



**Center for Practical Bioethics  
Board of Directors Meeting  
November 8, 2023 8:00 – 9: 30 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** Steve Salanski, Chair  
     **Mission Reflection** James Stowe, President/CEO
  
- II. **Approval of Board Meeting Minutes**  
     **Board Meeting Minutes for September 13, 2023** *(Attachment 1)*
  
- III. **Committee Reports**
  - Finance Report** Tresia Franklin, Treasurer
    - Financial statements *(Attachments 2-5)*
    - Adopt updated Foley investment and spending policy *(Attachment 6)*
    - Authorize a one-time distribution from the Foley fund *(Attachment 7)*
  
  - Governance Report** Maggie Neustadt and Mark Thompson, Co-Chairs
    - 2024 Board candidates – update on nomination process
  
  - Resource Development Report** Alan Edelman, Chair & Cindy Leyland
  
- IV. **Consent Agenda (Administrative Matters)**
  - Executive Committee Minutes, November 1, 2023** *(Attachment 8)*
  
  - Finance Committee Minutes, November 2, 2023** *(Attachment 9)*  
     Notes:
    - Insurance policy review *(Attachment 10)*
    - 2024 budget preparation and timeline
  
  - Governance Committee Minutes, October 6, 2023** *(Attachment 11)*
  
  - Governance Committee Minutes, Special Meeting October 27, 2023** *(Attachment 12)*
  
- V. **Diversity, Equity, and Inclusion Discussion** Steve Salanski, Chair *(Attachment 13)*
  - Practice (Implementation: How are decisions made?)
  
- VI. **Chair and President Reports** Steve Salanski, Chair & James Stowe
  - Chair’s Report**
  - President’s Report**
    1. Facility Task Force – update
    2. Update on Harman Foundation opportunity

**VII. Program Update**

**Ethical AI**

Lindsey Jarrett, VP of Ethical AI

**Board Discussion** – evaluation of program progress

**V. Adjourn**

**Board Retreat: *Tentative* January 12-13, 2024**

**Next Board Meeting: Special December Meeting TBD (Board candidates)  
January TBD**

**Upcoming Events:**

- Parlor Meeting  
February, (*volunteer needed*)
- 40<sup>th</sup> Anniversary Celebration Dinner  
April 11, 2024

**Strategic Initiative Focus: Core Capacities (January 2024); Ethics Services (March 2024); Health Equity (May 2024); Advance Care Planning (July 2024); Ethical AI (September 2024)**

**[Board Book & Materials Link](#)**



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**Attendance:**

**Raghavendra Adiga  
Abiodun Akinwuntan  
Norberto Ayala-Flores  
Mary Beth Blake  
Karen Bullock  
Mitzi Cardenas  
Alan Edelman  
Tresia Franklin  
Anita Ho  
Marvia Jones  
Eva Karp  
Jane Lombard  
Maggie Neustadt  
Ed O'Connor  
Mike Rode  
Stephen Salanski (Chair)**

**Staff:**

**James Stowe  
Cindy Leyland**

**Absent:**

Darrin D'Agostino  
Sukumar Ethirajan  
Mark Thompson

**AGENDA**

**I. Call to Order**

Steve Salanski, Chair

**Mission Reflection**

James Stowe, President/CEO

*James provided an example of provision of a preview of Center policy guidance for a hospice operating in Colorado, grappling with the Medical Aid in Dying (MAID) law and its relation to hospice personnel and operations. Ryan Pferdehirt demonstrated ample expertise and experience in this area, leading to the possibility of an agreement with this group and the consultant that was aiding them in policy development.*

**II. Approval of Board Meeting Minutes**

**Board Meeting Minutes for July 12, 2023** (*Attachment 1*)

*Alan moved to approve the July 12, 2023 minutes as submitted; Eva seconded; no questions nor discussion; motion carried*

### III. Committee Reports

#### Finance Committee Report

Tresia Franklin, Treasurer ([Attachments 2-4](#))

*Tresia presented the financial statements to the Board, and moved to accept the financial statements on behalf of the Finance Committee; Mary Beth seconded; no questions nor discussion; motion carried*

#### Governance Committee Report

Maggie Neustadt, Co-Chair

- Board Member Agreement form ([Attachment 5](#))

*A new Board Member Agreement form draft was presented. The document merges previous Center Board member responsibilities with best practice recommendations by Nonprofit Connect.*

*Maggie moved to approve and utilize the new form on behalf of the Governance Committee; Eva seconded; no further questions nor discussion. Motion carried.*

- CEO Evaluation Process ([Attachments 6-7](#))

*A CEO evaluation process was recommended that utilizes periodic written reports to the Board by the CEO related to the goals and objectives that will be adopted annually.*

*Maggie moved to approve the CEO evaluation process on behalf of the Governance Committee; Mitzi seconded; during discussion, a member recommended that the CEO specify the time period on the periodic report document. No additional questions nor discussion; motion carried.*

#### Resource Development Report

Alan Edelman, Chair & Cindy Leyland

40<sup>th</sup> Anniversary Events update

*An update was provided on upcoming 40<sup>th</sup> Anniversary celebration events, including progress on financial commitments. Cindy noted that KCU agreed to serve as a presenting sponsor for the Gala event, and that a date and venue have been secured (April 11, 2024 at The Abbott). A strong number of individuals have registered for both in-person and online attendance of the Flanigan Lecture, which will occur on September 21, 2023.*

### IV. Consent Agenda (Administrative Matters)

#### Executive Committee Minutes, August 9, 2023

([Attachment 8](#))

Note:

- Executive Committee vote to add signers to Center financial accounts and instruments
- Harman Foundation 5-year grant opportunity

#### Executive Committee Minutes, special meeting August 25, 2023

([Attachment 9](#))

Note:

- Amendment to the 457(b) retirement plan to change distribution dates (John Carney is the sole plan participant)

#### Governance Committee Minutes, August 11, 2023

([Attachment 10](#))

#### Finance Committee Minutes, September 7, 2023

([Attachment 11](#))

*Tresia moved to approve the consent agenda; Eva seconded; no further questions nor discussion; motion carried.*

### V. Diversity, Equity, and Inclusion Discussion

Steve Salanski, Chair ([Attachment 12](#))

- Policy

Public-facing policies: <https://www.practicalbioethics.org/policies-disclosures-and-reports/>

*The second quadrant of the Operationalizing Equity graphic provided by Sophic Solutions, "Policy," was discussed. The Board reviewed the Center's public-facing policies related to equity. Members found the current policies to be aligned with the Center's equity principles and standard in their wording and approach. Discussion was raised about the importance of Practice (the next quadrant) as this is the manifestation of an equitable disposition. Anita suggested that speakers, activities, and what the Center focuses upon will be an important representation of our equitable practices. Rob suggested that he has observed staff member Odessa Sawyer's activities in the Latino community and that he is pleased with the progress that is being made with regard to diversity and cultural humility.*

## VI. Chair and President Reports

Steve Salanski, Chair & James Stowe

### Chair's Report

### President's Report

#### 1. Facility Task Force – update

*James reported that a commercial broker, Range Realty Partners, has helped to identify multiple potential sites for the Center, all of which may be ready in time for a regular transition in early 2024, rather than the assumed need to operate remotely for an extended period of time. Despite this potential shift in timing, the facility work group has not yet reviewed final options and Center staff continue to tour potential sites.*

#### 2. Update on Marketing and Communications strategy Rob Ayala-Flores ([Attachment 13](#))

*Rob led a review of the process to engage Robben Roesler's marketing firm to develop a marketing and communications strategy for the Center. Key points from the draft Marketing strategy were highlighted and some of the wording is already beginning to appear in Center materials and thinking. This product will be used to "test" future communications and will help Center staff focus on clear communication.*

## VII. Program Update

### Health Equity & Deliberative Democracy

Erika Blacksher, John B. Francis Chair (*via recorded video*)

### Board Discussion – evaluation of program progress

*The Board viewed a video update on health equity and deliberative democracy progress.*

*Members were asked to provide any evaluative comments or questions to James via email due to the meeting concluding before board discussion could occur.*

## V. Adjourn

**Next Board Meeting: November 8, 2023**

### Upcoming Events:

- Rosemary Flanigan Lecture  
September 21, 2023 (6 PM CT Reception, 7 PM CT Lecture) – Virtual or In-Person
- 40<sup>th</sup> Anniversary Kickoff Luncheon (Raghu Adiga, MD and Mark R. Thompson, JD, Co-Chairs)  
October 3, 2023, 11 AM – 1 PM, The Fire House KC
- Parlor Meeting I  
November, details TBA
- Parlor Meeting II  
February, (*volunteer needed*)

- 40<sup>th</sup> Anniversary Celebration Dinner  
April 11, 2024

**Strategic Initiative Focus: Ethical AI (November 2023); Core Capacities (January 2024); Ethics Services (March 2024); Health Equity (May 2024)**

**[Board Book & Materials Link](#)**

## HEADLINES FOR SEPTEMBER 2023 FINANCIAL PERFORMANCE

REVENUE

Through the month of September, actual revenue is \$934.6k and unfavorable to budget by (\$234.9k).

The primary variances are in the following categories:

- Funds Released from Restrictions – Revenue of \$165k, which is behind the September year-to-date budget of \$283.5k with a variance of (\$118.5k). This variance is largely related to timing and income recognized in 2022 but planned for use and budgeted in 2023. Unfavorability will carryforward through yearend.
- Endowment Receipts – The unfavorable variance of \$36k relates to the delay in receiving the Francis Funds distribution for 3Q. The funds were received in October. The variance is timing related and will reverse in October.
- Donations-Unrestricted – Major Gifts, Corporate Giving, and Leadership Donations are unfavorable to budget by \$55k related to the timing of gifts and an optimistic outlook not yet realized.

EXPENSES

Total actual operating expenses through September are \$1.245m, which is favorable to budget overall by \$52.7k. The primary variance to the budget is \$27.3 in the Conferences, Conventions & Meetings and \$15K in Printing and Promotions related to timing of events, namely the annual dinner, scheduled for April 2024. The favorability is expected to carryforward through yearend. The unfavorability of \$15K in Professional and Contract Services is also expected to carryforward through yearend.

OTHER INCOME

Other Income includes \$217K in distributions from Flanigan, Francis and Foley Funds. These funds cover 2023 expenditures but do not reflect 2023 income based on GAAP accounting. The \$36k variance to budget is largely a timing issue.

OPERATIONS THROUGH SEPTEMBER 2023

Net operating income is a loss of (\$310k). Combined with the other investment income and distributions related primarily to Francis and Flanigan Funds, net income is a loss of (\$121.3k), approximately \$259.5k favorable to budget.

**Center for Practical Bioethics**  
**Statement of Activities: Actuals vs. Budget**  
 January - September, 2023

	YTD Total				
	Actual	Budget	Variance	% of Budget	Annual Budget
<b>Income</b>					
4210 Funds Released from Restrictions	165,000	283,497	(118,497)	58.20%	371,000
4310 Endowment Receipts	216,988	252,976	(35,988)	85.77%	329,226
4430 Event Income	129,876	135,000	(5,124)	96.20%	250,000
4510 Earned Income	160,469	171,000	(10,531)	93.84%	228,000
4515 Provider Ethics Services	154,593	164,896	(10,303)	93.75%	224,625
4520 Honoraria	3,025	3,750	(725)	80.67%	5,000
4530 Lecture-Workshop Income	2,439		2,439		
4660 Donations-unrestricted	90,283	145,250	(54,967)	62.16%	302,500
4720 Membership - Individual		640	(640)	0.00%	1,000
4810 Communication Income	10,441	11,250	(809)	92.81%	15,000
5010 Other Revenue-Reimbursements	1,214	750	464	161.84%	3,000
5050 Interest Income	280	75	205	373.75%	100
5090 Miscellaneous Income		375	(375)	0.00%	500
<b>Total Income</b>	<b>\$ 934,609</b>	<b>\$ 1,169,459</b>	<b>\$ (234,850)</b>	<b>79.92%</b>	<b>\$ 1,729,951</b>
<b>Expenses</b>					
Total A) Salaries, Benefits & Other Employee Costs	893,092	912,757	19,665	97.85%	1,228,545
Total B) Occupancy	40,753	44,989	4,237	90.58%	59,986
Total C) Professional & Contract Services	208,041	192,924	(15,118)	107.84%	253,380
Total D) Supplies	3,461	3,450	(11)	100.32%	4,600
Total E) Telephone	6,102	4,999	(1,103)	122.07%	6,665
Total F) Postage & Shipping	2,554	4,834	2,280	52.83%	6,445
Total G) Equipment & Maintenance	2,837	5,087	2,249	55.78%	6,782
Total H) Printing & Promotions	16,452	31,665	15,213	51.96%	37,115
Total I) Travel & Transportation	4,478	3,970	(508)	112.79%	7,570
Total J) Conferences, Conventions & Meetings	19,308	46,631	27,323	41.41%	88,375
Total K) Memberships & Subscriptions	21,199	18,784	(2,416)	112.86%	25,045
Total L) Insurance	14,073	13,797	(276)	102.00%	18,396
Total M) Interest Exp	2,612		(2,612)		
Total N) Miscellaneous Operating Exp	9,674	13,407	3,733	72.16%	20,550
<b>Total Expenses</b>	<b>\$ 1,244,637</b>	<b>\$ 1,297,293</b>	<b>\$ 52,656</b>	<b>95.94%</b>	<b>\$ 1,763,454</b>
<b>Net Operating Income</b>	<b>\$ (310,029)</b>	<b>\$ (127,834)</b>	<b>\$ (182,194)</b>	<b>242.52%</b>	<b>\$ (33,503)</b>
Endowment Receipts Used for Operations	(216,988)	(252,976)	35,988	85.77%	(329,226)
Investment Earnings Gain (Losses)	428,850		428,850		
<b>Total Other Income</b>	<b>211,862</b>	<b>(252,976)</b>	<b>464,838</b>	<b>-83.75%</b>	<b>(329,226)</b>
Investment Fees & Other Expenses	23,159		(23,159)		
<b>Net Income</b>	<b>\$ (121,326)</b>	<b>\$ (380,810)</b>	<b>\$ 259,484</b>	<b>31.86%</b>	<b>\$ (362,729)</b>



**Center for Practical Bioethics**  
**Statement of Activities: Actuals vs. Prior Year**  
**January - September, 2023**

	YTD Total			
	Jan-Sept,2023	Jan-Sept,2022	Change	% Change
<b>Income</b>				
4210 Funds Released from Restrictions	165,000	223,888	(58,888)	-26.30%
4310 Endowment Receipts	216,988	290,960	(73,972)	-25.42%
4430 Event Income	129,876	173,280	(43,404)	-25.05%
4510 Earned Income	160,469	167,484	(7,015)	-4.19%
4515 Provider Ethics Services	154,593	162,154	(7,561)	-4.66%
4520 Honoraria	3,025	1,750	1,275	72.86%
4530 Lecture-Workshop Income	2,439	110	2,329	2117.27%
4660 Donations-unrestricted	90,283	28,574	61,709	215.96%
4720 Membership - Individual		260	(260)	-100.00%
4810 Communication Income	10,441	10,054	387	3.85%
5010 Other Revenue-Reimbursements	1,214	4,896	(3,682)	-75.21%
5050 Interest Income	280	101	179	177.43%
5090 Miscellaneous Income		287	(287)	-100.00%
<b>Total Income</b>	<b>\$ 934,609</b>	<b>\$ 1,063,798</b>	<b>\$ (129,189)</b>	<b>-12.14%</b>
<b>Expenses</b>				
Total A) Salaries, Benefits & Other Employee Costs	893,092	856,804	36,288	4.24%
Total B) Occupancy	40,753	38,074	2,679	7.04%
Total C) Professional & Contract Services	208,041	139,310	68,731	49.34%
Total D) Supplies	3,461	7,062	(3,601)	-50.99%
Total E) Telephone	6,102	5,192	910	17.52%
Total F) Postage & Shipping	2,554	3,071	(517)	-16.84%
Total G) Equipment & Maintenance	2,837	8,163	(5,326)	-65.24%
Total H) Printing & Promotions	16,452	33,251	(16,799)	-50.52%
Total I) Travel & Transportation	4,478	2,848	1,630	57.22%
Total J) Conferences, Conventions & Meetings	19,308	16,509	2,799	16.96%
Total K) Memberships & Subscriptions	21,199	13,950	7,249	51.97%
Total L) Insurance	14,073	12,718	1,355	10.66%
Total M) Interest Exp	2,612		2,612	100.00%
Total N) Miscellaneous Operating Exp	9,674	10,956	(1,282)	-11.70%
<b>Total Expenses</b>	<b>\$ 1,244,637</b>	<b>\$ 1,147,908</b>	<b>\$ 96,729</b>	<b>8.43%</b>
<b>Net Operating Income (Expense)</b>	<b>\$ (310,029)</b>	<b>\$ (84,110)</b>	<b>\$ (225,919)</b>	<b>-268.60%</b>
<b>Endowment Receipts Used for Operations</b>	<b>(216,988)</b>	<b>(290,960)</b>	<b>73,972</b>	<b>25.42%</b>
<b>Investment Earnings Gain (Losses)</b>	<b>428,850</b>	<b>(41,245)</b>	<b>470,095</b>	<b>1139.76%</b>
<b>Total Other Income</b>	<b>211,862</b>	<b>(332,205)</b>	<b>544,067</b>	<b>1165.19%</b>
<b>Investment Fees &amp; Other Expenses</b>	<b>23,159</b>	<b>596</b>	<b>22,563</b>	<b>3785.74%</b>
<b>Net Income</b>	<b>\$ (121,326)</b>	<b>\$ (416,911)</b>	<b>\$ 295,585</b>	<b>70.90%</b>

# Center for Practical Bioethics Statement of Financial Position

September 30, 2023

	9/30/2023	9/30/2022
<b>ASSETS</b>		
<b>Current Assets</b>		
Total Cash & Cash Equivalents	\$ 15,945	\$ 131,150
Total Accounts Receivable	475,023	225,610
Total Other Current Assets	11,316	21,065
<b>Total Current Assets</b>	<b>502,284</b>	<b>377,825</b>
<b>Total Fixed Assets</b>	<b>17,728</b>	<b>24,750</b>
<b>Other Assets</b>		
1320 Inventory	15,500	14,295
1805 Flanigan Endowed Chair Investment	2,144,770	2,031,661
1806 Foley Investment Account	731,087	731,796
1807 Francis Family Endowment	3,121,410	2,998,971
1840 Operating Lease	72,459	87,559
1860 457(b) Deferred Compensation Plan	270,475	216,538
<b>Total Other Assets</b>	<b>6,355,702</b>	<b>6,080,820</b>
<b>TOTAL ASSETS</b>	<b>\$ 6,875,714</b>	<b>\$ 6,483,395</b>
<b>LIABILITIES AND EQUITY</b>		
<b>Liabilities</b>		
<b>Current Liabilities</b>		
Total Accounts Payable	\$ 22,944	\$ 132,104
2125 Accrued 403(b) Contributions	6,255	
2130 Accrued PTO	23,948	59,772
2140 Accrued Major Illness Leave		11,759
2145 Operating Lease Liability	59,450	58,571
2150 Accrued Expenses - Other	1,373	11,555
2155 Accrued Interest LOC	732	
2350 Line of Credit Loan	225,000	
<b>Total Current Liabilities</b>	<b>339,702</b>	<b>273,761</b>
<b>Long-Term Liabilities</b>		
2410 Deferred Revenue	159,100	55,368
2770 Operating Lease Liability LT	10,038	26,017
2810 457(b) Deferred Compensation Liability	270,475	216,163
<b>Total Long-Term Liabilities</b>	<b>439,612</b>	<b>297,548</b>
<b>Total Liabilities</b>	<b>\$ 779,314</b>	<b>\$ 571,309</b>
<b>Equity</b>		
3100 Permanently Restricted Funds	4,969,353	5,693,395
3300 Temporarily Restricted Funds	1,270,031	1,921,510
3500 Unrestricted Funds	(20,353)	62,834
5800 Opening Balance Equity	287	
5900 Retained Earnings	(1,593)	(1,348,742)
Net Income	(121,326)	(416,911)
<b>Total Equity</b>	<b>\$ 6,096,400</b>	<b>\$ 5,912,086</b>
<b>TOTAL LIABILITIES AND EQUITY</b>	<b>\$ 6,875,714</b>	<b>\$ 6,483,395</b>

# **Investment and Spending Policy Temporarily Restricted Funds Center for Practical Bioethics, Inc.**

[Highlighted text = draft proposed revisions to existing policy]

Adopted by the Board of Directors: [insert date]

*This policy supersedes and replaces any previous versions.*

## **BACKGROUND**

During the year ended December 31, 2008, the Center entered into an agreement with Purdue Pharma L.P. whereby \$1,500,000 was awarded in a grant to provide funding for the Kathleen M. Foley Chair in Pain and Palliative Care. The annual proceeds of these funds support the work of the Center in the area of Pain and Palliative Care. The Investment Fund was established by the Center's Board of Directors, and in 2019, the Board of Directors voted that the fund shall no longer be considered a quasi-endowment. The funds remain under the management and control of the organization and its Board of Directors.

## **GOAL**

The long-term investment goal for these funds will be, at a minimum, to achieve an investment return equal to the annual spending target plus inflation. To the extent it can be accomplished prudently, the management of the investment portfolio shall be oriented to maximize total return so that the funds would grow over time to generate sufficient income to support this work of the Center. This will allow for the preservation of the corpus' purchasing power and the long-term growth of these funds, in order of priority.

## **ANNUAL SPENDING POLICY**

The annual spending policy will set the limit for the disbursement of funds as directed by the Board of Directors. Withdrawals from the Investment Funds in support of the Pain and Palliative Care work up to the annual spending level do not require any further approvals by the Board of Directors. Spending in excess of the annual spending limit will require the recommendation of the finance committee to the Board and two-thirds majority vote of the full Board.

The Center has a policy of appropriating for distribution each year an amount up to but not to exceed 6% of a moving three-year average of the fair market value of the funds at year end (December 31). The annual spending target is 5 percent, and with Board approval may be increased up to 7 percent. One fourth of this total annual spending amount will be distributed to the Center at the beginning of each quarter.

## **RESPONSIBILITY**

The Board of Directors is responsible for fiduciary oversight of these long-term investments in all respects.

The Board will:

- Review this investment and spending policy at least annually.
- Direct the Finance Committee of the board to implement the policy.
- Vote on any changes recommended by the Finance Committee.
- Vote on investment manager contracts recommended by the Finance Committee.
- Review investment results at least annually.

The Finance Committee will:

- Implement the investment and spending policy.
- Recommend potential investment managers to the Board.
- Review the performance of outside investment managers, the investment’s performance and the fund’s assets allocation at least annually.
- Report to the Board annually on the investment performance of the endowment.
- Make recommendations to the board on any changes to the policy.

**INVESTMENT GUIDELINES**

The following are the target and optimal ranges for the Endowment’s asset allocation. The Finance Committee may, after considering advice from its investment managers, but at its discretion, defensively increase the cash holding limit beyond 40 percent and may shift all assets to 100 percent cash (with the Board’s approval) if necessary.

Asset Allocation Goals	Target	Optimal
Domestic Equity	50%	40-65%
International Equity	15%	5-25%
Domestic Fixed Income	25%	15-35%
Alternative Assets	5%	0-10%
Cash	5%	0-100%

All non-cash investments within the endowment will at all times be selected and managed by one or more reputable professional outside investment management firms that are recommended by the Finance Committee and approved by the Board. At no time will the Finance Committee or staff select any individual securities or investments. The investment managers will have discretion to manage the endowment’s assets within the parameters of this policy and the agreement entered into with the investment manager. Investment managers will be selected and evaluated by the Finance Committee, and continued or replaced based on performance, service, and costs.

Investment managers will ensure that the portfolio is adequately diversified.

**Time Horizon:**

In general, investments will be managed with a long-term time horizon (5-10 years or more), with less of an emphasis on short term market performance. However, investments must also be managed to allow an orderly availability of cash to fund the Center’s work in this area.

**Investment Performance Measurement:**

Investment managers will report on an annual basis to the Finance Committee. Investment managers' performance will be evaluated in part by comparing the fund's performance against the appropriate benchmarks.

## **One-Time Special Distribution from the Foley Fund November 2023**

The Center's Investment and Spending Policy governing use of the Foley funds permits spending in excess of the annual spending limit (7 percent) with the recommendation of the finance committee to the Board and two-thirds majority vote of the full Board.

If adopted, this resolution would authorize a one-time special distribution of \$250,000 to help meet the operational needs of the Center. Upon conclusion of the one-time distribution, the fund shall revert to the annual spending policy. Such a distribution will reduce the corpus and correspondent quarterly draw amounts.



## Center for Practical Bioethics Executive Committee Meeting November 1, 2023 8:00 AM

**Location: Zoom Conferencing**

**By Computer:** <https://us02web.zoom.us/j/9528298699>

**By Phone:**

646 931 3860 US

301 715 8592 US (Washington DC)

312 626 6799 US (Chicago)

646 558 8656 US (New York)

**Meeting ID:** 952 829 8699

**Attendees**

**Steve, Eva, Mark, Tresia, Maggie, Jane**

**Staff**

**James**

**Absent**

Alan

**AGENDA**

- I. Call to Order/Welcome** Steve Salanski, Chair
- II. Strategic Opportunities and Operational Considerations** Steve Salanski and James Stowe
  - The John and Wauna Harman Foundation Opportunity
    - Update on September 29-30 visit and staff impressions  
*James discussed a visit from Julie Boudreau (ED of the Harman Foundation), Dr. Gloria Anderson, and Tracee Holloway (Chair of the Heart Tones board). Discussions are progressing with a potential gift to the Center to welcome Dr. Anderson as a Center staff member to continue and expand her work. The Heart Tones nonprofit has had a long-term interest in Dr. Anderson's work, and their board meets on November 11<sup>th</sup> to outline next steps, with a stated goal of arriving at a conclusion by the end of 2023.*
  - Update on facility search
    - Remaining contenders no longer an option – fully remote is likely

*James stated that the two properties under consideration will no longer be advanced and that the staff have been prepped for a fully remote work environment for at least part of 2024, but a shared workspace will be retained for any necessary in-person collaboration or hosting external guests. The retained broker will continue to alert Center staff about available properties, and James suggested action to secure a site should be taken some time in 2024, even if some requirements need to be adjusted to market realities.*

- Update on cash position
  - Finance Committee to review options in cash-restricted environment

*Currently, the Center has drawn \$250k of our \$300k line of credit. A special one-time distribution from the Foley fund will be proposed to the Finance Committee, and if approved, will be sent for approval after two-thirds vote of the full Board. This will help to improve the current situation. For the 2024 budgeting process, reducing expenses and increasing revenues will be a focus.*
- Other recommendations/ideas
  - TPOPP – Program Changes

*James noted that the staff have reduced healthcare organization barriers to accessing and implementing TPOPP forms and processes, and smoothed workflows throughout this program. Center staff continue to work with a grassroots steering committee, including John Carney, on trainings and advice provided to interested organizations.*
  - Contracting updates

*James spoke about the Ethics Services contract with St. Luke's coming up for renewal in January, along with several other healthcare contracts. St. Luke's agreed to a rate increase (rates had been stagnant since the MOU approach to Center offerings was established) as well as the inclusion of Ethical AI services as part of the available consulting options under a retainer-based approach. This is the first time that the Center has included Ethical AI services in our regular agreements.*

*KCU's teaching agreement is up for renewal, and the Center has been in discussions with the campus Dean. The outcome of those discussions is unknown*



*and additional information will be shared as more details become available in the next few weeks.*

- Review of September's Program Update
  - Two members have responded to the request for feedback
  - Request that the Executive Committee review the recorded presentation and Objectives for discussion during the meeting (*Attachments*)

*The Committee discussed reactions to the most recent program update, after which there was no remaining board meeting time to discuss. James noted that a couple of directors had sent responses and impressions. The Committee discussed the progress to-date of the health equity/deliberative democracy portfolio, grants received and timeline for new awards that will be critical to the pilot stage of Toolkit development, and progress toward deploying community programming and realizing strong community impact from the portfolio.*

*Concerns were recognized about the pace of progress, funding likelihood and timeline, and clear detail around community partnerships. The Committee recommended drafting a brief statement of response to the program's progress and direction and specifying that the board-approved goals and objectives should remain in force rather than the set of proposed goals and objectives. It was also recommended that James establish a regular cadence of touchpoints with Francis Family Foundation leadership about the progress of the work.*

## **V. Adjourn**

**Next Executive Committee Meeting: December 13, 2023 (8:00 AM)**

**Center for Practical Bioethics  
Finance Committee  
November 2, 2023**

**Time: 7:45 – 9:00 a.m.**

Committee Members:

**Tresia Franklin, Chair  
Kathleen Gould, Mike Rode  
Steve Salanski**

Staff/Guests:

**James Stowe  
Tom Ross**

Absent: Raghavendra Adiga, Darrin D'Agostino, Marc Hammer, Richard Jungck

<u>Topic</u>	<u>Who</u>	<u>Time Frame</u>
Welcome	Chair	7:45
Minutes of September 2023 Meeting <i>Steve moved to approve; Kathleen seconded; no questions nor discussion; motion carried</i>	Chair	7:46
Financial Review September 2023 Financial Performance <ul style="list-style-type: none"> <li>Statement of Condition</li> <li>Statement of Activities</li> </ul> <i>YTD results Jan-Sep were presented and all statements were reviewed. The Headlines document captures the important points of the financial statements.</i> <i>The Committee requested additional information about the approximately \$475,000 represented in Accounts Receivable. Approximately \$30,000 of this amount needs to be written off or has low likelihood of actual receipt. A fairly large proportion, \$175,000 is an anticipated award in November from the Sunderland Foundation, to support the Ethical AI initiative.</i> <ul style="list-style-type: none"> <li>Headlines</li> </ul>	Tom Ross, Consultant	7:47 – 8:14
Other Items: <ul style="list-style-type: none"> <li>Insurance Review</li> </ul> <i>James presented the annual insurance renewal documents from Johnston Fiss Insurance, which represent a slight rate increase of a few dollars more than 2023. A quote on cyber security/data breach was not included, but</i>	James Stowe	8:15 – 8:44

<p><i>staff will pursue this quote prior to the insurance package being incorporated into 2024 budgeting and planning.</i></p> <ul style="list-style-type: none"> <li>• <b>Line of Credit – Foley Funds</b> <i>Currently, the Center carries \$59.03 per diem in interest (\$21,546, annually) on our line-of-credit through Country Club Bank. To ease this interest burden and help to ensure that the Center does not post a loss for 2023, staff recommended a one-time special distribution from the Foley fund of \$250,000. Paired with anticipated Accounts Receivable, this distribution will help to ensure that the Center is on strong cash footing for the beginning of 2024.</i></li> </ul> <p><i>The Committee directed James to draft proposed resolution text for Committee approval before taking the one-time distribution for consideration by the full Board.</i></p> <p><i>Review of financial performance and forecasting of new revenue will help to characterize the need for deeper expense reductions next year.</i></p> <ul style="list-style-type: none"> <li>• <b>2024 Budget</b> <i>Center staff are working across teams and with Supporting Strategies on the 2024 budget, which will be prepared for presentation at a special Finance Committee meeting in December. Reductions in costs, staff retention, and focusing on core priorities that align with Board-approved goals and objectives are likely to be highlights of the 2024 budget.</i></li> </ul>		
Adjourn	Chair	8:45

To join the meeting using Zoom:

**From Your Computer:** <https://us02web.zoom.us/j/85438123836>

**Meeting ID:** 854 3812 3836

**The next meeting will be held on Thursday, September 7, 2023 at 7:45 a.m.**



**A Tailored Insurance Presentation for**

**Center for Practical Bioethics**

**Presented on: October 4, 2023**

**Presented by: Chris Boyle**

**5225 W. 75th Street, Suite 200**

**Shawnee Mission, KS 66208**

This presentation summarizes the proposal for your insurance. This is not a contract. The terms of the policy forms will control the insurance contract without regard to any statement made in this proposal.

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## Introduction of the Agency

### Our Vision. Our Values:

We balance a rich history of integrity, professionalism & commitment to service with innovation, technology & creativity which continues to build lasting partnerships with our clients.

### Core Values:

**Clients come first-** They are the reason we are in business

**Integrity matters most-** Always do the right thing

**Commitment to service-** We will exceed expectations

**Respect one another-** We recognize and value the talents and roles of each other

**Inspire innovation-** We encourage creativity and seek new ideas

**Hard work-** Nothing gets accomplished without it

**Trusted partner-** Our success is measured by our long term relationships

## Your Dedicated Service Team

Our dedicated staff is ready to handle your insurance needs:

<b>Chris Boyle</b>	<b>Producer</b>
Phone	(913) 396-0804
Cell Phone	(816) 808-9747
Email	cboyle@johnstonfiss.com

<b>Hannah Morgan</b>	<b>Commercial Lines Account Manager</b>
Phone	(913) 396-0820
Email	hmorgan@johnstonfiss.com

<b>Jackie Davis</b>	<b>Personal Lines Account Manager</b>
Phone	913-396-0816
Email	jdavis@johnstonfiss.com

<b>Melissa Cole, CIC</b>	<b>Surety Bonds</b>
Phone	913-396-0811
Email	mcole@johnstonfiss.com

<b>Alisa Heller</b>	<b>Life Insurance</b>
Phone	913-396-0832
Email	aheller@johnstonfiss.com

<b>Alisa Heller</b>	<b>Health Benefits</b>
Phone	913-396-0832
Email	aheller@johnstonfiss.com

## Property

Issuing Company	AM Best's Rating	Policy Number	Policy Term
PHILADELPHIA INSURANCE COMPANY		PHPK2602634	11/1/2023 to 11/1/2024

## Coverages

Loc	Bldg	Subject	Amount	Val*	Coins	Cause of Loss	Deductible
1	1	1111 Main Street, Kansas City, MO 64105					
		Business Personal Property	\$200,000	V	100%	Special	\$5,000
		Business Income with Extra Expense	\$300,000	V		Special	Hours

Higher limits are available upon request.

*Valuation Definitions		
(A) Actual Cash Value	(B) Business Income Changes	(E) Agreed Amount (Waived Coinsurance)
(L) Actual Loss Sustained	(R) Replacement Cost	(V) Agreed Value

## Additional Interests

Name and Address	Interest
Country Club Bank PO Box 863329 Plano, TX 75086	Loss Payee - Location #1, Building #1, Subject #1

## Remarks

Description
Line of Business Remark - Location is : 1 Building is : 1 ISO rating info; Risk ID# 24 0434 071121; RCP 1303 (sprinkler report in file)



Center for Practical Bioethics  
1111 Main Street, Ste. 500  
Kansas City, MO 64105

Statement of Values

Insurance Company: PHILADELPHIA INSURANCE COMPANY  
Policy Number: PHPK2602634  
Policy Term: 11/1/2023 to 11/1/2024

Cause of Loss: Special  
Valuation: V  
Co-Insurance: 100%

Loc. No.	Address	Coverage	Limit of Insurance
1	1111 Main Street, Kansas City, MO 64105	Business Personal Property	\$200,000
1	1111 Main Street, Kansas City, MO 64105	Business Income with Extra Expense	\$300,000

\_\_\_\_\_  
Signature of Insured

\_\_\_\_\_  
Insured's Title

\_\_\_\_\_  
Date

*The property values reflected above were provided by the insured. They are not based on any independent determination of values by Johnston Fiss Insurance Agency. If the insured is uncertain of the building or property values, they should consult construction/engineering professionals or other property specialists.*

## General Liability

Issuing Company	AM Best's Rating	Policy Number	Policy Term
PHILADELPHIA INSURANCE COMPANY		PHPK2602634	11/1/2023 to 11/1/2024

## Coverages

Limit	Description
\$2,000,000	General Aggregate
\$2,000,000	Products / Completed Operations Aggregate
\$1,000,000	Each Occurrence
\$1,000,000	Personal and Advertising Injury
\$10,000,000	Fire Damage (Any One Fire)
\$20,000	Medical Expense (Any One Person)
\$1,000,000	Employee Benefits (Claims Made)
	Hired & Non-Owned Auto

Higher limits are available upon request.

## Locations and Exposures

Loc	Bldg	Description	Exposure	Premium Basis
1	1	1111 Main Street, Kansas City, Missouri 64105		
		Bldg/Premis - Office - NOC - Associations - Civic, Not For Profit	3,272	Area

## Additional Interests

Name and Address	Interest
Human Services form-Additional Insureds-specific relationship	
Block 93/III, LP 8900 State Line Rd, Ste 333 Leawood, KS 66206	Additional Insured - Location #1, Building #1

Name and Address	Interest
Marillac Center/Sisters of Charity of Leavenworth 4200 South 4th St. Leavenworth, KS 66048	Additional Insured - Location #1, Building #1

### Additional Coverages

Description	Limit	Deductible
Employee Benefits Liability - Claims Made - Location #1, Building #1, Hazard 1	\$1,000,000	
Employee Benefits Liability - Retroactive Date: 11/01/2008 - Location #1, Building #1, Hazard 1		
Professional Liability - Claims Made - Per Incident Limit - Location #1, Building #1, Hazard 1	\$1,000,000	
Professional Liability - Claims Made - Aggregate Limit - Location #1, Building #1, Hazard 1	\$2,000,000	
Professional Liability - Retroactive Date: 3/17/2006 - Location #1, Building #1, Hazard 1		

## Commercial Auto

Issuing Company	AM Best's Rating	Policy Number	Policy Term
PHILADELPHIA INSURANCE COMPANY		PHPK2602634	11/1/2023 to 11/1/2024

## Coverages

Limit	Description
\$1,000,000	Combined Single Limit
Included	Hired / Borrowed Auto Liability
Included	Non-owned Auto Liability

Higher limits are available upon request.

**Crime**

Issuing Company	AM Best's Rating	Policy Number	Policy Term
PHILADELPHIA INSURANCE COMPANY		PHPK2602634	11/1/2023 to 11/1/2024

**Coverages**

Loc	Bldg	Description	Limit	Deductible
1	1	1111 Main Street, Kansas City, MO		
		Employee Dishonesty	\$150,000	\$2,500
		ERISA - Midwest Bioethics Center Pension Plan; Center for Practical bioethics Retirement Plan	\$150,000	\$2,500

Higher limits are available upon request.

## Electronic Data Processing

Issuing Company	AM Best's Rating	Policy Number	Policy Term
PHILADELPHIA INSURANCE COMPANY		PHPK2602634	11/1/2023 to 11/1/2024

## Coverages

Loc	Bldg	Subject	Amount	Val	Coins	Deductible
1	1	1111 Main Street, Kansas City, MO 64105				
		Computer Hardware Owned	\$180,000	R		\$1,000
		Computer Hardware in Transit	\$10,000	R		\$1,000

Higher limits are available upon request.

*Valuation Definitions		
(A) Actual Cash Value	(G) Guaranteed Replacement Cost	(R) Replacement Cost
(B) Business Income Changes	(I) Invoice Cost	(S) Stated Amount
(C) Agreed Amount (Waived Coinsurance) and Replacement Cost	(L) Actual Loss Sustained	(T) Total Insured Value
(D) Reproduction	(M) Market Value	(U) Full Value Replacement Cost
(E) Agreed Amount (Waived Coinsurance)	(O) Other	(V) Agreed Value
(F) Functional Replacement Cost	(P) Selling Price	(X) Extended Value Replacement Cost

## Employment Practices Liability

Issuing Company	AM Best's Rating	Policy Number	Policy Term
PHILADELPHIA INSURANCE COMPANY		PHSD1826690	11/1/2023 to 11/1/2024

### Coverage

Description	Limits
Liability Per Occurrence	
Liability Per Claim	\$1,000,000
Annual Aggregate	\$1,000,000
Self-Insured Retention	\$5,000
Defense Coverage is Inside the Limit of Liability	
Pending & Prior Litigation Date	1/23/2006

## Directors & Officers Liability

### Coverage Detail

Description	Limits
Liability Per Occurrence	
Liability Per Claim	\$1,000,000
Annual Aggregate	\$1,000,000
Self Insured Retention	\$5,000
Defense Coverage is Inside the Limit of Liability	
Pending & Prior Litigation Date	1/26/2006

# Fiduciary Liability

## Coverage Detail

Description	Limits
Liability Per Occurrence	
Liability Per Claim	\$1,000,000
Annual Aggregate	\$1,000,000
Self Insured Retention	\$0
Defense Coverage is Inside the Limit of Liability	
Pending & Prior Litigation Date	1/23/2007



## Umbrella Liability

Issuing Company	AM Best's Rating	Policy Number	Policy Term
PHILADELPHIA INSURANCE COMPANY		PHUB881659	11/1/2023 to 11/1/2024

## Coverages

Limit	Description
\$5,000,000	General Aggregate
\$5,000,000	Products / Completed Operations
\$5,000,000	Each Occurrence
\$10,000	Self-Insured Retention (SIR)

Higher limits are available upon request.

## Additional Coverages

Description	Limit	Deductible
Professional Liability Per Incident Sublimit	\$5,000,000	
Professional Liability Aggregate Sublimit	\$5,000,000	
Automobile Liability Sublimit	\$5,000,000	

## Workers Compensation

Issuing Company	AM Best's Rating	Policy Number	Policy Term
HARTFORD INSURANCE GROUP		37WBCIP4845	11/1/2023 to 11/1/2024

### Coverages

Limit	Description
\$1,000,000	Employers Liability: Each Accident
\$1,000,000	Employers Liability: Disease – Policy Limit
\$1,000,000	Employers Liability: Disease – Each Employee
Included	Workers Compensation: Statutory Benefit

Higher limits are available upon request.

### Locations & Class Codes

Loc	St	Code	Description	Estimated Annual Payroll	Base Rate	Estimated Annual Premium
1	1111 Main St. Ste. 500, Kansas City, MO 64105					
	MO	8810	Clerical Office Employees Noc	585,800	0.18	\$1,054
	MO	8742	Salespersons Or Collectors - Outside	250,600	0.37	\$927
2	7218 La Presa Dr, Los Angeles, CA 90068-2630					
	CA	8810	Clerical Office Employees-N O C	104,800	0.49	\$514

### Premium Calculations

Description	Factor	Factored Premium
<b>State of California</b>		
Expense Constant		\$200
<b>Total Estimated Annual Premium for California</b>		<b>\$950</b>

Description	Factor	Factored Premium
<b>State of Missouri</b>		
Increased Limits		\$22
Experience or Merit Modification	1.03	\$63
<b>Total Estimated Annual Premium for Missouri</b>		<b>\$2,478</b>
Minimum Premium		\$22

**Included / Excluded Individuals**

Name	Title	Included	Excluded
John Carney - Location #1	VP	★	
Nancy Belthamo - Location #1	Sec	★	
Unpaid Volunteer - Location #1	Treas		

## Premium Summary

Lines of Business	Expiring Premium	Renewal Premium
Property	\$2,398	\$2,389
General Liability	\$817	\$898
Auto Commercial	\$354	\$375
Crime	\$173	\$173
Electronic Data Processing	\$665	\$665
Employee Benefits Liability	\$300	\$300
Professional Liability	\$1,326	\$1,326
D&O Liability	\$1,172	\$1,276
Employment Practices Liability	\$805	\$805
Fiduciary Liability	\$125	\$125
Umbrella/Excess Primary	\$3,450	\$3,450
Worker's Compensation	\$3,491	\$3,428
<b>Total Premium</b>	<b>\$15,067</b>	<b>\$15,210</b>

# Optional Coverages

This is our offer to provide you with quotations on the following optional coverages at your request. This is not an exhaustive list of all available coverages. If you are interested in optional coverages not shown below or in higher limits on existing coverage, please contact us.

## Commercial Property & Casualty

	Quote	Reject	
1.			Automobile Coverages:
			Broad Form Drive Other Car
			Hired & Non-Owned Auto Liability or Hired Car Physical Damage
			Towing & Labor
2.			Building Ordinance or Law
3.			Business Income and Extra Expense
4.			Commercial Umbrella Liability, limits review:
5.			Contractors Pollution Liability
6.			Crime Coverage: Employee Dishonesty, Money & Securities, Forgery, ERISA
7.			Computer Fraud, Funds Transfer Fraud
8.			Cyber Liability or Data Breach
9.			Directors & Officers Liability
10.			Drones: Liability and Property Damage
11.			Earthquake
12.			Electronic Data Processing Equipment & Media
13.			Employee Benefits Liability
14.			Exterior Finish Insulation System (EFIS) Coverage
15.			Employment Practices Liability: Discrimination, Wrongful Termination, Sexual Harassment
16.			Fences, Plate Glass or Signs
17.			Flood Insurance: National Flood Building & Contents Limits and Excess Limits
18.			International Coverage
19.			Lead, Asbestos, Mold, Fungi or Bacteria Coverage
20.			Pollution or Underground Storage Tanks
21.			Product Recall
22.			Professional Liability - Errors & Omissions Insurance
23.			Utility Services – Direct Damage and Time Element
24.			Workers' Compensation
25.			Workplace Violent Event Expense

## Life, Accident & Health

Company Perpetuation Review, Group Life & Health, Long Term Care, 401K Plan, etc.

## Personal Lines

Homeowners, Personal Auto, Umbrella, etc.

I have reviewed the above and do not desire a quote on any optional coverages unless noted. I also understand that my selection or rejection of coverage will apply to all future renewals, continuations and changes, unless I or a representative of my entity notify you in writing otherwise.

Center for Practical Bioethics

\_\_\_\_\_  
Insured Signature

\_\_\_\_\_  
Date





**Governance Committee Meeting**  
**Friday, October 6, 2023, at 8:00 am**  
***Minutes***

By Computer: <https://us02web.zoom.us/j/8387627298>

Meeting ID: 838 762 7298

**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**

**1. Accept August 11, 2023 Minutes**

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

- a. Status Update on Board Member Responsibilities
  - i. Operationalization Timeline

*We can move to collect the forms from current Board members now, and we will pursue an annual cycle of completing the forms at the annual retreat.*

**3. Board Member Terms**

- a. Prepare for 2024 Board vacancies – review members interested in renewal, members resigning, candidate members, and desired roles/qualifications/perspectives  
*Discussion about wanting the right skills and qualifications, regardless of title. Ideally, we will have met with and vetted candidates before the November Board meeting, but Steve suggests the main goal is to find the best board members rather than adhere to a strict process timeline. We will reserve 10/27 for a special meeting of the Governance Committee, presuming that we may have a slate of candidates to vet by that date, but this meeting could be cancelled if not.*  
*Karen Bullock sent name recommendations by email immediately after the meeting.*  
*Anita Ho will ask some colleagues at next week's ASBH convening.*
- b. Annual retreat
  - i. Initial thoughts about timing and venue

*Sam Rodgers has been a solid venue - good IT, space, and location in the city. Suggest having this in early January, and if a Board meeting cannot be incorporated into the agenda, have the retreat before the January Board meeting so that new members can be oriented and meet colleagues before jumping into their first board meeting.*

**4. Review/Update Bylaws**

a. Bylaws subcommittee: Mark, Maggie, Steve, and Eva

i. Timeline

*Work is progressing, and the subcommittee will next meet on 10/25*

**Next Meeting Friday, December 8, 2023 8:00 AM**



**Governance Committee Meeting  
Special Meeting to Discuss 2024 Board Candidates  
Friday, October 27, 2023, at 8:00 am**

**Minutes**

By Computer: <https://us02web.zoom.us/j/85126686068>  
Meeting ID: 851 2668 6068

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**

**1. Review 2024 Board Candidates**

- a. Identify Candidates of highest interest *Attachments 1-2*  
*Maggie suggests identifying 3-6 candidates and then approach them in the order that we thought they were most sought after for the board positions.*

*The Committee reviewed the skills and qualifications of the individuals in the current pool of candidates. Maggie suggested fully vetting each and for those who appeared compelling but could not accept at this time or that we did not have an open slot, place them as a future candidate.*

*Abiodun suggests that at least one person on the Board maintains a tie to the School of Health professions, after he rotates off of the board.*

- b. Next steps on engagement and vetting  
*Steve notes that we could ask some of the qualified individuals to serve on committees so that we could maintain ties.*

*Various assignments for follow-up, including Zoom conversations and initial appeals to gauge interest and availability were discussed.*



*Mark states that the CEO's participation in the invitation was important to him when he joined the Center's board.*

*A Zoom call where we can see each other and have an interaction was identified as essential.*

**Next Meeting Friday, December 8, 2023 8:00 AM**

# Operationalizing Equity

