

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: SEPTEMBER 3, 2026
11 A.M.

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

FILE NO.: 2026-15

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1. CALL TO ORDER	3
2. ROLL CALL	3
3. UPDATE FROM CIRM COMMUNICATIONS TEAM 2026 COMMUNICATIONS AND OUTREACH STRATEGY CIRM NEWSROOM LANDING PAGE	5
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1 SEPTEMBER 3, 2026; 11 A.M.

2
3 CHAIRPERSON DURON: THANK YOU. HELLO,
4 EVERYBODY, AND WELCOME TO OUR QUARTERLY MEETING OF
5 THE COMMUNICATIONS SUBCOMMITTEE. A GOOD MORNING TO
6 OUR BOARD MEMBERS, OF COURSE, ALL OF YOU PRESENT,
7 AND MEMBERS OF THE LISTENING PUBLIC WHO HAVE JOINED
8 US. ALSO I'D LIKE TO ACKNOWLEDGE MY CO-CHAIR AND
9 CIRM'S VICE CHAIR, MARIA BONNEVILLE, AS WELL AS THE
10 REST OF THE LOVELY CIRM STAFF WHO ARE PRESENT,
11 INCLUDING PRESIDENT JOHN THOMAS AND CHAIR VITO
12 IMBASCIANI.

13 BEFORE WE LOOK AT THE AGENDA AND HEAR THE
14 REPORTS, LET ME CALL ON SCOTT TOCHER. HE'S GOING TO
15 TO TAKE THE ROLL. SCOTT?

16 MR. TOCHER: THANK YOU VERY MUCH, YSABEL.
17 KIM BARRETT.

18 DR. BARRETT: PRESENT.

19 MR. TOCHER: GEORGE BLUMENTHAL.

20 DR. BLUMENTHAL: HERE.

21 MR. TOCHER: MARIA BONNEVILLE.

22 VICE CHAIR BONNEVILLE: PRESENT.

23 MR. TOCHER: MARGUERITE CASILLAS.

24 MS. CASILLAS: HERE.

25 MR. TOCHER: LEONDRA CLARK-HARVEY.

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1 DR. CLARK-HARVEY: PRESENT. GOOD MORNING.
2 MR. TOCHER: GOOD MORNING. YSABEL DURON.
3 CHAIRPERSON DURON: HERE.
4 MR. TOCHER: ELENA FLOWERS.
5 DR. FLOWERS: PRESENT.
6 MR. TOCHER: VITO IMBASCIANI.
7 CHAIRMAN IMBASCIANI: YES, HERE.
8 MR. TOCHER: PAT LEVITT. LINDA MALKAS.
9 DR. MALKAS: HERE.
10 MR. TOCHER: THANK YOU. CHRIS MIASKOWSKI.
11 DR. MIASKOWSKI: PRESENT.
12 MR. TOCHER: Yael WYTE.
13 MS. WYTE: HERE.
14 MR. TOCHER: THANK YOU. BACK TO YOU,
15 YSABEL. WE HAVE A QUORUM.
16 CHAIRPERSON DURON: THANK YOU VERY MUCH.
17 JUST WANTED TO SAY THE AIM OF THIS SUBCOMMITTEE IS
18 TO BE SURE, OF COURSE, THAT THE WORK OF CIRM IS
19 COMMUNICATED BROADLY. MORE IMPORTANTLY, I THINK, TO
20 HELP ENSURE THAT THE PEOPLE WHO NOT ONLY CREATED,
21 BUT ALSO FUND CIRM, THAT IS THE TAXPAYER, THAT THEY
22 ARE INFORMED ABOUT THE TANGIBLE OUTCOMES OF THEIR
23 INVESTMENT WITH THIS GOAL OF INCREASING SUPPORT
24 ACROSS OUR KEY AUDIENCES. AND, YES, WE ALL WANT TO
25 CELEBRATE THE SMALL STEPS, THE LITTLE VICTORIES, AND

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1 RECOGNIZE THE BIG CHALLENGES, AND TAKE JOY, I THINK,
2 IN THE DISCOVERIES AND THE ADVANCES THAT WE
3 SOMETIMES FORGET TO NOTE, MADE POSSIBLE NOT ONLY BY
4 THE DEDICATED RESEARCHERS, BUT OUR TAXPAYERS WHO
5 BELIEVE IN THIS INCREDIBLE SCIENCE AND HAVE MADE
6 THIS JOURNEY POSSIBLE.

7 OTHERWISE, AS YOU CAN SEE FROM OUR AGENDA,
8 DO WE HAVE OUR AGENDA UP THERE? WE'RE JUST ABOUT
9 READY TO GO WITH OUR COMMS TEAM LED BY AMY ADAMS.
10 TAKE IT AWAY, AMY.

11 MS. ADAMS: ALL RIGHTY. GIVE ME JUST A
12 SECOND TO NAVIGATE BACK TO MY PRESENTATION. I'M
13 GOING TO SHARE MY SCREEN.

14 MR. TOCHER: IN THE MEANTIME, AMY, I'LL
15 LET THE RECORD REFLECT THAT MEMBER PAT LEVITT HAS
16 JOINED. SO WE HAVE A UNANIMOUS COMMITTEE PRESENT.

17 MS. ADAMS: ALL RIGHT. AND YOU SHOULD ALL
18 SEE THE SLIDES; IS THAT RIGHT?

19 CHAIRPERSON DURON: YEP.

20 MS. ADAMS: YEP. OKAY. EXCELLENT. ALL
21 RIGHT.

22 WELL, I WANT TO START BY THANKING THE
23 COMMUNICATIONS SUBCOMMITTEE, MEMBERS OF THE CIRM
24 TEAM WHO ARE HERE ON THE CALL AND ALSO LISTENING IN,
25 MEMBERS OF THE PUBLIC LISTENING IN. I'M REALLY

1 EXCITED TO SHARE WITH YOU WHAT WE'VE BEEN DOING THIS
2 LAST QUARTER. I ALWAYS START WITH A REMINDER OF
3 CIRM'S MISSION BECAUSE I THINK IT'S INCREDIBLY
4 IMPORTANT.

5 ALSO, ATTACHED TO THE AGENDA FOR THIS
6 MEETING THERE'S A COMMUNICATION STRATEGY. I WON'T BE
7 TALKING ABOUT THAT IN DETAIL AT THIS MEETING; BUT IF
8 YOU LOOK AT THAT STRATEGY, YOU'LL SEE I HAVE ALIGNED
9 EVERYTHING WE'RE DOING IN COMMUNICATIONS WITH THE
10 MISSION. AND WE LAY OUT HOW OUR WORK DIRECTLY
11 SUPPORTS THIS MISSION BECAUSE I THINK IT'S IMPORTANT
12 THAT EVERYONE BE ALIGNED.

13 SO TODAY I'M GOING TO GIVE SOME GENERAL
14 UPDATES. THERE WERE A COUPLE REQUESTS THAT CAME IN,
15 AND WE'RE GOING TO TALK ABOUT THAT. WE'RE GOING TO
16 TALK ABOUT COMMUNICATIONS KPI'S BECAUSE THAT WAS A
17 SPECIFIC REQUEST THAT I GOT. AND THEN WE'RE GOING
18 TO MOVE ON TO YOUR COMMENTS AND QUESTIONS.

19 AND THEN WE'RE GOING TO WAIT TILL THE
20 SLIDES TO ADVANCE. HUH. HELLO. OH, THERE WE GO.
21 OKAY.

22 SO GENERAL UPDATES. I WAS ASKED TO TALK
23 ABOUT HOW MEMBERS OF THE SUBCOMMITTEE COULD SUPPORT
24 SOCIAL MEDIA. I WAS ASKED TO TALK ABOUT THE STATUS
25 OF THE NEWSROOM TRANSITION, HOW WE'RE GOING TO BE

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1 COORDINATING OUTREACH, AND THEN I'VE GOT TWO BONUS
2 ITEMS FOR YOU. I WANT TO TALK A LITTLE BIT ABOUT A
3 NEW BOARD NEWSLETTER THAT YOU'RE GOING TO BE GETTING
4 AND A QUARTERLY REPORT FROM THE COMMS TEAM THAT
5 YOU'LL START GETTING.

6 SO LET'S JUMP INTO THIS. OKAY. SO I
7 RECEIVED A QUESTION FROM SOMEONE HERE: HOW CAN YOU
8 HELP US -- HELP SUPPORT OUR SOCIAL MEDIA? SO I
9 TALKED TO CHRISTINA SMITH ON MY TEAM, WHO MANAGES
10 OUR SOCIAL MEDIA, AND SHE TOLD ME THAT SHARING IS
11 CARING. SO SHARING ANY OF OUR CONTENT ON YOUR
12 SOCIAL MEDIA PLATFORM OF CHOICE IS THE SINGLE BEST
13 THING YOU CAN DO. AND HERE YOU SEE THAT CHRISTINA
14 MADE A LITTLE THANK-YOU GRAPHIC. THERE'S A FEW BOARD
15 MEMBERS WHO ARE SUPER SHARERS. AND I'LL SAY THERE'S
16 A HANDFUL OF OTHER BOARD MEMBERS WHO I KNOW I
17 INTERACT WITH ON LINKEDIN AND ARE REALLY TERRIFIC
18 ABOUT SHARING AND COMMENTING ON OUR CONTENT. SO
19 WE'RE INCREDIBLY APPRECIATIVE.

20 IF YOU DON'T FEEL LIKE SHARING, BUT YOU
21 LIKE OR COMMENT ON ANY OF OUR POSTS, THAT HELPS THEM
22 REACH MORE PEOPLE.

23 AND THEN BEYOND SOCIAL MEDIA, I THINK
24 YOU'RE ALL ALREADY DOING THIS, BUT READ THE STORIES
25 THAT WE'RE WRITING AND PRODUCING AND TALK ABOUT CIRM

1 SUCCESES WITH YOUR FRIENDS ON OR OFF SOCIAL MEDIA.
2 SO THAT IS MY ANSWER TO THAT QUESTION.

3 OKAY. LET'S MOVE ON TO THE NEWSROOM. THIS
4 IS A PROJECT I'M INCREDIBLY EXCITED ABOUT. AND I
5 WANT TO SAY WE'VE REALLY BENEFITED FROM THE
6 EXPERTISE OF MARGUERITE ON THIS. MARGUERITE IN A
7 PAST LIFE LED HER OWN NEWSROOM TRANSITION. SO SHE
8 KNOWS ALL THE -- ALL THE JOYS AND SOME OF THE KIND
9 OF BEHIND-THE-SCENES DETAILS THAT WE NEED TO GET
10 RIGHT AND HAS BEEN REALLY HELPFUL AT LOOKING AT
11 GRAPHICS THAT WE'VE SHARED. SO THANK YOU TO
12 MARGUERITE ON THIS ONE.

13 SO ATTACHED TO THE AGENDA IS A FULL
14 SCROLL, AN IMAGE OF THE FULL SCROLL OF THE NEWSROOM.
15 I CAN'T FIT THAT ON A SLIDE. SO I'VE BROKEN THE FULL
16 PAGE INTO THESE LITTLE CHUNKS. AND WE'RE GOING TO
17 TALK ABOUT EACH OF THESE CHUNKS. AND KEEP IN MIND
18 THIS IS JUST A DRAFT OF WHAT THE NEWSROOM WILL LOOK
19 LIKE. AND IT'S FILLED WITH CONTENT THAT WAS CURRENT
20 AT THE TIME WHEN WE MADE THIS DRAFT. SO THIS IS REAL
21 CONTENT; IT'S CURRENT CONTENT. IT'S GOING TO LOOK
22 DIFFERENT WHEN IT ACTUALLY GOES LIVE, THOUGH,
23 BECAUSE WE WILL HAVE NEW CONTENT.

24 WHAT YOU CAN SEE IS THE TOP OF THE
25 NEWSROOM WE HAVE SORT OF A LARGER FEATURE STORY AND

1 THEN THREE OTHER STORIES. AND WE'RE ABLE TO
2 CUSTOMIZE THAT. AND THIS IS A REAL BENEFIT. ONE OF
3 THE CHALLENGES WE HAVE WITH THE BLOG IS THAT IT IS
4 LINEAR. THAT IS THE NATURE OF A BLOG. SO A PERSON
5 WHO GOES TO OUR BLOG MIGHT SEE THE TOP TWO, THREE
6 STORIES. AND IT DOESN'T REFLECT THE FULL DIVERSITY
7 OF THE STORYTELLING THAT WE'RE DOING. SO THIS GIVES
8 US A CHANCE TO CUSTOMIZE AND CURATE THE CONTENT FOR
9 THE READERS. AND THEN YOU CAN ALWAYS GET FROM THIS
10 TO THE FULL LIST OF OUR CONTENT.

11 AND WE WILL BE MAKING SURE THAT THERE IS A
12 VARIETY OF DIFFERENT KINDS OF STORIES HERE, PATIENT
13 STORIES AND SCIENCE STORIES AND EVERYTHING ELSE.

14 SO MOVING OVER, I THINK YOU CAN SEE MY
15 CURSOR, GO DOWN THE PAGE. THESE ARE TWO NEW
16 SECTIONS THAT DON'T CURRENTLY EXIST EITHER IN OUR
17 BLOG OR ON THE WEBSITE. AND THAT IS A SECTION THAT
18 LISTS CIRM IN THE NEWS. SO ANY NEWS THAT CIRM HAS
19 RECEIVED, I THINK IT'S IMPORTANT FOR THE PEOPLE OF
20 CALIFORNIA TO BE ABLE TO READ THOSE STORIES.

21 AND THEN ALSO NEWS -- RIGHT HERE IT SAYS
22 NEWS ABOUT OUR AWARDEES, BUT REALLY FROM OUR
23 AWARDEES. OUR AWARDEES ARE WRITING LOTS OF CONTENT.
24 THEY'RE WRITING PRESS RELEASES, THEY'RE WRITING
25 STORIES ABOUT THE RESEARCHERS, THEY'RE WRITING

1 UPDATES ON THE RESEARCH. THERE WAS RECENTLY A
2 FANTASTIC STORY OUT OF CSU SANTA BARBARA, I THINK,
3 THAT PROFILED ONE OF THEIR BRIDGES STUDENTS AND
4 REALLY HIGHLIGHTED THE VALUE OF THAT PROGRAM FOR
5 THAT STUDENT.

6 SO THESE ARE STORIES THAT, WITHOUT PUTTING
7 THEM ON OUR WEBSITE, THEY'RE REALLY NOT BEING SEEN
8 OUTSIDE THAT SMALL READERSHIP. SO WE WANT TO START
9 HIGHLIGHTING THOSE.

10 AND THEN UNDERNEATH THAT, YOU'LL SEE
11 MULTIMEDIA. IN MY PRESENTATION I MENTIONED THAT
12 WE'RE GOING TO START DOING MORE MULTIMEDIA. WE USED
13 TO -- CIRM USED TO DO A LOT OF VIDEO, AND WE KIND OF
14 LOST THOSE STAFF MEMBERS. AND WE'RE TRYING TO BUMP
15 THAT BACK UP. IN FACT, AT THE FULL BOARD MEETING --
16 THIS IS A LITTLE SPECIAL TREAT FOR EVERYONE -- I'LL
17 BE SHOWING A VIDEO THAT CHRISTINA SMITH PRODUCED
18 RECENTLY ABOUT OUR TRAINEE CONFERENCE. AND I THINK
19 IT'S JUST REALLY WONDERFUL.

20 I'M NOT SURE WHAT HAPPENED THERE. OKAY.
21 WE'RE ESSENTIALLY SCROLLING DOWN THE NEWSROOM PAGE
22 HERE. SO FARTHER DOWN THE PAGE, WE HAVE OUR PRESS
23 RELEASES. THAT'S PRETTY STRAIGHTFORWARD. PEOPLE WILL
24 BE ABLE TO BROWSE RESEARCH BY TOPIC. SO IF THEY GET
25 TO THIS PAGE AND THEY'RE PARTICULARLY INTERESTED IN

1 PATIENT STORIES, THEY CAN CLICK OVER HERE ON PATIENT
2 STORIES.

3 IF THEY'RE PARTICULARLY INTERESTED IN OUR
4 EMPLOYMENT AND ECONOMIC OPPORTUNITIES THAT CIRM HAS
5 CREATED, YOU CAN FIND THOSE STORIES OVER HERE. SO
6 YOU CAN COME AND KIND OF FIND THE CONTENT THAT
7 YOU'RE MOST INTERESTED IN.

8 AND I'VE WORKED IN MANY, MANY NEWSROOMS IN
9 MY TIME, AND PEOPLE DO USE THESE AS A WAY TO
10 NAVIGATE TO CONTENT THEY WANT TO READ.

11 AND THEN THE FINAL SECTION OF THE NEWSROOM
12 IS WHAT WE'RE CALLING CIRM ON THE GROUND. AND THAT
13 IS A WAY FOR PEOPLE TO FIND CIRM ON THE GROUND. SO
14 WHETHER IT'S PROVIDING LINKS TO THESE PUBLIC
15 MEETINGS OR FINDING CIRM AT DISEASE AWARENESS
16 EVENTS, THOSE WILL BE LISTED HERE AND HIGHLIGHTED.

17 A BIT OF TIMING HERE. SO WE ARE KIND OF
18 DOING TWO THINGS AT ONCE. WE ARE WORKING ON WHAT THE
19 LAYOUT IS GOING TO LOOK LIKE. AND THEN SEPARATELY,
20 SCOTT HADLEY ON MY TEAM, HE'S THE DIRECTOR OF
21 CONTENT STRATEGY, HE'S GOING THROUGH THE EXISTING
22 BLOG CONTENT AND GETTING IT PREPPED TO MOVE OVER
23 INTO THIS NEW STRUCTURE, WHICH IS A LOT OF WORK THAT
24 I'M NOT GOING TO TALK ABOUT. BUT I JUST WANT TO SAY
25 HE IS DOING A TON OF WORK, AND I REALLY APPRECIATE

1 IT.

2 BEFORE I MOVE ON TO THE NEXT TOPICS, I
3 JUST THOUGHT I WOULD PAUSE AND GIVE PEOPLE A CHANCE
4 TO ASK ANY QUESTIONS THEY MIGHT HAVE ABOUT THE
5 NEWSROOM. ALL RIGHT.

6 DR. CLARK-HARVEY: I LIKE IT. HOW ABOUT
7 THAT? THIS IS LEONDRA.

8 MS. ADAMS: HI, LEONDRA. THANK YOU.

9 DR. CLARK-HARVEY: VERY STRAIGHTFORWARD.

10 MS. ADAMS: HOW ABOUT WE GIVE A -- CAN WE
11 GIVE A ROUND OF APPLAUSE TO MARGUERITE WHO'S BEEN SO
12 HELPFUL?

13 CHAIRPERSON DURON: THANKS, MARGUERITE.

14 DR. CLARK-HARVEY: THANKS, MARGUERITE.
15 KEEP IT UP.

16 MS. CASILLAS: YEAH. YOU ALL ARE DOING
17 THE HARD WORK. AND, YEAH, I REALLY -- I FEEL FOR
18 SCOTT GOING THROUGH ALL OF THAT CONTENT. AND TO MAKE
19 THAT TRANSITION, THERE'S SO MANY LITTLE DETAILS THAT
20 ARE REQUIRED. SO, YEAH, KUDOS TO HIM, AND KUDOS TO
21 YOU, AMY, FOR BRINGING THIS ALONG.

22 CHAIRPERSON DURON: AMY?

23 MS. ADAMS: YEAH, YSABEL.

24 CHAIRPERSON DURON: SORRY. YOU FINISH
25 YOUR COMMENT.

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1 MS. ADAMS: NO. GO FOR IT.

2 CHAIRPERSON DURON: WELL, I WAS GOING TO
3 SAY, LOOKING AT IT FROM MY PERSPECTIVE, IT'S A BIT
4 BLAND. AND BLAND MEANS I'M MISSING THE DIVERSITY.
5 AND SO HOW DO WE -- I'M NOT AFRAID OF THAT WORD.
6 AND, THEREFORE, HOW DO WE TALK ABOUT DIVERSITY IN
7 SCIENCE, IN PATIENT, IN POPULATION, AND MAKE SURE
8 THAT IT'S CENTRAL TO EVERYTHING WE DO BECAUSE WE
9 SERVE A DIVERSE POPULATION?

10 MS. ADAMS: YEAH. THAT IS SUCH A GOOD
11 QUESTION. SO THE WAY I HAVE HANDLED THAT IN OTHER
12 NEWSROOMS IS WE'RE JUST REALLY CAREFUL ABOUT WHAT WE
13 FEATURE AT THE TOP OF THE PAGE. I THINK WE ALWAYS
14 HAVE TO HAVE SOME STUDENT STORIES OR SOME PATIENT
15 STORIES AND SCIENCE STORIES THAT ARE SHOWING A
16 DIVERSITY OF DIFFERENT PEOPLE DOING THE WORK AND
17 BENEFITING FROM THE WORK. SO I THINK REALLY
18 CAREFULLY CURATING THAT CONTENT AT THE TOP AND
19 MAKING SURE WE ARE PAYING ATTENTION TO THE IMAGERY.

20 CHAIRPERSON DURON: IT'S -- WELL, IT'S
21 PICTURE AND WORD. AND SO IF I COME TO THIS PAGE
22 RIGHT HERE, IT SAYS PATIENTS AND CLINICAL TRIALS. I
23 JUST -- I DON'T KNOW WHY I NEED MAYBE A SEVENTH BOX
24 THAT TALKS DIVERSITY ACROSS CALIFORNIA AND OUR
25 OUTREACH. I DON'T KNOW. SOMETHING LIKE THAT THAT

1 JUST TELLS PEOPLE, WE'VE SEEN YOU, WE HEAR YOU, WE
2 KNOW YOU'RE THERE, YOU'RE VERY MUCH A PART OF OUR
3 VOICE AND OUR CONCERNS.

4 JUST, EVEN NOW, IN TODAY'S WORLD, I THINK
5 WE EVEN NEED IT MORE AS OPPOSED TO -- SORRY FOR THE
6 KIND OF PUN HERE -- WHITEWASHING EVERYTHING SO THAT
7 WE CAN BE ACCEPTABLE.

8 I JUST -- MY HEART CRIES FOR SOMETHING A
9 LITTLE MORE COLOR IN THERE. THAT'S ALL. THAT'S ALL I
10 CAN SAY. SORRY.

11 MS. ADAMS: YSABEL, ANOTHER IDEA I'D HAD
12 AT ONE POINT, AND IT'S NOT REFLECTED HERE, BUT IDEAS
13 COME AND GO, AND THIS IS JUST A SNAPSHOT. BUT I
14 THINK DOWN IN THE CIRM ON THE GROUND PORTION, RIGHT
15 NOW WE DON'T HAVE AN IMAGE FEATURED THERE, BUT I
16 THINK, AS WE BUILD OUT THAT SECTION, THAT'S ANOTHER
17 GREAT PLACE TO SHOWCASE THE KINDS OF PEOPLE WHO
18 WE'RE REACHING OUT TO, AND ALSO THE KINDS OF
19 STUDENTS WHO ARE VOLUNTEERING AT THOSE EVENTS AS
20 WELL ARE WONDERFUL. SO I THINK THERE'S DEFINITELY
21 WAYS WE CAN KIND OF GET OUT WHAT YOU'RE ASKING FOR.

22 CHAIRPERSON DURON: YEAH. YEAH.

23 MS. ADAMS: CHRIS.

24 DR. MIASKOWSKI: AMY, I REALLY, REALLY
25 LIKE THIS. CONGRATULATIONS.

1 I DID HAVE A QUESTION, AND MAYBE IT'S
2 THERE, AND READING THE FINE PRINT, I HAVEN'T SEEN
3 IT. IS THERE A BOX TO FIND A TRIAL?

4 MS. ADAMS: OH, YES.

5 DR. MIASKOWSKI: IF A PERSON COMES ON AND
6 THEY HAVE A CONDITION AND WANT TO KNOW --

7 MS. ADAMS: HANG ON. OKAY. SO THIS VERSION
8 OF THE -- YEAH. THIS VERSION DOESN'T HAVE IT. SO
9 WE'RE ADDING A BUTTON. WE DO HAVE A LIST OF CLINICAL
10 TRIALS ON OUR WEBSITE, AND THERE'S A -- THIS IS
11 ABOUT TWO WEEKS OLD BECAUSE I HAVE TO POST TEN DAYS
12 IN ADVANCE. YEAH. SO SINCE THEN, THERE'S A NEWER
13 VERSION. AND WE ARE ADDING A LINK TO FIND CLINICAL
14 TRIALS BECAUSE I THINK THAT'S REALLY IMPORTANT.

15 DR. MIASKOWSKI: YEAH. YEAH.

16 MS. ADAMS: THANK YOU FOR THAT.

17 DR. MIASKOWSKI: ALPHA CLINICS, RIGHT?

18 MS. ADAMS: YEAH.

19 DR. MIASKOWSKI: GREAT. THANK YOU.

20 MS. ADAMS: MARGUERITE.

21 MS. CASILLAS: YEAH. MAYBE GO BACK TO THE
22 EARLIER -- THE SLIDE BEFORE THIS. I THINK JUST TO
23 YSABEL'S POINT, WHICH IS SO IMPORTANT, AND CORRECT
24 ME IF I'M WRONG, AMY, BUT I THINK HOPEFULLY YOU'RE
25 LANDING ON THIS PAGE, YOU'RE GOING TO -- YOU GUYS

1 ARE GOING TO TAKE GOOD CARE TO MAKE SURE THIS IS
2 REALLY WELL REPRESENTATIVE. AND WHEN PEOPLE CLICK
3 INTO ONE OF THOSE STORIES, HOPEFULLY ON THAT FIRST,
4 THE UPPER PORTION, THERE'LL BE THE OPPORTUNITY TO
5 FIND THINGS THAT ARE LIKE KEYWORDS. YOU'LL HAVE
6 KEYWORDS THAT PEOPLE CAN EVEN DIG INTO A LITTLE BIT
7 FARTHER IF THEY'RE INTERESTED IN A CERTAIN GEOGRAPHY
8 OR A TYPE OF DISEASE OR SOME OTHER THINGS THAT I'M
9 NOT REMEMBERING.

10 BUT I THINK THAT WAS -- THAT SEEMED REALLY
11 POWERFUL TO, LIKE, PULL PEOPLE IN FURTHER AND TO
12 SHOW THEM HOW DEEP WE ARE GOING. IS THAT CORRECT?

13 MS. ADAMS: YOU ARE CORRECT, MARGUERITE.
14 LET ME TALK ABOUT THAT A LITTLE BIT. SO YOU CAN'T
15 READ ON THE SCREEN. I KNOW THAT. BUT IT'S VERY
16 SMALL. WE'LL HAVE SOME LINKS UP HERE. AND ONE OF
17 THEM IS TOPICS, AND IT'S A DROP-DOWN SO YOU CAN DROP
18 DOWN AND LOOK AT DIFFERENT TOPICS.

19 OKAY. I DIDN'T HIGHLIGHT THAT HERE
20 BECAUSE ONE OF THE CHALLENGES WE HAVE IS, AND
21 MARGUERITE KNOWS THIS WELL, AND THIS MIGHT BE TOO
22 MUCH DETAIL FOR OTHERS, BUT IN ANY STORY YOU TAG
23 THAT STORY WITH KEYWORDS, WITH THE NAMES OF THE
24 DISEASE OR THE RESEARCH INSTITUTION OR A VARIETY OF
25 OTHER KEYWORDS, AND THEN YOU COULD SEARCH BY THOSE

1 KEYWORDS.

2 OUR CHALLENGE RIGHT NOW, AND THIS IS,
3 AGAIN, SCOTT IS DOING SO MUCH WORK, OVER THE 20
4 YEARS OF THAT BLOG, OUR KEYWORDS HAVE GROWN TO MORE
5 THAN A THOUSAND. SO THEY ARE NOT HELPFUL. AND WE
6 USE -- WE MIGHT USE TWO DIFFERENT WORDS FOR ONE
7 THING. LIKE MARGUERITE, WE MIGHT USE MS IN ONE
8 PLACE AND MULTIPLE SCLEROSIS IN ANOTHER, AND WE JUST
9 HAVE TO CLEAN THAT UP. SO SCOTT, ENVY HIM, IS GOING
10 THROUGH THE MANY THOUSANDS OF THOSE TAGS AND TRYING
11 TO SORT THEM OUT SO THAT WE ARE PROVIDING PEOPLE
12 WITH USEFUL NAVIGATION.

13 SO, YEAH, THAT IS PART OF THE PROJECT, BUT
14 I KIND OF INTENTIONALLY DOWNPLAYED IT HERE BECAUSE
15 IT'S NOT DONE.

16 IS THERE ANYTHING ELSE HERE BEFORE I MOVE
17 ON? ALL RIGHT. LET'S KEEP GOING.

18 SO I WAS ASKED TO TALK ABOUT COORDINATION
19 OF OUTREACH BECAUSE, AS WE ALL KNOW, ADITI DESAI ON
20 MY TEAM LEADS OUTREACH FOR CIRM. AND I THINK WE'RE
21 ALL REALLY EXCITED ABOUT THIS. CIRM HAS NOW BROUGHT
22 ONLINE SOME COMMUNITY CARE CENTERS OF EXCELLENCE
23 THAT ARE ALSO MANDATED TO HAVE FORMS OF OUTREACH.
24 AND OUR CIRM TRAINEES ARE REQUIRED TO DO OUTREACH.
25 SO THERE'S JUST A LOT OF OUTREACH HAPPENING. SO HOW

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1 ARE WE GOING TO COORDINATE ALL THIS?

2 SO I'VE SHOWN A PICTURE HERE OF ADITI WITH
3 A CIRM TRAINEE BECAUSE THE TRAINEES DO COME TO
4 OUTREACH EVENTS, AND SOME LITTLE MADE-UP PEOPLE HERE
5 BECAUSE OVER TIME WE ENVISION CO-TABLING. WE
6 ENVISION MAYBE THERE'S AN EVENT THAT ADITI IS
7 LEADING, BUT THE CCCE MIGHT WANT TO COME IN AND
8 CO-TABLE WITH US. WE MIGHT HAVE CIRM STAFF WHO ARE
9 COMING TO THE EVENT TO LEARN MORE ABOUT THE NEEDS OF
10 THESE PATIENT POPULATIONS.

11 SO WHAT WE ENVISION -- OR THE REVERSE. WE
12 MIGHT HAVE A CCCE THAT'S LEADING AN EVENT, BUT
13 SOMEONE FROM THE OUTREACH TEAM MIGHT ATTEND. SO I
14 THINK WHAT WE SEE IS DEEP COORDINATION, AND WE'RE
15 SETTING UP SOME SHARED CALENDARS, EMAIL LISTS,
16 SHARED RESOURCES TO HELP BRING ALL THIS TOGETHER.

17 RIGHT NOW IT'S A LITTLE THEORETICAL, BUT I
18 THINK IT IS COMING TOGETHER, AND WE'LL BE ABLE TO
19 TALK MORE ABOUT THAT BY THE NEXT MEETING.

20 AT THIS POINT I WANT TO FLAG ONE THING.
21 IN MY BUDGET THAT YOU ALL KINDLY APPROVED AT THE
22 LAST MEETING, I HAVE A LINE ITEM IN THE BUDGET TO
23 HIRE SOME NEW COMMUNITY OUTREACH CONTRACTORS. AND WE
24 HAVE HIRED TWO. THERE'S THREE IN THE BUDGET. WE'VE
25 GOT TWO ONBOARDED.

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1 ONE IS ANTHONY CASTRO, AND HE IS IN THE
2 INLAND EMPIRE. HE IS ACTUALLY A FORMER CIRM TRAINEE
3 WHO VOLUNTEERED QUITE A BIT AT SOME EVENTS. AND NOW
4 HE'S LEVELING UP, AND HE'S GOING TO BE LEADING HIS
5 OWN OUTREACH. SO WE'RE ALL REALLY EXCITED TO HAVE
6 HIM ON BOARD.

7 AND THEN CANDY BUTLER IS IN NORTHERN
8 CALIFORNIA AND HAS DEEP TIES IN CALIFORNIA AND HAS
9 DONE EXTENSIVE OUTREACH LARGELY WITHIN HEALTHCARE
10 AND MEDICINE, SO HAS GREAT TIES IN THAT COMMUNITY.

11 WE ARE HOPING IN THE NEXT COUPLE MONTHS TO
12 BRING IN SOMEONE IN THE CENTRAL VALLEY. WE JUST
13 DIDN'T GET THOSE APPLICATIONS THIS TIME AROUND. SO
14 WE'RE HOPING TO DO THAT.

15 OKAY. SO THIS IS YOUR BONUS ITEM. SO THE
16 BOARD, THE WHOLE BOARD, NOT JUST THE SUBCOMMITTEE,
17 IS GOING TO START GETTING A NEWSLETTER ONCE A MONTH.
18 I BELIEVE IT'S GOING TO BE THE SECOND WEEK OF THE
19 MONTH. SO YOU SHOULD WATCH FOR THAT NEXT WEEK.

20 THERE WAS A FEELING, CERTAINLY FOR MY
21 TEAM, BUT ALSO OTHERS ACROSS CIRM, THAT COMING TO
22 THE BOARD QUARTERLY, THERE'S JUST -- THERE'S NOT
23 ENOUGH TIME TO TELL THE BOARD ALL THE EXCITING
24 THINGS THAT ARE HAPPENING. SO WE WANT TO DO A LITTLE
25 BIT MORE OF A CADENCE OF COMMUNICATING OUT TO THE

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1 BOARD SO YOU GUYS KNOW MORE ABOUT WHAT'S HAPPENING
2 WITHIN THE ORGANIZATION, AND WE'RE NOT PACKING THE
3 AGENDA SO TIGHTLY WITH INTERIM UPDATES.

4 SO YOU'RE GOING TO START GETTING THAT. I
5 HOPE YOU ENJOY IT. PLEASE LET ME KNOW IF YOU DID
6 LIKE IT, IF YOU DIDN'T LIKE IT, WHAT ELSE YOU MIGHT
7 WANT TO SEE IN IT. I THINK WE ALL UNDERSTAND THE
8 FIRST ONE IS NOT GOING TO BE QUITE AS COMPLETE AS
9 THE FIFTH ONE, SO I EXPECT TO BUILD THAT OUT OVER
10 TIME.

11 YOU'RE ALSO GOING TO START GETTING A
12 QUARTERLY REPORT SPECIFICALLY FROM MY TEAM REPORTING
13 OUT ON OUR KPI'S. AND THIS IS GOING TO GO TO THE
14 WHOLE BOARD AND ALSO CIRM LEADERSHIP. AND, AGAIN,
15 YOU'LL SEE THAT NEXT WEEK. IT'LL GO OUT THROUGH
16 BOARDABLE.

17 CHAIRPERSON DURON: AMY, CAN WE PASS THAT
18 ON?

19 MS. ADAMS: ABSOLUTELY. IT IS BEING
20 DEVELOPED INTENTIONALLY WITHOUT ANY SECRET
21 INFORMATION. SO WE VERY MUCH WANT PEOPLE TO PASS IT
22 ALONG. YEAH.

23 CHAIRPERSON DURON: OKAY.

24 MS. ADAMS: YEP. OKAY. SO I'M GOING TO
25 MOVE ON NOW TO KPI'S. OKAY. LET'S PAUSE AND TALK

1 ABOUT WHAT THAT IS BECAUSE NOT EVERYONE IS DEEPLY
2 ENMESHED IN THESE ACRONYMS.

3 A KPI IS A KEY PERFORMANCE INDICATOR. IT'S
4 BASICALLY -- IT'S WHAT YOU MEASURE TO INDICATE
5 WHETHER OR NOT YOU'RE GETTING TO WHERE YOU'RE GOING
6 BECAUSE YOU CAN'T TELL IF YOU'RE DOING ANY GOOD IF
7 YOU'RE NOT MEASURING WHERE YOU'RE GOING. SO KPI'S.
8 WHAT ARE OUR KPI'S?

9 SO LET'S START HERE. SO THIS IS THE
10 COMMUNICATIONS AND OUTREACH MISSION. I SHOW THIS
11 EVERY TIME. DRIVING AWARENESS OF AND SUPPORT FOR
12 CIRM'S PROGRAMS AND ACCOMPLISHMENTS. OKAY. SO THAT'S
13 WHAT WE WANT TO DO. AND THE QUESTION IS HOW DO WE
14 KNOW IF WE'VE DONE THAT? THAT'S HARD. MEASURING
15 SUPPORT FOR CIRM. UNLESS WE WANDER AROUND ASKING
16 EVERY CALIFORNIAN IF THEY SUPPORT US, LIKE, THAT IS
17 VERY HARD TO DO. AWARENESS OF IS A LITTLE EASIER,
18 AND YOU'LL SEE THAT IN MY KPI'S. BUT I REALLY WORKED
19 ON THE STRATEGY THAT YOU ALL HAVE WITH AN EYE
20 TOWARDS HOW ARE WE ACTUALLY MEASURING SUCCESS?

21 OKAY. IN THE STRATEGY THAT I SHARED WITH
22 YOU, WE HAVE A LOT OF -- A LOT OF WORDS. WE HAVE --
23 ACTUALLY, I'D SAY OBJECTIVES HERE. I THINK I CALLED
24 THEM GOALS, GOALS. THAT'S THE DESTINATION. THAT'S
25 WHERE DO WE WANT TO GO. AND I SOMETIMES THINK ABOUT

1 THAT AS, LIKE, WHERE DO I WANT TO GO? I WANT TO GO
2 TO HAWAII.

3 THE KPI'S, THESE ARE THOSE MEASUREMENT
4 INDICATORS TO SAY WHETHER OR NOT WE'RE GETTING
5 THERE. THAT'S SORT OF THE ARE WE THERE YET.
6 STRATEGY, THAT'S SORT OF THE ROUTE. HOW ARE WE GOING
7 TO GET THERE? SO THAT MIGHT BE, LIKE, MY STRATEGY
8 FOR GOING TO HAWAII IS I'M GOING TO GO BY PLANE.

9 AND THEN THE OKR'S. SO HERE'S ANOTHER
10 ACRONYM THAT MAYBE NOT ALL OF US KNOW DEEPLY. OKR'S
11 ARE OBJECTIVES AND KEY RESULTS. AND THEY'RE
12 ESSENTIALLY A WAY OF DIVVYING OUT TASKS AMONG A
13 TEAM. SO THEY'RE ESSENTIALLY WHAT DO I NEED TO DO TO
14 GET THERE? AND YOU HAVE HIGH-LEVEL OKR'S. AS A TEAM,
15 WE NEED TO ASK FOR TIME OFF, AND WE NEED TO GET
16 TICKETS. BUT THEN WE ASSIGN THOSE TASKS OUT TO
17 DIFFERENT PEOPLE.

18 SO IF YOU LOOK IN THE STRATEGY, WHAT
19 YOU'LL SEE IS TEAM-LEVEL OKR'S THAT ALIGN DIRECTLY
20 WITH OUR KPI'S. AND EACH TEAM MEMBER HAS OKR'S. SO
21 IF YOU'RE CURIOUS AT ANY POINT IN TIME WHAT SOMEONE
22 ON MY TEAM MIGHT BE UP TO, YOU CAN LOOK AT THAT
23 DOCUMENT AND KNOW THAT IN THIS QUARTER THAT PERSON
24 IS FOCUSED ON A PARTICULAR TASK.

25 I REALLY LIKE USING OKR'S BECAUSE I THINK

1 IT'S A GREAT WAY OF BEING VERY CLEAR ABOUT WHAT IT
2 IS YOU WANT TO ACCOMPLISH, HOW YOU'RE GOING TO
3 ACCOMPLISH IT, AND WHERE YOU'RE TRYING TO GET TO.

4 I DO -- I RECOGNIZE THAT THAT STRATEGY I
5 SHARED IS A BIT OF A MANIFESTO. SO I FORGIVE YOU ALL
6 FOR NOT READING THE WHOLE THING, BUT PLEASE FLIP
7 THROUGH IF THERE'S PARTICULAR AREAS OF INTEREST YOU
8 MIGHT -- IT'S A BIT MUCH.

9 OKAY. SO LET'S TALK ABOUT THE KPI'S. I
10 USE BOTH DIRECT AND INDIRECT KPI'S. AND I USE -- I
11 USE THE WEATHER HERE. HOW DO I TELL IF IT'S HOT
12 OUT? DO I NEED SUNSCREEN? OKAY. A DIRECT KPI WOULD
13 BE LIKE I PUT A THERMOMETER OUTSIDE AND IT'S 93
14 DEGREES. LIKE, I KNOW EXACTLY HOW HOT IT IS. THERE'S
15 NOT A LOT OF DIRECT KPI'S FOR WHAT WE'RE TRYING TO
16 ACHIEVE. ASIDE FROM GOING AROUND AND ASKING
17 EVERYONE, ARE YOU AWARE OF CIRM, AND DO YOU LIKE
18 CIRM, IT'S TOUGH. BUT WE'VE GOT SOME, AND WE'RE
19 GOING TO TALK ABOUT WHAT SOME OF THOSE ARE.

20 THERE'S ALSO INDIRECT KPI'S. SO YOU DON'T
21 NEED TO KNOW THAT IT'S 93 DEGREES IF YOU'RE SITTING
22 OUTSIDE AND YOU'RE REALLY HOT AND YOU WANT A GLASS
23 OF WATER. IT'S STILL ACTIONABLE INFORMATION EVEN IF
24 YOU DON'T KNOW EXACTLY THE TEMPERATURE.

25 AND WE USE A LOT OF THAT KIND OF KPI. IT

1 IS NOT PRECISELY MEASURING AWARENESS, BUT IT'S
2 PRETTY DARN CLOSE, AND IT GIVES ME ACTIONABLE
3 INFORMATION.

4 THERE'S ANOTHER KIND OF INDIRECT KPI THAT
5 WE ARE NOT LOOKING AT, AND NOW I'M CALLING THAT THE
6 EQUIVALENT OF, LIKE, I'M LOOKING OUT MY WINDOW AND I
7 SEE THAT IT'S SUNNY. WELL, IS IT JUST A SUNNY WINTER
8 DAY AND IT'S COLD, OR IS IT REALLY HOT? YOU CAN'T --
9 YOU GET -- YOU KIND OF HAVE A BIT OF A SENSE OF WHAT
10 MIGHT BE GOING TO ON, BUT IT'S NOT ACTIONABLE. AND I
11 THINK OF THAT AS THINGS LIKE PEOPLE TELL ME I WENT
12 TO AN EVENT, AND NO ONE KNEW WHO CIRM WAS, OR I WENT
13 TO AN EVENT, AND SOMEONE DID REMEMBER VOTING ON THAT
14 STEM CELL THING. LIKE, THIS IS ANECDOTAL AND IT'S
15 USEFUL AND I LIKE HEARING ABOUT IT. IT'S NOT REALLY
16 ACTIONABLE, AND IT'S NOT IN MY STRATEGY. HERE'S
17 THOSE EXPLANATIONS.

18 OKAY. SO LET'S MOVE ON. I'M GOING TO GO
19 THROUGH THE DIRECT KPI'S FIRST, AND I'M GOING TO DO
20 DIRECT KPI'S FOR EACH OF MY FOUR MAIN AUDIENCES. I
21 AM NOT GOING TO READ EACH AND EVERY ONE OF THESE TO
22 YOU BECAUSE I BELIEVE YOU CAN READ AND YOU HAVE THIS
23 DECK.

24 I WILL SAY, THOUGH, THAT FOR THE PUBLIC,
25 DIRECT KPI'S ARE REALLY RELYING ON A COUPLE OF

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1 THINGS. ONE IS THE FACT THAT WE ARE GOING TO BE
2 DOING SOME SURVEYS OR FOCUS GROUPS AROUND THE STATE.
3 AND JUST A SIDE NOTE ON THAT BECAUSE I'VE BROUGHT
4 THAT TOPIC UP A FEW TIMES.

5 THANK YOU TO THIS GROUP WHO APPROVED MY
6 BUDGET, WHICH INCLUDES A LINE ITEM FOR THIS. WE'VE
7 PUT OUT THE RFP. WE HAVE MORE THAN 40 APPLICANTS.
8 JUST A LITTLE OVERWHELMING. AND SOME OF THEM -- I
9 HAVEN'T GONE THROUGH ALL OF THEM YET. SOME OF THEM
10 ARE FROM REALLY OUTSTANDING GROUPS. I HAVEN'T -- SO
11 I HAVEN'T NARROWED IT DOWN. MAYBE BY THE FULL BOARD
12 MEETING I'LL BE ABLE TO SAY WHO THE TOP CANDIDATE
13 IS. I MIGHT NOT QUITE BE READY TO YET. BUT WE ARE
14 GOING TO BE DOING THAT, AND I THINK IT IS INCREDIBLY
15 IMPORTANT.

16 THE OTHER THING IS THAT I THINK WE'RE
17 GOING TO TRY TO -- OR I KNOW WE'RE GOING TO TRY TO
18 MAKE MORE USE OF JUST QUICK SURVEYS. EVERY TIME YOU
19 GO TO THE DOCTOR, AND THEN YOU COME BACK, AND YOU
20 GET AN EMAIL SAYING HOW WAS YOUR EXPERIENCE, AND
21 YOU, LIKE, ANSWER THREE QUICK QUESTIONS. IT'S A
22 LITTLE ANNOYING, BUT IT IS THE ONLY WAY THEY CAN
23 TELL WHAT YOUR SENTIMENT WAS. AND WE'RE GOING TO
24 START DOING MORE OF THOSE. AGAIN, WE'RE NOT GOING TO
25 GET THIS TO EVERYONE IN CALIFORNIA, BUT I THINK IT

1 WILL GIVE US SOME REAL INFORMATION ABOUT THE
2 TRAJECTORY OF AWARENESS.

3 OKAY. SO LET'S TALK ABOUT PATIENTS AND
4 PATIENT ADVOCATES. SO, AGAIN, SOME OF THESE SURVEYS
5 THAT WE DO WILL APPLY FOR THE PATIENTS AND PATIENT
6 ADVOCATES. BUT WE ALSO WANT TO LOOK AT HOW MANY
7 PATIENT ADVOCATES ARE SPEAKING AT OUR EVENTS, WHICH
8 INDICATES A SUPPORT FOR CIRM IF THEY ARE WILLING TO
9 SPEAK ABOUT US AT EVENTS. AND WE'LL HAVE SURVEYS AT
10 OUTREACH EVENTS, LITTLE QR CODES AT OUR TABLE.

11 SO SCIENTISTS AND INDUSTRY, VERY SIMILAR.
12 ARE THEY REQUESTING CIRM TO SPEAK AT AN EVENT? THAT
13 WOULD INDICATE THAT THEY LIKE US OR AT LEAST THEY
14 THINK HIGHLY OF CIRM.

15 WE'RE TRACKING NAVIGATION THROUGH OUR
16 WEBSITE ON THE SCIENTISTS AND INDUSTRY-FOCUSED
17 PAGES, AND THAT'S BEEN A HUGE AMOUNT OF WORK THAT
18 CARLY CHILLMAN ON MY TEAM HAS BEEN DOING. AND WE
19 CAN -- I DON'T KNOW IF YOU ALL KNOW NOTICE, BUT
20 WITHIN GOOGLE ANALYTICS, I CAN WATCH HOW PEOPLE
21 NAVIGATE THROUGH A WEBSITE. I CAN SEE IF THEY'RE
22 GETTING CONFUSED. I CAN SEE IF THEY ARE ABANDONING
23 THE TASK BECAUSE THEY'RE NOT FINDING WHAT THEY NEED.
24 AND I CAN SEE IF THEY'RE REACHING PAGES THAT THEY
25 WANT TO GET TO PRETTY QUICKLY. SO THESE ARE THINGS

1 THAT WE CAN TRACK WITH REALLY GOOD NUMBERS.

2 LAWMAKERS. ARE THEY TALKING ABOUT US ON
3 SOCIAL MEDIA? ARE THEY REQUESTING FOLLOW-UP AFTER
4 RECEIVING MATERIALS FROM US? WE DO SEND THEM
5 MATERIALS PERIODICALLY. SO, AGAIN, THERE ARE WAYS WE
6 CAN KIND OF TAP INTO WHETHER OR NOT THE LAWMAKERS
7 ARE PAYING ATTENTION TO US.

8 OKAY. AND HERE WE'RE MOVING ON TO INDIRECT
9 KPI'S. AND REALLY THE QUARTERLY REPORT THAT YOU'RE
10 GOING TO GET NEXT WEEK IS FILLED WITH INDIRECT KPI'S
11 BECAUSE THESE ARE THINGS WE REALLY CAN MEASURE. AND
12 THEN THERE'S GOOD TOOLS FOR MEASURING THEM. SO
13 ENGAGEMENT ON SOCIAL MEDIA, IS THAT A PERFECT
14 INDICATOR? NO. BUT IF WE SEE AN OVERALL INCREASE IN
15 PEOPLE LIKING OR COMMENTING ON OR SHARING THE KINDS
16 OF CONTENT WE'RE PUTTING OUT THERE, IT GIVES US AN
17 INDICATOR THAT THERE'S GENERALLY A LARGER VOLUME OF
18 PEOPLE WHO ARE KIND OF LIKING US.

19 THE SAME IS TRUE OF READERSHIP OF OUR
20 STORYTELLING, SIGN-UPS FOR OUR NEWSLETTER, AND ALSO
21 WE CAN TRACK PERCENTAGE OPEN RATES ON THE
22 NEWSLETTER, WEBINAR ATTENDANCE, EARNED MEDIA IN
23 PRIORITY MARKETS. OUTREACH EVENTS, WE ARE VERY
24 CLOSELY TRACKING WHERE OUR OUTREACH EVENTS ARE.
25 SO THESE ARE THE KIND OF INDIRECT KPI'S THAT YOU

1 WILL SEE A LOT OF WHILE ALSO SEEING SOME OF THESE
2 NEWER DIRECT KPI'S.

3 AND YOU'RE NOT SEEING THIS, BUT THERE'S A
4 SLIDE HERE THAT SAYS THANK YOU. QUESTIONS? BUT
5 INSTEAD OF SHOWING THIS BLANK SLIDE, I'M GOING TO
6 STOP SHARING AND JUST TELL YOU THANK YOU. AND PLEASE
7 WOULD ASK FOR QUESTIONS, BUT MARGUERITE ALREADY HAS
8 ONE.

9 MS. CASILLAS: OH, THANK YOU, AMY. I
10 ALWAYS LOVE YOUR DELIVERY. APPRECIATE THAT. THANK
11 YOU FOR THIS. I THINK THIS IS GREAT. I THINK THIS IS
12 WHAT A LOT OF US WERE KIND OF LOOKING FOR, REALLY
13 THE SPECIFICS.

14 I WANT TO CALL OUT, I JUST ALSO THINK IT'S
15 SO IMPORTANT, THAT LANGUAGE SLIDE YOU HAD UP AT THE
16 BEGINNING WHICH STARTED WITH OBJECTIVES, WHICH I
17 THINK YOU MEANT GOALS. BUT THEN THE KPI'S, LIKE,
18 PEOPLE USE THOSE TERMS SO INTERCHANGEABLY. AND IT
19 IS SO IMPORTANT THAT EVERYBODY'S ON THE SAME PAGE.
20 SO I REALLY THINK THAT WAS SMART TO PULL THAT OUT.

21 THE SURVEY, I JUST KIND OF WANTED TO
22 MENTION FOR EVERYONE HERE. OBVIOUSLY, I THINK YOU
23 POINTED THIS OUT, YEAR OVER YEAR, WHICH MEANS YOU'RE
24 GOING TO CONTINUE TO NEED THAT MONEY, RIGHT, FOR IT.
25 YEAH.

1 MS. ADAMS: YOU NOTICED.

2 MS. CASILLAS: YEAH.

3 MS. ADAMS: I JUST SLID THAT RIGHT IN
4 THERE. AND I WAS GOING TO SEE IF ANYONE NOTICED.

5 MS. CASILLAS: NO, BUT THAT'S -- YEAH.
6 IT'S JUST GOOD FOR EVERYONE TO BE AWARE.

7 I AM CURIOUS IF THE -- IF YOU CONSIDERED
8 INCLUDING SCIENTISTS AND LAWMAKERS IN THAT SURVEY
9 POPULATION. I KNOW THAT WOULD PROBABLY COST MORE
10 MONEY, BUT, YEAH, JUST CURIOUS IF THAT'S VERY
11 FEASIBLE. AND, YEAH. IF YOU THINK IT WOULD OFFER
12 ANY MORE VALUE.

13 MS. ADAMS: YEAH. OKAY. YOU GOT A -- YOU
14 GOT A COUPLE THUMBS UP FROM THAT. THIS FIRST YEAR,
15 PROBABLY NOT BECAUSE THAT'S NOT HOW THE RFP WAS
16 WRITTEN. BUT I MEAN I THINK -- I THINK THE
17 SCIENTISTS AND THE LAWMAKERS HAVE THE MOST AMBIGUITY
18 AROUND THEM RIGHT NOW IN MY STRATEGY, AND I THINK
19 THAT IS KIND OF A PROBLEM. SO I WOULD CONSIDER THAT
20 MAYBE IN THE NEXT ITERATION.

21 ALSO, WE'RE JUST NOW KIND OF UPDATING SOME
22 OF THESE PAGES FOR SCIENTISTS. SO I THINK WE'RE JUST
23 STARTING TO GET OUR HEADS AROUND, LIKE, WHAT ARE
24 THEY SEEING, WHAT ARE THEY NOT SEEING, WHAT ARE THEY
25 LOOKING FOR? SO I THINK THAT CAN HELP GUIDE AN RFP

1 IN THE FUTURE THAT WOULD GET MORE AT THOSE GROUPS.

2 BUT, YEAH, NO. I THINK IT'S A FANTASTIC IDEA.

3 AND, YES, YOU'RE RIGHT. I DID PUT YEAR
4 OVER YEAR. MAYBE IT'S TWO YEARS OVER THIS YEAR. IT'S
5 A LOT OF MONEY, AND WE DO NEED TO BE RESPONSIBLE
6 WITH IT, BUT YEAH.

7 YSABEL.

8 CHAIRPERSON DURON: OH, I WAS GOING TO SAY
9 GEORGE IS UP.

10 MS. ADAMS: OH, GEORGE.

11 DR. BLUMENTHAL: OKAY. FIRST OF ALL, I'M
12 REALLY EXCITED BY THIS. I'M JUST SO PLEASED TO SEE
13 HOW WE'RE TAKING SERIOUSLY THE IDEA OF MEASURING OUR
14 SUCCESS IN REACHING ALL OF THESE DIFFERENT
15 CONSTITUENCY GROUPS. SO I'M ABSOLUTELY DELIGHTED BY
16 WHAT YOU'VE PRESENTED. SO I REALLY WANT TO PUT THAT
17 OUT THERE.

18 A COUPLE OF QUESTIONS COME TO MIND,
19 THOUGH, WHICH ARE, AT THIS POINT, SOMEWHAT MORE
20 VAGUE QUESTIONS.

21 ONE HAS TO DO WITH THE FACT THAT YOU
22 DESCRIBE SOME OF THESE KPI'S AS YEAR-OVER-YEAR
23 CHANGES, AND YOU'RE GOING TO MONITOR THE CHANGES
24 OVER TIME, WHICH IS GREAT, WHICH IS WHAT WE SHOULD
25 BE DOING. ON THE OTHER HAND, IT WILL TAKE AWHILE TO

1 GET YEAR-OVER-YEAR CHANGES. AND I'M WONDERING
2 WHETHER OR NOT YOU'VE THOUGHT ABOUT WHETHER OR NOT
3 SOME OF THE ABSOLUTE NUMBERS THEMSELVES MIGHT BE
4 MEANINGFUL.

5 AND MY SECOND QUESTION IS REALLY NOT A
6 QUESTION THAT YOU CAN ANSWER NECESSARILY RIGHT NOW
7 IS THE CHALLENGE HERE IS TURNING THE RESULTS OF THE
8 KPI'S INTO ACTION AND FIGURING OUT WHAT TO DO ONCE
9 YOU GET THE RESULTS. WE DON'T HAVE THE RESULTS YET,
10 SO YOU CAN'T ANSWER THAT QUESTION, BUT IT'S GOING TO
11 TAKE SOME SERIOUS THOUGHT WHEN THAT TIME COMES. AND
12 I JUST -- IT'S REALLY MORE OF A COMMENT THAN A
13 QUESTION.

14 MS. ADAMS: WELL, I'LL COMMENT ON YOUR
15 COMMENT, THAT YOU'RE EXACTLY RIGHT. I MEAN THAT'S
16 WHERE THE RUBBER HITS THE ROAD, RIGHT? YOU DO ALL
17 THIS MEASUREMENT, AND THEN WHAT? YOU HAVE TO BE ABLE
18 TO THINK ABOUT WHAT YOU DO WITH THE MEASUREMENT TO
19 CHANGE THE MEASUREMENT, WHICH IS WHERE IT GETS HARD,
20 ALSO WHERE IT GETS FUN, IN MY OPINION. AND THEN FOR
21 YEAR OVER A YEAR, YEAH, WE ARE TRACKING ALL -- SO
22 YES TO EVERYTHING. WE ARE TRACKING INTERNALLY ALL OF
23 IT. WE'RE REPORTING OUT YEAR OVER YEAR JUST BECAUSE
24 IT'S A TANGIBLE THING WE CAN REPORT OUT, BUT WE'RE
25 GETTING A LITTLE MORE GRANULAR THAN IT MIGHT LOOK

1 LIKE. AND YOU'LL SEE THIS IN THE QUARTERLY REPORT
2 NEXT WEEK.

3 SO FOR A LOT OF THE METRICS FOR YEAR OVER
4 YEAR, WE'RE LOOKING AT THIS QUARTER OVER THE SAME
5 QUARTER LAST YEAR. SO EVERY QUARTER, WE'LL GET A
6 YEAR OVER YEAR FOR THE PAST QUARTER. SO IT'S A
7 LITTLE MORE TIMELY THAN IT MIGHT SOUND, BUT I'M ALSO
8 FULLY PREPARED TO JUST CHANGE. MAYBE WE'LL DO YEAR
9 OVER YEAR, BUT INTERNALLY QUIETLY TRACK SOME OTHER
10 NUMBERS. AND NEXT TIME -- NEXT YEAR AT THIS TIME,
11 I'LL BE SAYING, YOU KNOW WHAT? I KIND OF THINK WE
12 JUST NEED TO LOOK AT THIS OTHER THING. AND I'M
13 ALWAYS OPEN TO THAT.

14 CHAIRPERSON DURON: OKAY. AMY, TWO
15 THINGS. ONE, WE TALKED ABOUT WE PAID FOR -- WE
16 BUDGETED FOR SURVEY. SO I DID WANT TO ASK FIRST
17 ABOUT SURVEY, BUT -- NO, SECOND ABOUT SURVEY. FIRST,
18 I WANT TO ASK ABOUT BUDGET.

19 YOU KEEP SAYING WE APPROVED IT, BUT I
20 HAVEN'T REALLY SEEN IT. IT DOESN'T EVEN APPEAR THAT
21 I REMEMBER AS A LINE ITEM IN THE ADMINISTRATIVE
22 BUDGET. AND I KNOW THAT WE'VE ADDED PEOPLE. GREAT.
23 I WANTED YOU TO HAVE THE RIGHT KIND OF BUDGET TO DO
24 THIS WORK, BUT I WOULD LOVE TO SEE THE COMMS BUDGET,
25 ITS BREAKDOWN, WHERE IT'S GOING TO, WHAT IT'S PAYING

1 FOR. SO IF WE COULD GET THAT, I'M SURE EVERYBODY
2 ELSE WOULD BE PLEASED TO SEE IT. I WOULD HOPE THAT
3 YOU COULD EITHER SEND IT TO US THROUGH EMAIL, AND WE
4 COULD DISCUSS IT AT THE NEXT MEETING, BUT YOU MUST
5 HAVE AN INDIVIDUAL, SEPARATE BUDGET THAT YOU TURN
6 OVER TO J.T., WHO THEN, I GUESS, INCLUDES IT IN THE
7 ADMINISTRATIVE BUDGET, BUT I THINK THAT WE WOULD
8 LIKE TO SEE THE COMMS BUDGET.

9 MS. ADAMS: YEAH. I CAN WORK WITH
10 CLAUDETTE TO MAKE SURE WE GET THAT TO YOU.

11 CHAIRPERSON DURON: OKAY. SO THE SECOND
12 QUESTION IS ABOUT THE SURVEYS. YOU SAID WE WERE
13 GOING TO DO FOUR EXTERNALS. I'M WONDERING HOW YOU'RE
14 DECIDING WHO THOSE SURVEYS, WHERE THOSE COMMUNITIES
15 WILL BE. I MEAN I'M LOOKING SPECIFICALLY AT YOUR
16 NOTES WITHIN THE 58-PAGE THAT YOU SENT, AND I SAW
17 FOUR COMMUNITY SURVEYS. AND I'M WONDERING WHO ARE
18 THEY? HOW DO YOU DECIDE WHO THEY ARE? WHAT IS THE
19 PLAN FOR THAT?

20 MS. ADAMS: YEP. OKAY. SO FIRST OF ALL,
21 CONGRATULATIONS ON ASKING A SPECIFIC QUESTION OUT OF
22 A 58-PAGE DOCUMENT. SO I ADMIRE YOUR CAREFUL
23 READING. YEAH.

24 SO TO SOME EXTENT -- I'M GOING TO ANSWER
25 THIS QUESTION TWO WAYS. I PUT THAT IN THE RFP AND

1 SAID I WANT FOUR. LIKE, COME BACK TO ME. AND I HAD
2 TO PICK -- YOU HAVE TO PICK A NUMBER, RIGHT? YOU
3 CAN'T PAY FOR EVERYTHING. SO I PUT FOUR, BUT I LEFT
4 IT UP TO THE APPLICANTS TO GIVE ME SUGGESTIONS
5 BECAUSE I AM ONLY GOING TO HIRE SOMEONE WHO HAS DONE
6 A LOT OF THIS WORK AND CAN GIVE ME GOOD IDEAS. AND
7 I'M GOING TO TALK VERY GENERALLY HERE BECAUSE I HAVE
8 NOT HIRED A PERSON, BUT SOME OF THEM ARE COMING BACK
9 TO ME AND SAYING, HEY, YOU KNOW, IF WE DO THIS -- A
10 PARTICULAR COMMUNITY, WE DO SOME VIRTUAL AND SOME
11 IN-PERSON. THAT GIVES US TWO DIFFERENT VIEWS OF THIS
12 ONE COMMUNITY. MAYBE WE GO TO ONE PART OF THE STATE,
13 BUT WE DO A FOCUS GROUP THAT'S URBAN AND A FOCUS
14 GROUP THAT'S RURAL TO GET US TWO DIFFERENT VIEWS,
15 BUT YOU SAVE A LITTLE MONEY BY JUST GOING TO ONE
16 PART OF THE STATE.

17 SO I'M REALLY LOOKING TO THE APPLICANTS TO
18 GET BACK TO ME. I'M GOING TO LEVERAGE THEIR
19 EXPERTISE BECAUSE I'M NOT AN EXPERT IN THAT. AND
20 THEN I LOOK FORWARD TO COMING BACK TO THIS GROUP
21 WITH SOME OF THESE IDEAS.

22 CHAIRPERSON DURON: WELL, I THINK THAT
23 WE'VE ALWAYS WANTED TO HEAR FROM THE UNDERHEARD.

24 MS. ADAMS: ABSOLUTELY.

25 CHAIRPERSON DURON: AND YOU MENTIONED

1 RURAL, WHICH IS CRITICAL, AND PLACES WHERE ACTUALLY
2 EVEN OUR RESEARCH INSTITUTIONS DON'T REACH VERY
3 WELL. SO I THINK IT'S ALSO IMPORTANT THAT WE GET
4 THAT PERSPECTIVE IN OUR SURVEYS. TO SERVE THEM IS
5 THE HARDEST THING, I THINK, REACH THEM, TEACH THEM,
6 AND SERVE THEM, RIGHT?

7 MS. ADAMS: SO THERE'S ALSO A MANDATE. SO
8 IN THE RFP, I HAVE SAID THAT AT LEAST ONE OF THESE
9 HAS TO BE IN SPANISH, AND THE APPLICANTS HAVE TO
10 TELL ME THAT THEY HAVE SOMEONE WHO SPEAKS SPANISH ON
11 STAFF WHO CAN PULL THAT OFF.

12 CHAIRPERSON DURON: OKAY.

13 MS. ADAMS: SO THAT'S ANOTHER PART OF IT.

14 KIM, YOU HAVE BEEN WAITING VERY PATIENTLY.

15 DR. BARRETT: OH, NO WORRIES. MY QUESTION
16 IS KIND OF RELATED TO WHAT GEORGE ASKED IN TERMS OF
17 THE SORT OF TRAJECTORY OF YOUR KPI'S. BUT ARE THERE
18 BENCHMARKS THAT YOU CAN USE TO SORT OF ASSESS THE
19 STANDALONE NUMBERS AS WELL FROM SIMILAR
20 ORGANIZATIONS?

21 MS. ADAMS: YES AND NO. SIMILAR
22 ORGANIZATIONS DON'T NECESSARILY SHARE. SO YES AND
23 NO. AND THIS IS NOT A COMPLETELY SATISFYING ANSWER,
24 BUT I'LL JUST BE HONEST ABOUT IT. SEVERAL OF US COME
25 FROM SIMILAR ORGANIZATIONS, AND WE'RE IN CHARGE OF

1 THE METRICS THERE TOO. SO I THINK A LOT OF US HAVE A
2 SENSE OF WHAT IS GOOD AND WHAT WAS GOOD AT OTHER
3 ORGANIZATIONS. SO WE'RE KIND OF RELYING ON OUR
4 EXPERTISE SINCE IT'S NOT OUT THERE.

5 I WAS LOOKING AROUND. YOU CAN GET THINGS
6 LIKE INDUSTRY STANDARD NEWSLETTER OPEN RATE IS SOME
7 PERCENT, RIGHT? AND I'VE USED THAT NUMBER IN THE
8 PAST, AND IT'S FINE. IT'S NOT A GREAT BENCHMARK
9 BECAUSE IT'S SELF-REPORTED. SO IT'S EVERYONE WHO'S
10 REPORTED THAT THEY'RE A, I DON'T KNOW, GOVERNMENT
11 ENTITY, AND YOU'RE BEING COMPARED TO THAT METRIC.
12 WELL, SOME OF THE GOVERNMENT ENTITIES WHO PUT OUT
13 NEWSLETTERS, THEY'RE JUST NOT THAT INTERESTING. SO
14 WHEN I WAS AT CIRM BEFORE, OUR NEWSLETTER BY FAR
15 OUTPERFORMED THAT BENCHMARK, BUT I DIDN'T THINK -- I
16 DIDN'T FEEL TERRIBLY PROUD OF THAT BECAUSE IT SEEMED
17 KIND OF OBVIOUS.

18 SO THERE'S SO MUCH SQUISHINESS THERE, BUT
19 YEAH, I'M ALWAYS LOOKING FOR DECENT BENCHMARKS. PAT.

20 CHAIRPERSON DURON: OOPS, SORRY.

21 DR. LEVITT: YEAH, THANKS. TWO BRIEF
22 QUESTIONS. ONE IS I WAS CONFUSED A LITTLE BIT. FOR
23 THE CLINICAL TRIALS, IS THERE JUST GOING TO BE A
24 LIST, OR IS THERE GOING TO BE A SEARCH ENGINE FOR A
25 FAMILY TO COME IN AND TYPE IN THE SPECIFIC AREA OR

1 DISEASE THAT THEY REALLY WANT TO FIND OUT
2 INFORMATION ON, OR ARE THEY SCROLLING THROUGH A
3 LIST?

4 MS. ADAMS: IT'S FILTERABLE.

5 DR. LEVITT: OKAY. SO --

6 MS. ADAMS: IT'S FILTERABLE BY DISEASE.

7 DR. LEVITT: SO THEY'LL BE ABLE TO FIND.

8 AND THEN HOW OFTEN DOES THAT GET UPDATED?

9 MS. ADAMS: SO I'M GOING TO PAUSE HERE.
10 IT'S ACTUALLY THE PATIENT ACCESS TEAM THAT MANAGES
11 THAT. AND I KNOW SHYAM IS HERE. SHYAM, IF YOU WANT
12 TO ANSWER THAT QUESTION, YOU CAN.

13 I ALSO HAPPEN TO KNOW THAT IT'S A WORK IN
14 PROGRESS, AND HE'S GOING TO DO A PRETTY BIG REFRESH
15 ON THAT, SO WE MIGHT NOT KNOW.

16 DR. LEVITT: OKAY.

17 MS. ADAMS: IT IS, I BELIEVE -- OH.
18 SHYAM'S FACE JUST WENT AWAY, WHICH MAKES ME THINK HE
19 MIGHT BE TRYING TO COME ON.

20 DR. LEVITT: THERE HE IS.

21 CHAIRPERSON DURON: HE'S HERE.

22 DR. PATEL: I APOLOGIZE. I MISSED THE
23 QUESTION.

24 MS. ADAMS: OH, SO, SHYAM, PAT ASKED ABOUT
25 THE CLINICAL TRIALS DASHBOARD, HOW OFTEN THAT GETS

1 REFRESHED.

2 DR. PATEL: THIS IS A GREAT QUESTION. SO
3 THE CLINICAL TRIALS DASHBOARD RIGHT NOW IS A WORK IN
4 PROGRESS, AS AMY MENTIONED. SO WE ROLLED IT OUT, AND
5 IT IS REFRESHED WHEN THE ALPHA CLINICS AND THE
6 CCCE'S PUT IN THE CONTENT ON THE BACK END AND WHEN
7 WE LAUNCH NEW TRIALS.

8 WE'RE WORKING RIGHT NOW ON IDENTIFYING
9 WHAT ENHANCEMENTS WE NEED TO MAKE TO THE DASHBOARD
10 TO MAKE IT MORE ACCESSIBLE TO PATIENTS AND HELP THEM
11 SEARCH BASED ON GEOGRAPHY, COMMON DISEASE AREAS,
12 DISEASE NAMES, AND SO ON, AND JUST MAKE IT A LITTLE
13 BIT MORE USEFUL TO HAVE MORE INFORMATION ON THERE AS
14 WELL. AND SO WE'RE WORKING THROUGH THAT WORKFLOW,
15 AND WE'RE HOPING TO ENGAGE WITH THE APPROPRIATE
16 DEVELOPERS NEXT YEAR TO DO THAT.

17 DR. LEVITT: YEAH. AND I -- AND THIS IS
18 REALLY, TO ME IS REALLY IMPORTANT BECAUSE THIS IS A
19 WAY OF DISTRIBUTING INFORMATION ACROSS THE STATE
20 THAT WOULD BE REALLY HELPFUL FOR FAMILIES, SOMETHING
21 LIKE WHAT I WOULD CALL STUDY FINDER WHERE THERE'S --
22 WHERE THERE'S SOME SPECIFIC INFORMATION IN THERE.
23 SO A FAMILY'S JUST NOT SEEING, OH, THERE'S A STUDY
24 GOING ON IN ALS AT UC DAVIS, BUT GETS NO OTHER
25 INFORMATION THAN THAT. THEN THEY'VE GOT TO GO INTO A

1 SECOND ROUND OF INFORMATION.

2 SO I THINK IT'S REALLY IMPORTANT THERE'S
3 AT LEAST ENOUGH INFORMATION FOR A FAMILY TO GET A
4 SENSE OF THE STUDY DURATION, SOME INCLUSION
5 CRITERIA, THOSE SORTS OF THINGS, WHICH IRB'S TEND TO
6 BE FINE WITH, RIGHT? SO THAT WAS ONE QUESTION.

7 THE OTHER IS BACK TO AMY. SO THANKS,
8 SHYAM, AS WE'LL SEE EACH OTHER SHORTLY IN PERSON,
9 SAN DIEGO, SO WE CAN TALK MORE ABOUT THAT.

10 THE OTHER IS FOR OUTREACH, I WAS THINKING
11 ABOUT THE DISTRIBUTION MODEL WHERE YOU IDENTIFY
12 LOCAL COMMUNITY LEADER ORGANIZATIONS THAT HAVE THE
13 AUDIENCES AND THAT GETTING, FOR EXAMPLE, A LINK TO
14 THE NEW FORM AFTER YOUR NEWSLETTER, WHICH IS MUCH
15 MORE PUBLIC-FRIENDLY, TO GET TO THESE ORGANIZATIONS.
16 YOU SAY, WELL, THERE'S THOUSANDS OF ORGANIZATIONS IN
17 CALIFORNIA. WHICH ONE?

18 SO JUST TO GIVE YOU AN EXAMPLE, I DO
19 RESEARCH ON CHILDREN. AND SO THERE ARE DOZENS AND
20 DOZENS OF ORGANIZATIONS IN THE LOS ANGELES AREA THAT
21 DEAL WITH MATERNAL AND CHILD HEALTH AND WELL-BEING.

22 AND SO IT DOESN'T TAKE LONG TO GET THOSE
23 LISTS AND TO THEN SIT DOWN STRATEGICALLY AND FIGURE
24 OUT WHO SHOULD GET -- WHICH ARE THE ONES THAT WE
25 WANT TO GET BECAUSE YOU CAN GET INFORMATION ON HOW

1 LARGE ARE THEY, WHAT AREA DID THEY DISTRIBUTE TO,
2 HOW MANY MEETINGS DO THEY HAVE, THOSE SORTS OF
3 THINGS. I THINK IT'S WORTH THE INVESTMENT BECAUSE
4 IT'S A WAY, IN ADDITION TO SOCIAL MEDIA, TO AT LEAST
5 ON A REGULAR BASIS GET THE NEWSLETTER LINKED TO
6 THEM. I THINK THAT'S ALL YOU WOULD NEED TO DO. AND
7 THEN IT'S REALLY UP TO THEM TO MAKE SURE THAT IT
8 GETS DISTRIBUTED. THAT'S THE CHALLENGING PART, BUT
9 THEY TYPICALLY ARE QUITE HELPFUL.

10 FOR THOSE OF US WHO RECRUIT -- ARE TRYING
11 TO RECRUIT PARTICIPANTS, IT'S INCREDIBLY HELPFUL.
12 AND WE DO IT WITH DOZENS AND DOZENS OF
13 ORGANIZATIONS.

14 SO YOU DON'T HAVE ACCESS TO
15 UNDERGRADUATES. THIS IS MY GUESS, LIKE, WORK-STUDY
16 STUDENTS, BUT IT'S LIKE A PERFECT PROJECT FOR
17 VOLUNTEERS. YOU HAVE VOLUNTEERS. YOU'VE NOTED THAT
18 YOU HAD VOLUNTEERS FOR CIRM THAT MIGHT GO OUT TO
19 COMMUNITIES, BUT THEY COULD ALSO BE INVOLVED IN
20 DOING SOMETHING LIKE THIS TO IDENTIFY THOSE
21 ORGANIZATIONS AND DISTRIBUTE IT TO SEVERAL HUNDRED.

22 STOP THERE.

23 MS. ADAMS: I MEAN, WE HAVE CIRM TRAINEES,
24 YEAH. NOT QUITE AN INTERN, BUT --

25 CHAIRPERSON DURON: EXCUSE ME ONCE. JUST

1 WE HAVE 13 MINUTES LEFT. WE WANT TO MAKE SURE WE GET
2 TO THE Q&A AND ALSO TO ANYBODY IN THE PUBLIC WHO
3 MIGHT BE STANDING BY. SO GO AHEAD, AMY.

4 MS. ADAMS: WELL, IN THE INTEREST OF TIME,
5 I'M GOING TO GO STRAIGHT TO PAT OR TO KIM. PAT, I'M
6 GOING TO SAY YES TO EVERYTHING AND LET'S TALK MORE.
7 KIM.

8 DR. LEVITT: OKAY.

9 DR. BARRETT: I'M JUST ADDING ON TO PAT'S
10 COMMENTS. IN THE INTEREST OF NOT MAKING EXTRA WORK
11 BOTH FOR PEOPLE RUNNING CLINICAL TRIALS AND FOR
12 CIRM, IS THERE ANY WAY TO LEVERAGE THE SORT OF
13 SUBMISSIONS THAT EVERYBODY HAS TO DO TO
14 CLINICALTRIALS.GOV? BECAUSE A LOT OF THE INFORMATION
15 THAT PAT WAS TALKING ABOUT IS IN THAT DATABASE.

16 DR. LEVITT: THAT IS TRUE, BUT JUST LET ME
17 INTERRUPT. LIKE ASKING A FAMILY TO NAVIGATE
18 CLINICALTRIAL.GOV --

19 DR. BARRETT: BUT THERE'S AN ADD-ON TO
20 THAT THAT IS PUBLIC-FACING THAT DRAWS FROM
21 CLINICALTRIALS.GOV.

22 DR. LEVITT: YEAH. WE CAN TALK ABOUT THAT
23 IN SAN DIEGO, BUT IT'S REALLY CHALLENGING TO
24 NAVIGATE THAT SITE. THEY'VE TRIED TO IMPROVE IT, AND
25 IT HASN'T BEEN IMPROVED. FOR THOSE OF US WHO

1 NAVIGATE THERE AND HAVE -- WE'RE REQUIRED TO POST
2 OUR INFORMATION, AND I'VE SEEN THE FAMILY SITE. WE
3 CAN GET INFORMATION FROM THERE. BUT I THINK SHYAM
4 HAS A MINIMUM INFORMATION THAT WOULD BE SUFFICIENT
5 TO BE ABLE TO POPULATE THIS, RIGHT? THERE MAY BE
6 MORE WE CAN GET FROM CLINICALTRIALS.GOV FOR SURE,
7 BUT IT'S HARD TO NAVIGATE. IT IS.

8 DR. PATEL: YEAH, I AGREE WITH THAT. IF I
9 CAN JUST WEIGH IN REAL QUICK. I KNOW WE'RE
10 APPROACHING TIME.

11 YES. SO ONE OF THE THINGS THAT WE ARE
12 TRYING TO DO IS WHAT'S MINIMAL INFORMATION THAT WE
13 CAN PROVIDE RIGHT WHEN THEY SEE THE SEARCH RESULTS
14 SO THAT, TO PAT'S POINT, THEY DON'T NEED TO GO TO
15 CLINICALTRIALS.GOV TO GET THAT INFORMATION OR TO
16 REACH OUT TO THE COORDINATOR. AND WE'RE LOOKING AT
17 DIFFERENT MODELS ACROSS LOTS OF DIFFERENT
18 DASHBOARDS.

19 SO CYSTIC FIBROSIS FOUNDATION, OTHERS,
20 THEY HAVE DIFFERENT WAYS THAT THEY'RE DOING THIS.
21 AND SO WE'RE TAKING ALL THAT INTO CONSIDERATION. WE
22 ALSO PLAN TO REACH OUT TO VARIOUS DIFFERENT ADVOCACY
23 GROUPS AND EVEN DO SOME TESTING WITH THE PUBLIC.
24 AND WE HAVE A REALLY RICH RESOURCE ON OUR SIDE,
25 WHICH IS ALL THE CLINICAL NETWORK, WHICH HAS THEIR

1 OWN NAVIGATION PLATFORM. SO WE'RE GOING TO USE ALL
2 THAT TO FIGURE OUT WHAT'S THE MINIMUM INFORMATION
3 THAT WE NEED TO PROVIDE, AND THERE COULD BE A LINK
4 OUT TO CLINICALTRIALS.GOV AND WE CAN PULL
5 INFORMATION FROM THERE, BUT WE NEED TO MAKE IT
6 ACCESSIBLE TO THEM AND IN LANGUAGE THAT IS
7 ACCESSIBLE AS WELL.

8 CHAIRPERSON DURON: LEONDRA, I SAW YOUR
9 HAND UP.

10 DR. CLARK-HARVEY: OH, I WAS JUST GOING TO
11 SAY IT'S AN OPPORTUNITY ACTUALLY, CONSIDERING WHAT
12 PAT HAS SHARED AROUND THE DIFFICULTIES. IT IS AN
13 OPPORTUNITY FOR CIRM TO STEP IN AND PROVIDE AN
14 ANSWER, RIGHT, AND TO MAKE IT EASIER TO HELP. I
15 THINK THAT'S A NATURAL WAY THAT WE CAN SAY, HEY, WE
16 KNOW THIS IS WONKY, AND HERE'S A QUICK PRIMER ON HOW
17 TO NAVIGATE THIS, AND WE'RE HERE FOR YOU KIND OF
18 THING. THAT'S ALL.

19 CHAIRPERSON DURON: AMY, THAT REMINDS ME,
20 OF COURSE. I MEAN THIS IS A DIFFICULT TIME FOR SOME
21 COMMUNITIES RIGHT NOW. SO THEY DON'T TRUST MUCH
22 GOING TO GOVERNMENT AGENCIES AND WEBSITES, ETC.,
23 WITHOUT FEAR. SO WE ALWAYS HAVE TO CONSIDER THAT NOW
24 WHEN WE'RE DOING THIS, WHICH BRINGS ME TO THE SECOND
25 QUESTION.

1 I'M SURE WE'RE UTILIZING AI AND,
2 THEREFORE, WE NEED TO BE VERY TRANSPARENT WITH
3 ANYBODY WHO COMES TO OUR WEBSITE HOW WE'RE USING IT,
4 WHAT WE'RE DOING WITH WHATEVER COMES THROUGH THE
5 WEBSITE TO REASSURE THAT ANY DATA THAT COMES THROUGH
6 FROM OUR DIFFERENT VISITORS IS NOT GOING TO BE USED
7 AGAINST THEM. SO I WOULD -- I DON'T EVEN KNOW IF
8 WE'VE BEGUN TO ADDRESS, J.T., ANY POLICY VIS-A-VIS
9 UTILIZATION, ETHICS, ET CETERA, ET CETERA, AROUND
10 THE UTILIZATION OF AI, HOW WE'RE INCORPORATING IT IN
11 OUR WORK.

12 WE KNOW, OBVIOUSLY, ALL OF OUR ACADEMIC
13 PARTNERS ARE ALSO ALL USING IT, BUT I THINK WE NEED
14 FROM THE GET-GO TO TRY TO BE AS TRANSPARENT AS
15 POSSIBLE BECAUSE WE DO HAVE -- AND YOU'RE TRYING TO
16 GO OUT AND DO SURVEYS AND MEETINGS WITH PEOPLE WHO
17 ARE NOW STEPPING BACK EVEN FROM THEIR CLINIC VISITS
18 FOR FEAR. AND SO I'M NOT SURE WHERE YOU -- HOW AND
19 WHEN YOU ARE GOING TO PUT THAT OUT THERE, BUT I
20 THINK WE NEED TO PUT IT OUT IN A BIG NOTE WITH A RED
21 RIBBON OR SOMETHING TO LET PEOPLE KNOW WE USE IT,
22 THIS IS HOW WE USE IT, YOU ARE PROTECTED, WE CARE
23 ABOUT YOU AND YOUR PRIVACY AND YOUR HEALTH.
24 SOMETHING.

25 I'M JUST -- WE TALKED ABOUT IT YESTERDAY

1 AT THE NCAP MEETING AT THE NCI. SOME OF US ARE
2 CONCERNED ABOUT, OBVIOUSLY, THE IMPACT AND HOW IT
3 CAN TAKE ITS TOLL ON INDIVIDUALS AND COMMUNITIES.
4 AND, OF COURSE, THE GOVERNMENT SAW IT FROM ANOTHER
5 PERSPECTIVE. SO WE JUST -- I JUST HOPE WE'RE LOOKING
6 AT IT AS WELL.

7 MS. ADAMS: J.T., DO YOU WANT TO ADDRESS
8 THAT?

9 DR. THOMAS: I'LL JUST SAY, GENERALLY,
10 YSABEL, WE'VE -- YES, WE'RE VERY FOCUSED ON AI AND
11 HOW TO INTEGRATE IT INTO ALL ASPECTS OF WHAT WE DO
12 FOR WHICH IT CAN BE HELPFUL.

13 AND TOWARDS THAT END, WE HAVE AN INTERNAL
14 WORKING GROUP THAT IS WELL INTO DEVELOPING A POLICY
15 WITH RESPECT TO AI GOING FORWARD THAT WE'RE
16 CONTINUING TO REFINE. AND AT THE APPROPRIATE TIME,
17 WE'LL BRIEF THE SUBCOMMITTEE AND THE BOARD ON. SO AS
18 A GENERAL MATTER, YES, VERY AWARE OF THE ISSUE.

19 AMY, I DON'T KNOW IF YOU WANT TO
20 SPECIFICALLY ADDRESS YSABEL'S POINT.

21 MS. ADAMS: WELL, I THINK, IN MY MIND YOU
22 ADDRESSED THE BIGGEST PART.

23 YSABEL, IS THERE MORE THAT YOU'D LIKE ME
24 TO ADDRESS SPECIFICALLY ASIDE FROM SAYING, YES, WHEN
25 WE HAVE THAT DONE, IT WILL GO ON THE WEBSITE?

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1 CHAIRPERSON DURON: YEAH. GOOD. I THINK,
2 GIVEN TIME, NO, AMY. WELL, BUT I THINK WE SHOULD
3 HAVE THESE CONVERSATIONS ONGOING. AND SO I THINK
4 EVERYBODY FEELS SATISFIED THAT WE'RE DOING OUR BEST.

5 THANK YOU, J.T. I SUGGEST MAYBE YOU, FOR
6 SOME BACKGROUND, GO TO THE LIGHT COLLECTIVE OR
7 COLLABORATIVE -- I KEEP FORGETTING WHICH IT IS --
8 BUT THEY HAVE DEVELOPED AN AI PATIENT BILL OF
9 RIGHTS. THEY HAVE SEVEN DIFFERENT ISSUES THAT
10 THEY'VE ADDRESSED UNDER IT. AND MAYBE IT'LL HELP AS
11 YOU DO YOUR WORK, YOUR RESEARCH, AND COME OUT WITH
12 WHATEVER POLICIES WE PLAN. BUT THIS IS FROM AI
13 PATIENTS -- FROM PATIENTS ACROSS THE COUNTRY LED BY
14 A VERY BRIGHT WOMAN WHO'S BEEN LEADING THIS CHARGE
15 FOR QUITE A WHILE NOW. SO THANK YOU FOR THAT.

16 CLAUDETTE, DO WE HAVE ANYBODY WHO WANTS TO
17 CHAT WITH US OUTSIDE IN THE PUBLIC?

18 MS. MANDAC: THERE ARE NO HANDS RAISED FOR
19 PUBLIC COMMENT.

20 CHAIRPERSON DURON: OKAY. ANYBODY ELSE?
21 SORRY, J.T., IF I CUT YOU OFF.

22 DR. THOMAS: NO, NO. I'M JUST GOING TO
23 THANK YOU FOR THAT REFERENCE. THAT'S VERY HELPFUL.

24 CHAIRPERSON DURON: I CAN EVEN SEND YOU A
25 COPY OF THE --

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1 DR. THOMAS: THAT WOULD BE EVEN MORE
2 HELPFUL. THANK YOU.

3 CHAIRPERSON DURON: OKAY. ANYTHING ELSE?
4 OTHERWISE, I'LL GIVE YOU BACK SIX MINUTES. NO? THANK
5 YOU VERY MUCH FOR A FABULOUS MEETING. GOOD TO SEE
6 YOU ALL. SO GLAD THAT YOU'RE ENGAGED, AND WE'LL SEE
7 YOU AT THE NEXT ONE, NOT SAN DIEGO, UNFORTUNATELY,
8 PAT, BUT -- SO WE'LL SEE YOU SOON. BYE-BYE,
9 EVERYBODY.

10 VICE CHAIR BONNEVILLE: THANK YOU,
11 EVERYONE.

12 DR. BLUMENTHAL: BYE, EVERYONE.

13 MS. ADAMS: THANK YOU, EVERYONE.

14 CHAIRPERSON DURON: MEETING ADJOURNED.

15 (THE MEETING WAS THEN ADJOURNED.)
16
17
18
19
20
21
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23
24
25

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 SEPTEMBER 3, 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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