



**Center for Practical Bioethics
Board of Directors Meeting
January 12, 2024**

12:00 – 2:00 PM (Central) | 1:00 – 3:00 PM (Eastern) | 10:00 AM – 12:00 PM (Pacific)
(in lieu of postponed Board Retreat)

Location: Zoom Conferencing

By Computer: <https://us02web.zoom.us/j/9528298699> *Preferred for document screen sharing.*

By Phone: +1 646 931 3860 US or +1 312 626 6799 US (Chicago)

Meeting ID: 952 829 8699

AGENDA

- I. Call to Order** Steve Salanski, Chair
Mission Reflection James Stowe, President/CEO
- II. Approval of Board Meeting Minutes**
November 8, 2023 and December 13, 2023 Special Meeting *(Attachments 1-2)*
- III. Committee Reports**
- Resource Development Report** Alan Edelman, Chair & Cindy Leyland
Finance Report Tresia Franklin, Treasurer
- Review of 2023 Year-End Financials & Adoption of 2024 Budget *(Attachment 3)*
Note: Flanigan Endowment report *(Attachment 4)*
- Governance Report** Maggie Neustadt and Mark Thompson, Co-Chairs
- Adoption of 2024 Meeting Schedule *(Attachment 5)*
 - Review of 2023 Board Self-Evaluation Plan *(Attachment 6)*
- IV. Consent Agenda (Administrative Matters)**
- Executive Committee Minutes, December 13, 2023** *(Attachment 7)*
Finance Committee Minutes, December 15, 2023 *(Attachment 8)*
Governance Committee Minutes, December 8, 2023 *(Attachment 9)*
- V. Diversity, Equity, and Inclusion Discussion** Steve Salanski, Chair *(Attachment 10)*
- Practice (Implementation: How are decisions made?)
- VI. Chair and President Reports** Steve Salanski, Chair & James Stowe
- Chair's Report**
President's Report
- Update on Harman Foundation opportunity
 - Closing the Center office at the Harzfeld's
 - Update on KCU agreement
 - 2024 Goals and Objectives (with vote for approval) *(Attachment 11)*
- VII. Executive Session** Steve Salanski, Chair
Evaluation of the President and CEO

Next Board Meeting: March 13, 2024

8:00 – 9:30 AM (Central) | 9:00 – 10:30 AM (Eastern) | 6:00 – 8:30 AM (Pacific)

Upcoming Events:

- Patron Event (40th celebration)
TBD
- 40th Anniversary Celebration Dinner
April 11, 2024
- Rescheduled Board Retreat (tentative)
April 12-13, 2024

Strategic Initiative Focus: Ethics Services (March 2024); Health Justice (May 2024); Advance Care Planning (July 2024); Ethical AI (September 2024)

[Board Book & Materials Link](#)



**Center for Practical Bioethics
Board of Directors Meeting
MINUTES
November 8, 2023 8:00 – 9: 30 AM**

Location: In-person or Zoom Conferencing

In-Person: 9th Floor, Shalton Conference Room, Polsinelli PC, 900 W. 48th 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

Attendance:

*Ed
Anita
Mitzi
Jane
Maggie
Steve
Eva
Mike
Tresia
Mark
Karen
Marvia
Darrin (later arrival)*

James & Cindy

Absent:

*Kumar
Abiodun
Allen
Rob*

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)*

Mark moved; Jane seconded; no discussion nor questions; motion carried

- III. Committee Reports**
Finance Report Tresia Franklin, Treasurer
• Financial statements *(Attachments 2-5)*

Tresia moved on behalf of the Finance Committee; Eva seconded; no questions; motion carried

- Adopt updated Foley investment and spending policy [\(Attachment 6\)](#)
Tresia moved on behalf of the Finance Committee; Mark seconded; Jane asked who is managing the funds and what is the interest rate?; motion carried
Staff reported that Country Club Trust Company manages the Foley assets, and the portfolio has a primary objective of “moderately aggressive.”
- Authorize a one-time distribution from the Foley fund [\(Attachment 7\)](#)
Tresia motioned on behalf of the Finance Committee; Jane seconded; Eva raised discussion about the Center spending beyond our means, and Raghu concurred – are we moving backwards instead of ahead?; motion carried 100% yea; 0% nay (must pass by at least 2/3 majority)

Governance Report

Maggie Neustadt and Mark Thompson, Co-Chairs

- 2024 Board candidates – update on nomination process
The top three candidates were discussed, and paid close attention to skills and experience, and diversity in background and thought that they would bring to the Board. These are the candidates that were ultimately requested to join the Board and, if they agree, will be voted on at a special meeting in December.

The annual retreat was mentioned, and Staff were requested to send a Doodle poll to gain consensus on the best date; it was also recommended that the social event be hosted at a home to keep costs down.

Resource Development Report

Alan Edelman, Chair & Cindy Leyland

Cindy reported \$350k has been committed, to-date, for the overall \$1 million campaign; engaged committee that is diligently working the donor/potential donor list; aim is to have at least \$250k (gross) identified for the 2024 event dinner - \$150k in pledges have been received for the 40th event itself.

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
- 2024 budget preparation and timeline

[\(Attachment 10\)](#)

Governance Committee Minutes, October 6, 2023

[\(Attachment 11\)](#)

Governance Committee Minutes, Special Meeting October 27, 2023

[\(Attachment 12\)](#)

Eva motioned; Raghu seconded; no questions; motion carried

V. Diversity, Equity, and Inclusion Discussion

Steve Salanski, Chair [\(Attachment 13\)](#)

- Practice (Implementation: How are decisions made?)

Hold this item until the next meeting.

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

Questions or Feedback: *Tresia spoke about monetizing this program area – education and training are the two primary areas Lindsey sees as immediate; is there an opportunity for certification, similar to NCQA? Mark wondered about federal entities who may fund or curate this type of approach*

Mike: *Is this a growing financial/funding opportunity just like the buzz*

AI is where cyber security was a few years ago – so there is building opportunity (Eva)

Lindsey says it is important to remain focused on healthcare – define our area of effectiveness and attempt to not waiver.

Mark – *is there a place where providers and clinical trials overlap, including for AI products?*

Steve encouraged Lindsey to explore working with the KCHC – *how can data around their initiatives be collected ethically? Another opportunity to engage the Center.*

V. Adjourn

Board Retreat: January 12-13, 2024

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

Upcoming Events:

- Parlor Meeting
February, (*volunteer needed*)
- 40th 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](#)

12/13/2023

MINUTES

Attendance: Tresia, Mike, Rob, Steve, Raghu, Mark, Maggie, Marvia, Ed, Jane, Kumar, Eva
James Stowe (staff)

Steve called the special meeting to order.

1. Vote on 3 nominated board members for 2023, with one to serve the remainder of Karen Bullock’s term, and approval of the 2023 cohort who are up for renewal (Alan, Eva, Marvia, and Maggie).

Mark moved, on behalf of the Governance Committee for the renewal members, a first term for 2 of the nominated individuals; and for Vicki Leff to finish Karen Bullock’s term

Marvia seconded

No questions nor discussion

Motion carried

Meeting Adjourned

CPB Nominated 2024 Board Candidates			
Name	Background and Notes	Desired skill/experience	Referred by
Victoria Leff	https://www.researchgate.net/profile/Victoria-Leff https://www.capc.org/about/faculty-advisors/victoria-leff/ (Cv attached)	Social Work	Karen Bullock
Karen Johnson	AAFP, VP of Practice Advancement https://www.aafp.org/news/media-center/releases/johnson-vice-president-practice-advancement.html (Cv attached)	National organization	James Stowe
Inmaculada de Melo-Martin	Professor of Medical Ethics in Medicine, Professor of Medical Ethics in Reproductive Medicine, and Professor of Population Health Sciences Cornell Weill Medical School https://vivo.weill.cornell.edu/display/cwid-imd2001	Technology ethics	Anita Ho

Center for Practical Bioethics

Proposed Budget - Profit and Loss

January - December, 2024

Proposed Budget 2024 to Prelim Actuals 2023

	Proposed Budget 2024	Adopted Budget 2023	Preliminary Actuals 2023	\$ Change	% Change
Income					
4210 Grants	\$ 305,000	\$ 371,000	\$ 230,000	\$ 75,000	25%
4310 Endowment Receipts	439,041	329,226	646,326	(207,285)	-47%
4430 Event Income	72,000	250,000	170,376	(98,376)	-137%
4510 Earned Income	143,188	228,000	186,430	(43,242)	-30%
4515 Provider Ethics Services	274,432	224,625	206,125	68,307	25%
4520 Honoraria	4,000	5,000	4,525	(525)	-13%
4530 Lecture-Workshop Income	2,500	-	2,799	(299)	-12%
4660 Donations-Unrestricted	350,000	303,500	236,813	113,187	32%
4810 Communication Income	-	15,000	9,144	(9,144)	100%
5010 Other Revenue-Reimbursements	-	3,500	1,214	(1,214)	100%
5050 Interest Income	-	100	443	(443)	100%
Total Income	1,590,161	1,729,951	1,694,195	(104,034)	-7%
Expenses					
Total A) Salaries, Benefits & Other Employee Costs	1,139,003	1,228,545	1,201,108	(62,105)	-5%
Total B) Occupancy	16,850	59,986	55,023	(38,173)	-227%
Total C) Professional & Contract Services	237,223	253,380	320,479	(83,256)	-35%
Total D) Supplies	2,619	4,600	4,052	(1,433)	-55%
Total E) Telephone	7,380	6,665	7,917	(537)	-7%
Total F) Postage & Shipping	1,405	6,445	3,918	(2,513)	-179%
Total G) Equipment & Maintenance	8,338	6,782	7,224	1,114	13%
Total H) Printing & Promotions	30,500	37,115	26,754	3,746	12%
Total I) Travel & Transportation	8,182	7,570	4,835	3,347	41%
Total J) Conferences, Conventions & Meetings	80,450	89,875	29,407	51,043	63%
Total K) Memberships & Subscriptions	26,870	25,045	27,053	(183)	-1%
Total L) Insurance	20,458	18,396	21,651	(1,193)	-6%
Total M) Interest Exp	-	-	6,591	(6,591)	-100%
Total N) Miscellaneous Operating Exp	10,882	20,550	21,021	(10,139)	-93%
Total Expenses	1,590,161	1,764,954	1,737,033	(146,872)	-9%
Net Operating Income (Loss)	\$ 0	\$ (35,003)	\$ (42,838)	Breakeven Budget 2024	
7820 Endowment Receipts Used for Operations	(439,041)	(329,226)	(646,326)		
7830 Investment Earnings	-	-	88,211		
7840 Realized Investment Gains (Losses)	-	-	65,789		
7845 UnRealized Investment Gains (Losses)	-	-	274,849		
7850 Investment Fees & Expenses	(27,504)	-	(23,159)		
Net Other	(466,545)	(329,226)	(240,636)		
Net Income (Loss)	\$ (466,545)	\$ (364,229)	\$ (283,474)		



JANUARY 01, 2023 TO DECEMBER 31, 2023

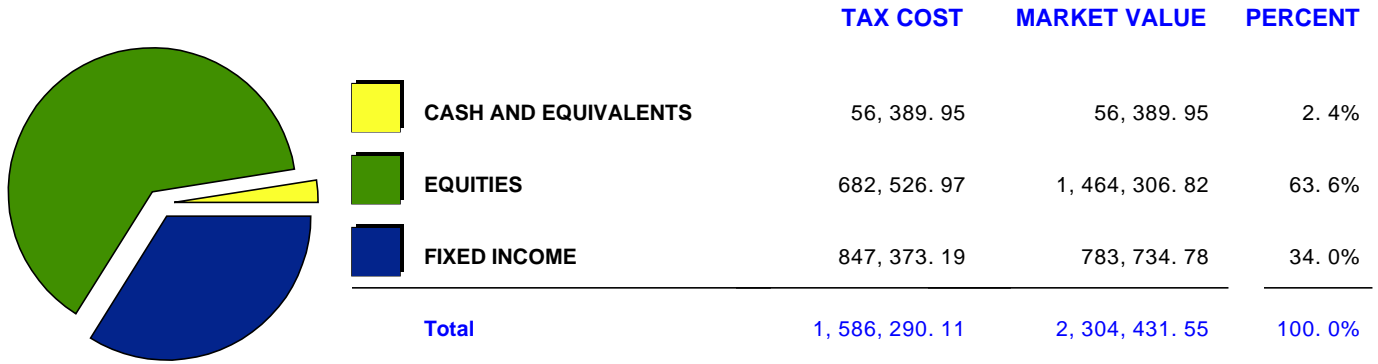
ACCOUNT NAME: CNTR 4 PRACT IMA
ACCOUNT NUMBER: 10890003729

MIDWEST TRUST COMPANY
5901 COLLEGE BLVD
OVERLAND PARK, KS 66211

JAMES STOWE
% CENTER FOR PRACTICAL BIOETHICS
1111 MAIN ST STE 500
KANSAS CITY, MO 64105-2116

ACCOUNT NAME:	CENTER FOR PRACTICAL BIOETHICS ROSEMARY FLANIGAN ENDOWED CHAIR INVESTMENT MANAGEMENT AGENCY THE MIDWEST TRUST CO, AGENT
ADMINISTRATIVE OFFICER:	PATRICIA MCMAHAN 913-663-0823 PATRICIA.MCMAHAN @MIDWESTTRUST.COM
INVESTMENT OFFICER:	MARK S ALLISON 913-663-0654 MARK.ALLISON @FCIADVISORS.COM

JANUARY 01, 2023 TO DECEMBER 31, 2023
ACCOUNT NAME: CNTR 4 PRACT IMA
ACCOUNT NUMBER: 10890003729

PORTFOLIO SUMMARY

ACTIVITY SUMMARY

	THIS PERIOD	YEAR TO DATE
BEGINNING MARKET VALUE	2,117,523.18	2,117,523.18
DIVIDENDS	58,396.11	58,396.11
INTEREST	28.59-	28.59-
DISBURSEMENTS	147,251.75-	147,251.75-
FEEs	10,821.45-	10,821.45-
REALIZED GAIN/LOSS	56,208.82	56,208.82
CHANGE IN MARKET VALUE	230,405.23	230,405.23
ENDING MARKET VALUE	2,304,431.55	2,304,431.55

JANUARY 01, 2023 TO DECEMBER 31, 2023

 ACCOUNT NAME: CNTR 4 PRACT IMA
 ACCOUNT NUMBER: 10890003729

PORTFOLIO DETAIL

DESCRIPTION	MARKET VALUE/ PRICE	TAX COST/ UNREALIZED GAIN/LOSS	EST ANNUAL INCOME/ ACCRUED INC	CURRENT YIELD
CASH AND EQUIVALENTS				
FDIC INSURED SWEEP 5.11%	55,925.06 1.00	55,925.06 0.00	2,857.77 238.15	5.11
CASH	464.89	464.89 0.00		
TOTAL CASH AND EQUIVALENTS	56,389.95	56,389.95 0.00	2,857.77 238.15	5.07

DESCRIPTION	TICKER	SHARES	MARKET VALUE/ PRICE	TAX COST/ UNREALIZED GAIN/LOSS	EST ANNUAL INCOME/ ACCRUED INC	CURRENT YIELD
EQUITIES						
INVESCO DEVELOPING MARKETS R6	ODVIX	751.207	28,974.05 38.57	22,389.88 6,584.17	276.44	0.95
ALPHABET INC CL A	GOOGL	500.000	69,845.00 139.69	16,691.50 53,153.50		
APPLE INC	AAPL	425.000	81,825.25 192.53	11,857.50 69,967.75	408.00	0.50
BERKSHIRE HATHAWAY INC CLASS B	BRK.B	100.000	35,666.00 356.66	14,026.75 21,639.25		
BROADCOM INC	AVGO	85.000	94,881.25 1,116.25	12,659.05 82,222.20	1,785.00	1.88
CONOCOPHILLIPS	COP	150.000	17,410.50 116.07	14,552.90 2,857.60	348.00	2.00
COSTCO WHOLESALE CORPORATION	COST	155.000	102,312.40 660.08	24,050.15 78,262.25	632.40 2,325.00	0.62
DFA US SMALL CAP	DFSTX	1,508.029	66,896.17 44.36	31,276.52 35,619.65	769.09	1.15
DANAHER CORP	DHR	200.000	46,268.00 231.34	11,823.65 34,444.35	192.00 48.00	0.41
DUKE ENERGY CORP	DUK	200.000	19,408.00 97.04	15,786.00 3,622.00	820.00	4.23
AMERICAN FUNDS EUROPACIFIC GROWTH F3	FEUPX	996.959	54,593.47 54.76	53,672.06 921.41	1,097.65	2.01
EXXON MOBIL CORP	XOM	220.000	21,995.60 99.98	17,398.70 4,596.90	836.00	3.80
FORTIVE CORP	FTV	300.000	22,089.00 73.63	12,254.32 9,834.68	96.00	0.43
HOME DEPOT INC	HD	125.000	43,318.75 346.55	15,819.54 27,499.21	1,045.00	2.41

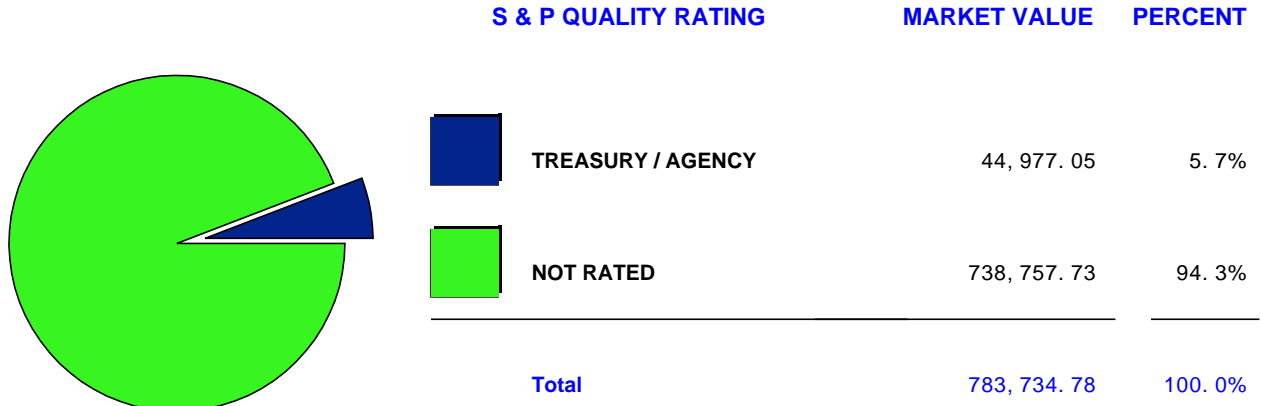
JANUARY 01, 2023 TO DECEMBER 31, 2023
ACCOUNT NAME: CNTR 4 PRACT IMA
ACCOUNT NUMBER: 10890003729

PORTFOLIO DETAIL (CONTINUED)

DESCRIPTION	TICKER	SHARES	MARKET VALUE/ PRICE	TAX COST/ UNREALIZED GAIN/LOSS	EST ANNUAL INCOME/ ACCRUED INC	CURRENT YIELD
EQUITIES						
JPMORGAN CHASE & CO	JPM	175.000	29,767.50 170.10	15,985.25 13,782.25	735.00	2.47
JPMORGAN LARGE CAP GROWTH CL I	SEEGX	375.111	22,559.18 60.14	8,244.94 14,314.24	27.76	0.12
CLEARBRIDGE INTERNATIONAL GROWTH FUND CLASS IS	LMGPX	930.148	56,692.52 60.95	47,412.14 9,280.38	766.44	1.35
MCDONALDS CORP	MCD	75.000	22,238.25 296.51	18,655.21 3,583.04	501.00	2.25
MERCK & CO INC	MRK	250.000	27,255.00 109.02	14,597.65 12,657.35	770.00 192.50	2.83
MICROSOFT CORP	MSFT	75.000	28,203.00 376.04	21,678.50 6,524.50	225.00	0.80
NIKE INC	NKE	200.000	21,714.00 108.57	12,454.50 9,259.50	296.00 74.00	1.36
PEPSICO INC	PEP	175.000	29,722.00 169.84	17,397.63 12,324.37	885.50 221.38	2.98
T ROWE PRICE MID-CAP GROWTH I	RPTIX	966.743	96,915.99 100.25	72,740.74 24,175.25	201.08	0.21
SPDR FINANCIAL SELECT SECTOR ETF	XLF	1,300.000	48,880.00 37.60	19,878.19 29,001.81	833.30	1.70
TJX COMPANIES INC	TJX	500.000	46,905.00 93.81	18,177.75 28,727.25	665.00	1.42
UNION PACIFIC CORP	UNP	100.000	24,562.00 245.62	8,077.00 16,485.00	520.00	2.12
UNITEDHEALTH GROUP INC	UNH	150.000	78,970.50 526.47	17,708.55 61,261.95	1,128.00	1.43
VANGUARD REAL ESTATE INDEX FUND ADMIRAL SHARES	VGSLX	477.247	60,452.88 126.67	61,154.99 702.11-	2,362.85	3.91
VANGUARD INFORMATION TECHNOLOGY ETF	VGT	150.000	72,600.00 484.00	16,066.50 56,533.50	468.45	0.65
VANGUARD GROWTH INDEX ADM	VIGAX	141.091	22,574.56 160.00	5,964.93 16,609.63	128.96	0.57
VERIZON COMMUNICATIONS INC	VZ	375.000	14,137.50 37.70	16,610.63 2,473.13-	997.50	7.06
VISA INC CL A	V	210.000	54,673.50 260.35	15,463.35 39,210.15	436.80	0.80
TOTAL EQUITIES			1,464,306.82	682,526.97 781,779.85	20,254.22 2,860.88	1.38

JANUARY 01, 2023 TO DECEMBER 31, 2023

 ACCOUNT NAME: CNTR 4 PRACT IMA
 ACCOUNT NUMBER: 10890003729

PORTFOLIO DETAIL (CONTINUED)
BOND QUALITY SUMMARY


DESCRIPTION	RATING	PAR VALUE	MARKET VALUE/ PRICE	TAX COST/ UNREALIZED GAIN/LOSS	EST ANNUAL INCOME/ ACCRUED INC	CURRENT YIELD
FIXED INCOME						
ARTISAN HIGH INCOME FUND ADVISOR SHARES		3,086.420	27,870.37 9.03	30,000.00 2,129.63-	2,030.86 169.24	7.29
DODGE & COX INCOME I		16,327.660	206,055.07 12.62	217,647.51 11,592.44-	7,951.57	3.86
EATON VANCE FLOATING RATE I		8,333.333	70,166.66 8.42	75,000.00 4,833.34-	5,700.00 475.00	8.12
FIDELITY U.S. BOND INDEX FUND INSTITUTIONAL PREMIUM CLASS		9,068.425	94,583.67 10.43	110,000.00 15,416.33-	2,720.53 226.71	2.88
GUGGENHEIM TOTAL RETURN BOND INSTL		5,256.270	125,204.35 23.82	141,288.53 16,084.18-	5,555.88 462.99	4.44
PALMER SQUARE INCOME PLUS		5,408.442	53,759.91 9.94	53,415.41 344.50	2,850.25	5.30
LORD ABBETT SHORT DURATION INCOME I		19,379.845	74,612.40 3.85	75,000.00 387.60-	3,468.99 289.08	4.65
PRINCIPAL SPECTRUM PREFERRED & CAP SEC INC R6		9,807.857	86,505.30 8.82	100,336.39 13,831.09-	4,707.77	5.44
US TREASURY NTS DTD 02/16/2023 4.625% 02/28/2025		45,000.000	44,977.05 99.95	44,685.35 291.70	2,081.25 703.28	4.63
TOTAL FIXED INCOME			783,734.78	847,373.19 63,638.41-	37,067.10 2,326.30	4.73
TOTAL ASSETS			2,304,431.55	1,586,290.11 718,141.44	60,179.09 5,425.33	2.61
TOTAL ACCRUED INC				5,425.33	5,425.33	
GRAND TOTAL ASSETS			2,309,856.88	1,591,715.44 718,141.44	60,179.09 5,425.33	2.61

JANUARY 01, 2023 TO DECEMBER 31, 2023

ACCOUNT NAME: CNTR 4 PRACT IMA

ACCOUNT NUMBER: 10890003729

TRANSACTION DETAIL

DATE	DESCRIPTION	PRINCIPAL CASH	INCOME CASH	COST	GAIN / LOSS
BEGINNING BALANCE		0.00	0.00	1,629,786.97	
DIVIDENDS					
01/03/23	MM0000776 DIVIDEND ON FDIC INSURED SWEEP 5.11% PAYABLE 12/31/2022 EFFECTIVE 12/31/2022	212.18			
01/03/23	04314H717 DIVIDEND ON ARTISAN HIGH INCOME FUND ADVISOR SHARES PAYABLE 12/31/2022 EFFECTIVE 12/31/2022	164.77			
01/03/23	277911491 DIVIDEND ON EATON VANCE FLOATING RATE I PAYABLE 12/31/2022 EFFECTIVE 12/31/2022	424.70			
01/03/23	316146356 DIVIDEND ON FIDELITY U.S. BOND INDEX FUND INSTITUTIONAL PREMIUM CLASS PAYABLE 12/31/2022 EFFECTIVE 12/31/2022	213.91			
01/03/23	40168W525 DIVIDEND ON GUGGENHEIM TOTAL RETURN BOND INSTL PAYABLE 12/31/2022 EFFECTIVE 12/31/2022	837.21			
01/06/23	713448108 DIVIDEND ON 175 SHS PEPSICO INC AT 1.15 PER SHARE PAYABLE 01/06/2023 EX DATE 12/01/2022	201.25			
01/09/23	58933Y105 DIVIDEND ON 250 SHS MERCK & CO INC AT 0.73 PER SHARE PAYABLE 01/09/2023 EX DATE 12/14/2022	182.50			
01/13/23	20825C104 DIVIDEND ON 150 SHS CONOCOPHILLIPS AT 0.70 PER SHARE PAYABLE 01/13/2023 EX DATE 12/23/2022	105.00			
01/17/23	G5960L103 DIVIDEND ON 175 SHS MEDTRONIC PLC AT 0.68 PER SHARE PAYABLE 01/13/2023 EX DATE 12/20/2022 EFFECTIVE 01/13/2023	119.00			
01/27/23	235851102 DIVIDEND ON 200 SHS DANAHER CORP AT 0.25 PER SHARE PAYABLE 01/27/2023 EX DATE 12/29/2022	50.00			

JANUARY 01, 2023 TO DECEMBER 31, 2023

ACCOUNT NAME: CNTR 4 PRACT IMA

ACCOUNT NUMBER: 10890003729

TRANSACTION DETAIL (CONTINUED)

DATE	DESCRIPTION	PRINCIPAL CASH	INCOME CASH	COST	GAIN / LOSS
01/27/23	74253Q416 DIVIDEND ON 9,807.857 SHS PRINCIPAL SPECTRUM PREFERRED AND CAPITAL SECURITIES INCOME FUND INSTL CL AT .037 PER SHARE PAYABLE 01/26/2023 EX DATE 01/26/2023 EFFECTIVE 01/26/2023	362.89			
01/31/23	46625H100 DIVIDEND ON 175 SHS JPMORGAN CHASE & CO AT 1.00 PER SHARE PAYABLE 01/31/2023 EX DATE 01/05/2023	175.00			
02/01/23	92343V104 DIVIDEND ON 375 SHS VERIZON COMMUNICATIONS INC AT .6525 PER SHARE PAYABLE 02/01/2023 EX DATE 01/09/2023	244.69			
02/01/23	MM0000776 DIVIDEND ON FDIC INSURED SWEEP 5.11% PAYABLE 01/31/2023 EFFECTIVE 01/31/2023	174.34			
02/01/23	277911491 DIVIDEND ON EATON VANCE FLOATING RATE I PAYABLE 01/31/2023 EFFECTIVE 01/31/2023	448.97			
02/01/23	04314H717 DIVIDEND ON ARTISAN HIGH INCOME FUND ADVISOR SHARES PAYABLE 01/31/2023 EFFECTIVE 01/31/2023	165.58			
02/01/23	40168W525 DIVIDEND ON GUGGENHEIM TOTAL RETURN BOND INSTL PAYABLE 01/31/2023 EFFECTIVE 01/31/2023	637.34			
02/02/23	316146356 DIVIDEND ON FIDELITY U.S. BOND INDEX FUND INSTITUTIONAL PREMIUM CLASS PAYABLE 01/31/2023 EFFECTIVE 01/31/2023	219.08			
02/06/23	693475105 DIVIDEND ON 100 SHS PNC FINANCIAL SERVICES GROUP INC AT 1.50 PER SHARE PAYABLE 02/05/2023 EX DATE 01/13/2023 EFFECTIVE 02/05/2023	150.00			
02/16/23	037833100 DIVIDEND ON 620 SHS APPLE INC AT 0.23 PER SHARE PAYABLE 02/16/2023 EX DATE 02/10/2023	142.60			

JANUARY 01, 2023 TO DECEMBER 31, 2023

 ACCOUNT NAME: CNTR 4 PRACT IMA
 ACCOUNT NUMBER: 10890003729

TRANSACTION DETAIL (CONTINUED)

DATE	DESCRIPTION	PRINCIPAL CASH	INCOME CASH	COST	GAIN / LOSS
02/17/23	22160K105 DIVIDEND ON 175 SHS COSTCO WHOLESALE CORPORATION AT 0.90 PER SHARE PAYABLE 02/17/2023 EX DATE 02/02/2023	157.50			
02/24/23	74253Q416 DIVIDEND ON 9,807.857 SHS PRINCIPAL SPECTRUM PREFERRED AND CAPITAL SECURITIES INCOME FUND INSTL CL AT .0366 PER SHARE PAYABLE 02/23/2023 EX DATE 02/23/2023 EFFECTIVE 02/23/2023	358.97			
03/01/23	92826C839 DIVIDEND ON 235 SHS VISA INC CL A AT 0.45 PER SHARE PAYABLE 03/01/2023 EX DATE 02/09/2023	105.75			
03/01/23	20825C104 DIVIDEND ON 150 SHS CONOCOPHILLIPS AT 0.51 PER SHARE PAYABLE 03/01/2023 EX DATE 02/13/2023	76.50			
03/01/23	MM0000776 DIVIDEND ON FDIC INSURED SWEEP 5.11% PAYABLE 02/28/2023 EFFECTIVE 02/28/2023	164.73			
03/01/23	277911491 DIVIDEND ON EATON VANCE FLOATING RATE I PAYABLE 02/28/2023 EFFECTIVE 02/28/2023	420.89			
03/01/23	316146356 DIVIDEND ON FIDELITY U.S. BOND INDEX FUND INSTITUTIONAL PREMIUM CLASS PAYABLE 02/28/2023 EFFECTIVE 02/28/2023	203.78			
03/02/23	872540109 DIVIDEND ON 500 SHS TJX COMPANIES INC AT .295 PER SHARE PAYABLE 03/02/2023 EX DATE 02/08/2023	147.50			
03/02/23	04314H717 DIVIDEND ON ARTISAN HIGH INCOME FUND ADVISOR SHARES PAYABLE 02/28/2023 EFFECTIVE 02/28/2023	153.69			
03/02/23	40168W525 DIVIDEND ON GUGGENHEIM TOTAL RETURN BOND INSTL PAYABLE 02/28/2023 EFFECTIVE 02/28/2023	704.46			

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 ACCOUNT NAME: CNTR 4 PRACT IMA
 ACCOUNT NUMBER: 10890003729

TRANSACTION DETAIL (CONTINUED)

DATE	DESCRIPTION	PRINCIPAL CASH	INCOME CASH	COST	GAIN / LOSS
03/10/23	30231G102 DIVIDEND ON 220 SHS EXXON MOBIL CORP AT 0.91 PER SHARE PAYABLE 03/10/2023 EX DATE 02/13/2023	200.20			
03/15/23	666807102 DIVIDEND ON 35 SHS NORTHROP GRUMMAN CORP AT 1.73 PER SHARE PAYABLE 03/15/2023 EX DATE 02/24/2023	60.55			
03/15/23	493267108 DIVIDEND ON 925 SHS KEYCORP AT .205 PER SHARE PAYABLE 03/15/2023 EX DATE 02/27/2023	189.62			
03/15/23	580135101 DIVIDEND ON 75 SHS MCDONALDS CORP AT 1.52 PER SHARE PAYABLE 03/15/2023 EX DATE 02/28/2023	114.00			
03/16/23	26441C204 DIVIDEND ON 200 SHS DUKE ENERGY CORP AT 1.005 PER SHARE PAYABLE 03/16/2023 EX DATE 02/16/2023	201.00			
03/21/23	91324P102 DIVIDEND ON 150 SHS UNITEDHEALTH GROUP INC AT 1.65 PER SHARE PAYABLE 03/21/2023 EX DATE 03/10/2023	247.50			
03/23/23	437076102 DIVIDEND ON 125 SHS HOME DEPOT INC AT 2.09 PER SHARE PAYABLE 03/23/2023 EX DATE 03/08/2023	261.25			
03/23/23	81369Y605 DIVIDEND ON 1,300 SHS SPDR FINANCIAL SELECT SECTOR ETF AT .15261 PER SHARE PAYABLE 03/23/2023 EX DATE 03/20/2023	198.39			
03/23/23	922908660 DIVIDEND ON 141.091 SHS VANGUARD GROWTH INDEX ADM AT .218 PER SHARE PAYABLE 03/23/2023 EX DATE 03/22/2023	30.76			
03/24/23	921908877 DIVIDEND ON 477.247 SHS VANGUARD REAL ESTATE INDEX FUND ADMIRAL SHARES AT 1.0916 PER SHARE PAYABLE 03/24/2023 EX DATE 03/23/2023	520.96			

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ACCOUNT NAME: CNTR 4 PRACT IMA

ACCOUNT NUMBER: 10890003729

TRANSACTION DETAIL (CONTINUED)

DATE	DESCRIPTION	PRINCIPAL CASH	INCOME CASH	COST	GAIN / LOSS
03/27/23	46141P388 DIVIDEND ON 5,408.442 SHS PALMER SQUARE INCOME PLUS AT .0939 PER SHARE PAYABLE 03/24/2023 EX DATE 03/24/2023 EFFECTIVE 03/24/2023	507.85			
03/29/23	92204A702 DIVIDEND ON 175 SHS VANGUARD INFORMATION TECHNOLOGY ETF AT .7716 PER SHARE PAYABLE 03/29/2023 EX DATE 03/24/2023	135.03			
03/29/23	256210105 DIVIDEND ON 16,327.66 SHS DODGE & COX INCOME I AT 0.11 PER SHARE PAYABLE 03/28/2023 EX DATE 03/28/2023 EFFECTIVE 03/28/2023	1,796.04			
03/29/23	74253Q416 DIVIDEND ON 9,807.857 SHS PRINCIPAL SPECTRUM PREFERRED AND CAPITAL SECURITIES INCOME FUND INSTL CL AT .0365 PER SHARE PAYABLE 03/28/2023 EX DATE 03/28/2023 EFFECTIVE 03/28/2023	357.99			
03/31/23	34959J108 DIVIDEND ON 300 SHS FORTIVE CORP AT 0.07 PER SHARE PAYABLE 03/31/2023 EX DATE 02/23/2023	21.00			
03/31/23	907818108 DIVIDEND ON 100 SHS UNION PACIFIC CORP AT 1.30 PER SHARE PAYABLE 03/31/2023 EX DATE 02/27/2023	130.00			
03/31/23	713448108 DIVIDEND ON 175 SHS PEPSICO INC AT 1.15 PER SHARE PAYABLE 03/31/2023 EX DATE 03/02/2023	201.25			
03/31/23	11135F101 DIVIDEND ON 100 SHS BROADCOM INC AT 4.60 PER SHARE PAYABLE 03/31/2023 EX DATE 03/21/2023	460.00			
03/31/23	233203843 DIVIDEND ON 1,584.892 SHS DFA US SMALL CAP AT .11698 PER SHARE PAYABLE 03/31/2023 EX DATE 03/30/2023	185.40			
04/03/23	654106103 DIVIDEND ON 200 SHS NIKE INC AT 0.34 PER SHARE PAYABLE 04/03/2023 EX DATE 03/03/2023	68.00			

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 ACCOUNT NAME: CNTR 4 PRACT IMA
 ACCOUNT NUMBER: 10890003729

TRANSACTION DETAIL (CONTINUED)

DATE	DESCRIPTION	PRINCIPAL CASH	INCOME CASH	COST	GAIN / LOSS
04/03/23	MM0000776 DIVIDEND ON FDIC INSURED SWEEP 5.11% PAYABLE 03/31/2023 EFFECTIVE 03/31/2023	196.43			
04/03/23	316146356 DIVIDEND ON FIDELITY U.S. BOND INDEX FUND INSTITUTIONAL PREMIUM CLASS PAYABLE 03/31/2023 EFFECTIVE 03/31/2023	223.74			
04/03/23	277911491 DIVIDEND ON EATON VANCE FLOATING RATE I PAYABLE 03/31/2023 EFFECTIVE 03/31/2023	462.90			
04/03/23	40168W525 DIVIDEND ON GUGGENHEIM TOTAL RETURN BOND INSTL PAYABLE 03/31/2023 EFFECTIVE 03/31/2023	782.50			
04/04/23	04314H717 DIVIDEND ON ARTISAN HIGH INCOME FUND ADVISOR SHARES PAYABLE 03/31/2023 EFFECTIVE 03/31/2023	170.18			
04/10/23	58933Y105 DIVIDEND ON 250 SHS MERCK & CO INC AT 0.73 PER SHARE PAYABLE 04/10/2023 EX DATE 03/14/2023	182.50			
04/14/23	20825C104 DIVIDEND ON 150 SHS CONOCOPHILLIPS AT 0.60 PER SHARE PAYABLE 04/14/2023 EX DATE 03/28/2023	90.00			
04/27/23	74256W485 DIVIDEND ON 9,807.857 SHS PRINCIPAL SPECTRUM PREFERRED & CAP SEC INC R6 AT .0359 PER SHARE PAYABLE 04/25/2023 EX DATE 04/25/2023 EFFECTIVE 04/25/2023	352.10			
04/28/23	235851102 DIVIDEND ON 200 SHS DANAHER CORP AT 0.27 PER SHARE PAYABLE 04/28/2023 EX DATE 03/30/2023	54.00			
05/01/23	46625H100 DIVIDEND ON 175 SHS JPMORGAN CHASE & CO AT 1.00 PER SHARE PAYABLE 04/30/2023 EX DATE 04/05/2023 EFFECTIVE 04/30/2023	175.00			

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TRANSACTION DETAIL (CONTINUED)

DATE	DESCRIPTION	PRINCIPAL CASH	INCOME CASH	COST	GAIN / LOSS
05/01/23	92343V104 DIVIDEND ON 375 SHS VERIZON COMMUNICATIONS INC AT .6525 PER SHARE PAYABLE 05/01/2023 EX DATE 04/06/2023	244.69			
05/01/23	MM0000776 DIVIDEND ON FDIC INSURED SWEEP 5.11% PAYABLE 04/30/2023 EFFECTIVE 04/30/2023	160.34			
05/01/23	277911491 DIVIDEND ON EATON VANCE FLOATING RATE I PAYABLE 04/30/2023 EFFECTIVE 04/30/2023	462.70			
05/01/23	316146356 DIVIDEND ON FIDELITY U.S. BOND INDEX FUND INSTITUTIONAL PREMIUM CLASS PAYABLE 04/30/2023 EFFECTIVE 04/30/2023	221.19			
05/01/23	04314H717 DIVIDEND ON ARTISAN HIGH INCOME FUND ADVISOR SHARES PAYABLE 04/30/2023 EFFECTIVE 04/30/2023	163.90			
05/01/23	40168W525 DIVIDEND ON GUGGENHEIM TOTAL RETURN BOND INSTL PAYABLE 04/30/2023 EFFECTIVE 04/30/2023	412.20			
05/01/23	543916688 DIVIDEND ON LORD ABBETT SHORT DURATION INCOME I PAYABLE 04/30/2023 EFFECTIVE 04/30/2023	251.22			
05/05/23	693475105 DIVIDEND ON 100 SHS PNC FINANCIAL SERVICES GROUP INC AT 1.50 PER SHARE PAYABLE 05/05/2023 EX DATE 04/17/2023	150.00			
05/18/23	037833100 DIVIDEND ON 500 SHS APPLE INC AT 0.24 PER SHARE PAYABLE 05/18/2023 EX DATE 05/12/2023	120.00			
05/19/23	22160K105 DIVIDEND ON 175 SHS COSTCO WHOLESALE CORPORATION AT 1.02 PER SHARE PAYABLE 05/19/2023 EX DATE 05/04/2023	178.50			

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 ACCOUNT NAME: CNTR 4 PRACT IMA
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TRANSACTION DETAIL (CONTINUED)

DATE	DESCRIPTION	PRINCIPAL CASH	INCOME CASH	COST	GAIN / LOSS
05/30/23	74256W485 DIVIDEND ON 9,807.857 SHS PRINCIPAL SPECTRUM PREFERRED & CAP SEC INC R6 AT .0358 PER SHARE PAYABLE 05/25/2023 EX DATE 05/25/2023 EFFECTIVE 05/25/2023	351.12			
06/01/23	872540109 DIVIDEND ON 500 SHS TJX COMPANIES INC AT .3325 PER SHARE PAYABLE 06/01/2023 EX DATE 05/10/2023	166.25			
06/01/23	92826C839 DIVIDEND ON 235 SHS VISA INC CL A AT 0.45 PER SHARE PAYABLE 06/01/2023 EX DATE 05/11/2023	105.75			
06/01/23	20825C104 DIVIDEND ON 150 SHS CONOCOPHILLIPS AT 0.51 PER SHARE PAYABLE 06/01/2023 EX DATE 05/15/2023	76.50			
06/01/23	MM0000776 DIVIDEND ON FDIC INSURED SWEEP 5.11% PAYABLE 05/31/2023 EFFECTIVE 05/31/2023	186.16			
06/01/23	04314H717 DIVIDEND ON ARTISAN HIGH INCOME FUND ADVISOR SHARES PAYABLE 05/31/2023 EFFECTIVE 05/31/2023	171.16			
06/01/23	277911491 DIVIDEND ON EATON VANCE FLOATING RATE I PAYABLE 05/31/2023 EFFECTIVE 05/31/2023	472.25			
06/01/23	543916688 DIVIDEND ON LORD ABBETT SHORT DURATION INCOME I PAYABLE 05/31/2023 EFFECTIVE 05/31/2023	294.56			
06/01/23	316146356 DIVIDEND ON FIDELITY U.S. BOND INDEX FUND INSTITUTIONAL PREMIUM CLASS PAYABLE 05/31/2023 EFFECTIVE 05/31/2023	228.00			
06/01/23	40168W525 DIVIDEND ON GUGGENHEIM TOTAL RETURN BOND INSTL PAYABLE 05/31/2023 EFFECTIVE 05/31/2023	442.53			
06/08/23	594918104 DIVIDEND ON 75 SHS MICROSOFT CORP AT 0.68 PER SHARE PAYABLE 06/08/2023 EX DATE 05/17/2023	51.00			

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 ACCOUNT NAME: CNTR 4 PRACT IMA
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TRANSACTION DETAIL (CONTINUED)

DATE	DESCRIPTION	PRINCIPAL CASH	INCOME CASH	COST	GAIN / LOSS
06/09/23	30231G102 DIVIDEND ON 220 SHS EXXON MOBIL CORP AT 0.91 PER SHARE PAYABLE 06/09/2023 EX DATE 05/15/2023	200.20			
06/13/23	29875E100 DIVIDEND ON 1,000.864 SHS AMERICAN FUNDS EUROPACIFIC GROWTH F-2 AT .1946 PER SHARE PAYABLE 06/13/2023 EX DATE 06/12/2023	194.77			
06/14/23	666807102 DIVIDEND ON 35 SHS NORTHROP GRUMMAN CORP AT 1.87 PER SHARE PAYABLE 06/14/2023 EX DATE 05/26/2023	65.45			
06/15/23	437076102 DIVIDEND ON 125 SHS HOME DEPOT INC AT 2.09 PER SHARE PAYABLE 06/15/2023 EX DATE 05/31/2023	261.25			
06/16/23	26441C204 DIVIDEND ON 200 SHS DUKE ENERGY CORP AT 1.005 PER SHARE PAYABLE 06/16/2023 EX DATE 05/11/2023	201.00			
06/20/23	580135101 DIVIDEND ON 75 SHS MCDONALDS CORP AT 1.52 PER SHARE PAYABLE 06/20/2023 EX DATE 06/02/2023	114.00			
06/23/23	81369Y605 DIVIDEND ON 1,300 SHS SPDR FINANCIAL SELECT SECTOR ETF AT .150317 PER SHARE PAYABLE 06/23/2023 EX DATE 06/20/2023	195.41			
06/23/23	922908660 DIVIDEND ON 141.091 SHS VANGUARD GROWTH INDEX ADM AT .2089 PER SHARE PAYABLE 06/23/2023 EX DATE 06/22/2023	29.47			
06/26/23	46141P388 DIVIDEND ON 5,408.442 SHS PALMER SQUARE INCOME PLUS AT .1246 PER SHARE PAYABLE 06/23/2023 EX DATE 06/23/2023 EFFECTIVE 06/23/2023	673.89			
06/27/23	91324P102 DIVIDEND ON 150 SHS UNITEDHEALTH GROUP INC AT 1.88 PER SHARE PAYABLE 06/27/2023 EX DATE 06/15/2023	282.00			

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TRANSACTION DETAIL (CONTINUED)

DATE	DESCRIPTION	PRINCIPAL CASH	INCOME CASH	COST	GAIN / LOSS
06/29/23	256210105 DIVIDEND ON 16,327.66 SHS DODGE & COX INCOME I AT 0.12 PER SHARE PAYABLE 06/28/2023 EX DATE 06/27/2023 EFFECTIVE 06/28/2023	1,959.32			
06/29/23	921908877 DIVIDEND ON 477.247 SHS VANGUARD REAL ESTATE INDEX FUND ADMIRAL SHARES AT 1.3149 PER SHARE PAYABLE 06/29/2023 EX DATE 06/28/2023	627.53			
06/29/23	74256W485 DIVIDEND ON 9,807.857 SHS PRINCIPAL SPECTRUM PREFERRED & CAP SEC INC R6 AT .0362 PER SHARE PAYABLE 06/27/2023 EX DATE 06/27/2023 EFFECTIVE 06/27/2023	355.04			
06/30/23	34959J108 DIVIDEND ON 300 SHS FORTIVE CORP AT 0.07 PER SHARE PAYABLE 06/30/2023 EX DATE 05/25/2023	21.00			
06/30/23	907818108 DIVIDEND ON 100 SHS UNION PACIFIC CORP AT 1.30 PER SHARE PAYABLE 06/30/2023 EX DATE 05/30/2023	130.00			
06/30/23	713448108 DIVIDEND ON 175 SHS PEPSICO INC AT 1.265 PER SHARE PAYABLE 06/30/2023 EX DATE 06/01/2023	221.37			
06/30/23	11135F101 DIVIDEND ON 100 SHS BROADCOM INC AT 4.60 PER SHARE PAYABLE 06/30/2023 EX DATE 06/21/2023	460.00			
06/30/23	233203843 DIVIDEND ON 1,508.029 SHS DFA US SMALL CAP AT .13065 PER SHARE PAYABLE 06/30/2023 EX DATE 06/29/2023	197.02			
07/03/23	MM0000776 DIVIDEND ON FDIC INSURED SWEEP 5.11% PAYABLE 06/30/2023 EFFECTIVE 06/30/2023	192.77			
07/03/23	277911491 DIVIDEND ON EATON VANCE FLOATING RATE I PAYABLE 06/30/2023 EFFECTIVE 06/30/2023	477.17			

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TRANSACTION DETAIL (CONTINUED)

DATE	DESCRIPTION	PRINCIPAL CASH	INCOME CASH	COST	GAIN / LOSS
07/03/23	316146356 DIVIDEND ON FIDELITY U.S. BOND INDEX FUND INSTITUTIONAL PREMIUM CLASS PAYABLE 06/30/2023 EFFECTIVE 06/30/2023	224.63			
07/03/23	04314H717 DIVIDEND ON ARTISAN HIGH INCOME FUND ADVISOR SHARES PAYABLE 06/30/2023 EFFECTIVE 06/30/2023	168.79			
07/03/23	40168W525 DIVIDEND ON GUGGENHEIM TOTAL RETURN BOND INSTL PAYABLE 06/30/2023 EFFECTIVE 06/30/2023	490.92			
07/03/23	543916688 DIVIDEND ON LORD ABBETT SHORT DURATION INCOME I PAYABLE 06/30/2023 EFFECTIVE 06/30/2023	296.25			
07/05/23	654106103 DIVIDEND ON 200 SHS NIKE INC AT 0.34 PER SHARE PAYABLE 07/05/2023 EX DATE 06/02/2023	68.00			
07/05/23	92204A702 DIVIDEND ON 175 SHS VANGUARD INFORMATION TECHNOLOGY ETF AT .6757 PER SHARE PAYABLE 07/05/2023 EX DATE 06/29/2023	118.25			
07/10/23	58933Y105 DIVIDEND ON 250 SHS MERCK & CO INC AT 0.73 PER SHARE PAYABLE 07/10/2023 EX DATE 06/14/2023	182.50			
07/14/23	20825C104 DIVIDEND ON 150 SHS CONOCOPHILLIPS AT 0.60 PER SHARE PAYABLE 07/14/2023 EX DATE 06/26/2023	90.00			
07/28/23	235851102 DIVIDEND ON 200 SHS DANAHER CORP AT 0.27 PER SHARE PAYABLE 07/28/2023 EX DATE 06/29/2023	54.00			
07/28/23	74256W485 DIVIDEND ON 9,807.857 SHS PRINCIPAL SPECTRUM PREFERRED & CAP SEC INC R6 AT .0363 PER SHARE PAYABLE 07/26/2023 EX DATE 07/26/2023 EFFECTIVE 07/26/2023	356.03			

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ACCOUNT NUMBER: 10890003729

TRANSACTION DETAIL (CONTINUED)

DATE	DESCRIPTION	PRINCIPAL CASH	INCOME CASH	COST	GAIN / LOSS
07/31/23	46625H100 DIVIDEND ON 175 SHS JPMORGAN CHASE & CO AT 1.00 PER SHARE PAYABLE 07/31/2023 EX DATE 07/05/2023	175.00			
08/01/23	92343V104 DIVIDEND ON 375 SHS VERIZON COMMUNICATIONS INC AT .6525 PER SHARE PAYABLE 08/01/2023 EX DATE 07/07/2023	244.69			
08/01/23	MM0000776 DIVIDEND ON FDIC INSURED SWEEP 5.11% PAYABLE 07/31/2023 EFFECTIVE 07/31/2023	177.13			
08/01/23	316146356 DIVIDEND ON FIDELITY U.S. BOND INDEX FUND INSTITUTIONAL PREMIUM CLASS PAYABLE 07/31/2023 EFFECTIVE 07/31/2023	232.59			
08/01/23	277911491 DIVIDEND ON EATON VANCE FLOATING RATE I PAYABLE 07/31/2023 EFFECTIVE 07/31/2023	502.46			
08/01/23	40168W525 DIVIDEND ON GUGGENHEIM TOTAL RETURN BOND INSTL PAYABLE 07/31/2023 EFFECTIVE 07/31/2023	412.79			
08/01/23	04314H717 DIVIDEND ON ARTISAN HIGH INCOME FUND ADVISOR SHARES PAYABLE 07/31/2023 EFFECTIVE 07/31/2023	178.05			
08/02/23	543916688 DIVIDEND ON LORD ABBETT SHORT DURATION INCOME I PAYABLE 07/31/2023 EFFECTIVE 07/31/2023	291.76			
08/07/23	693475105 DIVIDEND ON 100 SHS PNC FINANCIAL SERVICES GROUP INC AT 1.55 PER SHARE PAYABLE 08/05/2023 EX DATE 07/14/2023 EFFECTIVE 08/05/2023	155.00			
08/17/23	037833100 DIVIDEND ON 500 SHS APPLE INC AT 0.24 PER SHARE PAYABLE 08/17/2023 EX DATE 08/11/2023	120.00			

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TRANSACTION DETAIL (CONTINUED)

DATE	DESCRIPTION	PRINCIPAL CASH	INCOME CASH	COST	GAIN / LOSS
08/30/23	74256W485 DIVIDEND ON 9,807.857 SHS PRINCIPAL SPECTRUM PREFERRED & CAP SEC INC R6 AT .0379 PER SHARE PAYABLE 08/28/2023 EX DATE 08/28/2023 EFFECTIVE 08/28/2023	371.72			
08/31/23	872540109 DIVIDEND ON 500 SHS TJX COMPANIES INC AT .3325 PER SHARE PAYABLE 08/31/2023 EX DATE 08/09/2023	166.25			
09/01/23	92826C839 DIVIDEND ON 210 SHS VISA INC CL A AT 0.45 PER SHARE PAYABLE 09/01/2023 EX DATE 08/10/2023	94.50			
09/01/23	20825C104 DIVIDEND ON 150 SHS CONOCOPHILLIPS AT 0.51 PER SHARE PAYABLE 09/01/2023 EX DATE 08/15/2023	76.50			
09/01/23	MM0000776 DIVIDEND ON FDIC INSURED SWEEP 5.11% PAYABLE 08/31/2023 EFFECTIVE 08/31/2023	230.18			
09/01/23	316146356 DIVIDEND ON FIDELITY U.S. BOND INDEX FUND INSTITUTIONAL PREMIUM CLASS PAYABLE 08/31/2023 EFFECTIVE 08/31/2023	235.40			
09/01/23	04314H717 DIVIDEND ON ARTISAN HIGH INCOME FUND ADVISOR SHARES PAYABLE 08/31/2023 EFFECTIVE 08/31/2023	174.65			
09/01/23	277911491 DIVIDEND ON EATON VANCE FLOATING RATE I PAYABLE 08/31/2023 EFFECTIVE 08/31/2023	528.30			
09/01/23	40168W525 DIVIDEND ON GUGGENHEIM TOTAL RETURN BOND INSTL PAYABLE 08/31/2023 EFFECTIVE 08/31/2023	450.09			
09/01/23	543916688 DIVIDEND ON LORD ABBETT SHORT DURATION INCOME I PAYABLE 08/31/2023 EFFECTIVE 08/31/2023	302.54			

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TRANSACTION DETAIL (CONTINUED)

DATE	DESCRIPTION	PRINCIPAL CASH	INCOME CASH	COST	GAIN / LOSS
09/08/23	22160K105 DIVIDEND ON 155 SHS COSTCO WHOLESALE CORPORATION AT 1.02 PER SHARE PAYABLE 09/08/2023 EX DATE 08/24/2023	158.10			
09/11/23	30231G102 DIVIDEND ON 220 SHS EXXON MOBIL CORP AT 0.91 PER SHARE PAYABLE 09/11/2023 EX DATE 08/15/2023	200.20			
09/14/23	437076102 DIVIDEND ON 125 SHS HOME DEPOT INC AT 2.09 PER SHARE PAYABLE 09/14/2023 EX DATE 08/30/2023	261.25			
09/14/23	594918104 DIVIDEND ON 75 SHS MICROSOFT CORP AT 0.68 PER SHARE PAYABLE 09/14/2023 EX DATE 08/16/2023	51.00			
09/18/23	26441C204 DIVIDEND ON 200 SHS DUKE ENERGY CORP AT 1.025 PER SHARE PAYABLE 09/18/2023 EX DATE 08/17/2023	205.00			
09/18/23	580135101 DIVIDEND ON 75 SHS MCDONALDS CORP AT 1.52 PER SHARE PAYABLE 09/18/2023 EX DATE 08/31/2023	114.00			
09/19/23	91324P102 DIVIDEND ON 150 SHS UNITEDHEALTH GROUP INC AT 1.88 PER SHARE PAYABLE 09/19/2023 EX DATE 09/08/2023	282.00			
09/21/23	81369Y605 DIVIDEND ON 1,300 SHS SPDR FINANCIAL SELECT SECTOR ETF AT .155053 PER SHARE PAYABLE 09/21/2023 EX DATE 09/18/2023	201.57			
09/21/23	922908660 DIVIDEND ON 141.091 SHS VANGUARD GROWTH INDEX ADM AT .1899 PER SHARE PAYABLE 09/21/2023 EX DATE 09/20/2023	26.79			
09/25/23	46141P388 DIVIDEND ON 5,408.442 SHS PALMER SQUARE INCOME PLUS AT .1594 PER SHARE PAYABLE 09/22/2023 EX DATE 09/22/2023 EFFECTIVE 09/22/2023	862.11			

JANUARY 01, 2023 TO DECEMBER 31, 2023

 ACCOUNT NAME: CNTR 4 PRACT IMA
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TRANSACTION DETAIL (CONTINUED)

DATE	DESCRIPTION	PRINCIPAL CASH	INCOME CASH	COST	GAIN / LOSS
09/27/23	256210105 DIVIDEND ON 16,327.66 SHS DODGE & COX INCOME I AT .128 PER SHARE PAYABLE 09/27/2023 EX DATE 09/26/2023	2,089.94			
09/28/23	74256W485 DIVIDEND ON 9,807.857 SHS PRINCIPAL SPECTRUM PREFERRED & CAP SEC INC R6 AT .0458 PER SHARE PAYABLE 09/26/2023 EX DATE 09/26/2023 EFFECTIVE 09/26/2023	449.20			
09/28/23	921908877 DIVIDEND ON 477.247 SHS VANGUARD REAL ESTATE INDEX FUND ADMIRAL SHARES AT 1.0299 PER SHARE PAYABLE 09/28/2023 EX DATE 09/27/2023	491.52			
09/29/23	907818108 DIVIDEND ON 100 SHS UNION PACIFIC CORP AT 1.30 PER SHARE PAYABLE 09/29/2023 EX DATE 08/30/2023	130.00			
09/29/23	34959J108 DIVIDEND ON 300 SHS FORTIVE CORP AT 0.07 PER SHARE PAYABLE 09/29/2023 EX DATE 08/31/2023	21.00			
09/29/23	713448108 DIVIDEND ON 175 SHS PEPSICO INC AT 1.265 PER SHARE PAYABLE 09/29/2023 EX DATE 08/31/2023	221.37			
09/29/23	11135F101 DIVIDEND ON 85 SHS BROADCOM INC AT 4.60 PER SHARE PAYABLE 09/29/2023 EX DATE 09/20/2023	391.00			
09/29/23	233203843 DIVIDEND ON 1,508.029 SHS DFA US SMALL CAP AT .11761 PER SHARE PAYABLE 09/29/2023 EX DATE 09/28/2023	177.36			
10/02/23	654106103 DIVIDEND ON 200 SHS NIKE INC AT 0.34 PER SHARE PAYABLE 10/02/2023 EX DATE 09/01/2023	68.00			
10/02/23	MM0000776 DIVIDEND ON FDIC INSURED SWEEP 5.11% PAYABLE 09/30/2023 EFFECTIVE 09/30/2023	259.86			

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 ACCOUNT NAME: CNTR 4 PRACT IMA
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TRANSACTION DETAIL (CONTINUED)

DATE	DESCRIPTION	PRINCIPAL CASH	INCOME CASH	COST	GAIN / LOSS
10/02/23	277911491 DIVIDEND ON EATON VANCE FLOATING RATE I PAYABLE 09/30/2023 EFFECTIVE 09/30/2023	469.41			
10/02/23	316146356 DIVIDEND ON FIDELITY U.S. BOND INDEX FUND INSTITUTIONAL PREMIUM CLASS PAYABLE 09/30/2023 EFFECTIVE 09/30/2023	232.38			
10/02/23	04314H717 DIVIDEND ON ARTISAN HIGH INCOME FUND ADVISOR SHARES PAYABLE 09/30/2023 EFFECTIVE 09/30/2023	171.84			
10/02/23	40168W525 DIVIDEND ON GUGGENHEIM TOTAL RETURN BOND INSTL PAYABLE 09/30/2023 EFFECTIVE 09/30/2023	501.21			
10/03/23	92204A702 DIVIDEND ON 150 SHS VANGUARD INFORMATION TECHNOLOGY ETF AT .8814 PER SHARE PAYABLE 10/03/2023 EX DATE 09/28/2023	132.21			
10/03/23	543916688 DIVIDEND ON LORD ABBETT SHORT DURATION INCOME I PAYABLE 09/30/2023 EFFECTIVE 09/30/2023	300.68			
10/06/23	58933Y105 DIVIDEND ON 250 SHS MERCK & CO INC AT 0.73 PER SHARE PAYABLE 10/06/2023 EX DATE 09/14/2023	182.50			
10/16/23	20825C104 DIVIDEND ON 150 SHS CONOCOPHILLIPS AT 0.60 PER SHARE PAYABLE 10/16/2023 EX DATE 09/27/2023	90.00			
10/27/23	235851102 DIVIDEND ON 200 SHS DANAHER CORP AT 0.27 PER SHARE PAYABLE 10/27/2023 EX DATE 10/11/2023	54.00			
10/30/23	74256W485 DIVIDEND ON 9,807.857 SHS PRINCIPAL SPECTRUM PREFERRED & CAP SEC INC R6 AT .0467 PER SHARE PAYABLE 10/26/2023 EX DATE 10/26/2023 EFFECTIVE 10/26/2023	458.03			

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TRANSACTION DETAIL (CONTINUED)

DATE	DESCRIPTION	PRINCIPAL CASH	INCOME CASH	COST	GAIN / LOSS
10/31/23	46625H100 DIVIDEND ON 175 SHS JPMORGAN CHASE & CO AT 1.05 PER SHARE PAYABLE 10/31/2023 EX DATE 10/05/2023	183.75			
11/01/23	92343V104 DIVIDEND ON 375 SHS VERIZON COMMUNICATIONS INC AT .665 PER SHARE PAYABLE 11/01/2023 EX DATE 10/06/2023	249.37			
11/01/23	MM0000776 DIVIDEND ON FDIC INSURED SWEEP 5.11% PAYABLE 10/31/2023 EFFECTIVE 10/31/2023	139.37			
11/01/23	316146356 DIVIDEND ON FIDELITY U.S. BOND INDEX FUND INSTITUTIONAL PREMIUM CLASS PAYABLE 10/31/2023 EFFECTIVE 10/31/2023	242.53			
11/01/23	40168W525 DIVIDEND ON GUGGENHEIM TOTAL RETURN BOND INSTL PAYABLE 10/31/2023 EFFECTIVE 10/31/2023	497.14			
11/01/23	277911491 DIVIDEND ON EATON VANCE FLOATING RATE I PAYABLE 10/31/2023 EFFECTIVE 10/31/2023	508.86			
11/01/23	04314H717 DIVIDEND ON ARTISAN HIGH INCOME FUND ADVISOR SHARES PAYABLE 10/31/2023 EFFECTIVE 10/31/2023	177.79			
11/02/23	543916688 DIVIDEND ON LORD ABBETT SHORT DURATION INCOME I PAYABLE 10/31/2023 EFFECTIVE 10/31/2023	306.14			
11/16/23	037833100 DIVIDEND ON 425 SHS APPLE INC AT 0.24 PER SHARE PAYABLE 11/16/2023 EX DATE 11/10/2023	102.00			
11/17/23	22160K105 DIVIDEND ON 155 SHS COSTCO WHOLESALE CORPORATION AT 1.02 PER SHARE PAYABLE 11/17/2023 EX DATE 11/02/2023	158.10			

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 ACCOUNT NAME: CNTR 4 PRACT IMA
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TRANSACTION DETAIL (CONTINUED)

DATE	DESCRIPTION	PRINCIPAL CASH	INCOME CASH	COST	GAIN / LOSS
11/29/23	74256W485 DIVIDEND ON 9,807.857 SHS PRINCIPAL SPECTRUM PREFERRED & CAP SEC INC R6 AT .0458 PER SHARE PAYABLE 11/27/2023 EX DATE 11/27/2023 EFFECTIVE 11/27/2023	449.20			
11/30/23	872540109 DIVIDEND ON 500 SHS TJX COMPANIES INC AT .3325 PER SHARE PAYABLE 11/30/2023 EX DATE 11/08/2023	166.25			
12/01/23	92826C839 DIVIDEND ON 210 SHS VISA INC CL A AT 0.52 PER SHARE PAYABLE 12/01/2023 EX DATE 11/08/2023	109.20			
12/01/23	20825C104 DIVIDEND ON 150 SHS CONOCOPHILLIPS AT 0.58 PER SHARE PAYABLE 12/01/2023 EX DATE 11/13/2023	87.00			
12/01/23	MM0000776 DIVIDEND ON FDIC INSURED SWEEP 5.11% PAYABLE 11/30/2023 EFFECTIVE 11/30/2023	150.00			
12/01/23	277911491 DIVIDEND ON EATON VANCE FLOATING RATE I PAYABLE 11/30/2023 EFFECTIVE 11/30/2023	520.51			
12/01/23	316146356 DIVIDEND ON FIDELITY U.S. BOND INDEX FUND INSTITUTIONAL PREMIUM CLASS PAYABLE 11/30/2023 EFFECTIVE 11/30/2023	240.43			
12/01/23	40168W525 DIVIDEND ON GUGGENHEIM TOTAL RETURN BOND INSTL PAYABLE 11/30/2023 EFFECTIVE 11/30/2023	510.05			
12/01/23	04314H717 DIVIDEND ON ARTISAN HIGH INCOME FUND ADVISOR SHARES PAYABLE 11/30/2023 EFFECTIVE 11/30/2023	170.62			
12/04/23	543916688 DIVIDEND ON LORD ABBETT SHORT DURATION INCOME I PAYABLE 11/30/2023 EFFECTIVE 11/30/2023	310.33			
12/11/23	30231G102 DIVIDEND ON 220 SHS EXXON MOBIL CORP AT 0.95 PER SHARE PAYABLE 12/11/2023 EX DATE 11/14/2023	209.00			

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TRANSACTION DETAIL (CONTINUED)

DATE	DESCRIPTION	PRINCIPAL CASH	INCOME CASH	COST	GAIN / LOSS
12/12/23	91324P102 DIVIDEND ON 150 SHS UNITEDHEALTH GROUP INC AT 1.88 PER SHARE PAYABLE 12/12/2023 EX DATE 12/01/2023	282.00			
12/12/23	233203843 DIVIDEND ON 1,508.029 SHS DFA US SMALL CAP AT .14492 PER SHARE PAYABLE 12/12/2023 EX DATE 12/11/2023	218.54			
12/12/23	233203843 LONG TERM CAPITAL GAINS DIVIDEND ON 1,508.029 SHS DFA US SMALL CAP AT .57561 PER SHARE PAYABLE 12/12/2023 EX DATE 12/11/2023	868.04			868.04
12/14/23	594918104 DIVIDEND ON 75 SHS MICROSOFT CORP AT 0.75 PER SHARE PAYABLE 12/14/2023 EX DATE 11/15/2023	56.25			
12/14/23	437076102 DIVIDEND ON 125 SHS HOME DEPOT INC AT 2.09 PER SHARE PAYABLE 12/14/2023 EX DATE 11/29/2023	261.25			
12/14/23	52471E258 DIVIDEND ON 930.148 SHS CLEARBRIDGE INTERNATIONAL GROWTH FUND CLASS IS AT .824362 PER SHARE PAYABLE 12/13/2023 EX DATE 12/13/2023 EFFECTIVE 12/13/2023	766.78			
12/14/23	00143W859 DIVIDEND ON 751.207 SHS INVESCO DEVELOPING MARKETS R6 AT .3676 PER SHARE PAYABLE 12/13/2023 EX DATE 12/13/2023 EFFECTIVE 12/13/2023	276.14			
12/14/23	779556406 DIVIDEND ON 966.743 SHS T ROWE PRICE MID-CAP GROWTH I AT .2085 PER SHARE PAYABLE 12/13/2023 EX DATE 12/13/2023 EFFECTIVE 12/13/2023	201.57			
12/14/23	779556406 SHORT TERM CAPITAL GAINS DIVIDEND ON 966.743 SHS T ROWE PRICE MID-CAP GROWTH I AT .3155 PER SHARE PAYABLE 12/13/2023 EX DATE 12/13/2023 EFFECTIVE 12/13/2023	305.01			305.01

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TRANSACTION DETAIL (CONTINUED)

DATE	DESCRIPTION	PRINCIPAL CASH	INCOME CASH	COST	GAIN / LOSS
12/14/23	779556406 LONG TERM CAPITAL GAINS DIVIDEND ON 966.743 SHS T ROWE PRICE MID-CAP GROWTH I AT 5.9728 PER SHARE PAYABLE 12/13/2023 EX DATE 12/13/2023 EFFECTIVE 12/13/2023	5,774.16			5,774.16
12/15/23	580135101 DIVIDEND ON 75 SHS MCDONALDS CORP AT 1.67 PER SHARE PAYABLE 12/15/2023 EX DATE 11/30/2023	125.25			
12/15/23	298706110 DIVIDEND ON 996.959 SHS AMERICAN FUNDS EUROPACIFIC GROWTH F3 AT .8957 PER SHARE PAYABLE 12/15/2023 EX DATE 12/14/2023	892.98			
12/15/23	298706110 LONG TERM CAPITAL GAINS DIVIDEND ON 996.959 SHS AMERICAN FUNDS EUROPACIFIC GROWTH F3 AT 1.0584 PER SHARE PAYABLE 12/15/2023 EX DATE 12/14/2023	1,055.18			1,055.18
12/18/23	26441C204 DIVIDEND ON 200 SHS DUKE ENERGY CORP AT 1.025 PER SHARE PAYABLE 12/18/2023 EX DATE 11/16/2023	205.00			
12/18/23	46141P388 DIVIDEND ON 5,408.442 SHS PALMER SQUARE INCOME PLUS AT .1496 PER SHARE PAYABLE 12/15/2023 EX DATE 12/15/2023 EFFECTIVE 12/15/2023	809.10			
12/19/23	256210105 DIVIDEND ON 16,327.66 SHS DODGE & COX INCOME I AT .129 PER SHARE PAYABLE 12/18/2023 EX DATE 12/18/2023 EFFECTIVE 12/18/2023	2,106.27			
12/21/23	81369Y605 DIVIDEND ON 1,300 SHS SPDR FINANCIAL SELECT SECTOR ETF AT .183501 PER SHARE PAYABLE 12/21/2023 EX DATE 12/18/2023	238.55			
12/21/23	4812C0530 DIVIDEND ON 375.111 SHS JPMORGAN LARGE CAP GROWTH CL I AT .074 PER SHARE PAYABLE 12/21/2023 EX DATE 12/20/2023	27.76			

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TRANSACTION DETAIL (CONTINUED)

DATE	DESCRIPTION	PRINCIPAL CASH	INCOME CASH	COST	GAIN / LOSS
12/21/23	921908877 DIVIDEND ON 477.247 SHS VANGUARD REAL ESTATE INDEX FUND ADMIRAL SHARES AT 1.5142 PER SHARE PAYABLE 12/21/2023 EX DATE 12/20/2023	722.65			
12/21/23	922908660 DIVIDEND ON 141.091 SHS VANGUARD GROWTH INDEX ADM AT .2973 PER SHARE PAYABLE 12/21/2023 EX DATE 12/20/2023	41.95			
12/22/23	92204A702 DIVIDEND ON 150 SHS VANGUARD INFORMATION TECHNOLOGY ETF AT .7946 PER SHARE PAYABLE 12/22/2023 EX DATE 12/19/2023	119.19			
12/28/23	907818108 DIVIDEND ON 100 SHS UNION PACIFIC CORP AT 1.30 PER SHARE PAYABLE 12/28/2023 EX DATE 12/07/2023	130.00			
12/29/23	34959J108 DIVIDEND ON 300 SHS FORTIVE CORP AT 0.08 PER SHARE PAYABLE 12/29/2023 EX DATE 11/22/2023	24.00			
12/29/23	11135F101 DIVIDEND ON 85 SHS BROADCOM INC AT 5.25 PER SHARE PAYABLE 12/29/2023 EX DATE 12/19/2023	446.25			
12/29/23	74256W485 DIVIDEND ON 9,807.857 SHS PRINCIPAL SPECTRUM PREFERRED & CAP SEC INC R6 AT .0474 PER SHARE PAYABLE 12/27/2023 EX DATE 12/27/2023 EFFECTIVE 12/27/2023	464.89			
TOTAL DIVIDENDS		66,398.50	0.00	0.00	8,002.39
INTEREST					
09/05/23	91282CGN5 ACCRUED INTEREST PAID 45,000 UNITS US TREASURY NTS DTD 02/16/2023 4.625% 02/28/2025	28.59-			
TOTAL INTEREST		28.59-	0.00	0.00	0.00

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TRANSACTION DETAIL (CONTINUED)

DATE	DESCRIPTION	PRINCIPAL CASH	INCOME CASH	COST	GAIN / LOSS
PURCHASES					
04/05/23	543916688 PURCHASED 19,379.845 SHS LORD ABBETT SHORT DURATION INCOME I ON 04/04/2023 AT 3.87	75,000.00-		75,000.00	
04/06/23	594918104 PURCHASED 75 SHS MICROSOFT CORP ON 04/04/2023 AT 288.98 THRU INSTINET COMMISSIONS PAID 5.00	21,678.50-		21,678.50	
09/05/23	91282CGN5 PURCHASED 45,000 UNITS US TREASURY NTS DTD 02/16/2023 4.625% 02/28/2025 ON 09/01/2023 AT 99.3008 THRU DAIN RAUSCHER INCORPORATED	44,685.35-		44,685.35	
TOTAL PURCHASES		141,363.85-	0.00	141,363.85	0.00
DISTRIBUTIONS					
01/03/23	DISTRIBUTION BY ACH PAID TO COUNTRY CLUB BANK CHECKING ACCT	36,805.50-			
04/03/23	DISTRIBUTION BY ACH PAID TO COUNTRY CLUB BANK CHECKING ACCT	36,805.50-			
TOTAL DISTRIBUTIONS		73,611.00-	0.00	0.00	0.00
FEES					
	NET MONTHLY FEE TO FOR THE PERIOD	10,821.45-			
TOTAL FEES		10,821.45-	0.00	0.00	0.00
OTHER DISBURSEMENTS					
01/17/23	G5960L103 FOREIGN TAX WITHHELD AND PAID TO ON MEDTRONIC PLC EFFECTIVE 01/13/2023	29.75-			
07/03/23	DISTRIBUTION BY ACH PAID TO COUNTRY CLUB BANK CHECKING ACCT	36,805.50-			
10/02/23	DISTRIBUTION BY ACH PAID TO COUNTRY CLUB BANK CHECKING ACCT	36,805.50-			
TOTAL OTHER DISBURSEMENTS		73,640.75-	0.00	0.00	0.00

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TRANSACTION DETAIL (CONTINUED)

DATE	DESCRIPTION	PRINCIPAL CASH	INCOME CASH	COST	GAIN / LOSS
SALES AND MATURITIES					
04/05/23	00143W859 SOLD 257.865 SHS INVESCO DEVELOPING MARKETS R6 ON 04/04/2023 AT 38.78	10,000.00		9,094.14-	905.86
04/05/23	40168W525 SOLD 3,123.699 SHS GUGGENHEIM TOTAL RETURN BOND INSTL ON 04/04/2023 AT 24.01	75,000.00		83,965.03-	8,965.03-
04/05/23	233203843 SOLD 76.863 SHS DFA US SMALL CAP ON 04/04/2023 AT 39.03	3,000.00		1,594.14-	1,405.86
04/06/23	493267108 SOLD 925 SHS KEYCORP ON 04/04/2023 AT 11.62 THRU CAPITAL INSTITUTIONAL SEVRS COMMISSIONS PAID 46.25 EXPENSES PAID 0.09	10,702.16		13,180.70-	2,478.54-
04/06/23	037833100 SOLD 120 SHS APPLE INC ON 04/04/2023 AT 166.1631 THRU CAPITAL INSTITUTIONAL SEVRS COMMISSIONS PAID 6.00 EXPENSES PAID 0.16	19,933.41		3,348.00-	16,585.41
07/07/23	92826C839 SOLD 25 SHS VISA INC CL A ON 07/05/2023 AT 238.89 THRU INSTINET COMMISSIONS PAID 5.00 EXPENSES PAID 0.05	5,967.20		1,840.87-	4,126.33
07/07/23	22160K105 SOLD 20 SHS COSTCO WHOLESALE CORPORATION ON 07/05/2023 AT 540.03 THRU INSTINET COMMISSIONS PAID 5.00 EXPENSES PAID 0.09	10,795.51		3,185.60-	7,609.91
07/07/23	92204A702 SOLD 25 SHS VANGUARD INFORMATION TECHNOLOGY ETF ON 07/05/2023 AT 440.66 THRU INSTINET COMMISSIONS PAID 5.00 EXPENSES PAID 0.09	11,011.41		3,539.00-	7,472.41
08/21/23	666807102 SOLD 35 SHS NORTHROP GRUMMAN CORP ON 08/17/2023 AT 428.8806 THRU CAPITAL INSTITUTIONAL SEVRS COMMISSIONS PAID 1.75 EXPENSES PAID 0.12	15,008.95		15,964.48-	955.53-
09/05/23	11135F101 SOLD 15 SHS BROADCOM INC ON 08/31/2023 AT 920.156 THRU INSTINET COMMISSIONS PAID 5.00 EXPENSES PAID 0.11	13,797.23		2,233.95-	11,563.28

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TRANSACTION DETAIL (CONTINUED)

DATE	DESCRIPTION	PRINCIPAL CASH	INCOME CASH	COST	GAIN / LOSS
09/05/23	037833100 SOLD 75 SHS APPLE INC ON 08/31/2023 AT 188.86 THRU INSTINET COMMISSIONS PAID 5.00 EXPENSES PAID 0.11	14,159.39		2,092.50-	12,066.89
09/05/23	693475105 SOLD 100 SHS PNC FINANCIAL SERVICES GROUP INC ON 08/31/2023 AT 120.07 THRU INSTINET COMMISSIONS PAID 5.00 EXPENSES PAID 0.10	12,001.90		16,468.00-	4,466.10-
10/05/23	92338C103 SOLD .67 SHS VERALTO CORP ON 10/05/2023 AT 74.2836 SELL FRACTIONS	49.77		15.68-	34.09
11/16/23	92338C103 SOLD 66 SHS VERALTO CORP ON 11/14/2023 AT 73.485 THRU CAPITAL INSTITUTIONAL SEVRS COMMISSIONS PAID 3.30 EXPENSES PAID 0.04	4,846.67		1,545.08-	3,301.59
	MM0000776 NET WITHDRAWAL FDIC INSURED SWEEP 5.11%	27,258.43		27,258.43-	
TOTAL SALES AND MATURITIES		233,532.03	0.00	185,325.60-	48,206.43
NON CASH ACTIVITY					
04/25/23	74253Q416 EXCHANGE 9,807.857 SHS PRINCIPAL SPECTRUM PREFERRED AND CAPITAL SECURITIES INCOME FUND INSTL CL AT THE RATE OF 100% FOR 9,807.857 SHS PRINCIPAL SPECTRUM PREFERRED & CAP SEC INC R6 EFFECTIVE 04/24/2023 SHARE CLASS CONVERSION			100,336.39-	
04/25/23	74256W485 EXCHANGE 9,807.857 SHS PRINCIPAL SPECTRUM PREFERRED AND CAPITAL SECURITIES INCOME FUND INSTL CL AT THE RATE OF 100% FOR 9,807.857 SHS PRINCIPAL SPECTRUM PREFERRED & CAP SEC INC R6 EFFECTIVE 04/24/2023 SHARE CLASS CONVERSION			100,336.39	

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TRANSACTION DETAIL (CONTINUED)

DATE	DESCRIPTION	PRINCIPAL CASH	INCOME CASH	COST	GAIN / LOSS
07/11/23	29875E100 EXCHANGE 1,000.864 SHS AMERICAN FUNDS EUROPACIFIC GROWTH F-2 AT THE RATE OF 99.60981% FOR 996.959 SHS AMERICAN FUNDS EUROPACIFIC GROWTH F3 EFFECTIVE 07/10/2023 SHARE CLASS CONVERSION			53,672.06-	
07/11/23	298706110 EXCHANGE 1,000.864 SHS AMERICAN FUNDS EUROPACIFIC GROWTH F-2 AT THE RATE OF 99.60981% FOR 996.959 SHS AMERICAN FUNDS EUROPACIFIC GROWTH F3 EFFECTIVE 07/10/2023 SHARE CLASS CONVERSION			53,672.06	
10/02/23	235851102 SPINOFF DANAHER CORP AT THE RATE OF 33.33333333% FOR 66.67 SHS VERALTO CORP .333333:1 STOCK SPINOFF				
10/02/23	92338C103 SPINOFF DANAHER CORP AT THE RATE OF 33.33333333% FOR 66.67 SHS VERALTO CORP .333333:1 STOCK SPINOFF				
10/03/23	235851102 ADJUSTMENT TO BOOK VALUE FOR SPINOFF DANAHER CORP TRADE DATE 10/02/2023 MARKET VALUE 0.00				
10/03/23	92338C103 ADJUSTMENT TO BOOK VALUE FOR SPINOFF VERALTO CORP EFFECTIVE 10/02/2023 MARKET VALUE 0.00				
	TOTAL NON CASH ACTIVITY	0.00	0.00	0.00	0.00
	ENDING BALANCE	464.89	0.00	1,585,825.22	56,208.82

JANUARY 01, 2023 TO DECEMBER 31, 2023**ACCOUNT NAME:** CNTR 4 PRACT IMA
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We may select a Money Market or other Mutual Fund on your behalf for investment of all or a portion of your funds. We may receive administrative fees from certain fund managers for administrative services we provide in connection with accounts we hold with investments in their funds.

We offer an FDIC Insured Cash Equivalent Sweep vehicle for our clients. This vehicle will use banks we have business relationships with and banks with which we have no other relationship. We may earn a fee on balances held in the FDIC Insured Sweep.

State trust statutes provide that a beneficiary may not commence a proceeding against a trustee for breach of trust more than one year after the date the beneficiary or a representative of a beneficiary was sent a report that adequately disclosed the existence of a potential claim for breach of trust and informed the beneficiary of the time allowed for commencing a proceeding. This account statement represents the Trustee's report of its acts and each Beneficiary or a representative of a Beneficiary has two years from the date of mailing of this Trustee's report to commence a proceeding against the Trustee for breach of trust for any acts disclosed in the Trustee's report.

State trust statutes require that a Trustee who receives compensation from an investment company or investment trust for which the Trustee, or its affiliate, provide investment advisory or investment management services, must at least annually notify the persons entitled to receive a copy of the Trustee's annual report, the rate, formula, or method by which that compensation was determined. Please contact your Trust Officer if you have any questions.

JANUARY 01, 2023 TO DECEMBER 31, 2023**ACCOUNT NAME:** CNTR 4 PRACT IMA
ACCOUNT NUMBER: 10890003729

**Notification of Your Rights As A Qualified or Remainder Beneficiary
Per Oregon and Washington Statutes**

The statutes of Oregon and Washington allow the qualified or remainder beneficiaries to request and periodically receive the following items:

- (i) The existence of the trust;
- (ii) The identity of the trustor or trustors;
- (iii) The trustee's name, address, and telephone number; and
- (iv) The right to request such information as is reasonably necessary to enable the notified person to enforce his or her rights under the trust.

You may request this information by contacting your Trust Officer.

***** PRIVACY NOTICE ***** Midwest Trust Company has a long-standing policy of treating our client's personal information as confidential, and we are committed to maintaining the highest level of confidentiality in regard to all personal information we collect from our clients. Today, data can be stored and transmitted in ways we never would have imagined when our company was founded. Technology does not change our commitment or our responsibility to our clients. We value our relationships highly and protect them in every way we can. This protection begins with our treatment of the personal information you have chosen to share with us. Some of the information we obtain is required by law to help the government fight the funding of terrorism and money laundering activities. We believe you have a right to understand the information we collect from you and how we protect that information.

WHAT INFORMATION IS, OR MAY BE, COLLECTED FROM YOU? "Nonpublic personal information" is information that we obtain from you in the course of acting as your trustee, investment advisor or custodian. Nonpublic personal information does not include publicly available information. Examples of this type of information include personal information such as name, address, phone number, date of birth and social security numbers; Financial information such as income, net worth, risk tolerance, account numbers, tax bracket, assets and liabilities, personal family information such as the names, addresses and dates of birth of family members.

HOW IS INFORMATION COLLECTED? We might collect nonpublic personal information about you from several sources: directly from you through meetings and phone calls; from information supplied through account agreements and other forms; from nonaffiliated third parties such as your accountant, attorney or other professionals; from a member of your family; from information received directly from affiliated third parties. Please note that we will not share any of your personal information with your attorney, accountant, other industry professionals or family members without your prior permission.

WITH WHOM WILL WE SHARE YOUR INFORMATION? We use your information in ways to help us provide services to you. We will use information we have about you to process your requests and transactions, to provide you with additional information about our services or services of an affiliate, or to evaluate your needs. We may also use your information in ways that help us administer our business.

We may share your information to do this with: Individuals with whom you have directed us to speak (such as your accountant, attorney, or family members); regulators such as the state trust examiners when we are required to disclose your information by law; accountants and auditors hired by Midwest Trust Company that performs tax work and required annual examinations; an affiliate with whom we have contracted for operational or investment management services; consultants that we may hire to review our business and regulatory practices; and non affiliated third parties that provide performance measurement services.

We do not sell personal information to anyone. We will not disclose any of your personally identifiable information

JANUARY 01, 2023 TO DECEMBER 31, 2023**ACCOUNT NAME:** CNTR 4 PRACT IMA
ACCOUNT NUMBER: 10890003729

to nonaffiliated third parties other than those identified above unless we have your permission. We require individuals or companies that we may hire to provide additional services to conform to our privacy standards. If you prefer that we do not disclose nonpublic personal information about you to nonaffiliated third parties, you may opt out of these disclosures and direct us not to do so except for disclosures permitted by law. Please contact your administrator if you wish to opt out of disclosures to nonaffiliated parties.

WHAT ABOUT EMAIL? We will communicate with you using email if you request it. Please keep in mind that we cannot guarantee the security of information you submit to us or we submit to you when it travels across the Internet.

HOW DO WE PROTECT YOUR INFORMATION? All Midwest Trust employees are bound by policies that include the responsibility to protect the confidentiality of all client information. Only those employees who need nonpublic personal information about clients to do their jobs are given access to this information. We maintain physical, electronic and procedural safeguards to protect your nonpublic personal information.

WHEN SHOULD YOU CONTACT US? We will continue to evaluate our efforts to protect your personal information and ensure it is kept accurate and current. Please contact us if you find any errors in your personal information, need to make a change to that information, or have questions about our policies. We reserve the right to change or update our policies, and will notify you of this change in writing before making a change.

***** NOTICE OF SOFT DOLLAR POLICY ***** When we execute brokerage transactions on your behalf through a broker we have selected, it is our primary intention to get the best execution possible. The broker selection is based first on its ability to deliver on our requirements of best execution. Then other factors, including but not limited to, the value of research services, custodial services, or performance measurement services provided to us for your benefit by such broker or third parties, are considered. If you have any questions, please call your portfolio manager or trust officer.

*****CERTIFICATE OF DEPOSIT BASED MONEY MARKET*****

Midwest Trust Company partakes in a program that utilizes accounts in the form of demand deposit accounts and money market deposit accounts for cash balances. That program may impact FDIC insurance limits should account clients/beneficiaries also use a particular banking institution utilized in the program. Should you have any questions regarding the foregoing please contact your account administrator.

*****IRA ACCOUNTS ONLY*****

This statement reflects the year end fair market value of your IRA. This information is being provided to the IRS on Form 5498. If you took a distribution from your IRA, a separate tax reporting statement will be mailed by January 31st. The IRS will also receive information concerning the amount of required minimum distributions for individuals that were the age of 70 1/2 prior to January 1, 2020 and individuals that turned 72 on or after January 1, 2020 and age 73 for individuals that turned 72 after December 31, 2022. For Self Directed IRA's, the statement reflects your direction as to assets so held.



2024 Board & Committees

All 2024 Board meetings will utilize Zoom link

<https://us02web.zoom.us/j/9528298699>

Board Meetings

2024 Meeting Dates: 8:00-9:30 am CT on the 2nd Wednesday of every other month
Jan 12, Mar 13, May 8, Jul 10, Sep 11, Nov 13

Executive Committee (§5.1.1)

2024 Meeting Dates: 8 am CT on the 2nd Wednesday of the month opposite Board meetings
Feb 14, Apr 10, Jun 12, Aug 14, Oct 9, Dec 11

- Steve Salanski, Board and Executive Committee Chair
- Mark R. Thompson, Vice Chair and Governance Committee Co-Chair
- Eva Karp, Immediate Past Chair
- Tresia Franklin, Treasurer and Finance Committee Chair
- Jane Lombard, Secretary
- Alan Edelman, Resource Development Chair
- Maggie Neustadt, Governance Committee Co-Chair

Staff: James Stowe

Finance (§5.1.2)

2024 Meeting Dates: 7:45 am CT on the Thurs before every board meeting
Mar 7, May 2, **Wed Jul 3**, Sep 5, Nov 7

- Tresia Franklin, Chair
- Raghu Adiga
- Kathleen Gould (non-board)
- Marc Hammer (non-board)
- Mike Rode

Staff: James Stowe

Governance (§5.1.4)

2024 Meeting Dates: 8 am CT on the 2nd Friday of every other month
Feb 9, Apr 12, Jun 14, Aug 9, Oct 11, Dec 13

- Mark R. Thompson, Co-Chair
- Maggie Neustadt, Co-Chair
- Abiodun Akinwuntan
- Mary Beth Blake
- Mitzi Cardenas
- Anita Ho
- Marvia Jones
- Eva Karp
- Jane Lombard

Staff: James Stowe

Audit (§5.1.3)

- Kathleen Gould, Chair
- Tresia Franklin
- Marc Hammer

Staff: James Stowe

Resource Development & Major Gifts (§5.1.5)

2024 Meeting Dates: 8 am CT on the 1st Wed of the month opposite Board meeting
Feb 7, Apr 3, Jun 5, Aug 7, Oct 2, Dec 4

- Alan Edelman, Chair
- Rob Ayala-Flores
- Ed O'Connor

*Staff: Cindy Leyland
James Stowe
Trudi Galblum*



Center for Practical Bioethics
Board of Directors 2023 Self-Evaluation Action Plan
(Updated, January 2024, with Actions Taken in 2023)

Statement	Average Rating (1-5)	Action Plan
<p>Section A: How well has the board done its job?</p> <ul style="list-style-type: none"> The board’s meeting agenda clearly reflects our strategic goals and/or priorities 	4.15	<ol style="list-style-type: none"> Highlight Agenda items that align with strategic goals Begin board meeting with a moment to connect with the mission: opening call for the purpose of the Center; success story that reminds us of the mission and purpose Regular strategic report-out by staff – play-back progress on each strategic objective
<p>2023 Actions</p> <ul style="list-style-type: none"> A mission reflection item was added to each Board agenda, usually highlighting a story of the Center’s applied impact on people or systems. Each program lead for the Center’s three strategic program areas presented updates on their progress at Board meetings. Board agendas were crafted to bring forward items of strategic import. 		
<p>Section B: How well has the board conducted itself?</p> <ul style="list-style-type: none"> The board has a plan for director education and further board development. 	4.05	<ol style="list-style-type: none"> Consider Nonprofit Connect’s Board Bootcamp resources <i>Note: Board members may access on-line resources through the Center’s membership</i> Nonprofit Connect presentation at Board retreat
<p>2023 Actions</p> <ul style="list-style-type: none"> Nonprofit Connect’s Board Bootcamp resources were distributed to Board members and incorporated into new Board member orientation documents. Luann Feehan, President & CEO of Nonprofit Connect, was an invited presenter at the 2023 Board retreat. 		
<p>Section C: Justice, Equity, Diversity and Inclusion</p> <ul style="list-style-type: none"> The board recognizes how power, privilege, and marginalization affect us in our interactions with each other and the community. As a board, we strive to think strategically about how our goals challenge power imbalances that negatively impact health outcomes for some communities. (Strategic focus on equity) 	4.20 & 4.20	<ol style="list-style-type: none"> Receive ongoing training and consultation on the role of governance in deepening DEIJ progress <i>Note: Board Meeting format changes may be needed to be considered to accommodate</i> Sophic Solutions, LLC. presentation at Board retreat
<p>2023 Actions</p>		

<ul style="list-style-type: none"> • Sophic Solutions, LLC. Presented at the 2023 Board Retreat. • Recommended Board actions to operationalize equity incorporated into each Board meeting agenda. • The Board’s approach to DEI incorporated into new Board member leadership training. • The Governance Committee committed to diverse representation, skills, and experience in nomination of 3 new Board members. 		
Section D: Board’s relationship with CEO <ul style="list-style-type: none"> • The board has developed formal criteria and a process for evaluating the President/CEO. 	4.05	1. Implement at least annual written evaluation of the President/CEO, tied to organizational goals and objectives <i>Note: Best practice templates exist that may be reviewed and considered</i>
2023 Actions <ul style="list-style-type: none"> • The Executive Committee was convened at least every other month to offer real-time guidance and act as a sounding board for the new CEO. • Board members were surveyed to ascertain level of comfort and engagement in the CEO evaluation process. • The Governance Committee proposed a formal CEO evaluation process, tied to a newly created CEO Goals and Objectives document that provided specific and measurable criteria. 		
Section E: Feedback to the chair of the board <ul style="list-style-type: none"> • The board has discussed the role and responsibilities of the Chair. 	4.00	1. Consider Nonprofit Connect’s Board Bootcamp resources 2. Nonprofit Connect presentation at Board retreat
2023 Actions <ul style="list-style-type: none"> • Nonprofit Connect’s Board Bootcamp resources, specific to the roles and responsibilities of the Board Chair, were distributed to Board members and incorporated into new Board member orientation documents. • Luann Feehan, President & CEO of Nonprofit Connect, was an invited presenter at the 2023 Board retreat. 		



Center for Practical Bioethics Executive Committee Meeting

Minutes

December 13, 2023 8:15 AM

(Note, special Board meeting at 8 AM to elect nominated members)

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

AGENDA

I. Call to Order/Welcome

Steve Salanski, Chair

II. Strategic Opportunities and Operational Considerations

Steve Salanski and James Stowe

A) The John and Wauna Harman Foundation Opportunity

- Update on November 30 meeting and discussions with Foundation staff
- James meet with the Harmon Foundation November 30th regarding the \$1 million grant that will support Dr. Gloria Anderson to continue her work under the umbrella of the CPB. Dr. Anderson will start sometime in 2024 and it had not been decided whether she will be a contract employee or other status.

B) Update on facility search/remote transition

- Summary of logistics and timing

No appropriate facility had been located so it appears that we will not be in a building for the first couple of quarters for 2024. This may benefit our cash flow, saving us \$18k.

C) Update on cash position

Despite the special one-time draw from Foley in late 2023, an additional draw of \$50k was needed from the line of credit to meet ongoing obligations. Receipts from service agreements in January is likely to eliminate the need for the line of credit in the near term.

D) Contract Negotiations with KCU

KCU continues to redesign their bioethics program, with a new academic leader, and the desire to institute a shadowing experience for their students. Department leadership desire to reduce overall expenditures. The Center has proposed an independent study approach to shadowing, and for Ryan Pferdehirt to continue in a reduced teaching capacity, but negotiations have not yet concluded.

E) Administrative and Financial Functions Recommendations

- Summary Findings by Martha Gershun (MG Consulting, LLC)

Martha Gershun recommended several changes to the CEO to better align the Center's financial/administrative roles with best practices, including clarifying reporting structures for internal functions, adding an individual experienced in nonprofit accounting to assist with some financial functions, and over time, aligning program versus administrative personnel costs with best practices for the nonprofit sector.

F) Program Update, Health and Social Justice

- 2024 Goals and Objectives
- Discuss that we have tried to get in touch with Francis; and presented Erika with the memo; and we await 2024 goals and objectives

G) Other recommendations/ideas

H) Discussed Terry Rosell's intended retirement date and Eva volunteered to host the retreat social event at her home.

V. Adjourn

Next Executive Committee Meeting: February 14, 2024 (8:00 AM)



Center for Practical Bioethics Finance Committee Meeting

Minutes

December 15, 2023 7:45 AM

Note: Special 2024 Budget Meeting

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

Attendance: Raghu Adiga, Tresia Franklin, Steve Salanski, Mike Rode, Kathleen Gould, Marc Hammer James and Cindy

AGENDA

I. Call to Order/Welcome

Tresia Franklin, Chair

II. 2024 Budget

Tom Ross, Supporting Strategies

James Stowe

A) Presentation of the proposed 2024 budget

a. Revenue note – areas of lower confidence total \$322,222

- Line 8, 4210 Grants - \$15,000 secured/likely; lower confidence in \$100,000
- Line 15, 4660 Donations, Unrestricted - \$250,000 from historic experience; lower confidence in \$100,000
- Line 9, 4310 Endowment Receipts – approved spending policy of \$25,000 draw; undesirable one-time draw of ~~\$122,222~~ 80,376

Motion Raghu; second Mike; motion carried

III. Adjourn

Next Finance Committee Meeting: TBA



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

Minutes

Deleted: Agenda

By Computer: <https://us02web.zoom.us/j/8387627298>
Meeting ID: 838 762 7298

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 October 7 and 27 (special board candidate meeting), 2023 Minutes

(Note: These minutes were already accepted and approved at the last full board meeting.)

2. Board member terms

a. Vote on new Board member nominees

James summarized the board candidates and how they came to the table. Others who vetted the candidates spoke to their qualifications and background, as well as impressions from initial interviews.

Mark motioned; Jane seconded; no questions/discussion; motion carried.

Steve mentioned that one candidate will be filling the remaining 1-year appointment of Karen's seat, so should we decide that in this committee?

Mark asked Cindy to describe historical experience – should this be filled by the referred individual?

i. New member orientation – general schedule and agenda

The timing and content of the new member orientation meeting was discussed.

3. Annual retreat

a. Discussion on Agenda and key topics

The agenda for the board retreat, including specific items and presentations compared and contrasted to last year's meeting was discussed. Committee members emphasized

the need to focus on DEI initiatives and the board's DEI approach at the retreat, and in every area of the Board's work and responsibility.

4. Board self-evaluation action plan

a. Survey –

A follow-up survey to the 2023 self-evaluation, to determine how the Board thinks we have done in responding to the 2023 findings, was discussed.

Staff are likely to have the capacity to issue and manage a post-action plan survey after the retreat.

b. Responses at the retreat

5. Review/Update Bylaws

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

- i. Update: Readiness for the Governance Committee in February, Board action in March on a number of changes and updates to the bylaws

Next Meeting Friday, February 9, 2024 8:00 AM

Operationalizing Equity





2024 Goals and Objectives for President and CEO, James Stowe

This document outlines a portfolio of work and measurable progress for the Center's President and CEO. The goals and objectives will be altered from time to time, and the Board sets ultimate parameters for the CEO's work and performance.

Although the cornerstone goals and objectives are specific to programs and initiatives, and their respective staff leaders, the CEO holds final accountability for each. Therefore, each is included, and a special emphasis is added to Goal 4, because the core capacities and administrative strengths outlined in that goal are related to the CEO's administrative purview.

In addition to the overarching Center goals and objectives, CEO-specific goals and objectives are enumerated that assist the CEO with prioritizing activities, and to assist the Board in oversight and evaluation of the CEO's performance.

Center Goals and Objectives

1 Goal: CPB is a trusted provider of ethics education and ethics consultation services.

Objectives

- 1.1** Maintain a continuous agreement with KUMC at or above 2023 levels, with attention to a transitional plan for 2025 following Dr. Rosell's retirement.
- 1.2** By March 31, 2025, add four health systems (1 major and 3 minor systems).
- 1.3** By March 31, 2025, add \$50,000 in new revenue through ethics services agreements.
- 1.4** By March 31, 2025, earn enough in Ethics Services to justify the addition of 1.0FTE personnel for ethics services, supported by new earned revenue.
- 1.5** Through 2025 and beyond, sustain and optimize current Ethics Services agreements by maintaining or increasing revenue, optimizing utilization, and achieving high customer satisfaction.
- 1.6** Continue to demonstrate mentoring of young people into bioethics vocations by means of one or several internships, providing opportunities for shadowing, and intentional generativity.

2 Goal: CPB is a trusted partner and resource for responsible development and implementation of AI in healthcare.

Objectives

- 2.1** Develop a healthcare IT procurement guide for provider institutions by Q4 2024.
- 2.2** By March 31, 2025, add \$50,000 in new revenue through ethics services agreements.
- 2.3** By March 31, 2025, earn enough in Ethics Services to justify the addition of 1.0FTE personnel for ethics services, supported by new earned revenue.
- 2.4** Implement Ethical AI adoption practices at 2 hospital systems by Q4 2024.
 - 2.4.1 Complete St. Luke's onboarding as an Ethical AI services Consortium member in Q1 2024 and schedule workshop
- 2.5** Develop an ethics checklist and a data bias toolkit for healthcare IT vendors by Q4 2024.
- 2.6** Create Ethical AI Consultation Package by Q4 2024.
- 2.7** Hold at least 1 community workshop in collaboration with Digital Health KC with Digital Health companies in the KC region (Q2 2024)
- 2.8** Hold at least 6 presentations to healthcare IT stakeholders.

3 Goal: Create a culture of deliberative dialogue and decision-making to advance health and social justice.

Objectives

- 3.1** By Q3 2026, pilot, assess, and disseminate results of the beta version community deliberation toolkit
 - 3.1.1 Secure new grant funding to support a minimum project cost of \$295k, end of Q2 2024
 - 3.1.2 Explore backup funding avenues, Q1-Q2 2024
 - 3.1.3 Identify and secure agreements with 4 to 6 community partners (e.g., Missouri Rural Health Association, Missouri Community Action Network, K-State Research and Extension, Missouri River Bird Observatory, KC Department of Public Health) that do deliberation-adjacent activities and wish to build their deliberative skills and competencies, Q2 2024
 - 3.1.4 Retool expert advisory committee and identify staff support to be hired once funding is secured, Q2-3 2024
 - 3.1.5 Collaborate with Drs. Steven Woolf and Tony Iton to develop and refine their “Ted Talk” expert presentations, Q2 2024
 - 3.1.6 Identify and recruit 2 co-lead facilitators with deliberation-facilitation and other necessary expertise (e.g., positionality and power attunement), Q2 2024
 - 3.1.7 Develop train-the-trainer curriculum for partner-trainees, Q3 2024
 - 3.1.8 Submit IRB protocol for human subjects review, Q3 2024
 - 3.1.9 Schedule train-the-trainer sessions (three in total, virtual and in-persons sessions), Q3 2024
 - 3.1.10 Identify locations for and schedule pilot deliberations, Q4 2024
 - 3.1.11 Implement a three part train-the-trainer sessions, Q4 2024
 - 3.1.12 Recruit participants for and conduct pilot deliberations, Q1-Q2 2025
 - 3.1.13 Assess and analyze pilot deliberations, using qualitative and quantitative methods Q2-Q4 2025
 - 3.1.14 Disseminate results of pilot deliberations in peer review literature and policy, funder, and community outlets Q1-Q3 2026
 - 3.1.15 Identify and recruit a business model canvas consultant, Q3 2024

- 3.2** Through 2024 and beyond, establish the Center as a hub of expertise in health justice and democratic deliberation.
- 3.2.1 By Q1 2026, identify governmental and/or philanthropic resources to scale up the community deliberation initiative, to support building a network of organizations that incorporates deliberative dialogue and decision-making into the lifecycle of population health research and action.
- 3.2.2 Through 2024 and beyond, sustain consultation agreements and collaborations with partners that seek to advance health and social justice through the use of democratic deliberation. Illustrative examples appear below:
- a. NIH Center for the Ethics of Indigenous Genomic Research (CEIGR) contract, with up to \$25k remaining in 2024, closes June 2024. CEIGR uses deliberative research and action with Tribal communities to advance health and social justice for Indigenous people. Role: Consultant
 - b. NIH Department of Bioethics, Fairness Dialogues Field Laboratory (FairLab), \$28,300 (.10FTE), new contract (funded) 2024. FairLab advances the practice and science of deliberative methods to support a fair distribution of health, a fair health system, and a fair society. Role: Co-investigator
 - c. NIH Human Genome Research Institute, new contract (proposal submitted November 2023). If funded, this proposal will use deliberative research and action to identify culturally appropriate governance and stewardship structures for AIAN specimens to promote cancer research with AIAN people and reduce AIAN cancer disparities. Role: Consultant
 - d. University of Texas Southwestern, new contract (NIH proposal to be submitted February 2024). If funded, this proposal will use deliberative research to develop a framework of principles to guide policy and practices related to the reinterpretation, reclassification, and recontact of patients with genetic variants of uncertain significance—variants which disproportionately impact genetic ancestral groups underrepresented in genomic datasets and which are more likely to undergo reclassification. Role: Co-investigator, .15FTE
- 3.2.3 Through 2024 and beyond, continue to lecture, publish, and engage policymakers, the public, and scholars on issues of health justice and democratic deliberation as a means of advancing health and social justice. Illustrative examples appear below:
- e. Joint Session of the Harvard Medical School Organizational Ethics Consortium and Clinical Ethics Consortium, Harvard University Medical School and Department of Bioethics, Panelist, Q4 2023. I was asked to speak to the role of public deliberation in patient and public engagement in the healthcare sector and its relevance in creating space for marginalized voices and advancing health and social justice. *Publication authored by panelists is under consideration, 2024*
 - f. Ethox Center, University of Oxford, Theorizing Public Deliberation in Global Health, Expert, Q1 2024. The aim of this meeting is to “undertake preliminary theoretical work and capture expert perspectives on public deliberation and global health research and practice.” *Publications, research partnerships, and grants are anticipated outcomes, 2024-2025*
 - g. National Institutes of Health, Department of Bioethics, Visiting Scholar, Q2
By Q4 2024, submit the paper presented at NIH to a peer review journal (e.g., American Journal of Public Health, or American Journal of Bioethics)
 - h. National Academy of Medicine, Culture of Health publication series, Lead Author, Q1-Q4, 2024

Paper that describes health variation in the White European American population and structural causes and solutions, foregrounding the potential role of structural racism in causation and the need to end systemic racism.

4 Goal: Build core capacity for sustainability and growth.

Objectives

4.1 Raise at least \$500,000 in philanthropic funds annually.

4.1.1 In 2024, raise \$250,000 in unrestricted funds through events; \$303,500 in development income (unrestricted grants, donations, etc.)

4.2 By January, 2025, increase earned income by \$50,000 over 2024 budget (\$200,00), and plot achievable growth for 2026 and beyond.

4.3 Realize increased engagement and dissemination, as measured by media stories, social media engagement, and website traffic for each quarter, reaching a 25% increase by January 2025.

4.4 Secure resources needed to implement a plan to support professional development of staff (e.g., professional membership and conference attendance) for the 2025 budget.

4.5 By Quarter 1, 2024, adopt policies and procedures to foster a warm and welcoming culture that attracts and retains diverse, quality staff (e.g., Employee Handbook revision).

4.5.1 Form employee workgroup to test and implement a productivity policy.

4.6 By Quarter 2 2024, develop and implement a plan for continuous maintenance of excellent stewardship of resources entrusted to us, such as enhanced internal controls, revenue forecasting, dashboard reporting, and clean audits.

4.6.1 Implement recommendations by MG Consulting, LLC., provided to the Center in the fall of 2023.

4.7 By Quarter 3, 2024 develop or refine plans to enhance organizational integration through data systems and management, administrative and support roles and responsibilities, and unified approaches to customer service and revenue acquisition (e.g., platform acquisition/implementation, standard operating procedures, and staff role delineation).

CEO-Specific Goal and Objectives

5 Goal: To provide strategic leadership, inspiring communication, management of a high-performing team, maintenance of strong finances, and development of effective partnerships.

Objectives

- 5.1** Research and analyze current trends, best practices, and emerging issues related to the organization's mission and identify opportunities to advance its role and impact.
- 5.2** Create an organizational disposition that advances diversity, equity, and inclusion in all activities and procedures.
- 5.3** Continually exercise creative resourcefulness in developing new initiatives, opportunities, and sources of revenue and impact.
- 5.4** Build a culture of innovation and continuous improvement by encouraging and supporting staff and volunteers to contribute ideas and feedback on the organization's vision and direction.
- 5.5** Annually, develop and manage a budget that aligns with the strategic plan and maintains financial stability.
- 5.6** Continually maintain clear communication with the Board of Directors, maintain sensitivity to their guidance and oversight, and receive appropriate authorization for all actions.
- 5.7** As opportunities emerge, participate in, or create, local, regional (state), or national partnerships that align with the Center's mission and capacity.
- 5.8** Explore grant or other funded opportunities to partner with aligned stakeholders.