



**Center for Practical Bioethics  
Board of Directors Meeting  
May 10, 2023 8:00 AM**

**Location: In-person or Zoom Conferencing**

**In-Person:** 9<sup>th</sup> Floor, Shalton Conference Room, Polsinelli PC, 900 W. 48<sup>th</sup> Place, KC, MO 64112

**By Computer:** <https://us02web.zoom.us/j/88413652474> *Preferred for document screen sharing.*

**By Phone:** 1 312 626 6799 US (Chicago) or 1 669 900 6833 US (San Jose)

**Meeting ID:** 884 1365 2474

**AGENDA**

- I. **Call to Order**
  - Mission Reflection - Video Steve Salanski, Chair  
Cindy Leyland
  
- II. **Approval of Board Meeting Minutes**
  - Board Meeting Minutes for March 8, 2023 *(Attachment 1)*
  
- III. **Committee Reports**
  - Financial Statements Tresia Franklin, Treasurer *(Attachment 2)*
  - Executive Committee Report Steve Salanski, Chair
    - 1. Foley expense discussion
  - Governance Committee Report Mark Thompson and Maggie Neustadt, Co-Chairs
    - 1. Board Chair Responsibilities (draft) *(Attachment 3)*
  
  - Resource Development Report Alan Edelman, Chair & Cindy Leyland
    - 1. Board Giving
    - 2. 40<sup>th</sup> Anniversary Events update
  
- IV. **Consent Agenda (Administrative Matters)**
  - Executive Committee Minutes, April 12, 2023 *(Attachment 4)*
  - Finance Committee Minutes, May 5, 2023 *(Attachment 5)*
  - Governance Committee Minutes, April 14, 2023 *(Attachment 6)*
  - Resource Development Committee Minutes, April 5, 2023 *(Attachment 7)*
  
- V. **Chair and President Reports** Steve Salanski, Chair & James Stowe
  - Chair’s Report
    - 1. Board Vacancy
    - 2. Operationalizing Equity
  - President’s Report
    - 1. Communication and Messaging Strategy *(Attachment 8)*
  
- VI. **Adjourn**

**Next Board Meeting: July 12, 2023**

**Strategic Initiative Focus: Ethics Services (July 2023); Ethical AI (September 2023); Health Equity (November 2023)**

[Board Book & Materials Link](#)

**BOARD MEETING of the Board of Directors**  
**March 8, 2023 – 8 am Location: Zoom Conference & Polsinelli PC**

Item	Key Points	Discussion	Action
I. Call to Order at 8:05 am	James Stowe’s first official Board meeting.	Steve Salanski called the meeting to order and welcomed James to his first Board meeting.	
I. Approval of Board Meeting Minutes Board Meeting Minutes of January 11, 2023	Meeting minutes approval	Steve Salanski commented that before adjournment in the minutes, it should be noted that the Board acknowledged this as John Carney’s last Board meeting and thanked him for his service.	01/11/23 Minutes approved – with correction. Motion – Alan Edelman Second – Tresia Franklin
III. Committee Reports			
A. Finance Committee 2022 Year-end update	Finance Committee Chair, Tresia Franklin, reported.	Tresia stated that year-end financials are not complete at this point, due to complexities of and lack of familiarity with the accounting system by Supporting Strategies.	Plan is to review year-end financial statements at the Board Retreat, prior to the start of the audit.
B. Executive Committee	Board Chair, Steve Salanski, reported.	See below	Executive Committee Report received and acknowledged.
<p><b>Executive Committee Discussion</b> Steve outlined the intent and purpose of the Executive Committee meetings are to provide CEO James Stowe with a forum to propose new strategic initiatives, use the Committee as a sounding board, and to allow for the Members to provide mentorship and guidance to James.</p> <p>Committee heard about the Start, Stop, Continue initial meeting with all staff and James’ description of staff/organization as Blessing of the Unicorns (each staff member is a highly trained expert practicing at the top of their field); the search committee also used this analogy in their description of the CEO during the search process. James noted the opportunity to build infrastructure across the staff with business planning and milestones as priorities.</p> <p>James reported on his meetings with external stakeholders, and the Francis Family Foundation transfer of ownership of the fund.</p>			
C. Governance Committee	Mark Thompson, Co-Chair, reported.	<p>Mark Thompson outlined the topics of the most recent governance meeting, which followed the recorded minutes.</p> <p>Board Retreat agenda was reviewed. DEI training will be offered by Sophic Solutions, LLC. For those Members who are out-of-town, funding exists to support travel. For those who are unable to be physically present, a hybrid format is available.</p>	<p>Governance Committee Report received and acknowledged.</p> <p>Mark, Maggie, James and Cindy are developing an action plan from the most recent board self-evaluation looking at the lowest scoring items to be presented at the retreat.</p>



Item	Key Points	Discussion	Action
<b>Francis Family Foundation Authority Transition</b>	Authority over investment of John B. Francis Chair funds at GKCCF now held by the Center.	James Stowe and Mark Thompson reported that Center staff worked with Karla Shepard, an attorney at Seigfreid Bingham, who had a good relationship with all parties. She sped up communication; identified differences; then Center staff made wise executive decisions around additional conditions that Francis Family Foundation wished to attach; Karla developed compromise language in which all important issues for the Center were satisfactorily addressed.	
<b>Staff Updates</b>	Resignation of Dr. Polo Camacho	CEO James Stowe reported the resignation of Polo Camacho, PhD, and preparations for additional staff who will be at Program Manager rather than PhD level.	Rob Flores will follow up with James on potential candidate.
<b>Staff Updates Discussion</b> James expressed concern that several staff members are underpaid which may present challenges in recruitment and retention.			
<b>Missouri Council on Aging – Board Appointment</b>	CEO James Stowe serves on Boards of several important local, regional and national community-based organizations.		
<b>Missouri Council on Aging Discussion</b> James reported he is Vice President of the newly formed <b>Missouri Council on Aging</b> , that he is the Chair of the <b>St. Albina Wellness Center</b> , and a work group co-chair under the <a href="#">Partnership to Align Social Care</a> , a national learning and action network collaborating to co-design a strategy to enable successful partnerships between health care organizations and networks of community-based organizations delivering social care services.			
<b>Stakeholder Meetings and Initial Activities</b>		James reported that initial meetings with staff, community leaders, and funders have gone well, with an ongoing theme of “do others know about your work?”  Eva asked whether we had met with the Patterson Foundation and suggested elevating the priority of this relationship as Lindsey Patterson is very interested in rural health and aging issues. Ed O’Connor stated KCU has worked with the Foundation and has a matching gift from them, which may be an opportunity for the Center.	Initiate relationship with Patterson Foundation.
<b>Review Draft Imperative Documents</b>	More details forthcoming at the Retreat.	James reviewed the two-day Imperative Definition work done by the staff and promised more details around vision, mission, values, goals, and objectives at the Retreat.	
<b>Facility Task Force</b>	The Center’s current lease expires January 31, 2024.	James reported the current space is oversized, especially considering remote work. With a move, we may be able to save on lease expenses while also maintaining a physical presence.  The Facility Task Force made up of Ed, Eva, Mitzi and Steve are supporting James and Cindy in identifying an appropriate response to the Center’s lease expiration of January 31, 2024.	

Item	Key Points	Discussion	Action
V. Adjourn			Adjourned at 9:15 am.

**BOARD MEETING of the Board of Directors**  
**March 8, 2023 – 8 am**  
**Location: Zoom Conferencing & Polsinelli PC**

**Attendance Roster**

Raghu Adiga	Virtual
Abiodun Akinwuntan	Virtual
Norberto (Rob) Ayala-Flores	In person
Mary Beth Blake	Virtual
Karen Bullock	Virtual
Mitzi Cardenas	Virtual
Darrin D’Agostino	Absent
Alan Edelman	Virtual
Sukumar Ethirajan	Absent
Tresia Franklin	In person
Diane Gallagher	Absent

Anita Ho	Absent
Marvia Jones	Absent
Eva Karp	In person
Jane Lombard	Virtual
Maggie Neustadt	Absent
Edward O’Connor	Virtual
Stephen Salanski - Chair	In person
Mark R. Thompson	In person
James Stowe – President	In person
Cindy Leyland – COO	Virtual

**Center for Practical Bioethics  
Statement of Condition  
As of March 31, 2023**

Row #		Total
1	<b>ASSETS</b>	
2	Current Assets	
3	Bank Accounts	
4	1010 Center for Practical Bioethics Inc (0266)	48,652
5	1040 Petty Cash	5
6	1070 Money Market Account (8991)	105,000
7	1075 Country Club Bank - Brokerage Account	46
8	1900 Bill.com Money Out Clearing	(55,121)
9	Total Bank Accounts	<b>98,583</b>
10	Accounts Receivable	
11	1110 Accounts Receivable	21,600
12	1150 Accounts Receivable - Other	121,386
13	1210 Grants Receivable	12,349
14	1240 Pledges Receivable	19,500
15	1250 Pledges Receivable-Major Gifts Campaign	4,673
16	1280 Pledges Receivable-Discount	(898)
17	Total Accounts Receivable	<b>178,611</b>
18	Other Current Assets	
19	1450 Prepaid Insurance	15,935
20	1460 Prepaid Exp-Other	14,947
21	1460 Prepaid Exp-Other	250
22	Undeposited Funds	1,052
23	Total Other Current Assets	<b>32,184</b>
24	<b>Total Current Assets</b>	<b>309,377</b>
25	<b>Fixed Assets</b>	
26	1640 Furniture, Computers & Equipment	82,057
27	1720 Accum Depreciation - Leasehold Improvements	(3,225)
28	1740 Accum Depreciation - Furniture, Computers, Equipmnt	(60,533)
29	1805 Flanigan Endowed Chair Investment	2,160,849
30	1806 Foley Investment Account	763,869
31	1807 Francis Family Endowment Beneficial Interest	3,046,947
32	1840 Operating Lease	86,883
33	1860 457(b) Deferred Compensation Plan	233,384
34	<b>Total Fixed Assets</b>	<b>6,310,231</b>
35	<b>Other Assets</b>	
36	1320 Inventory	15,500
37	<b>Total Other Assets</b>	<b>15,500</b>
38	<b>TOTAL ASSETS</b>	<b>6,635,108</b>

**Center for Practical Bioethics**  
**Statement of Condition**  
**As of March 31, 2023**

Row #		Total
39	<b>LIABILITIES AND EQUITY</b>	
40	<b>Liabilities</b>	
41	Current Liabilities	
42	Accounts Payable	
43	2040 Accounts Payable (Bill)	29,718
44	Total Accounts Payable	<b>29,718</b>
45	Other Current Liabilities	
46	2050 Other Accounts Payable	1,375
47	2060 Accounts Payable -Pension	-
48	2065 Accounts Payable -FSA	211
49	2080 Accounts Payable -Other	20,514
50	Total 2050 Other Accounts Payable	<b>22,100</b>
51	2120 Accrued Payroll Taxes	214
52	2125 Accrued 403(b) Contributions	-
53	2130 Accrued PTO	36,473
54	2135 Accrued United Way Contributions	(101)
55	2140 Accrued Major Illness Leave	11,759
56	2145 Operating Lease Liability	57,894
57	2150 Accrued Expenses - Other	4,459
58	<b>Total Other Current Liabilities</b>	<b>132,798</b>
59	<b>Total Current Liabilities</b>	<b>162,516</b>
60	<b>Long-Term Liabilities</b>	
61	2410 Deferred Revenue	(22,533)
62	2770 Operating Lease Liability LT	26,017
63	2810 457(b) Deferred Compensation Liability	233,384
64	<b>Total Long-Term Liabilities</b>	<b>236,868</b>
65	<b>Total Liabilities</b>	<b>399,384</b>
66	<b>Equity</b>	
67	3100 Permanently Restricted Funds	4,239,106
68	3300 Temporarily Restricted Funds	1,921,510
69	3500 Unrestricted Funds	62,834
70	5800 Opening Balance Equity	287
71	5900 Retained Earnings	(107,187)
72	Net Income	119,175
73	<b>Total Equity</b>	<b>6,235,725</b>
74	<b>TOTAL LIABILITIES AND EQUITY</b>	<b>6,635,108</b>

Wednesday, May 03, 2023 08:07:38 AM GMT-7 - Accrual Basis



**Center for Practical Bioethics**  
**Statement of Activities - Budget vs. Actuals**  
**January - March 2023**

Row #		Actual	TOTAL Actual	Budget	over/ (under) 2023 Budget	% of 2023 Budget	Actual 03.31.2022	over/ (under) 2022 Budget	% of 2022 Budget
1	<b>Income</b>								
2	4210 Grant Funds Released from Restrictions	79,392	79,392	114,794	(35,402)	69.16%	61,970	-	0.00%
3	4310 Endowment Receipts	77,856	77,856	76,250	1,606	102.11%	76,552	(1)	n/a
4	4420 Annual Event Income	1,031	1,031		1,031		67,523	(82,477)	-54.98%
5	4430 Event Income		-	-	-		-	-	n/a
6	4510 Earned Income	50,958	50,958	57,000	(6,042)	89.40%	53,900	275	0.51%
7	4515 Provider Ethics Services	51,531	51,531	56,156	(4,625)	91.76%	45,292	(1,364)	-2.92%
8	4520 Honoraria		-	1,250	(1,250)	0.00%	550	(700)	n/a
9	4660 Donations-unrestricted	25,067	25,067	24,999	68	100.27%	8,510	2,635	n/a
10	4810 Communication Income	1,617	1,617	3,750	(2,133)	43.12%	3,480	(270)	-7.20%
11	5010 Other Revenue-Reimbursements		-	750	(750)	0.00%	146	(404)	-73.37%
12	5050 Interest Income	197	197	25	172	790.00%	40	15	59.80%
13	5090 Miscellaneous Income		-	125	(125)	0.00%	152	(1)	-0.81%
14	<b>Total Income</b>	<b>287,649</b>	<b>287,649</b>	<b>335,099</b>	<b>(47,450)</b>	<b>85.84%</b>	<b>318,115</b>	<b>(82,292)</b>	<b>-20.55%</b>
15	<b>Gross Profit</b>	<b>287,649</b>	<b>287,649</b>	<b>335,099</b>	<b>(47,450)</b>	<b>85.84%</b>	<b>318,115</b>	<b>(82,292)</b>	<b>-20.55%</b>
16	<b>Expenses</b>								
17	60xx Total Salaries, Benefits & Other Staff Costs		310,670	307,136	3,534	101.15%	274,174	13,114	4.56%
30	64xx Total Occupancy Expenses		14,903	14,997	(94)	99.38%	13,955	137	0.98%
35	65xx Total Professional & Contract Services		67,715	58,208	9,508	116.33%	32,294	1,969	5.75%
42	66xx Total Supplies		1,963	1,150	813	170.70%	5,867	38	0.64%
46	67xx Total Telephone/Internet Access Expense		2,496	1,666	830	149.79%	1,689	(48)	-2.92%
48	6xx Total Postage & Shipping		735	1,611	(876)	45.61%	1,501	14	0.89%
51	6880 Mailing Services	135		500	(500)	0.00%			
52	69xx Total Equipment & Maintenance		1,243	1,696	(452)	73.33%	3,282	249	7.05%
57	70xx Total Printing & Promotions		369	9,279	(8,909)	3.98%	14,592	(657)	-4.72%
62	71xx Total Travel & Transportation		274	1,893	(1,618)	14.48%	376	(6)	1.57%
69	72xx Total Conferences, Conventions & Meetings		-	22,469	(22,469)	0.00%	1,913	(1,163)	-155.09%
76	7295 Board of Directors Expense	647	647	2,625	(1,978)	24.66%			
77	73xx Total Membership & Subscriptions		2,904	6,261	(3,357)	46.39%	6,139	(430)	-7.54%
81	74xx Total Business Insurance		2,203	4,599	(2,396)	47.90%	4,239	-	0.00%
88	7540 Other Interest Expense	43	43	-	43		-	-	0.00%
89	7580 Finance Charges/Late Fees	39	39	5,138	(5,099)	0.76%	-	-	0.00%
90	76xx Total Miscellaneous Operating Expense		3,225	5,138	(1,913)	62.77%	3,045	213	6.55%
94	<b>Total Expenses</b>	<b>409,430</b>	<b>409,430</b>	<b>424,113</b>	<b>(14,683)</b>	<b>96.54%</b>	<b>363,066</b>	<b>13,430</b>	<b>3.57%</b>
95	<b>Net Operating Income</b>	<b>(121,781)</b>	<b>(121,781)</b>	<b>(89,014)</b>	<b>(32,767)</b>	<b>136.81%</b>	<b>(44,951)</b>	<b>(68,862)</b>	<b>288.01%</b>
96	<b>Other Income</b>								
97	7830 Investment Earnings	32,652	32,652		32,652				
98	7840 Realized Investment Gains (Losses)	9,882	9,882		9,882				
99	7845 UnRealized Investment Gains (Losses)	206,658	206,658		206,658				
100	<b>Total Other Income</b>	<b>249,192</b>	<b>249,192</b>		<b>249,192</b>				
104	<b>Total Other Expenses</b>	<b>8,237</b>	<b>8,237</b>		<b>8,237</b>		<b>(12,209)</b>	<b>n/a</b>	<b>n/a</b>
105	<b>Net Other Income</b>	<b>240,956</b>	<b>240,956</b>		<b>240,956</b>				
106	<b>Net Income</b>	<b>119,175</b>	<b>119,175</b>	<b>(89,014)</b>	<b>208,189</b>	<b>-133.88%</b>	<b>(57,162)</b>	<b>(81,072)</b>	<b>141.83%</b>

## HEADLINES FOR MARCH 2023 FINANCIAL PERFORMANCE

### PRESENTATION

Financial records are now processed through Quick Books, where reports are also generated. Formerly, we used MIP Fund Accounting Software. You will notice changes in formatting and presentation. Also, the 2022 figures are not yet transitioned to Quick Books so comparative reports are not possible.

### REVENUE

Through the month of March, actual revenue is \$287,649, unfavorable to budget by \$47,450.

The main variance is in the following category:

- Funds Released from Restrictions – Revenue of \$79.4k, which is behind our March target of \$115k by \$35k. This variance is largely a timing issue.

This time last year with revenues of \$318,155, we were below budget by \$82,300.

### EXPENSES

Total actual operating expenses through March are \$409,430, which is favorable to budget overall by \$14.7k. The primary variance to the budget of \$22.6k is in the Total Conference and Conventions category.

### OPERATIONS THROUGH MARCH 2023

Net unrestricted operating revenue over expenses is (\$121,781). Combined with the other investment income related primarily to Francis Chair and Flanigan, net income is \$119,175.

In reviewing the 1st quarter 2023 payroll expense, approximately \$19K was related to the payout of John's accrued PTO. As such, this expense will be reclassified against the accrual account. The remaining payroll expense increase of \$16K relates to 2023 compensation increases.

Also, some of the stipends registered to Professional and Contract Services are related to 2022; these costs are being reviewed to determine whether they should be accrued for at year-end.

We had anticipated having net operating income of (\$89k) through March, so we are approximately \$32k behind our plan.

At this time last year, the Center had net unrestricted operating expenditures of (\$45k), so we are about \$76.8k behind where we were at the end of March 2022. The differences in year-to-date revenue and expense amounts are primarily because the Center had unidentified sources of revenue yet to secure at March 31.



Job Description & Expectations\*

Board Chair

**Term:** Two (2) years, commencing on January 1 next following the annual meeting

**Responsibilities:**

1. Provide leadership to the Board in carrying out the goals of the organization.
2. Guide the Board in fulfilling its stated roles.
3. Supervise committee chairpersons.
4. Represent the Board in supervising the President and CEO.
5. Represent the Board in important matters that affect the organization.
6. Chair Board meetings effectively: keep the focus on issues of importance to the organization; assure adequate discussion of matters that come before the Board, but also assure that decisions are made in a timely manner; and facilitate participation of all members in Board deliberations.
7. Utilize each Board member's time and talents effectively. Address concerns proactively with Board members when conflict occurs.
8. Develop selected Board members to assume future leadership roles in the organization.
9. Lead Executive Committee Meetings (with the officers) and participate as a core element of the nominating committee.
10. Lead the Board in the enhancement of the organization's image in the community.

EXECUTIVE COMMITTEE MEETING MINUTES 4.12.2023

Present: James Stowe, Steve Salanski, Eva Karp, Tresia Franklin, Maggie Neustadt, Mark Thompson, Jane Lombard

The following items were discussed:

1. Marketing/messaging/consultation. (James) There is lack of consistency in the messaging from the Center and the name of the organization is not particularly informative. James is meeting with some members of the board to consider using a marketing consultant to change our marketing and branding directive.
2. Ethics Services Growth campaign. (James) Consultation services are not represented on the website, which will be redesigned. There are plans to hire a new program coordinator as new contracts begin to offer sustainability. Consultation services will use a retainer model.
3. CPB Staff Presentations at the Retreat. James report work in progress
4. Board Agenda changes. (Steve) Change reporting from retroactive to proactive reports from committees. (Eva) More frequent reports from initiatives vs once a year at retreat. DEI (all) how to move this forward.
5. Best Practices from NP Connect (Steve) review our current forms, board member and board chair responsibilities, CEO evaluation. We will need a contract for board members regarding responsibilities. Governance board will review the expectations of the board chair.  
CEO will also provide goals, objectives, and priorities to help inform performance evaluation.
6. Bylaws review (Steve) We will prioritize items on the bylaws for review which will start this summer.

Next Executive Committee meeting: June 14, 2023, at 8:00 am CST

Present: Tresia Franklin, Chair; Steve Salanski, Board Chair; Committee Members present: Kathleen Gould  
 Guest: Tom Ross      Staff: James Stowe, Cindy Leyland

<b>Welcome</b>	
<b>Minutes of March 2023 Meeting</b>	March 2023 Minutes approved Motion – Steve Salanski Second – Kathleen Gould
<p><b>2023 Year-to-Date Financial Review</b>                  2023 Financial Performance Review through March 31</p> <ul style="list-style-type: none"> <li>• Statement of Activities</li> <li>• Statement of Condition</li> </ul> <p>Tom reported financial records are now processed through Quick Books (formerly through MIP), where reports are also generated, so you will notice changes in formatting and presentation. Also, the 2022 figures are not yet transitioned to Quick Books so comparative reports are not possible.</p> <p>Tom Ross presented the Statement of Activities which shows actual revenue to the Center of \$287,649, unfavorable to budget by \$47,450. The main variance is in Funds Released from Restrictions, representing <b>grant</b> funds released from restrictions, where we are behind the budgeted target by \$35k caused mainly by timing issues. This time last year, revenues were below budget by \$82,300.</p> <p>The net operating loss in the Statement of Activities is \$121,781, but net income is \$119,175 when combined with other investment income, mainly from Francis and Flanigan. We are currently \$32k behind our expected net operating expenditures of (\$89k) through March and \$76.8k behind where we were at the end of March 2022. Unidentified revenue sources at March 31 are the main reason for the differences in year-to-date revenue and expenses.</p>	<p><b>Action Items</b></p> <p>Reformat Statement of Activities so the report fits on one page with readable font and includes comparison columns.</p> <p>Correct wording on Headlines regarding net loss.</p>
<p><b>2022 Audit and Form 990</b>                  McBride Lock &amp; Associates are engaged to perform the 2022 Audit and Form 990 and have begun fieldwork.                  A request for extension to submit Form 990 (due May 15) has been filed.</p>	Schedule a meeting with the Audit Committee and the auditors.
<b>Investment Performance and Policy Review</b>	Request that Flanigan and Foley Funds investment managers present at next meeting.
Adjourned at 8:43 am	



**Governance Committee Meeting  
Friday, April 14, 2023, at 8:00 am**

By Computer: <https://us02web.zoom.us/j/82631518201>  
Meeting ID: 826 3151 8201

**Bold = Present**

Co-Chairs: Maggie Neustadt and **Mark Thompson**

Members: **Abiodun Akinwuntan, Mary Beth Blake, Karen Bullock, Mitzi Cardenas, Sukumar Ethirajan, Anita Ho, Jane Lombard, Marvia Jones, Eva Karp**

Board Chair: **Steve Salanski**

Staff: **James Stowe, Cindy Leyland**

**MINUTES**

Meeting called to order at 8:05 AM

**1. Accept February 10, 2023 Minutes**

Mitzi moved to approve; Jane seconded; motion carried/

**2. Implement Board Self-Evaluation Action Plan**

**A. Board Best-Practices from Nonprofit Connect**

**a. Formalize Board Member Responsibilities**

*The committee discussed introducing a signed document at onboarding, incorporating recommended elements from NP Connect materials. Requested a redlined version of current documents for review at the next meeting. A combined document for all board responsibilities was suggested. Co-chairs will work with Center staff on the revisions/new form.*

**b. Board Chair Responsibilities**

*The committee discussed supplementing Board Chair responsibilities from the bylaws in the Board Handbook. Maintaining these role expectations outside of the bylaws may allow for easier updating over time. The 10-item list of Board Chair responsibilities by NP Connect was reviewed as a possible supplement to the bylaws.*

*Karen B. moved to recommend the NP Connect 10 item board chair responsibility be added as a policy/reference document to the Board Book, to supplement the bylaws.*

*Questions/discussion:*

*The committee discussed the tenth item in NP Connect's list – the wording made it appear that this item had special emphasis. The merits of this emphasis were discussed, and Anita H. suggested that the item could be revised to maintain the tone of the other responsibilities.*

*Eva K. seconded the motion; motion carried; will advance to the full board.*

**c. Develop Structure/Process for CEO Evaluation**

*The Committee discussed a request from the Executive Committee to propose a structure and process for CEO evaluation. Past approaches and best practices were discussed, including tactics to remove barriers for board member participation in the review process.*

*Mark T. outlined several action steps leading to the June meeting and discussion around the proposed process:*

- Review comments from this discussion*
- Review past and NP Connect resources*
- James S. to develop goals for presentation to the committee (the goals and objectives will inform the evaluation process)*

**3. Review/Update Bylaws**

*The Committee discussed establishing a subcommittee, to begin work in the summer, to review the bylaws. Mark T. recommended members of the subcommittee – Mark T., Maggie N., and Steve S. (should he choose to participate). Eva K. volunteered. It is possible that one additional subcommittee member will be named if there is a further volunteer.*

**Next Meeting Friday, June 9, 2023 8:00 AM**

**CENTER FOR PRACTICAL BIOETHICS  
RESOURCE DEVELOPMENT COMMITTEE  
April 5, 2023**

**ATTENDEES**

Board: Rob Flores, Ed O'Connor and Steve Salanski  
Staff: James Stowe, Cindy Leyland and Trudi Galblum

**REPORT**

Cindy opened the meeting reminding everyone of what they learned about the 40<sup>th</sup> anniversary celebration at the Board Retreat last weekend. She informed the committee that she and Trudi had visited the Fire House KC at 45<sup>th</sup> and Troost and believe it to be a good fit in terms of location, cost and ambiance for the anniversary kickoff with approximately 150 in attendance.

Cindy shared a draft chart indicating who we would like to invite to serve as chairs and sponsors for the overall campaign, as well as specific events (i.e., parlor meetings, Oct. 3 kickoff, April 2024 dinner). She noted that our goal is to have all slots filled by the end of May.

Ed indicated that he was supportive of the idea KCU as a Presenting Sponsor prospect with Dr. Hahn as Co-Chair of the 40<sup>th</sup> Anniversary Dinner in April 2024, and committed to help in communicating about it with Elizabeth Alex.

Cindy said we are also in touch with Charlie and Angie Sunderland, hoping they will agree to a major gift and serve as co-chairs for the dinner.

Then the question came up about whether it would better to have Nora McInerny as the speaker in April with 500 to 600 people in attendance, as opposed to the October 3 kickoff with only 150. The committee agreed that we should attempt to recruit Nora at the same price (\$10k + first class airfare) for April instead of October.

Cindy and Trudi suggested that we use the October luncheon kickoff to honor the past but spend most of the time bringing to life the exciting work we're doing now for those in attendance (e.g., major donors, major donor prospects, past board members).

Cindy discussed the importance of the Resource Development Committee, the Board and all committee members to help with fundraising. She pointed out that the most important part of helping with fundraising is introducing us to potential donors. Once introduced, we can do the rest, including the actual ask for the gift. Cindy asked each member of the RD Committee to provide at least 5 prospects for us to work on.

Steve suggested that we ask the hospitals and health systems with which we work to become major sponsors. This is a good idea, but we have to be careful because the MOUs that we have with them already stipulate that they will be listed as major sponsors of our events.





## **Communication & Messaging Strategy RFP/RFQ**

### **Overview**

Center staff, board members, and other stakeholders have identified difficulty in talking about the work of the Center, its role in the community, and the overarching problem that we are trying to address through our mission. There is nearly universal agreement on this difficulty!

We find that individual staff do a decent job of outlining what they do, especially if they can use story and other tactics to communicate. However, we want to package our ideas and tactics into an overarching communication and messaging strategy for the Center – something that can be used across existing, and any new program or initiative, to represent our work and identity quickly and precisely.

We seek to retain a professional to assist us with a strategy and will rely on a board member expert to help define and manage the engagement. A workgroup consisting of additional board members may be valuable.

### **Key Points**

- How do we move forward with a strategy that is consistent across all activities, even if the tactics change for different audiences?
- How can we tell our story visually, audibly, and in print?
- How do we effectively answer, “what is the overarching problem that the Center is trying to address?”
- How do we remain true to the substantial history and expertise of the Center – making our work accessible, but not over-hyped or glossy?

### **Potential Activities**

- Interview staff members, Board members, and others to answer, “What is the purpose of the Center?”
  - Using results of the interviews, hold a focus group meeting to create a clear statement
- Identify imperative audiences
  - For each, outline how we would state who we are and what we do
  - For each, outline what we want people to say about us

### **Recommendation**

- Authorize the President/CEO to enter into an agreement with a professional for a marketing and communication strategy, with a likely award ceiling of \$20,000, tentatively paid for using Foley funds.