



**Center for Practical Bioethics
Board of Directors Meeting
March 13, 2024**

8:00 – 9:30 AM (Central) | 9:00 – 10:30 AM (Eastern) | 6:00 AM – 7:30 AM (Pacific)

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/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**
January 12, 2024 *(Attachment 1)*

- III. **Committee Reports**
Resource Development Report Alan Edelman, Chair & Cindy Leyland
Finance Report James Stowe, in lieu of Tresia Franklin, Chair
 - Financial Statements *(Attachments 2-4)*
Governance Report Maggie Neustadt and Mark Thompson, Co-Chairs
 - Update on self-evaluation action plan/survey results

- IV. **Consent Agenda (Administrative Matters)**
Executive Committee Minutes, February 14, 2024 *(Attachment 5)*
Finance Committee Minutes, March 7, 2024 *(Attachment 6)*
Governance Committee Minutes, February 9, 2024 *(Attachment 7)*

- V. **Diversity, Equity, and Inclusion Discussion** Steve Salanski, Chair *(Attachment 8)*
 - People (Culture: What does your organization uphold?)

- VI. **Chair and President Reports** Steve Salanski, Chair & James Stowe
Chair's Report
President's Report
 1. Finalizing the Center move
 - i. State registration address
 - ii. Phone system and new numbers – dial 816.221.1100 **only**; staff now have extensions
 2. Update on Harman Foundation opportunity
 3. Update on administrative functions of the Center
 4. Ethical AI team update
 5. Social Media followers correction
 6. Update on 2024 Goals and Objectives *(Attachment 9)*

Next Board Meeting: May 8, 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)
April 2, 2024
- 40th Anniversary Celebration Dinner
April 11, 2024
- Rescheduled Board Retreat
April 12-13, 2024
Evening of April 12, Board & Staff Social, 5:30-7:30 PM, hosted by Eva Karp

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

[Board Book & Materials Link](#)



**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

Attendance:

Eva Karp

Tresia Franklin

Mike Rode

Mark Thompson

Alan Edelman

Anita Ho

Inmaculada de Melo-Martin

Karen Johnson

Maggie Neustadt

Mitzi Cardenas

Vickie Leff

Steve Salanski

Jane Lombard

Norberto Ayala-Flores

Marvia Jones

Abiodun Akinwuntan

Cindy Leyland James Stowe

AGENDA

I. Call to Order

Mission Reflection

Steve Salanski, Chair

James Stowe, President/CEO

Steve opened with a mission reflection by reading several bioethics in action emails that were sent by the Center over the past several months, highlighting why individuals became involved and passionate about the Center's work.

Steve read from these emails, as a reminder of the many ways that individuals have expressed impact and importance of the Center's work. There are varied and rich tales of how bioethics have impacted these individuals personally and professionally.

II. Approval of Board Meeting Minutes

November 8, 2023 and December 13, 2023 Special Meeting

(Attachments 1-2)

Nov 8: Steve corrected the spelling of Alan Edelman's name

Alan moved to approve; Eva seconded; no questions; motion carried

Dec 13: No comments were submitted to edit the minutes

Mark, motioned; Tresia seconded; motion carried

III. Committee Reports

Resource Development Report Alan Edelman, Chair & Cindy Leyland

Our 40th Anniversary goal is nearly close to being met – we are approximately \$5,000 away from meeting this goal. The next item of work will be to ensure attendance is high enough to fill the house.

Cindy Leyland encourages the Board to visit the website to review details on the event. Fund development at the Center is an integrated plan – fundraising, marketing, and communication plan (this will be presented to the Board in March, the updated plan).

Year-end appeal resulted in approximately \$30,000 in donations (including a large, unexpected gift of \$10,000).

Alan states that the reputation of the Center and our important work makes it easier to raise funding and it is important to continue to make these appeals.

Finance Report Tresia Franklin, Treasurer

- Review of 2023 Year-End Financials & Adoption of 2024 Budget [\(Attachment 3\)](#)
Tresia reviewed the 2024 proposed budget and the preliminary 2023 financial results, walking through each major category and highlighting specific changes from 2023 projections and actual results.

Note: Flanigan Endowment report [\(Attachment 4\)](#)

Tresia moved on behalf of the Finance Committee to accept the Foley and Flanigan fund additional draws; Jane seconded; no questions nor discussion; motion carried with unanimity (no oppositions) to meet requirements for Foley draw (and potential Flanigan 2/3 majority needed)

Tresia moved on behalf of the Finance Committee to adopt proposed 2024 budget; Maggie seconded; no questions nor discussion; motion carried

Governance Report Maggie Neustadt and Mark Thompson, Co-Chairs

- Adoption of 2024 Meeting Schedule [\(Attachment 5\)](#)
Governance committee moved to adopt this schedule for the Board and Committees; Mitzi seconded; Steve mentioned that we discovered the requirement for Board approval of our meeting dates each year in the Center's bylaws; Tresia asks about some meetings that need to be moved, or may need to be moved during the course of the year, must we have Board approval again? Steve and Mark commented that several provisions in the bylaws allow for adjustment, including adequate notice of the change; motion carried
- Review of 2023 Board Self-Evaluation Plan [\(Attachment 6\)](#)
Mark presented an evaluative document on progress made; Center staff will send a survey to gauge the Board's view of effectiveness in making the indicated changes; the Governance committee will review results of the survey and continue to make suggestions on how progress toward the needed changes can be made. Center staff will provide at least a week to respond, and it will be a short survey item.

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 [\(Attachment 9\)](#)

Motion made to approve consent agenda by Mark; Second by Marvia; no questions nor discussion; motion carried

V. Diversity, Equity, and Inclusion Discussion Steve Salanski, Chair *(Attachment 10)*

- Practice (Implementation: How are decisions made?)

Steve discussed the work of the Board to advance DEIJ, including launching this work at 2023's Board Retreat.

Steve gave the example of the October 3rd Luncheon where an audience member asked about how equity influences bioethics practice for the Center.

Tresia: Central to how the organization functions; Tresia believes the operation is focused on giving voice to those who do not have voice, regardless of social or economic setting; Similarly, the Ethical AI initiative holds bad data in, bad data out.

Vickie: looking through the Center's materials on ACP

Rob and James described some of the Center's work with the Latino ACP project and the pending Harman Foundation award for ACP in the African American faith community

Marvia: make sure there are practices, policies, and safeguards that ensure fair pay; reduce implicit bias; ensuring that people can see that the people of color working there are not only in clerical roles or others.

James described some of the personnel approaches to Center staffing that highlights and encourages diversity.

Maggie commented on recruiting new Board members with a similar sensitivity.

Mark commented how other Board members drove attention toward diverse leaders to join the Board through excellent referrals.

Alan mentions that there aren't a lot of pictures of people of diversity (not of staff or Board), but of the pictures we choose to put on the website. By looking at the website, they may not see a lot of diversity. In his work with congregations, if you go to their websites, they do not always forward diversity, which is not welcoming. This is an area for improvement.

Anita – job descriptions; working in diverse areas is a core area of the work that needs to be done; objective criteria related to core functions; skills, knowledge, and experience with diversity and equity issues in what the role will need to do – core knowledge and commitment.

In addition to every meeting having DEI component, it is central to everything that we do.

Steve states that leading the strategic areas of the Center is the Board's responsibility, and how the Board models this work is important for the entire organization's disposition and effectiveness in this area.

VI. Chair and President Reports

Steve Salanski, Chair & James Stowe

Chair's Report

President's Report

1. Update on Harman Foundation opportunity

James described this movement earlier in the meeting, in response to a question and surrounding discussion.

2. Closing the Center office at the Harzfeld's

Staff will largely move out of their physical offices by January 17. Several details are being processed to complete the move, retain leased equipment (like a leased copier), retain important documents and records (to be moved by staff to a self-storage facility), and ensure that a continued meeting space resource is available to the team.

The Center's new mailing address is:

Center for Practical Bioethics

13725 Metcalf Ave, #427

Overland Park, KS 66223

James will continue to engage the facility task force to potentially secure a physical site in 2025, depending upon available sites and resources.

3. Update on KCU agreement

James noted that progress has been made on a teaching agreement for Spring of 2024 – this will be in the amount of \$11,000 for Dr. Pferdehirt to direct one course and then participate in two committees, through June of 2024.

Negotiations continue for a potential independent study elective that may be implemented in the fall of 2024, if KCU leadership agree that the course will be of value and provide students with the shadowing experience that they are prioritizing.

The agreement changes represent an overall shift in KCU's approach to their bioethics program/department; fresh leadership are taking the program/department in new directions.

4. 2024 Goals and Objectives (with vote for approval)

[\(Attachment 11\)](#)

Note – a vote on approval was deferred until a revised set of Goals and Objectives can be drafted and presented to the Board.

James presented the proposed 2024 CEO Goals and Objectives. A healthy discussion took place during the presentation, including the need to revise and strengthen the objectives under several program areas. James noted the various areas that will need to be enhanced and will undergo a process with staff to produce a second version of the Goals and objectives. This revised version will be prioritized so that an approved set of Goals and Objectives can be implemented. Steve noted that Center staff should proceed with the general direction of the Goals and Objectives so that no work is delayed by the approval process.

Discussion centered around feasibility of objectives; the strategic direction of the Center and the steps and timeline required to make progress on several areas of strategy; and the need to communicate the vision for the program area more clearly within the objectives, rather than remaining at a "tactical list" level of activities.

VII. Executive Session

Steve Salanski, Chair

Evaluation of the President and CEO

Steve announced that a small number of Board members, likely the Chair, Vice-Chair, and Immediate Past Chair, will complete a review process, based upon the CEO Goals and Objectives and subsequent regular CEO reports to the Board (3 per year) of the CEO's performance. They will then present their evaluation to the full Board for approval.

Meeting was adjourned.

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

Balance Sheet

As of January 31, 2024

	TOTAL	
	AS OF JAN 31, 2024	AS OF JAN 31, 2023 (PY)
ASSETS		
Current Assets		
Bank Accounts		
1010 CENTER FOR PRACTICAL BIOETHICS INC (0266) - NEW	39,295.54	39,000.98
1040 Petty Cash	0.00	5.22
1070 MONEY MARKET ACCOUNT (8991) - NEW	220,000.00	240,000.00
1075 Country Club Bank - Brokerage Account	5,494.20	964.90
1900 Bill.com Money Out Clearing	32.99	3,650.38
Total Bank Accounts	\$264,822.73	\$283,621.48
Accounts Receivable		
1110 Accounts Receivable	0.00	22,760.00
1150 Accounts Receivable - Other	0.00	53,313.15
1210 Grants Receivable	0.00	94,173.00
1240 Receivables	261,028.37	10,211.97
1250 Pledges Receivable-Major Gifts Campaign	0.00	2,642.06
1280 Pledges Receivable-Discount	0.00	-897.88
Total Accounts Receivable	\$261,028.37	\$182,202.30
Other Current Assets		
1450 Prepaid Insurance	4,941.59	9,141.19
1460 Prepaid Exp-Other	33,449.00	11,087.22
Undeposited Funds	0.00	0.00
Total Other Current Assets	\$38,390.59	\$20,228.41
Total Current Assets	\$564,241.69	\$486,052.19
Fixed Assets		
1640 Furniture, Computers & Equipment	91,540.08	82,056.71
1740 Accum Depreciation - Furniture, Computers, Equipmnt	-73,553.94	-60,532.87
1880 403(b) Forfeiture Account	0.00	0.00
Total Fixed Assets	\$17,986.14	\$21,523.84
Other Assets		
1320 Inventory	0.00	15,500.19
1805 Flanigan Endowed Chair Investment	2,267,626.05	2,082,702.97
1806 Foley Investment Account	446,607.64	746,531.09
1807 Francis Family Endowment	3,220,290.07	2,942,476.97
1840 Operating Lease	72,459.06	72,459.06
1860 457(b) Deferred Compensation Plan	-1,389.65	233,383.71
Total Other Assets	\$6,005,593.17	\$6,093,053.99
TOTAL ASSETS	\$6,587,821.00	\$6,600,630.02

Center for Practical Bioethics

Balance Sheet

As of January 31, 2024

	TOTAL	
	AS OF JAN 31, 2024	AS OF JAN 31, 2023 (PY)
LIABILITIES AND EQUITY		
Liabilities		
Current Liabilities		
Accounts Payable		
2040 Accounts Payable (Bill)	23,987.72	129,033.16
Total Accounts Payable	\$23,987.72	\$129,033.16
Other Current Liabilities		
2050 Other Accounts Payable	0.00	
2060 Accounts Payable -Pension	0.00	14,458.44
2065 Accounts Payable -FSA	0.00	0.00
2080 Accounts Payable -Other	0.00	0.00
Total 2050 Other Accounts Payable	0.00	14,458.44
2120 Accrued Payroll Taxes	41,058.06	0.00
2125 Accrued 403(b) Contributions	0.00	7,559.60
2130 Accrued PTO	40,919.00	39,113.00
2140 Accrued Major Illness Leave	0.00	0.00
2145 Operating Lease Liability	59,449.50	59,449.50
2150 Accrued Expenses - Other	1,565.02	6,271.18
2155 Accrued Interest LOC	0.00	
2350 Line of Credit Loan	50,000.00	
Deferred - Contract Services - Ethical AI	2,291.67	
Deferred - Contract Services - Ethics Plus	20,625.00	
Deferred - Contract Services - Provider Ethics	33,000.00	
Total Other Current Liabilities	\$248,908.25	\$126,851.72
Total Current Liabilities	\$272,895.97	\$255,884.88
Long-Term Liabilities		
2410 Deferred Revenue	1,553.60	52,287.50
2770 Operating Lease Liability LT	10,037.54	10,037.54
2810 457(b) Deferred Compensation Liability	-1,389.65	233,383.71
Total Long-Term Liabilities	\$10,201.49	\$295,708.75
Total Liabilities	\$283,097.46	\$551,593.63
Equity		
3100 Permanently Restricted Funds	4,969,353.00	4,969,353.00
3300 Temporarily Restricted Funds	1,270,031.00	1,270,031.00
3500 Unrestricted Funds	-20,352.69	-20,352.69
5800 Opening Balance Equity	286.87	286.87
5900 Retained Earnings	114,080.13	-104,677.81
Net Income	-28,674.77	-65,603.98
Total Equity	\$6,304,723.54	\$6,049,036.39
TOTAL LIABILITIES AND EQUITY	\$6,587,821.00	\$6,600,630.02

Center for Practical Bioethics
Budget vs. Actuals: Budget_FY24_P&L - FY24 P&L Classes
 January 2024

	Actual	Budget	over Budget	% of Budget	Annual Budget
Income					
4110 Restricted Receipts		0.00	0.00		0.00
4210 Funds Released from Restrictions	14,583.36	14,583.33	0.03	100.00%	290,000.00
4310 Endowment Receipts	36,805.50	36,805.50	0.00	100.00%	410,492.00
4430 Event Income	39,200.00	6,000.00	33,200.00	653.33%	72,000.00
4510 Earned Income	8,083.00	10,432.00	-2,349.00	77.48%	143,188.00
4515 Provider Ethics Services	20,446.70	22,869.33	-2,422.63	89.41%	274,432.00
4520 Honoraria		0.00	0.00		4,000.00
4530 Lecture-Workshop Income		0.00	0.00		2,500.00
4660 Donations-unrestricted	18,977.14	19,583.33	-606.19	96.90%	350,000.00
4710 Membership - Institutional		0.00	0.00		15,000.00
4810 Communication Income	1,980.00	0.00	1,980.00		0.00
5050 Interest Income	78.51		78.51		0.00
Total Income	\$ 140,154.21	\$ 110,273.49	\$ 29,880.72	127.10%	\$ 1,561,612.00
Cost of Goods Sold					
7000 Cost of Goods Sold	1,980.00		1,980.00		0.00
Total Cost of Goods Sold	\$ 1,980.00	\$ 0.00	\$ 1,980.00		\$ 0.00
Gross Profit	\$ 138,174.21	\$ 110,273.49	\$ 27,900.72	125.30%	\$ 1,561,612.00
Expenses					
A) Salaries, Benefits & Other Employee Costs	94,779.47	92,329.59	2,449.88	102.65%	1,110,455.00
B) Occupancy	4,985.99	5,781.25	-795.26	86.24%	16,850.00
C) Professional & Contract Services	20,326.46	16,935.24	3,391.22	120.02%	237,223.00
D) Supplies	239.89	218.25	21.64	109.92%	2,619.00
E) Telephone	1,738.10	615.00	1,123.10	282.62%	7,380.00
F) Postage & Shipping	580.40	117.08	463.32	495.73%	1,405.00
G) Equipment & Maintenance	249.83	694.84	-445.01	35.96%	8,338.00
H) Printing & Promotions	3,297.68	83.33	3,214.35	3957.37%	30,500.00
I) Travel & Transportation	683.34	100.00	583.34	683.34%	8,182.00
J) Conferences, Conventions & Meetings	671.12	858.33	-187.21	78.19%	80,450.00
K) Memberships & Subscriptions	1,305.87	2,220.41	-914.54	58.81%	26,870.00
L) Insurance	819.36	1,704.83	-885.47	48.06%	20,458.00
M) Interest Exp	365.97		365.97		0.00
N) Miscellaneous Operating Exp		0.00	0.00		10,882.00
Total Expenses	\$ 130,043.48	\$ 121,658.15	\$ 8,385.33	106.89%	\$ 1,561,612.00
Net Operating Income	\$ 8,130.73	-\$ 11,384.66	\$ 19,515.39	-71.42%	\$ 0.00
Other Income					
7820 Endowment Receipts Used for Operations	-36,805.50	-36,805.94	0.44	100.00%	-410,492.44
Total Other Income	-\$ 36,805.50	-\$ 36,805.94	\$ 0.44	100.00%	-\$ 410,492.44
Other Expenses					
7850 Investment Fees & Expenses		0.00	0.00		27,504.00
Total Other Expenses	\$ 0.00	\$ 0.00	\$ 0.00		\$ 27,504.00
Net Other Income	-\$ 36,805.50	-\$ 36,805.94	\$ 0.44	100.00%	-\$ 437,996.44
Net Income	-\$ 28,674.77	-\$ 48,190.60	\$ 19,515.83	59.50%	-\$ 437,996.44

HEADLINES FOR JANUARY 2024 FINANCIAL PERFORMANCE

REVENUE

Through the month of January, actual revenue is \$140,154 and favorable to budget by \$30K.

The primary variances are in the Event Income, which includes Annual Dinner Sponsorships from Stowers Foundation (\$15K), Midwest Transplant Network (\$10K), and Wally Foundation (\$10K).

EXPENSES

Total operating expenses are \$130,043, which is unfavorable to budget by \$8K. The primary variances to the budget are in the Professional & Contract Services category due to higher than anticipated junk removal costs (associated with move), and in the Printing & Promotions account due to timing differences.

OTHER INCOME

Other Income includes \$37K in distributions from Flanigan Funds. These funds cover 2024 expenditures but do not reflect 2024 income based on GAAP accounting.

OPERATIONS THROUGH JANUARY 2024

Net unrestricted operating revenue over expenses is \$8,131. Combined with the other investment distributions (Flanigan Funds), net income is (\$28,674), approximately \$20k favorable to budget.



Center for Practical Bioethics Executive Committee Meeting

February 14, 2024

8 AM Central | 9 AM Eastern | 6 AM Pacific

Minutes

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:

Steve Salanski, Mark Thompson, Tresia Franklin, Maggie Neustadt, Eva Karp, Alan Edelman, Jane Lombard

Staff: **James Stowe**

AGENDA

I. Call to Order/Welcome

Steve Salanski, Chair

II. Strategic Opportunities and Operational Considerations

Steve Salanski and James Stowe

A) Concluding the Center move – we are fully remote!

Move to complete virtual office accomplished. Storage for office items and documents that must be retained according to policy.

B) The John and Wauna Harman Foundation Opportunity

- The Foundation's Board considered our update and draft budget at their February 2 meeting

Dr. Gloria Anderson will work as an independent contractor starting once transaction is complete. Infrastructure of her work will be the same as the other project leads.

C) Administrative and Financial Functions Recommendations

- The two candidates to-date were interviewed but neither were advanced

The search for a part-time financial support person is ongoing. James continues to be the main contact and is working with Supporting Strategies on all financial functions.

D) Ethical AI Team update

Matthew Pjecha had resigned – last day, 2/16/2024. Odessa helping out. Lindsay had reconstructed the program to address revenue production.

E) Revised 2024 Goals and Objectives

Unanimous approval of the revised goals and objectives for Ethics Services and Ethical AI. No revision has yet been submitted for Health and Social Justice – further review for this area is pending.

F) Program Update, Health and Social Justice

- \$100,000 grant from the Francis Family Foundation
- Delayed Missouri Foundation for Health proposal
- Kansas Health Foundation – to be presented at their April Board meeting

G) Other recommendations/ideas

V. Adjourn

Next Executive Committee Meeting: April 10, 2024 (8:00 AM, Central)



**Center for Practical Bioethics Finance Committee Meeting
March 7, 2024 7:45 AM**

Minutes

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: **Tresia Franklin; Raghu Adiga; Steve Salanski; Marc Hammer; Kathleen Gould**
Staff: **James**

AGENDA

I. Call to Order/Welcome

Tresia Franklin, Chair

II. Review of Minutes (no vote)

Tresia Franklin, Chair

Note: December 15, 2023 Minutes were approved at the January 2024 Board Meeting

III. Financial Review

Tom Ross, Supporting Strategies

Statement of Activities

Revenue:

Overall, favorable income; particularly, event income was favorable to budget

The Committee requested additional information about what shows up in event income as receivable versus the higher amount displayed at Resource Development Committee meetings. The explanation is largely that dollars were booked for pledges made last year (2023).

To improve the view of this line item, future statements will break-out receivables – those for regular, traditional business, versus those that are related to donations. The Committee requested that since some are 3-year receivables, have an aging projection as well.

Since the Committee is interested in cash flow, we need to better represent the actual cash versus the accrual display used in the statements.

Expenses:

Unfavorable variances were primarily related to moving expenses (hiring a vendor to dispose of unneeded furniture and other items and a printing advertisement for 40th that ran in The Independent.

The Committee requested updated statements prior to the Board meeting that reflected gains/losses from the Center's various investment funds.

Statement of Position

1240 – update to split donations/pledges and services to make it clearer what we are waiting on

1460 – prepaids for the event, which we will recognize when the event occurs

1840 – operating lease – this was due to an accounting change required by the auditor – we need to update this due to not having a facility lease; only having the copier lease.

Deferred contract service revenue in 2050 – this is due to the contract change in which we are trying to better track revenues and expenses across various program areas over the full year of performance.

Headlines

The headlines were observed to be in alignment with the reviewed numbers

IV. Adjourn

**Next Finance Committee Meeting:
May 2, 2024, 7:45 AM Central | 5:45 AM Pacific | 8:45 AM Eastern**



Governance Committee Meeting
Friday, February 9, 2024
8 AM Central | 9 AM Eastern | 6 AM Pacific
Minutes

By Computer: <https://us02web.zoom.us/j/9528298699>
Meeting ID: 952 829 8699

Bold = present

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

Members: **Abiodun Akinwuntan**, Mary Beth Blake, **Mitzi Cardenas, Anita Ho**, Marvia Jones, Eva Karp, **Jane Lombard, Inmaculada de Melo-Martin**

Board Chair: **Steve Salanski**

Staff: **James Stowe**

1. Note: December 8, 2023 Minutes accepted at January Board meeting

2. Board self-evaluation action plan

- a. Review survey responses on 2023 focus areas

Mark provided an overview of the survey responses. All areas showed improvement from scores that were gathered prior to establishing the 2023 Self-Evaluation Action Plan. Members discussed the progress reflects work of leadership to implement changes and the need to maintain momentum, both at regular Board meetings and opportunities for education and further consideration at the Board Retreat. Moreover, a "micro-plan" for sustained improvement will be considered at the Retreat. Two areas that deserve additional education include DEIJ and education on the role and responsibilities of Board members.

The Committee consensus was to support a fall 2024 survey that will help to establish an Action Plan for 2025.

3. Review/Update Bylaws

- a. Bylaws subcommittee: Mark, Maggie, Steve, and Eva
 - i. Note: Revised Articles of Incorporation are under development

Mark provided an overview of the “tracked changes” which comprise the proposed Bylaws amendments. These revisions were made in an effort to both update the Bylaws to align with current practices as well as implement nonprofit bylaws best practices.

The Committee agreed to review the proposed amendments and provide feedback prior to the April 2024 Governance Committee meeting.

Steve noted that there was a lack of clarity about the Bylaws review cadence as well as the Board voting threshold needed to adopt amendments. The Committee discussed the need for periodic review as well as 2/3 majority vote as a reasonable standard for adopting amendments. These considerations will be added to the draft version and sent to Committee members.

It is the Committee’s intention to recommend the Bylaws to the full Board for adoption by the April 2024 Board Retreat. This will include changes to the Articles of Incorporation so that both formal documents will remain aligned.

4. Center Personnel Handbook

a. Proposed changes by CPB Staff

James presented a summary of the recommended changes to the Center’s Personnel Handbook. The changes emanated from a small staff workgroup with the intention of modernizing policies and ensuring all policies were oriented to attract and retain a high-quality, diverse staff.

Similar to the revised Bylaws, the Committee hopes to receive written feedback prior to the April 2024 Governance Committee meeting, with the aspiration of recommending the Handbook to the full Board for adoption by the April 2024 Board Retreat.

The meeting was adjourned at 9 AM, Central.

**Next Meeting Friday, April 5, 2024
8 AM Central | 9 AM Eastern | 6 AM Pacific**

Operationalizing Equity





Approved: , 2024

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 Serve as a strong collaborative partner with local universities, specifically the three medical schools.
 - 1.1.1 Maintain and/or strengthen relationship with KUMC, with attention to a transitional plan for 2025 following Dr. Rosell's retirement
 - 1.1.2 Continue the partnership with KCU, with continued emphasis on teaching and mentorship of students both in the COM and Masters in Bioethics programs.
 - 1.1.3 Establish collaboration with UMKC and create opportunities to work together.
- 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.

2.1 **Education and Training:** CPB Provides Ethical AI education to increase awareness and knowledge of ethical considerations of AI in healthcare and to facilitate the creation of governance structures across organizations.

2.1.1 In 2024, CPB will increase community engagement by providing more education to healthcare organizations, developers, and the community.

Milestones:

In 2024, CPB Ethical AI Project Team will submit a publication to a peer-reviewed journal.

In 2024, CPB Ethical AI Project Team will provide 6 presentations to the community about the work of the Ethical AI Initiative.

In 2024, CPB Ethical AI Project Team will provide 1 Ethical AI workshop to a healthcare Organization.

In 2024, CPB Ethical AI Project Team will provide 1 Ethical AI Workshop with Digital Health KC to healthcare IT leaders.

2.2 **Executive Level Support at Healthcare Organizations:** CPB Advises and consults on enterprise level decisions for the development, procurement, implementation, and use of AI.

2.2.1 In 2024, CPB will provide consultation to executive leaders in healthcare organizations to create Ethical AI policies and procedures across their organization.

Milestones:

In 2024, CPB Ethical AI Project Team will co-develop Ethical Ai value statements and governance structures for 2 healthcare organizations in Kansas City.

2.3 **Process Improvement Tools:** CPB creates procedural recommendations to healthcare organizations using AI.

2.3.1 in 2024, CPB Ethical AI Project Team will develop recommended practices and procedures to assist healthcare organizations in purchasing ai tools.

Milestones:

In 2024, CPB Ethical AI Project Team and advisory workgroup will draft a procurement guide to assist healthcare organizations when they evaluate the use of a new ai-enabled product.

2.4 **Ethical AI Recognition Program:** CPB recognizes healthcare organizations for their actions to ensure ethical AI practices across their organization.

2.4.1 in 2024, CPB Ethical AI Project Team will evaluate existing recognition programs and work with their advisory group to create a recognition program framework for ethical ai in healthcare.

Milestones:

In 2024, the Ethical AI Project Team and advisory workgroup will create recognition criteria, principles, and processes.

2.5 **Ethical AI Revenue Generation:** CPB builds a stable and diverse revenue portfolio across service offerings and programs.

2.5.1 in 2024, CPB Ethical AI Project team will continue to orient programs and work to earn long-term revenue and philanthropic support.

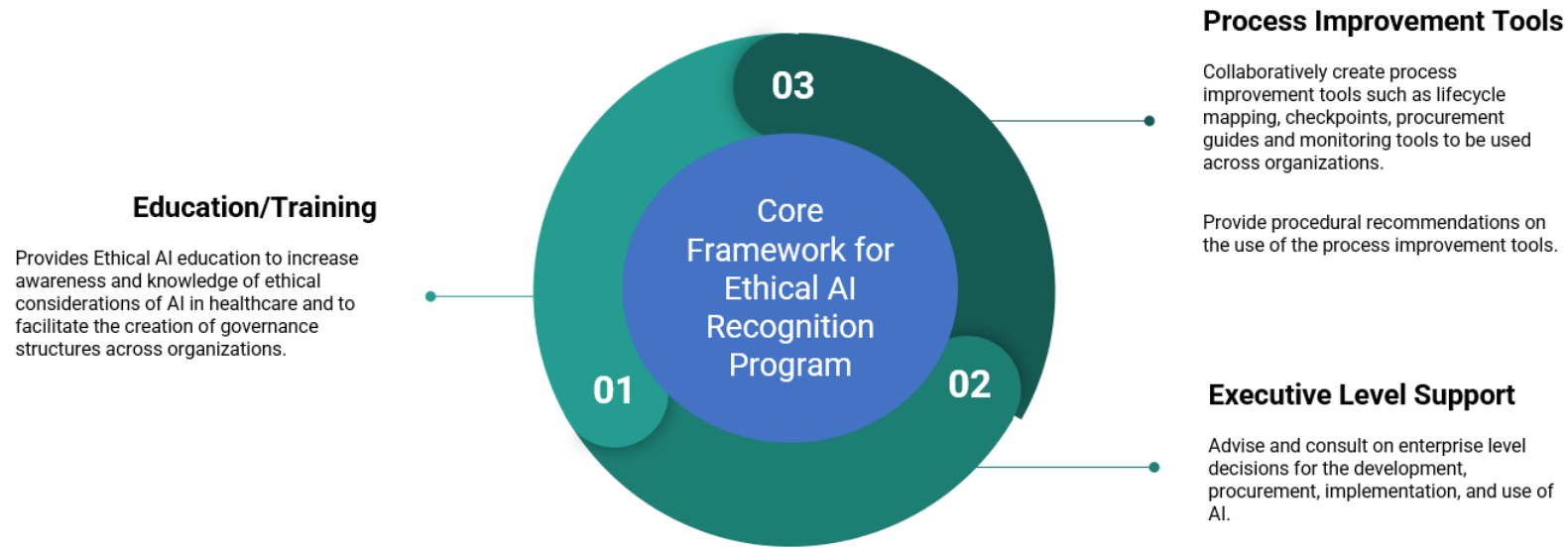
Milestones:

By March 31, 2025, the Ethical AI Project Team will add \$50,000 in new revenue through ethics services agreements.

By March 31, 2025, The Ethical AI Project Team will define fees for participation in the Ethical AI Recognition Program and work with partners to test receptivity and relationship to other service offerings.

FUTURE DIRECTION: CORE FRAMEWORK FOR ETHICAL AI RECOGNITION FRAMEWORK AS AN EXTENSION OF CURRENT ETHICAL AI INITIATIVE SERVICES.

Ethical AI Initiative Services: Value across the AI lifecycle



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

Objectives

4 Awaiting an updated set of objectives. A preamble statement of purpose behind this portfolio is also under consideration.

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 Maintain engagement and dissemination, as measured by media stories, social media engagement, and website traffic commensurate with 2023's measures, while acknowledging potential impacts from a reduced social media presence.
- 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 2, 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 goals and objectives 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.