

**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: 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.

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1 MR. TOCHER: GEORGE BLUMENTHAL.  
2 DR. BLUMENTHAL: HERE.  
3 MR. TOCHER: MARIA BONNEVILLE.  
4 VICE CHAIR BONNEVILLE: PRESENT.  
5 MR. TOCHER: MARGUERITE CASILLAS.  
6 MS. CASILLAS: HERE.  
7 MR. TOCHER: LEONDRA CLARK-HARVEY.  
8 DR. CLARK-HARVEY: PRESENT.  
9 MR. TOCHER: YSABEL DURON.  
10 CHAIRPERSON DURON: HERE.  
11 MR. TOCHER: ELENA FLOWERS. VITO  
12 IMBASCIANI.  
13 CHAIRMAN IMBASCIANI: PRESENT.  
14 MR. TOCHER: PAT LEVITT.  
15 DR. LEVITT: PRESENT.  
16 MR. TOCHER: LINDA MALKAS.  
17 DR. MALKAS: HERE.  
18 MR. TOCHER: CHRISTINA MIASKOWSKI.  
19 DR. MIASKOWSKI: PRESENT.  
20 MR. TOCHER: YAEL WYTE.  
21 DR. WYTE: HERE.  
22 MR. TOCHER: THANK YOU VERY MUCH. WE HAVE  
23 A QUORUM. YSABEL, BACK TO YOU.  
24 CHAIRPERSON DURON: THANK YOU. COULD I  
25 JUST ASK STAFF TO SAY THEIR NAME OUT HERE AND THEIR

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

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

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

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

12 CHAIRPERSON DURON: OKAY.

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

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

18 MS. ADAMS: SCOTT.

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

21 MS. ADAMS: ADITI.

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

24 MS. ADAMS: CARLY.

25 MS. CHILLMON: HI THERE. I'M CARLY

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

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

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

9 MS. ADAMS: CHRISTINA.

10 MS. SMITH: -- SPECIALIST.

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

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

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

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

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

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1 WELCOME.

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

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

9 CHAIRPERSON DURON: YEAH. CLAUDETTE.

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

12 CHAIRPERSON DURON: ANOTHER GENTLEMAN.  
13 SORRY.

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

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

20 MS. ADAMS: SCOTT TOCHER.

21 CHAIRPERSON DURON: WHO?

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

25 CHAIRPERSON DURON: YEAH. SEE? THAT WAS

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

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

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

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

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

25 SINCE THIS PRESENTATION WILL BE REPORTING

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

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

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

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

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

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

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

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

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

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

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

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1 TRYING TO DIRECT TRAFFIC.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

11 MS. ADAMS: OH, YEAH.

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

15 MS. ADAMS: OH, COOL.

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

19 MS. ADAMS: YEAH.

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

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

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

6 DR. MIASKOWSKI: THANK YOU.

7 MS. ADAMS: YEAH. YOU'RE WELCOME.

8 CHAIRPERSON DURON: AMY?

9 MS. ADAMS: YEP.

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

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

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

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

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

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

10 CHAIRPERSON DURON: OKAY. OKAY.

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

17 THE ORANGE LINE IS MY ATTEMPT TO WEED OUT  
18 THE BOTS. SO HERE'S WHAT YOU NEED TO KNOW.  
19 SOMETIME AROUND SEPTEMBER OF LAST YEAR, THE WHOLE  
20 WORLD, THIS IS NOT JUST CIRM, THE WHOLE WORLD SAW  
21 THIS HUGE INFLUX OF BOT TRAFFIC FROM CHINA. AND SO  
22 I TOOK -- AND THEN THEY GO TO THESE PARTICULAR KINDS  
23 OF PAGES. SO I TOOK OUT THE BOT TRAFFIC FROM CHINA  
24 IS ALL I DID. WE ACTUALLY HAVE, IT'S A  
25 2,000-PERCENT INCREASE YEAR OVER YEAR IN OUR TRAFFIC

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1 FROM CHINA JUST THIS YEAR.

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

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

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

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

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

9 MARGUERITE.

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

13 MS. CASILLAS: OKAY.

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

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

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

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

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

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

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

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

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

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

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

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

3 MS. ADAMS: YEP.

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

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

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

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

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1 ARE INCREASING.

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

13 IF YOU COULD ADVANCE THE SLIDE, AMY.

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

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

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

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

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

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

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

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

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

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

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

22 IN EACH OF THESE MONTHS, WE'VE GOT A  
23 COUPLE BLOG ENTRIES THAT ARE REALLY POPULAR FROM  
24 2017, 2018, EARLY 2020S. THEY JUST HAPPEN TO BE  
25 TOPICS THAT ARE OF INTEREST. SOME OF THEM -- I DUG

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

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

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

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

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

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

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

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

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

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

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

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

12 THIS IS JUST ONE EXAMPLE OF IT, AND IT'S  
13 LOOKING AT VIDEO VIEWS. AND, AGAIN, THIS IS A SMALL  
14 AMOUNT OF TRAFFIC, BUT THE GROWTH RATES ARE REALLY  
15 LARGE. AND IF YOU KNOW ANYTHING ABOUT THESE  
16 CHANNELS, YOUTUBE IS GROWING IMMENSELY. FACEBOOK IS  
17 RELATIVELY FLAT. SIMILAR WITH INSTAGRAM. AND WE  
18 SEE A LARGE INCREASE IN VIEWS IN YOUTUBE, A  
19 26-PERCENT INCREASE IN YOUTUBE, AND 6 PERCENT IN  
20 INSTAGRAM. AND SO IN LOOKING AT THAT AND TALKING A  
21 LITTLE BIT WITH CHRISTINE AND AMY, CHRISTINE AND  
22 AMY, WE SEE THIS POTENTIAL OF CREATING MORE  
23 SHORT-FORM VIDEOS AND SERVICING THESE CHANNELS TO  
24 SEE IF WE CAN GROW AUDIENCES THERE. AND IT'S A  
25 DIFFERENT KIND OF MESSAGE BECAUSE IT'S A DIFFERENT

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1 KIND OF AUDIENCE.

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

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

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

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

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

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

19 MR. HADLY: YES, PLEASE.

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

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

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

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

24 MS. ADAMS: YEP.

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

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

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

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

23 YSABEL, YOU'VE HAD YOUR HAND UP.

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

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1       WOULD --

2                   MS. ADAMS:  OH.

3                   CHAIRPERSON DURON:  -- WE WOULD END SOON.

4 WE HAVE A LITTLE BIT OF BUSINESS ON THE OTHER END.

5 SO THIS IS JUST FOR YOU ALL AND FOR US AS WELL ON

6 THE BOARD IF WE WANT TO END IN A TIMELY MANNER.

7                   MS. ADAMS:  OKAY.  THANK YOU, YSABEL.  I'M

8 GOING -- I'M GOING TO MOVE ON.  SO I'M GOING TAKE

9 OVER FROM HERE, AND WE'RE GOING TALK ABOUT OUTREACH.

10                   SO, FIRST OF ALL, AND GIVEN YSABEL'S

11 COMMENT EARLIER ABOUT AI, THIS MAP WAS GENERATED BY

12 AI, AND IT WAS A LOT OF FUN.  I DID A LOT OF LOOKING

13 AT WHERE WE DID EVENTS, HOW BIG THE EVENTS WERE,

14 LIKE, WHERE ARE WE GOING, WHAT ARE WE DOING, WHAT

15 ARE WE GETTING?  AT THIS POINT THIS MAP SHOWS EACH

16 BLUE DOT IS AN EVENT.  AND THE SIZE OF THE DOT

17 INDICATES THE NUMBER OF EVENTS, NOT THE SIZE OF THE

18 EVENT.  SO A BIG DOT MIGHT BE THREE EVENTS.  IT

19 DOESN'T MEAN NUMBERS OF PEOPLE IF THAT MAKES SENSE.

20                   AND, YSABEL, YOUR HAND IS STILL UP.  DO YOU

21 WANT TO GO AGAIN?

22                   CHAIRPERSON DURON:  YEAH.  NO.  NO.  NO.

23 SORRY.  I THOUGHT I PUT IT DOWN.  SORRY.

24                   MS. ADAMS:  OKAY.  SORRY ABOUT THAT.  I

25 JUST DON'T WANT TO CUT YOU OFF.

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1 SO THERE WERE 40 EVENTS IN THE LAST YEAR,  
2 23 LOCATIONS, AND AN EMPHASIS ON LATINX, BLACK,  
3 OLDER ADULTS, AND IN DISEASES WHERE CIRM HAS  
4 FUNDING.

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

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

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

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

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

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

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

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

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

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

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

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1 CHAT?

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

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

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

4 MS. DESAI: AMY, CAN I --

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

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

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

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

12 MS. DESAI: SORRY.

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

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

25 CHAIRPERSON DURON: COOL. WE'LL PROBABLY

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

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

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

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

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

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

22 KIM.

23 CHAIRPERSON DURON: KIM. OH, SORRY.

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

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

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

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

25                 MS. ADAMS:  I WOULD BE CURIOUS IF ANY OF

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

5 CHAIRPERSON DURON: HMM. YEAH.

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

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

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

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

25 MS. ADAMS: SUDDEN CHANGE. BIG CHANGE.

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

8 MS. ADAMS: THANK YOU.

9 CHAIRPERSON DURON: VITO.

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

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

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

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

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

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

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

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

24 CHAIRMAN IMBASCIANI: WELL --

25 MS. ADAMS: SO WHAT YOU'RE TALKING ABOUT

1 IS --

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

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

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

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

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

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

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

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

25 DR. THOMAS: YSABEL, CAN I JUST RESPOND

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1 VERY QUICKLY?

2 CHAIRPERSON DURON: YES, SIR.

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

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

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

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

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

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

7 ANYBODY? SCOTT?

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

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

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

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

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

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

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

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

14 CHAIRPERSON DURON: MARGUERITE? OKAY.

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

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

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

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1 THERE. OKAY?

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

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

14 VICE CHAIR BONNEVILLE: THANKS, EVERYONE.

15 MS. ADAMS: THANK YOU, EVERYONE.

16 (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.

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