADAMS: PAT, THE SHORT ANSWER IS, NO, WE DON'T. THE LONGER ANSWER IS MORE COMPLEX. WE DON'T CURRENTLY JUST BECAUSE THAT'S NOT A CHANNEL THAT PEOPLE STARTED. I THINK WE ARE REALLY IN A MOMENT WHERE WE'RE LOOKING TO EXPERIMENT AND LOOK AT WHAT WE CAN DO BIGGER WHERE THERE'S ROOM FOR GROWTH.

I THINK WITH SOCIAL MEDIA, WHAT I ALWAYS KEEP IN MIND IS THAT THERE'S THIS REALLY ROUGH METRIC, THAT'S EVERY SOCIAL MEDIA CHANNEL AND ORGANIZATION IS ON IS TEN HOURS OF SOMEONE'S WORK BECAUSE EACH CHANNEL'S A SNOWFLAKE. EACH CHANNEL, YOU HAVE TO GIVE IT ITS OWN SPECIAL ATTENTION AND ITS OWN SPECIAL CONTENT.

SO IF WE GO THAT DIRECTION, I THINK IT WOULD BE BECAUSE WE DECIDE TO DROP SOMETHING ELSE, WHICH IS PROBABLY A REASONABLE DECISION. BUT WE'RE TRYING TO DO ONE EXPERIMENT AT A TIME. SO WE WANT TO START JUST SEEING -- RIGHT NOW THIS TEAM DOESN'T DO VIDEO. SO CAN WE DO VIDEO? WHAT DOES THAT WORKFLOW LOOK LIKE? DO WE HAVE THE RIGHT EQUIPMENT? AND I DON'T WANT US TO THINK ABOUT GETTING INTO TIKTOK UNTIL WE KNOW FOR SURE WE'VE GOT THE RIGHT EQUIPMENT, WE'VE GOT THE RIGHT WORKFLOW, WE KNOW HOW TO MAKE IT ALL HAPPEN. BUT YEAH, PAT, I MEAN THAT'S JUST AN OBVIOUS QUESTION. WE'VE GOT TO BE THINKING ABOUT THAT.

DR. LEVITT: WELL, I MEAN, THE REASON I ASK THAT IS BECAUSE IN A LARGE NUMBER OF COMMUNITIES, CALIFORNIA, THAT IS THE GO-TO --

MS. ADAMS: YEP.

DR. LEVITT: THAT IS THE GO-TO PLATFORM.

IT DOESN'T NEED TO BE USED IN THE SAME WAY AS YOUTUBE, WHICH IS VIDEO-DRIVEN. IT'S A WAY OF DRIVING ACTIVITY TO CIRM SOURCES THAT YOU DON'T HAVE TO PUT ON THE -- IN THE MESSAGING ITSELF. THE MESSAGING IS ABOUT DRIVING TRAFFIC IN A MUCH, MUCH DIFFERENT AUDIENCE THAN LINKEDIN OR EVEN YOUTUBE. AND IF THE GOAL IS TO TRY TO REACH AS LARGE A -- HAVE AS LARGE A PUBLIC REACH AS POSSIBLE, RECOGNIZING THE CONSTRAINTS IN TERMS OF PEOPLE HOURS TO DO THAT, IT MAY BE THINKING ABOUT IT SOONER RATHER THAN LATER, AND USING IT IN A STRATEGIC WAY.

THAT'S THE LARGEST TRAFFIC THAT WE SEE IN COMMUNITIES THAT I'M FAMILIAR WITH IN SOUTHERN CALIFORNIA. AND SO IT'S AN OPPORTUNITY TO THINK ABOUT HOW TO REALLY BROADEN THE PUBLIC REACH.

MS. ADAMS: YEAH. I THINK ONE OF THE -- ONE OF THE REFERENCES IN THAT MEMO IS A LINK TO LAST, I THINK IT WAS, LAST YEAR, MAYBE 2025, GROWTH IN DIFFERENT SOCIAL MEDIA CHANNELS. AND TIKTOK WAS ONE THAT -- IT'S STILL -- IT'S RELATIVELY LOW, BUT ITS GROWTH RATE IS SUPER HIGH. SO I THINK IT'S A REALLY INTERESTING SPACE.

YSABEL, YOU'VE HAD YOUR HAND UP.

CHAIRPERSON DURON: YEAH. NO, THIS IS SIMPLY A MEETING REMINDER. WE'RE AT 9:42. WE

WOULD --

MS. ADAMS: OH.

CHAIRPERSON DURON: -- WE WOULD END SOON. WE HAVE A LITTLE BIT OF BUSINESS ON THE OTHER END. SO THIS IS JUST FOR YOU ALL AND FOR US AS WELL ON THE BOARD IF WE WANT TO END IN A TIMELY MANNER.

MS. ADAMS: OKAY. THANK YOU, YSABEL. I'M GOING -- I'M GOING TO MOVE ON. SO I'M GOING TAKE OVER FROM HERE, AND WE'RE GOING TALK ABOUT OUTREACH.

SO, FIRST OF ALL, AND GIVEN YSABEL'S COMMENT EARLIER ABOUT AI, THIS MAP WAS GENERATED BY AI, AND IT WAS A LOT OF FUN. I DID A LOT OF LOOKING AT WHERE WE DID EVENTS, HOW BIG THE EVENTS WERE, LIKE, WHERE ARE WE GOING, WHAT ARE WE DOING, WHAT ARE WE GETTING? AT THIS POINT THIS MAP SHOWS EACH BLUE DOT IS AN EVENT. AND THE SIZE OF THE DOT INDICATES THE NUMBER OF EVENTS, NOT THE SIZE OF THE EVENT. SO A BIG DOT MIGHT BE THREE EVENTS. IT DOESN'T MEAN NUMBERS OF PEOPLE IF THAT MAKES SENSE.

AND, YSABEL, YOUR HAND IS STILL UP. DO YOU WANT TO GO AGAIN?

CHAIRPERSON DURON: YEAH. NO. NO. NO. SORRY. I THOUGHT I PUT IT DOWN. SORRY.

MS. ADAMS: OKAY. SORRY ABOUT THAT. I JUST DON'T WANT TO CUT YOU OFF.

SO THERE WERE 40 EVENTS IN THE LAST YEAR, 23 LOCATIONS, AND AN EMPHASIS ON LATINX, BLACK, OLDER ADULTS, AND IN DISEASES WHERE CIRM HAS FUNDING.

YOU WILL KNOW -- THIS IS VERY OBVIOUS LOOKING AT THE MAP. THAT'S THE GREAT THING ABOUT GRAPHICS, RIGHT? THESE DOTS ARE HIGHLY LOCATED, LOCALIZED NEAR WHERE OUR TWO OUTREACH PEOPLE ARE LOCATED WITH SOME EXTRA DOTS TO INDICATE BOARD MEMBERS AND STAFF MEMBERS WHO WERE ABLE TO TRAVEL A BIT.

THERE ARE VAST YELLOW EXPANSES HERE OF CALIFORNIA THAT ARE UNCOVERED BY OUR OUTREACH EFFORTS, AND I THINK THAT'S A REAL PROBLEM. AND YOU'LL SEE THAT MY BUDGET INCLUDES MORE PEOPLE, MORE OUTREACH CONTRACTORS, AND WE'RE HOPING TO GET PEOPLE IN SOME OF THESE UNEXPLORED YELLOW REGIONS OF THE STATE JUST TO TRY TO REACH MORE PEOPLE.

SO WITH THAT, I CAN KEEP THE TAKEAWAY SHORT BECAUSE I THINK WE MADE THESE TAKEAWAYS DURING THE PRESENTATION. WE NEED TO OPTIMIZE FOR AI. WE NEED TO FOCUS ON PR BECAUSE IT DRIVES -- EITHER DRIVES OUR MESSAGE DIRECTLY TO PEOPLE, BUT IT ALSO IMPROVES AI AWARENESS. VIDEO IS A MASSIVE MISSING OPPORTUNITY AS IS OUTREACH.

AND I WON'T LINGER HERE, BUT I WANTED TO MAKE -- I THINK IT'S A REALLY IMPORTANT POINT, NOT JUST FOR COMMUNICATIONS, BUT EVERYTHING AT CIRM. WE HAVE A LIMITED AMOUNT OF MONEY. AND WHEN YOU HAVE A STRATEGY, PART OF STRATEGY IS DECIDING WHAT TO DO. AND PART OF STRATEGY IS DECIDING WHAT IS THE OPPORTUNITY YOU'RE JUST GOING HAVE TO ACCEPT THAT YOU'RE GOING MISS RIGHT NOW? SO WE CAN'T BE IN EVERY COMMUNITY, BUT WE CAN REALLY TRY TO BE STRATEGIC ABOUT WHICH COMMUNITIES WE'RE IN. WE CAN'T BE ON EVERY CHANNEL, BUT WE CAN TRY TO BE STRATEGIC ABOUT WHICH CHANNELS WE GO TO AND WHY, WHICH MIGHT MEAN LEAVING SOME CHANNELS. AND WE CANNOT BE IN EVERY PUBLICATION, BUT WE CAN WORK REALLY STRATEGICALLY WITH OUR PR TEAM TO TRY TO HIT AUDIENCES THAT ARE IMPORTANT TO US.

AND THIS IS IMPORTANT, NOT JUST FOR COMMUNICATIONS, BUT IN EVERYTHING WE DO AT CIRM. THERE'S STUFF WE CAN'T DO.

OKAY. SO HOW ARE WE GOING TO DO ALL THAT? WE'RE GOING TO DO ALL THAT WITH MONEY. ON THIS SLIDE, I'VE PUT IN BOLD THE LINE ITEMS THAT ARE AN INCREASE FROM LAST YEAR. AND THOSE ARE THE ONLY ONES I'M GOING TO TALK ABOUT, JUST IN THE INTEREST OF TIME.

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SO OUR PR AGENCY, THAT BUDGET LINE ITEM INCREASES ONLY BECAUSE THEY STARTED IN OCTOBER OF LAST YEAR. SO THEY HAVE SCALED UP TO START IN JULY OF THIS YEAR. SO IT'S THE SAME PER MONTH. IT'S JUST MORE MONTHS.

WE ARE GOING TO DO FOCUS GROUPS IN CALIFORNIA. AND THIS IS A ONE-TIME LINE ITEM. I'VE GOT THAT RFP WRITTEN AND READY TO GO. I'M JUST WAITING ON THIS SUBCOMMITTEE MEETING.

WE ARE PLANNING TO HIRE TWO ADDITIONAL OUTREACH CONTRACTORS. SO THAT'S A BUDGET INCREASE. TO GO WITH THOSE CONTRACTORS, SOME OF THE EVENTS THEY GO TO COST MONEY. SO IF YOU'RE GOING HAVE MORE PEOPLE GOING MORE PLACES, WE NEEDED TO SCALE UP THE LINE ITEM TO PAY FOR THE BOOTHS AT EVENTS AND THAT KIND OF THING.

AND THEN, FINALLY, WE HAVE A SHORT-TERM INCREASE IN PERSONNEL, AND THAT IS TO ACCOMMODATE OUR FIXED-TERM, TWO-YEAR HIRE OF CARLY CHILLMON, WHO IS REALLY, REALLY HELPING US OUT WITH AN IMPORTANT AUDIENCE, WHICH IS OUR GRANTEES AND OUR POTENTIAL APPLICANTS.

AND NOW I'M DONE, AND WE CAN CHAT. DO YOU WANT ME TO LEAVE THIS SLIDE UP? DO PEOPLE WANT TO ASK QUESTIONS HERE, OR DO WE WANT TO JUST GO TO

CHAT?

CHAIRPERSON DURON: I DON'T SEE ANY HANDS, AMY. BUT I DO WANT TO SAY A COUPLE OF THINGS. ONE, WE'RE GOING TO HAVE MAJOR COMPETITION GOING FORWARD FOR FUNDING GIVEN THE MOVES INSIDE THE CALIFORNIA LEGISLATURE TO CREATE OUR OWN NIH, AND THEN THE SECOND LEVEL WITH AN EXTERNAL GROUP TRYING TO CREATE ANOTHER INSTITUTE, A RESEARCH INSTITUTE. SO THERE'S A LOT OF COMPETITION OUT THERE FOR VERY FEW DOLLARS, AND HOW THAT WE HAVE TO RAMP UP IF WE'RE GOING TO BE MOVING TOWARDS A THIRD STAGE FOR FUNDING.

BUT THE SECOND THING I WANTED TO SAY WAS I THINK THAT JUST GOING TO FORUMS, GOING TO ROTARIES IS NOT ALWAYS -- OR TO FAIRS IS NOT ALWAYS THE BEST WAY. ONE OF THE THINGS I WOULD ENCOURAGE US TO DO IS TO UTILIZE OUR NETWORK OF STUDENTS AND INVITE THEM WITHIN THEIR COMMUNITIES TO SET UP A MEETING OF COMMUNITY OR A MEETING OF LIKE-MINDED KID SCIENTISTS WHO WANT TO TALK ABOUT THIS SO THEY CAN SPREAD THE WORD TO THEIR COMMUNITIES SO THAT THEY CAN HOST IT. MAYBE THEY'LL BRING THE PEOPLE IN. AND THEN WE DO A VIRTUAL KIND OF A PRESENTATION, OR THEY HOST A VIRTUAL PRESENTATION, BUT THEY BRING IN THE COMMUNITY, THEIR COMMUNITY, THE GROUPS THAT -- AND THE COMMUNITY ORGANIZATIONS THEY KNOW THAT WE MIGHT

NOT BE ABLE TO REACH BECAUSE OF LIMITATIONS ON BODIES AND OUR ABILITY TO OUTREACH TO EVERY CORNER OF CALIFORNIA.

MS. DESAI: AMY, CAN I --

MS. ADAMS: WELL, I HAVE SO MUCH TO --

CHAIRPERSON DURON: OH, HANG ON. WAS THAT AMY RESPONDING?

MS. DESAI: OH, I WAS ACTUALLY GOING TO ASK IF I COULD RESPOND.

CHAIRPERSON DURON: OH, OKAY. OKAY. BECAUSE I SEE MARIA AND KIM IN LINE.

MS. DESAI: SORRY.

CHAIRPERSON DURON: YEAH. GO AHEAD. YOU GO AHEAD, AND THEN I'LL CALL --

MS. DESAI: JUST SUPER QUICK. I JUST WANT TO VALIDATE THAT IDEA, YSABEL. AND I'VE ACTUALLY BEEN, WHEN I HAVE THE EDUCATION TRAINEES, WHEN I HAVE THEIR ATTENTION, WHETHER IT'S AT THE TRAINING CONFERENCE, WHETHER IT'S AT THESE OUTREACH EVENTS THAT THEY OFTEN JOIN ME AT, OR WHEN I'M PRESENTING TO THEIR COHORTS, I MAKE THIS ASK OF THEM. I ASK THEM WHERE ARE YOU AT? WHERE ARE YOUR PEERS AT? WHERE CAN WE SHARE THE GOOD WORD OF CIRM? SO I AM ACTIVELY WORKING ON THAT.

CHAIRPERSON DURON: COOL. WE'LL PROBABLY

HAVE TO PRESS THEM A LITTLE MORE, BEING STUDENTS, BUT I GET IT. THANKS, ADITI. MARIA.

VICE CHAIR BONNEVILLE: HI THERE. THANKS FOR THE PRESENTATION. I'M SORRY I'M OFF CAMERA. I WANTED TO TALK A LITTLE BIT ABOUT -- ON THE SLIDE -- THERE'S TWO THINGS, ACTUALLY. BUT THE FIRST ONE, ON THE SLIDE, IT SHOWED THAT SOME OF THE OUTREACH WE WANT TO DO IS CENTERED AROUND COMMUNITY CARE CENTERS OF EXCELLENCE. I ALSO KNOW THAT THE COMMUNITY CARE CENTERS OF EXCELLENCE IN THEIR OWN RFA'S AND IN THEIR PLANS THAT THEY PRESENTED, THERE WAS ENTIRE WORKING WITH CBO'S, PATIENT ADVOCACY ORGANIZATIONS, ETC. SO I GUESS A COORDINATION AROUND THAT AND A STRATEGY AROUND HOW THE CONSULTANTS THAT WE ARE BRINGING ON BOARD WILL MAKE SURE THAT THEY'RE NOT DUPLICATING EFFORTS IN A COMMUNITY, OR AT LEAST WORKING WITH THOSE IDENTIFIED IN THE CCCE'S. IT WOULD BE GOOD TO UNDERSTAND THAT MOVING FORWARD.

AND THEN THE SECOND COMMENT I WAS GOING MAKE -- AND, AMY, THIS IS SOMETHING YOU AND I HAVE TALKED ABOUT A LOT, AND I'VE TALKED TO J.T. ABOUT IT -- I THINK, IN ADDITION TO ALL THE GREAT WORK THAT'S BEING DONE, A METHOD BY WHICH WE ARE CONSTANTLY REMINDING NOT ONLY OUR INTERNAL STAKEHOLDERS, BUT OUR EXTERNAL STAKEHOLDERS, AROUND

OUR PROGRESS TOWARDS THE GOALS OUTLINED BY THE STRATEGIC ALLOCATION FRAMEWORK BECAUSE IT IS SOMETHING THAT WAS ADOPTED BY THE BOARD. IT'S SOMETHING THAT SHOULD BE OUR NORTH STAR. AND IF WE ARE DOING ACTIVITIES OUTSIDE OF MOVING THOSE GOALS FORWARD, THERE HAS TO BE A REALLY GOOD REASON WHY BECAUSE, AS YOU'VE MENTIONED, WE ARE A SMALL TEAM. CIRM IS A SMALL TEAM. AND SO MAKING SURE WE ARE ALL WORKING AND MOVING IN THE SAME DIRECTION IS CRITICAL.

SO CREATING, SOME SORT OF, I DON'T KNOW IF IT'S A SEPARATE LITTLE PART OF OUR WEBSITE, I DON'T KNOW IF IT'S A GRAPHIC AT BOARD MEETINGS, I'M NOT SURE, I'D LEAVE THAT UP TO YOU, BUT HOW WE ARE PROGRESSING TOWARDS THOSE GOALS IS CRITICAL. AND COMMUNICATING THAT TO THE PUBLIC IS ALSO CRITICAL IN A WAY THAT MAKES SENSE TO EACH STAKEHOLDER. SO THANK YOU.

MS. ADAMS: I THINK THERE'S A LOT OF REALLY FUN SORT OF DATA VISUALIZATION PROJECTS THAT COULD BE OUTSTANDING ON THAT. I AGREE.

KIM.

CHAIRPERSON DURON: KIM. OH, SORRY.

DR. BARRETT: YEAH. THANKS VERY MUCH, AMY, FOR YOUR PRESENTATION. AND IT'S REALLY

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EXCITING TO SEE A SORT OF INCREASED LEVEL OF DISCIPLINE AROUND HOW WE'RE APPROACHING THIS. AND I'M GLAD THAT YOU'RE GOING TO BE DOING SOME FOCUS GROUPS TO COLLECT ADDITIONAL DATA. BUT I STRONGLY SUSPECT I KNOW WHAT YOU'LL FIND OUT, WHICH IS PEOPLE DON'T KNOW ANYTHING ABOUT US. AND I FIND EVEN SCIENTIFIC COLLEAGUES, BOTH CERTAINLY OUTSIDE OF CALIFORNIA, BUT EVEN WITHIN CALIFORNIA, IF THEY ARE NOT WORKING IN THE CELL AND GENE THERAPY SPACE, THEY DON'T NECESSARILY KNOW ABOUT CIRM.

AND THEN ADITI WAS KIND ENOUGH TO INVITE ME TO GO AND SPEAK TO THE WEST SACRAMENTO ROTARY, WHICH WAS A LITTLE BIT OF A DISASTER BECAUSE YOUR BEAUTIFUL SLIDES NEVER GOT SHOWN. BUT I HAD A VERY GOOD 45-MINUTE CONVERSATION WITH A SMALL, BUT HIGHLY ENGAGED GROUP OF ELDERLY GENTLEMEN. AND NONE OF THEM, NONE OF THEM KNEW ABOUT CIRM, PERIOD, INCLUDING ONE WHO HAD A SPOUSE WITH A RARE DISEASE AND ANOTHER ONE THAT HAD A CHILD WITH A RARE DISEASE. IT WAS VERY INTERESTING THAT THEY HAD NEVER HEARD OF CIRM.

SO WE'VE GOT A BIT OF AN UPHILL BATTLE, BUT KUDOS FOR EVERYTHING THAT YOU AND THE TEAM ARE DOING.

MS. ADAMS: I WOULD BE CURIOUS IF ANY OF

US WHO HAVE SPOKEN TO ROTARY CLUBS HAVE EVER ENCOUNTERED ANY OF THESE HIGHLY ENGAGED, HIGHLY INTELLIGENT, HIGHLY INTERESTED PEOPLE HAVE EVER HEARD OF CIRM. IT'S DEPRESSING.

CHAIRPERSON DURON: HMM. YEAH.

WELL, MARGUERITE. YAEL, DID YOU GET YOUR SAY-SO IN? I WASN'T SURE. SO YOU CAN COME ON IN AFTER MARGUERITE. OKAY?

MS. CASILLAS: I WAS JUST GOING TO SAY THERE WAS ONE THAT I TALKED TO THIS PAST WEEK, BUT HER HUSBAND WAS IN THE SPACE BASICALLY. SO THAT WAS PROBABLY WHY. BUT AGAIN, YEAH, AND KUDOS, THANK YOU FOR THIS PRESENTATION, THANK YOU FOR THE PREPARATION FOR GETTING OUT THERE INTO THESE ROTARY CLUBS. I FEEL LIKE, OKAY, IT'S A ONE GROUP OF 20 PEOPLE AT A TIME, BUT I'M WILLING TO DO MY PART.

JUST OVERALL SOME THOUGHTS. I REALLY THINK WHAT -- I SUPPORT WHAT MARIA SAID ABOUT LOOKING AT THIS PROGRESS AGAINST THE FRAMEWORK, AND HOW WE CAN SHOW THAT. REALLY, EVERYTHING SHOULD LINE UP AGAINST THAT.

AND, YEAH, I SUPPORT THE NEED FOR PR. INTERESTING TO SEE THAT THAT IS MORE HEAVILY WEIGHTED BY AI. WHAT A CHANGE IN THE WORLD.

MS. ADAMS: SUDDEN CHANGE. BIG CHANGE.

MS. CASILLAS: AND THEN THE NEED TO INTEGRATE THE BLOG CONTENT, YEAH. YEAH. FOR VARIOUS REASONS, I HAVE DEFINITELY NOTICED THAT THAT BLOG, I WAS LIKE, THIS, THIS POOR CHILD IS SORT OF OUTSIDE THE UMBRELLA OF THE FULL SCOPE. SO, YEAH, IT'S -- I LOOK FORWARD TO SEEING THAT MOVE UNDERNEATH. SO THANK YOU.

MS. ADAMS: THANK YOU.

CHAIRPERSON DURON: VITO.

CHAIRMAN IMBASCIANI: GOOD MORNING, EVERYBODY. IF I CAN GO BACK TO THE SUBJECT OF AI AGAIN, AND LET ME SUMMARIZE WHAT I'VE TAKEN FROM THIS SO FAR, THAT WEB TRAFFIC ACROSS THE UNIVERSE IS DOWN BECAUSE AI IS CANNIBALIZING THE HUMAN NEED TO ASK QUESTIONS. IT'S GIVING DIRECT ANSWERS SO PEOPLE ARE DEPRIVED OF THE URGE TO GO SEEK OUT THINGS. AND I'M ALL IN FAVOR OF ALL OF THE THINGS THAT WE TALKED ABOUT TO INCREASE TRAFFIC TO OUR OWN SITES, OUR WEBSITE, OUR BLOG, AND SO ON. AND THAT'S SUPPORTED BY BUILDING A DIRECT AUDIENCE BY ALL OF THE THINGS THAT WE'VE JUST SPENT THE LAST FIVE OR TEN MINUTES TALKING ABOUT.

BUT I'M WONDERING, AND I HAVEN'T HEARD ANY DISCUSSION OF THIS YET, IF CIRM COULD WORK A LITTLE MORE PROACTIVELY IN MAKING AI MORE OF A FRIEND TO

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US, NOT JUST IN BOOSTING TRAFFIC THROUGH SEARCH ENGINE OUTPUT. BUT WHEN I GO INTO AI AND ASK A QUESTION, IT GIVES AN ANSWER, BUT THEN I OFTEN ASK, CAN YOU GIVE ME CITATIONS FOR THIS OR OTHER AUTHORITIES. AND WHAT I SEE IS THAT THE SYSTEMS ARE DRAWING INFORMATION FROM VERY AUTHORITATIVE SOURCES THAT ARE WELL-RESEARCHED AND WELL-STRUCTURED. I'M TALKING ABOUT ORIGINAL RESEARCH, ORIGINAL DATA PUBLICATIONS. WE DON'T DO THAT. CIRM DOESN'T DO ORIGINAL RESEARCH OR DATA, BUT WE DO HAVE EXPERT INSIGHTS. AI ALSO USES FAQ'S, AND IT BUILDS AUTHORITY THROUGH ITS CITATIONS AND ITS MEDIA MENTIONS AND INDUSTRY RECOGNITION.

THE GOAL, I THINK, FOR CIRM IS TO BECOME A SOURCE THAT AI SYSTEMS REFERENCE RATHER THAN MERELY A PAGE THAT COMES UP IN SEARCH ENGINE OUTPUT.

MS. ADAMS: YOU'RE GLITCHING A BIT. COULD I RESPOND?

CHAIRMAN IMBASCIANI: COULD I GIVE YOU MY SOLUTION BEFORE YOU DO?

CHAIRPERSON DURON: WE ARE AT 9:57, VITO.

MS. ADAMS: WELL, NO, BECAUSE WE'RE ALREADY DOING THE SOLUTION.

CHAIRMAN IMBASCIANI: WELL --

MS. ADAMS: SO WHAT YOU'RE TALKING ABOUT

IS --

CHAIRMAN IMBASCIANI: I JUST WANTED TO SUGGEST THAT WE BECOME ONE OF THOSE REFERENCED SOURCES. I THINK AFTER 21 YEARS OF ACTIVITY, CIRM COULD EASILY ENTER A REVIEW ARTICLE OF OUR ACTIVITIES AND PUBLISH IT IN JAMA OR *NEW ENGLAND JOURNAL* IN THE COMMENTARY SECTION, AND THAT WOULD SATISFY MANY OF THE CRITERIA I JUST MENTIONED. I THINK WITH -- AND WE HAVE A LOT TO TALK ABOUT, ESPECIALLY WITH THE ADVENT OF SOME RECENT SUCCESSES IN THE THERAPY DEPARTMENT. THANK YOU.

MS. ADAMS: SO, VITO, I WANT TO BE CLEAR. WE'RE NOT TREATING AI AS THE ENEMY. WE ARE TREATING AI AS A FRIEND. AND WE WANT TO FEED IT INFORMATION THAT WILL GET THE INFORMATION WE WANT TO OTHER PEOPLE. SO A LOT OF WHAT YOU TALKED ABOUT IS NOW CALLED AI ENGINE OPTIMIZATION. THERE'S A WHOLE FIELD AROUND THIS. SO YOU WANT TO OPTIMIZE YOUR CONTENT TO BE TAKEN UP BY AI. AND THAT IS EXACTLY WHAT WE MEAN TO DO WHEN WE TALKED ABOUT, I PHRASED IT DIFFERENTLY, BUT IT'S MAKING OUR CONTENT MORE ACCESSIBLE TO AI. THAT'S EXACTLY WHAT WE'RE TRYING TO DO.

CHAIRPERSON DURON: THANKS, AMY. WE'RE BUTTING UP AGAINST OUR HOUR. IF EVERYBODY WILL GIVE

US A LITTLE GRACE FOR MAYBE ABOUT TEN MINUTES, ALTHOUGH SOME PEOPLE HAD TO DROP OFF. YAEL, IF YOU WANTED TO COMMENT, PLEASE DO SO. OKAY. OKAY. IS THERE ANYBODY ELSE THAT NEEDS TO MAKE -- BEFORE I GO TO THE PUBLIC COMMENT? ANYBODY ELSE? OKAY. SCOTT, IS THERE ANYBODY, SCOTT TOCHER, IS THERE ANYBODY WAITING PATIENTLY ON THE PUBLIC SIDE TO MAKE A COMMENT?

MR. TOCHER: LET ME SEE. I DON'T SEE -- I DON'T SEE ANYTHING ON THE SCREEN HERE. AND LET ME CONFIRM THAT WITH CLAUDETTE AND LANA.

MS. MANDAC: THERE ARE NO HANDS RAISED ON THE ZOOM OR IN THE MEETING ROOM.

MR. TOCHER: OKAY. I THINK WE'RE READY TO PROCEED THEN, YSABEL.

CHAIRPERSON DURON: THANKS. THANKS, AMY AND THE TEAM. WE REALLY APPRECIATE IT. AS YOU CAN SEE, THERE WAS A TON OF STUFF. AND I THINK I'M GOING SAY TO J.T. THAT MAYBE WE NEED TO CUT OUT SOME CONVERSATION TIME AT THE REGULAR BOARD MEETING TO TALK ABOUT OUR OWN -- TO TALK AROUND AI. I JUST THINK THAT CONVERSATION NEEDS TO BE HAD, AND CIRM'S POSITION ALSO TO BE MADE KNOWN IN A VERY TRANSPARENT AND PUBLIC WAY.

DR. THOMAS: YSABEL, CAN I JUST RESPOND

VERY QUICKLY?

CHAIRPERSON DURON: YES, SIR.

DR. THOMAS: A GREAT IDEA. AND WE'RE LOOKING AT AI IN A NUMBER OF DIFFERENT CAPACITIES HERE, WHICH COULD BE PART OF THAT CONVERSATION, NOT JUST HOW IT AFFECTS COMMUNICATION, BUT HOW WE'RE INTEGRATING AI INTO PROCESSES IN-HOUSE, ETC. SO I THINK THAT THAT'S AN EXCELLENT SUGGESTION.

CHAIRPERSON DURON: OKAY. CHRISTINE, I DO HAVE A BIT OF BUSINESS. I MAY THINK ABOUT POSTPONING IT, BUT GO AHEAD, CHRISTINE.

DR. MIASKOWSKI: I JUST HAD A QUESTION RELATED TO AMY'S BUDGET PROPOSAL. DO WE NEED TO TAKE ANY ACTION ON THAT HERE AT THIS MEETING, OR --

CHAIRPERSON DURON: NO, WE DON'T. THE LAST TIME I WAS EVER ASKED ABOUT DO WE NEED TO VOTE ON THE BUDGET, I WAS TOLD NO. IT WOULD BE NICE TO ACTUALLY SEE WHAT IT LOOKS LIKE. I DON'T KNOW. I KNOW ONE'S IN PROCESS, AMY, BUT THERE IS ONE IN PLACE, AND I WAS JUST KIND OF CURIOUS HOW MUCH MILLIONS OF DOLLARS WE'RE SPENDING BECAUSE I WAS ALWAYS PROMOTING THE COMMUNICATIONS, GET A BETTER BUDGET. SO WE'LL SEE. WE'LL SEE, I GUESS, AT THE JUNE MEETING.

SCOTT, DO WE WANT TO SEND OUT -- WE WERE

GOING TO TALK ABOUT SCHEDULING, WHAT IS APPROPRIATE, WHAT EVERYBODY FEELS GOOD WITH, WHETHER WE WANT TO DO A QUARTERLY, WHETHER WE WANT TO MAKE IT THREE MEETINGS. SO DO WE WANT -- HOW DO WE WANT TO HANDLE THAT? ANYBODY HAVE AN IDEA WHAT THEY WANT TO PROPOSE, OR DO WE WANT TO DO SOMETHING VIA EMAIL?

ANYBODY? SCOTT?

MR. TOCHER: YEAH. AND JUST TO LET THE GROUP KNOW THAT THE CURRENT MISSION STATEMENT OF THE COMMUNICATIONS SUBCOMMITTEE INDICATES THAT IT SHALL MEET AT LEAST QUARTERLY. RIGHT NOW I THINK WE HAVE A SLIGHTLY MORE FREQUENT CADENCE, OR HAVE HAD AT TIMES PAST. SO I THINK THE QUESTION ON THE TABLE IS IS IT APPROPRIATE TO KEEP IT AT QUARTERLY, OR IS THERE A DIFFERENT CADENCE THAT WOULD SUIT THE NEEDS OF THE COMMITTEE?

CHAIRPERSON DURON: YES. I RECALLED THE CADENCE WAS ZERO AT SOME POINT IN TIME FOR MANY YEARS. YES, IT'S --

MR. TOCHER: IT'S A SPRINT AND THEN A WALK SOMETIMES.

CHAIRPERSON DURON: AND I'M VERY THRILLED BECAUSE WE'VE HAD A REALLY SOLID COMMUNICATIONS SUBCOMMITTEE AND BEEN VERY ENGAGED. AND FOR THE NEWBIES, THANK YOU FOR COMING ABOARD TOO. SO ANY

THOUGHTS ON THAT, ABOUT WHETHER WE WANT TO CHANGE FROM A QUARTERLY? OTHERWISE, WHAT WE WILL DO, I THINK, SCOTT, IS NEED TO JUST REESTABLISH THOSE DATES, WHAT THEY LOOK LIKE FROM HERE ON IN, SO PEOPLE CAN SORT OF CALENDAR THEM, BUT PLEASE DON'T MAKE IT TO 2029. I CAN JUST BARELY HANDLE 2027.

MR. TOCHER: I ASSURE YOU. I'M STILL BACK IN 2025, YSABEL, SO I'M WITH YOU ON THAT.

CHAIRPERSON DURON: MAYBE. ANYBODY ELSE HAVE SOME THOUGHTS ON THIS? I CAN'T SEE EVERYBODY, BUT -- OR MAYBE THIS IS EVERYBODY.

MR. TOCHER: IT LOOKS LIKE MARGUERITE HAS HER HAND RAISED.

CHAIRPERSON DURON: MARGUERITE? OKAY.

MS. CASILLAS: JUST THINGS ARE SO EXCITING. AND I MEAN THERE'S SO MUCH GOING ON, I DON'T WANT -- I WOULDN'T WANT TO MEET LESS. SO THAT'S MY PERSONAL OPINION.

CHAIRPERSON DURON: NO. NO. I'M GLAD, I'M GLAD. AND, IN FACT, THAT'S WHAT WE TRIED TO DO. WE TRIED TO BRING SOME SALSA TO THIS MEETING. SO THANK YOU VERY MUCH FOR ENJOYING THE DANCE.

SO LET'S KEEP IT THEN, SCOTT, AT WHAT IT IS. WE'LL JUST HAVE TO FACTOR IN WHEN IS THE NEXT QUARTERLY, AND THEN START OUR CALENDAR RUNNING FROM

THERE. OKAY?

MR. TOCHER: YOU BET. AND ALSO, AS YOU OBSERVED, YSABEL, JUNE, YOU AND THE REST OF THE BOARD WILL BE SEEING THE BUDGET AND THE ADMINISTRATIVE BUDGET. JEN LEWIS AND HER TEAM WILL BE PRESENTING THOSE AT JUNE WITH GREATER DETAIL INTO THE RESPECTIVE DEPARTMENTS. SO STAY TUNED FOR THAT A LITTLE LATER THIS MONTH.

CHAIRPERSON DURON: ALL RIGHT. IF THERE IS NO OTHER BUSINESS, I SEE NO HANDS JUMPING OR ANYTHING ELSE, THEN I SAY WE CAN CLOSE THE MEETING AT 10:04. THANK YOU, EVERYBODY. SEE YOU IN A COUPLE OF WEEKS.

VICE CHAIR BONNEVILLE: THANKS, EVERYONE.

MS. ADAMS: THANK YOU, EVERYONE.

(THE MEETING WAS THEN CONCLUDED AT 10:04 A.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 JUNE 8, 2026, WAS HELD AS HEREIN APPEARS AND THAT THIS IS THE ORIGINAL TRANSCRIPT THEREOF AND THAT THE STATEMENTS THAT APPEAR IN THIS TRANSCRIPT WERE 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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