



**Center for Practical Bioethics
Board of Directors Meeting
March 12, 2025**

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

II. Peer Sharing (Diversity, Equity, and Inclusion)

Reflecting on your personal or professional background and experiences, what is something that contributes to your perspective and service on the Board?

III. Committee Reports

Finance Report

Tresia Franklin, Treasurer

- **Vote:** Accept December 2024 (year-end), January 2025, and February 2025 financial statements
 - 2024 Year End (focus of discussion) *(Attachments 1-4)*
 - January and February 2025 financial statements *(Attachments 5-12)*
- **Vote:** Transition the Biblo Memorial Lecture Fund to undesignated status. *(Attachment 13)*

Upon receiving the draft 2024 audit report, we endeavored to explore un-designating the Biblo fund, per a verbal recommendation by McBride Lock. This fund was initiated by a 1995 endowment fund provided by The Commonwealth Fund, in the amount of \$30,000. Subsequently, \$50,000 was added to the fund, and in 2012, the Board acted to change the fund from an endowment to a Board designated fund without donor restrictions. 2012 budget documents suggest that the funds were utilized in normal budgeting and operations in that year.
- **Vote:** Authorize supporting the Ethical AI team through use of the Foley Fund for 6 months of operations (\$85,627 in salary plus \$20,550 in fringe, totaling \$106,177).

So far, minor offsets through services agreements and honoraria for speaking, amounting to several thousand dollars.

Current Foley balance is \$478,303, noting that the 2025 budget includes a 5% draw (~\$23k) and authority for an end-of-year draw up to \$75k to fill any operational deficit. The 2024 budget included authority to draw up to an additional ~\$120k, but this was not used.

Governance Report

Maggie Neustadt, Chair

- Update: Board member recruitment

- Two individuals were identified and initially vetted, and one is a leading candidate.
- Next step is to interview with Governance Committee leadership.
- Board Self-Evaluation Survey
 - Update: Items identified to discuss at Board retreat.

Resource Development

Norberto (Rob) Ayala-Flores, Chair

- Update: Following Board-approved shift to a regular staff member, interviewing candidates now

Francis Chair Search Task Force

Eva Karp, Chair

- Francis Chair search task force update
 - a. Reviewing resumes and requesting detailed presentation of candidates by Omni

IV. Consent Agenda (Administrative Matters)

Board Meeting Minutes, January 8, 2025

[\(Attachment 14\)](#)

Development Coordinator Electronic Vote, February 2025

[\(Attachment 15\)](#)

Finance Committee Minutes, March 6, 2025

[\(Attachment 16\)](#)

Executive Committee Minutes, February 12, 2025

[\(Attachment 17\)](#)

Governance Committee Minutes, February 14, 2025

[\(Attachment 18\)](#)

Resource Development Committee Minutes

Note: Resource Development did not meet in February 2025

V. Chair and President Reports

Steve Salanski, Chair & James Stowe

President's Report

- Federal and general political environment
 - i. Perceived impacts and potential need for deeper discussion
- Ethical AI funding support: Funding opportunities and planning.

Chair's Report

- Mark Thompson's leave request
- CEO Goals and Objectives
 - Board discussion on progress

[\(Attachments 19-21\)](#)

VI. Executive Session

Vote: CEO salary increase of 3% for April to December (\$4,500 plus \$1,080 in fringe). Total cost of \$5,580.

Next Board Meeting: May 14, 2025

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

Upcoming Events:

1. 2025 Board Retreat

Dates:

Friday, April 11 at 11:30 am – 5 pm CT with Board and Staff Social to follow at 5:30 pm CT (at same location as retreat)

Saturday, April 12 at 8 am – Noon CT

Location: In Person – Liberty Hospital Foundation Conference Rm, 2525 Glenn Hendren Dr,
Liberty, MO
or Zoom meeting -- <https://us02web.zoom.us/j/9528298699>

Strategic Initiative Focus: Advance Care Planning (April 2025 Retreat)

[Board Book & Materials Link](#)

HEADLINES FOR DECEMBER 2024 FINANCIAL PERFORMANCE

REVENUE

Through the month of December, actual revenue is \$1,321,160 and unfavorable to budget by \$240K. The primary variances are in Endowment Receipts which is unfavorable to budget by \$101K, due to budgeting for an additional Foley draw. Provider Ethics Services is \$25K unfavorable to budget due to budgeting for increased contract amounts which were not received. Donations-unrestricted is \$104K unfavorable to budget.

EXPENSES

Total actual operating expenses are \$1,516,380 which is favorable to budget by \$45K. Salaries, Benefits, & Other Employee costs are favorable to budget by \$61K due to open positions. Occupancy is under budget by \$11K, the budget includes \$500 a month for meeting expenses which have not been incurred. Contract Services are over budget by \$73K primarily due to payments for the Harman Foundation project lead. Conferences, Conventions & Meetings category is under budget by \$32K primarily due to the refund of speaker fees.

OTHER INCOME

Other Income includes \$309K in distributions from Flanigan, Foley, and Francis Funds. These funds cover 2024 expenditures but do not reflect 2024 income based on GAAP accounting. Other Income is favorable to budget by \$883K primarily because endowment income was not budgeted.

OPERATIONS THROUGH DECEMBER 2024

Net unrestricted operating revenue over expenses is (\$197,201). Combined with the other investment income and distributions related primarily to Francis and Flanigan Funds, net income is \$246,195, approximately \$684K favorable to budget.

Center for Practical Bioethics

Budget vs. Actuals: Budget_FY24_P&L - FY24 P&L Classes

January - December 2024

	TOTAL			
	ACTUAL	BUDGET	OVER BUDGET	% OF BUDGET
Income				
4210 Funds Released from Restrictions	282,815	290,000	-7,185	98.00 %
4310 Endowment Receipts	308,699	410,492	-101,793	75.00 %
4410 Government Grants and Fees	2,917		2,917	
4510 Earned Income	138,250	143,188	-4,938	97.00 %
4515 Provider Ethics Services	249,903	274,432	-24,529	91.00 %
4520 Honoraria	2,275	4,000	-1,725	57.00 %
4530 Lecture-Workshop Income		2,500	-2,500	
4660 Donations-unrestricted	317,822	422,000	-104,178	75.00 %
4710 Membership - Institutional	15,000	15,000	0	100.00 %
4810 Communication Income	1,980	0	1,980	
4820 Publications Income	5		5	
5010 Other Revenue-Reimbursements	511		511	
5050 Interest Income	982		982	
Total Income	\$1,321,160	\$1,561,612	\$ -240,452	85.00 %
Cost of Goods Sold	\$1,980	\$0	\$1,980	0%
GROSS PROFIT	\$1,319,180	\$1,561,612	\$ -242,432	84.00 %
Expenses				
A) Salaries, Benefits & Other Employee Costs	1,049,497	1,110,455	-60,958	95.00 %
B) Occupancy	5,587	16,850	-11,263	33.00 %
C) Professional & Contract Services	310,090	237,223	72,867	131.00 %
D) Supplies	535	2,619	-2,084	20.00 %
E) Telephone	1,756	7,380	-5,624	24.00 %
F) Postage & Shipping	2,467	1,405	1,062	176.00 %
G) Equipment & Maintenance	5,793	8,338	-2,545	69.00 %
H) Printing & Promotions	30,953	30,500	453	101.00 %
I) Travel & Transportation	7,354	8,182	-828	90.00 %
J) Conferences, Conventions & Meetings	48,444	80,450	-32,006	60.00 %
K) Memberships & Subscriptions	18,075	26,870	-8,795	67.00 %
L) Insurance	18,942	20,458	-1,516	93.00 %
M) Interest Exp	4,638		4,638	
N) Miscellaneous Operating Exp	12,249	10,882	1,367	113.00 %
Total Expenses	\$1,516,380	\$1,561,612	\$ -45,232	97.00 %
NET OPERATING INCOME	\$ -197,201	\$0	\$ -197,201	0%
Other Income				
7820 Endowment Receipts Used for Operations	-308,699	-410,492	101,793	75.00 %
7830 Investment Earnings	151,478		151,478	
7840 Realized Investment Gains (Losses)	200,049		200,049	
7845 UnRealized Investment Gains (Losses)	430,305		430,305	
Total Other Income	\$473,133	\$ -410,492	\$883,626	-115.00 %
Other Expenses				
7850 Investment Fees & Expenses	29,738	27,504	2,234	108.00 %

Center for Practical Bioethics

Budget vs. Actuals: Budget_FY24_P&L - FY24 P&L Classes
January - December 2024

	TOTAL			
	ACTUAL	BUDGET	OVER BUDGET	% OF BUDGET
Total Other Expenses	\$29,738	\$27,504	\$2,234	108.00 %
NET OTHER INCOME	\$443,396	\$ -437,996	\$881,392	-101.00 %
NET INCOME	\$246,195	\$ -437,996	\$684,191	-56.00 %

Center for Practical Bioethics

Statement of Cash Flows

January - December 2024

	TOTAL
OPERATING ACTIVITIES	
Net Income	246,195
Adjustments to reconcile Net Income to Net Cash provided by operations:	
1240 Receivables	118,675
1450 Prepaid Insurance	8,651
1460 Prepaid Exp-Other	24,444
2040 Accounts Payable (Bill)	-7,856
2060 Other Accounts Payable:Accounts Payable -Pension	-8,858
2130 Accrued PTO	-19,219
2150 Accrued Expenses - Other	-536
2410 Deferred Revenue	-50,000
Deferred - Contract Services - Earned	13,083
Deferred - Contract Services - Provider Ethics	38,038
Total Adjustments to reconcile Net Income to Net Cash provided by operations:	116,422
Net cash provided by operating activities	\$362,617
INVESTING ACTIVITIES	
1640 Furniture, Computers & Equipment	-1,669
1740 Accum Depreciation - Furniture, Computers, Equipmnt	12,224
1320 Inventory	1,980
1805 Flanigan Endowed Chair Investment	-123,262
1806 Foley Investment Account	-56,392
1807 Francis Family Endowment	-214,278
1860 457(b) Deferred Compensation Plan	150,677
Net cash provided by investing activities	\$ -230,719
FINANCING ACTIVITIES	
2810 457(b) Deferred Compensation Liability	-150,677
3300 Temporarily Restricted Funds	-32,815
Net cash provided by financing activities	\$ -183,492
NET CASH INCREASE FOR PERIOD	\$ -51,595
Cash at beginning of period	172,129
CASH AT END OF PERIOD	\$120,534

Center for Practical Bioethics

Balance Sheet

As of December 31, 2024

	TOTAL
ASSETS	
Current Assets	
Bank Accounts	
1010 CENTER FOR PRACTICAL BIOETHICS INC (0266) - NEW	39,697
1070 MONEY MARKET ACCOUNT (8991) - NEW	80,000
1075 Country Club Bank - Brokerage Account	198
1900 Bill.com Money Out Clearing	639
Total Bank Accounts	\$120,534
Accounts Receivable	
1240 Receivables	128,813
Total Accounts Receivable	\$128,813
Other Current Assets	
1450 Prepaid Insurance	7,591
1460 Prepaid Exp-Other	1,941
Total Other Current Assets	\$9,532
Total Current Assets	\$258,879
Fixed Assets	
1640 Furniture, Computers & Equipment	52,099
1740 Accum Depreciation - Furniture, Computers, Equipmnt	-41,223
Total Fixed Assets	\$10,876
Other Assets	
1805 Flanigan Endowed Chair Investment	2,427,694
1806 Foley Investment Account	503,000
1807 Francis Family Endowment	3,475,007
1840 Operating Lease	14,646
Total Other Assets	\$6,420,346
TOTAL ASSETS	\$6,690,102
LIABILITIES AND EQUITY	
Liabilities	
Current Liabilities	
Accounts Payable	
2040 Accounts Payable (Bill)	7,450
Total Accounts Payable	\$7,450
Other Current Liabilities	
2130 Accrued PTO	21,700
2145 Operating Lease Liability	2,667
2150 Accrued Expenses - Other	2,060
2350 Line of Credit Loan	50,000
Deferred - Contract Services - Earned	13,083
Deferred - Contract Services - Provider Ethics	38,038

Center for Practical Bioethics

Balance Sheet

As of December 31, 2024

	TOTAL
Total Other Current Liabilities	\$127,548
Total Current Liabilities	\$134,998
Long-Term Liabilities	
2770 Operating Lease Liability LT	7,370
Total Long-Term Liabilities	\$7,370
Total Liabilities	\$142,369
Equity	
3100 Permanently Restricted Funds	5,287,606
3300 Temporarily Restricted Funds	1,002,467
3500 Unrestricted Funds	-103,856
5900 Retained Earnings	115,322
Net Income	246,195
Total Equity	\$6,547,733
TOTAL LIABILITIES AND EQUITY	\$6,690,102

HEADLINES FOR JANUARY 2025 FINANCIAL PERFORMANCE

REVENUE

Through the month of January, actual revenue is \$83,298 and unfavorable to budget by \$113K. The primary variances are in Endowment Receipts which is unfavorable to budget by \$65K, due to Francis and Foley timing of distributions along with open Francis chair opening. Donations-unrestricted is \$21K unfavorable to budget also related to timing as donations budget was spread across the year by month.

EXPENSES

Total actual operating expenses are \$96,535 which is favorable to budget by \$15K. Salaries, Benefits, & Other Employee costs are favorable to budget by \$9K due to open positions.

OTHER INCOME

Other Income includes \$41K in distributions from Flanigan Funds. These funds cover 2025 expenditures but do not reflect 2025 income based on GAAP accounting. Other Income is favorable to budget by \$206K primarily because endowment income was not budgeted and resulted in \$141K in income.

OPERATIONS THROUGH JANUARY 2025

Net unrestricted operating revenue over expenses is (\$13,237). Combined with the other investment income and distributions related primarily to Francis and Flanigan Funds, net income is \$84,422, approximately \$109K favorable to budget.

Center for Practical Bioethics
Budget vs. Actuals: Budget_FY25_P&L_V2 - FY25 P&L Classes
January 2025

	Actual	Budget	Total over Budget	% of Budget	Annual Budget
Income					
4210 Funds Released from Restrictions	16,195	35,417	-19,222	45.73%	425,000
4310 Endowment Receipts	41,806	106,773	-64,968	39.15%	427,092
4410 Government Grants and Fees	417		417		0
4510 Earned Income	1,833	2,667	-834	68.74%	32,000
4515 Provider Ethics Services	21,323	24,198	-2,875	88.12%	290,375
4520 Honoraria		167	-167	0.00%	2,000
4530 Lecture-Workshop Income		2,917	-2,917	0.00%	35,000
4660 Donations-unrestricted	1,586	23,083	-21,497	6.87%	217,900
4710 Membership - Institutional		1,250	-1,250	0.00%	15,000
5050 Interest Income	139		139		0
Total Income	83,298	196,471	-113,173	42.40%	1,444,367
Gross Profit	83,298	196,471	-113,173	42.40%	1,444,367
Expenses					0
A) Salaries, Benefits & Other Employee Costs	68,330	77,316	-8,986	88.38%	989,188
B) Occupancy	60	110	-50	54.54%	1,320
C) Professional & Contract Services	24,040	25,425	-1,385	94.55%	318,476
D) Supplies		2,258	-2,258	0.00%	27,100
E) Telephone	105	100	5	105.14%	1,200
F) Postage & Shipping		700	-700	0.00%	1,800
G) Equipment & Maintenance	250	608	-359	41.07%	7,720
H) Printing & Promotions	170	220	-50	77.27%	7,280
I) Travel & Transportation		1,562	-1,562	0.00%	18,740
J) Conferences, Conventions & Meetings		200	-200	0.00%	24,745
K) Memberships & Subscriptions	918	1,272	-353	72.20%	19,014
L) Insurance	2,020	1,587	433	127.26%	19,984
M) Interest Exp	334	350	-16	95.34%	4,200
N) Miscellaneous Operating Exp	309	300	9	102.86%	3,600
Total Expenses	96,535	112,008	-15,473	86.19%	1,444,367
Net Operating Income	-13,237	84,463	-97,700	-15.67%	0
Other Income					0
7820 Endowment Receipts Used for Operations	-41,806	-106,773	64,968	39.15%	-427,092
7830 Investment Earnings	7,787		7,787		0
7840 Realized Investment Gains (Losses)	1,469		1,469		0
7845 UnRealized Investment Gains (Losses)	131,606		131,606		0
Total Other Income	99,057	-106,773	205,830	-92.77%	-427,092
Other Expenses					0
7850 Investment Fees & Expenses	1,399	2,400	-1,001	58.27%	28,800
7910 Other Expense	0		0		0
Total Other Expenses	1,399	2,400	-1,001	58.27%	28,800
Net Other Income	97,658	-109,173	206,831	-89.45%	-455,892
Net Income	84,422	-24,710	109,131	-341.65%	-455,892

Center for Practical Bioethics

Balance Sheet

As of January 31, 2025

	TOTAL
ASSETS	
Current Assets	
Bank Accounts	
1010 CENTER FOR PRACTICAL BIOETHICS INC (0266) - NEW	44,986
1070 MONEY MARKET ACCOUNT (8991) - NEW	340,139
1075 Country Club Bank - Brokerage Account	0
Total Bank Accounts	\$385,125
Accounts Receivable	\$174,115
Other Current Assets	
1450 Prepaid Insurance	9,038
1460 Prepaid Exp-Other	2,856
Total Other Current Assets	\$11,895
Total Current Assets	\$571,135
Fixed Assets	
1640 Furniture, Computers & Equipment	52,099
1740 Accum Depreciation - Furniture, Computers, Equipmnt	-41,532
Total Fixed Assets	\$10,567
Other Assets	
1805 Flanigan Endowed Chair Investment	2,438,615
1806 Foley Investment Account	482,464
1807 Francis Family Endowment	3,497,696
1840 Operating Lease	7,370
Total Other Assets	\$6,426,146
TOTAL ASSETS	\$7,007,848
LIABILITIES AND EQUITY	
Liabilities	
Current Liabilities	
Accounts Payable	
2040 Accounts Payable (Bill)	17,972
Total Accounts Payable	\$17,972
Other Current Liabilities	
2130 Accrued PTO	21,700
2145 Operating Lease Liability	2,769
2150 Accrued Expenses - Other	2,170
2350 Line of Credit Loan	50,000
Deferred - Contract Services - Earned	10,833
Deferred - Contract Services - Provider Ethics	86,451
Total Other Current Liabilities	\$173,922
Total Current Liabilities	\$191,894

Center for Practical Bioethics

Balance Sheet

As of January 31, 2025

	TOTAL
Long-Term Liabilities	
2770 Operating Lease Liability LT	4,602
Total Long-Term Liabilities	\$4,602
Total Liabilities	\$196,496
Equity	
3100 Permanently Restricted Funds	5,287,606
3300 Temporarily Restricted Funds	1,236,272
3500 Unrestricted Funds	-103,856
5900 Retained Earnings	306,909
Net Income	84,422
Total Equity	\$6,811,352
TOTAL LIABILITIES AND EQUITY	\$7,007,848

Center for Practical Bioethics

Statement of Cash Flows

January 2025

	TOTAL
OPERATING ACTIVITIES	
Net Income	84,422
Adjustments to reconcile Net Income to Net Cash provided by operations:	
1240 Receivables	-46,560
1450 Prepaid Insurance	-1,448
1460 Prepaid Exp-Other	-915
2040 Accounts Payable (Bill)	8,774
2150 Accrued Expenses - Other	-2,347
Deferred - Contract Services - Earned	-2,250
Deferred - Contract Services - Provider Ethics	48,416
Total Adjustments to reconcile Net Income to Net Cash provided by operations:	3,670
Net cash provided by operating activities	\$88,092
INVESTING ACTIVITIES	
1740 Accum Depreciation - Furniture, Computers, Equipmnt	309
1805 Flanigan Endowed Chair Investment	-10,922
1806 Foley Investment Account	-14,574
1807 Francis Family Endowment	-31,922
Net cash provided by investing activities	\$ -57,109
FINANCING ACTIVITIES	
3300 Temporarily Restricted Funds	233,805
Net cash provided by financing activities	\$233,805
NET CASH INCREASE FOR PERIOD	\$264,789
Cash at beginning of period	120,336
CASH AT END OF PERIOD	\$385,125

HEADLINES FOR NOVEMBER 2024 FINANCIAL PERFORMANCE

REVENUE

Through the month of November, actual revenue is \$1,237,326 and favorable to budget by \$135K. The primary variances are in Funds released from restrictions, which is over budget by \$77K primarily due to funds from the Harman Foundation. Endowment Receipts is favorable to budget by \$38K, due to the timing of the receipt compared to the budget. Earned Income is \$20K favorable to budget, primarily due to CEIGR income which was not budgeted for 2024. Provider Ethics Services is \$25K unfavorable to budget due to budgeting for increased contract amounts which were not received. Donations-unrestricted is \$11K favorable due to timing of the budget.

EXPENSES

Total actual operating expenses are \$1,382,346, which is favorable to budget by \$36K. Salaries, Benefits, & Other Employee costs are favorable to budget by \$53K due to open positions. Occupancy is under budget by \$10K, the budget includes \$500 a month for meeting expenses which have not been incurred. Contract Services are over budget by \$63K primarily due to payments for the Harman Foundation project lead. Conferences, Conventions & Meetings category is under budget by \$32K primarily due to the refund of speaker fees.

OTHER INCOME

Other Income includes \$309K in distributions from Flanigan, Foley, and Francis Funds. These funds cover 2024 expenditures but do not reflect 2024 income based on GAAP accounting. Other Income is favorable to budget by \$781K primarily because endowment income was not budgeted.

OPERATIONS THROUGH NOVEMBER 2024

Net unrestricted operating revenue over expenses is (\$147,000). Combined with the other investment income and distributions related primarily to Francis and Flanigan Funds, net income is \$336,143, approximately \$944K favorable to budget.

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

	Actual	Budget	Total over Budget	% of Budget	Annual Budget
Income					
4210 Funds Released from Restrictions	252,662	175,417	77,245	144.04%	290,000
4310 Endowment Receipts	308,699	271,020	37,679	113.90%	410,492
4510 Earned Income	130,165	110,255	19,910	118.06%	143,188
4515 Provider Ethics Services	226,504	251,563	-25,059	90.04%	274,432
4520 Honoraria	2,275	4,000	-1,725	56.88%	4,000
4530 Lecture-Workshop Income		2,500	-2,500	0.00%	2,500
4660 Donations-unrestricted	298,598	287,417	11,181	103.89%	422,000
4710 Membership - Institutional	15,000	0	15,000		15,000
4810 Communication Income	1,980	0	1,980		0
4820 Publications Income	5		5		0
5010 Other Revenue-Reimbursements	511		511		0
5050 Interest Income	927		927		0
Total Income	1,237,326	1,102,171	135,155	112.26%	1,561,612
Cost of Goods Sold					
7000 Cost of Goods Sold	1,980		1,980		0
Total Cost of Goods Sold	1,980	0	1,980		0
Gross Profit	1,235,346	1,102,171	133,175	112.08%	1,561,612
Expenses					
A) Salaries, Benefits & Other Employee Costs	962,538	1,015,625	-53,087	94.77%	1,110,455
B) Occupancy	5,527	15,844	-10,317	34.88%	16,850
C) Professional & Contract Services	270,036	207,288	62,748	130.27%	237,223
D) Supplies	535	2,401	-1,866	22.29%	2,619
E) Telephone	1,756	6,765	-5,009	25.96%	7,380
F) Postage & Shipping	2,003	1,288	715	155.51%	1,405
G) Equipment & Maintenance	5,442	7,643	-2,202	71.20%	8,338
H) Printing & Promotions	30,953	29,417	1,536	105.22%	30,500
I) Travel & Transportation	7,063	1,100	5,963	642.13%	8,182
J) Conferences, Conventions & Meetings	47,138	79,592	-32,453	59.23%	80,450
K) Memberships & Subscriptions	17,130	24,425	-7,295	70.13%	26,870
L) Insurance	17,348	18,753	-1,405	92.51%	20,458
M) Interest Exp	4,315		4,315		0
N) Miscellaneous Operating Exp	10,562	8,162	2,400	129.41%	10,882
Total Expenses	1,382,346	1,418,301	-35,955	97.46%	1,561,612
Net Operating Income	-147,000	-316,130	169,130	46.50%	0
Other Income					
7820 Endowment Receipts Used for Operations	-308,699	-271,020	-37,679	113.90%	-410,492
7830 Investment Earnings	127,593		127,593		0
7840 Realized Investment Gains (Losses)	176,185		176,185		0
7845 UnRealized Investment Gains (Losses)	515,167		515,167		0
Total Other Income	510,246	-271,020	781,266	-188.27%	-410,492
Other Expenses					
7850 Investment Fees & Expenses	27,102	20,628	6,474	131.39%	27,504
Total Other Expenses	27,102	20,628	6,474	131.39%	27,504
Net Other Income	483,143	-291,648	774,792	-165.66%	-437,996
Net Income	336,143	-607,779	943,922	-55.31%	-437,996

Center for Practical Bioethics

Statement of Cash Flows

January - November, 2024

	TOTAL
OPERATING ACTIVITIES	
Net Income	336,143
Adjustments to reconcile Net Income to Net Cash provided by operations:	
1240 Receivables	48,854
1450 Prepaid Insurance	8,757
1460 Prepaid Exp-Other	24,153
2040 Accounts Payable (Bill)	16,848
2060 Other Accounts Payable:Accounts Payable -Pension	-8,858
2130 Accrued PTO	-8,461
2150 Accrued Expenses - Other	-853
2410 Deferred Revenue	-50,000
Deferred - Contract Services - Earned	19,085
Deferred - Contract Services - Provider Ethics	59,937
Total Adjustments to reconcile Net Income to Net Cash provided by operations:	109,461
Net cash provided by operating activities	\$445,604
INVESTING ACTIVITIES	
1640 Furniture, Computers & Equipment	-1,669
1740 Accum Depreciation - Furniture, Computers, Equipmnt	10,537
1320 Inventory	1,980
1805 Flanigan Endowed Chair Investment	-141,734
1806 Foley Investment Account	-36,908
1807 Francis Family Endowment	-255,038
1860 457(b) Deferred Compensation Plan	150,677
Net cash provided by investing activities	\$ -272,154
FINANCING ACTIVITIES	
2810 457(b) Deferred Compensation Liability	-150,677
3300 Temporarily Restricted Funds	-2,662
Net cash provided by financing activities	\$ -153,339
NET CASH INCREASE FOR PERIOD	\$20,111
Cash at beginning of period	172,129
CASH AT END OF PERIOD	\$192,239

Center for Practical Bioethics

Balance Sheet

As of November 30, 2024

	TOTAL
ASSETS	
Current Assets	
Bank Accounts	
1010 CENTER FOR PRACTICAL BIOETHICS INC (0266) - NEW	76,751
1070 MONEY MARKET ACCOUNT (8991) - NEW	100,000
1075 Country Club Bank - Brokerage Account	2,489
1900 Bill.com Money Out Clearing	13,000
Total Bank Accounts	\$192,239
Accounts Receivable	
1240 Receivables	198,635
Total Accounts Receivable	\$198,635
Other Current Assets	
1450 Prepaid Insurance	7,485
1460 Prepaid Exp-Other	2,233
Total Other Current Assets	\$9,718
Total Current Assets	\$400,592
Fixed Assets	
1640 Furniture, Computers & Equipment	52,099
1740 Accum Depreciation - Furniture, Computers, Equipmnt	-39,536
Total Fixed Assets	\$12,563
Other Assets	
1805 Flanigan Endowed Chair Investment	2,446,165
1806 Foley Investment Account	483,516
1807 Francis Family Endowment	3,515,767
1840 Operating Lease	14,646
Total Other Assets	\$6,460,094
TOTAL ASSETS	\$6,873,249
LIABILITIES AND EQUITY	
Liabilities	
Current Liabilities	
Accounts Payable	
2040 Accounts Payable (Bill)	32,154
Total Accounts Payable	\$32,154
Other Current Liabilities	
2130 Accrued PTO	32,458
2145 Operating Lease Liability	2,667
2150 Accrued Expenses - Other	1,744
2350 Line of Credit Loan	50,000
Deferred - Contract Services - Earned	19,085
Deferred - Contract Services - Provider Ethics	59,937

Center for Practical Bioethics

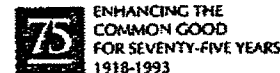
Balance Sheet

As of November 30, 2024

	TOTAL
Total Other Current Liabilities	\$165,890
Total Current Liabilities	\$198,044
Long-Term Liabilities	
2770 Operating Lease Liability LT	7,370
Total Long-Term Liabilities	\$7,370
Total Liabilities	\$205,414
Equity	
3100 Permanently Restricted Funds	5,287,606
3300 Temporarily Restricted Funds	1,032,620
3500 Unrestricted Funds	-103,856
5900 Retained Earnings	115,322
Net Income	336,143
Total Equity	\$6,667,834
TOTAL LIABILITIES AND EQUITY	\$6,873,249

THE COMMONWEALTH FUND

HARKNESS HOUSE
ONE EAST 75TH STREET, NEW YORK, NY 10021-2692
(212) 535-0400 FAX (212) 249-1276



December 28, 1994
No. 95-78

MARGARET E. MAHONEY
PRESIDENT

Myra J. Christopher
Executive Director
Midwest Bioethics Center
1100 Pennsylvania Avenue, Suite 4041
Kansas City, MO 64105

Dear Myra Christopher:

It gives me great pleasure to inform you that the Board of Directors of The Commonwealth Fund has approved a grant of \$30,000 to the Midwest Bioethics Center in support of the annual Robert L. Biblo Memorial Lecture.

The Fund's appropriation is to be placed in a restricted endowment fund account and maintained in perpetuity; up to 6 percent of this endowment is to be distributed each year towards the cost of the annual lecture. Should the Midwest Bioethics Center ever terminate operations, funds in this restricted endowment account should be repaid to The Commonwealth Fund. There is no commitment by the Fund to supply any further support to the Midwest Bioethics Center.

The appropriation is contingent upon agreement by the Midwest Bioethics Center to the terms and conditions for use of grant funds which will be specified in a letter of agreement that you will be receiving shortly from John Craig, Jr., Executive Vice President and Treasurer, and Adrienne A. Fisher, Grants Manager, of the Fund. Any questions pertaining to this project should be addressed to Mr. Craig, who has principal responsibility for the project here at the Fund.

If you plan to issue a press release about this grant once agreement on its terms has been reached, please let Mary Lou Russell, Director of Communications at the Fund, review the text of the release before it is distributed.

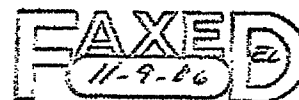
The Fund is pleased to be able to support this important work.

Sincerely,


Margaret E. Mahoney

MEM:af

cc: Joan Dolan Biblo, J.D.
Karen Davis
John E. Craig, Jr.
Adrienne A. Fisher
David M. Lawrence, M.D.
Mary Lou Russell



THE COMMONWEALTH FUND

HARKNESS HOUSE
ONE EAST 75TH STREET, NEW YORK, NY 10021-2692
(212) 535-0400 FAX (212) 249-1276

ENHANCING
THE COMMON GOOD
SINCE 1918

April 27, 1995
Grant No. 95-78

Myra J. Christopher
Executive Director
Midwest Bioethics Center
1100 Pennsylvania Avenue, Suite 4041
Kansas City, MO 64105

Dear Ms. Christopher:

I am writing to follow up on Margaret Mahoney's letter of December 28, 1994, to you regarding The Commonwealth Fund's support for the Robert L. Biblo Memorial Lecture. The purpose of my letter is to be sure that you and the Fund's staff agree with regard to the purpose of the grant. I also wish to explain the general conditions for support from the Fund and ask you to agree to them. Please review these points and attachments carefully.

Here at the Fund, Adrienne A. Fisher, Grants Manager, will work directly with you on all programmatic, financial, and administrative matters. Please contact her if you have any questions about this letter or the grant.

1. Enclosed as Attachment 1 is a report approved by the Fund's Board describing this project. This report should represent an accurate and up-to-date summary of your project. Please advise us if this document is inaccurate in any way; otherwise, we will consider this to be your basic agreement with the Fund.

2. All Fund grants are subject to the terms and conditions specified in a form entitled "Request for Project Support" which is enclosed as Attachment 2. This form should be completed, signed by you and an authorized official of your institution, and returned to the Fund. On page one, the Amount of Support Requested should be \$30,000.

Please include the IRS determination letters requested on page one of the form confirming that the Midwest Bioethics Center is exempt from Federal taxation under Section 501(c)(3) and not a private foundation under Section 509(a), along with a letter from an appropriate official of Midwest Bioethics Center stating that they are valid copies of the originals and remain in full force and effect.

Also, please note the three Special Conditions on page 3 of the form, which state that a) no more than 6% of the preceding 3-year average market value of this restricted endowment may be distributed annually; b) the first distribution from this restricted endowment shall not be earlier than June 1, 1996; and c) the fund balance in this restricted endowment must be returned to The Commonwealth Fund in the event that the

FAXED
11-9-06

Myra Christopher

April 27, 1995

Page 2

Midwest Bioethics Center ever terminates operations.

3. A timetable of grant payments and reporting requirements is provided as Attachment 3.

Three copies of all interim and final narrative reports should be sent to Ms. Fisher on the date due. In addition, three copies of any publications (e.g., books, journal articles) resulting from your project should be submitted to Ms. Fisher.

4. Any changes in key project personnel during the course of the grant should be brought to the attention of Ms. Fisher.

5. Mary Lou Russell, Director of Communications at the Fund, must review drafts of all announcements and press releases relating to this grant and/or its results prior to their release. Additionally, all communication media and dissemination vehicles (books, journal articles, videos, etc.) on this grant or its results must a) credit the support of The Commonwealth Fund, and b) include the following disclaimer: "The views presented here are those of the author and not those of The Commonwealth Fund, its directors, officers, or staff."

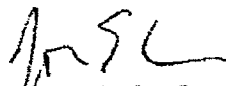
6. The grant number assigned by the Fund (Grant No. 95-78) should be used on all correspondence.

If you and the Midwest Bioethics Center are in agreement with the terms outlined in this letter and its attachments, please sign on page 3 and return this letter with the completed Request for Project Support Form and tax forms to Ms. Fisher. Upon receipt and approval of these documents, your grant payment will be remitted.

If we are not in agreement on any portion of this letter, please write to Ms. Fisher directly about the nature of your disagreement. Grant funds will not be released until we are in agreement with regard to the conditions of the grant.

Thank you and we look forward to hearing from you soon.

Sincerely,



John E. Craig, Jr.
Executive Vice President and
Treasurer

JC:af

cc: Joan Biblo
Adrienne A. Fisher



Tab-5

Myra Christopher

April 27, 1995

Page 3

Attachments:

1. Board Report
2. Request for Project Support Form
3. Payment and Reporting Schedule

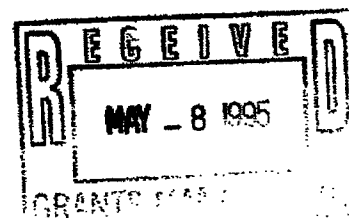
We hereby agree to the terms and conditions laid out in this letter of agreement dated April 27, 1995, and its attachments:

Myra Christopher
(signature of Project Director)

5/4/95
Date

Institutional Approval:
R. P. Fuh
(signature of authorized official)

5/4/95
Date



FAXED
11-9-06

executed agreement
At

5/8/95



**Center for Practical Bioethics
Board of Directors Meeting**

January 8, 2025

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

Note: Potentially, Zoom only – final decision with announcement by close of business, Monday, 1/6.

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

Minutes

Attendance

Steve Salanski (in person); Mitzi Cardenas; Maggie Neustadt; Mike Rode; Alan Edelman; Anita Ho; Raghu Adiga; Inmaculada de Melo-Martin; Vickie Leff; Eva Karp; Rob Ayala-Flores (in person); Karen Johnson; Marvia Jones

Center staff: James Stowe (in person), Odessa Sawyer, Monica Delles, and Lindsey Jarrett (in person)

I. Call to Order

Steve Salanski, Immediate Past Chair

Steve stated that Mark Thompson spoke with him and provided permission to share that he is experiencing significant back and leg pain which has not allowed him to participate in meetings. While Mark continues to recuperate, Steve has volunteered to continue in the Chair role.

II. Peer Sharing (Diversity, Equity, and Inclusion)

Reflecting on your personal or professional background and experiences, what is something that contributes to your perspective and service on the Board?

Based upon the activity that was experienced under Kirsten Persley's training in 2024, an opportunity for Board members to share more about their background was desired. We will attempt to have 2-3 Board members share at each meeting, so that everyone will have an opportunity to do so over a year. Alan and Maggie were asked to model the activity as Alan first encouraged consideration of using the approach among Center board members.

Alan shared experiences of observing his physician father's service to the community and related memories of individuals doing work around their family home who were invited to trade work for medical care that would have otherwise been inaccessible. Later, a scholarship at KCU was established in his father's honor and, true to his community orientation, the scholarship was designed to help under-represented individuals achieve a degree. He experienced a course in bioethics in graduate school and continued to solidify his interest in this area after the "father" of Jewish medical ethics, Rabbi Elliot Dorff, presented at a Center-sponsored event.

Maggie discussed her experience in health care litigation and arriving at Saint Luke's where a relationship with the Center already existed. She stated that they developed the relationship to be ingrained over time, and Ryan can come on site and document directly in the medical record. She stated that in 69% of clinical ethics consultations, there is moral distress or questions about the best thing for the patient. The risk factors leading to an ethics consultation are tied to equity and justice. Therefore, the consultation process helps to elevate justice, dignity, and fairness in a healthcare setting. In addition to being a comforting voice for patients, the Center's work helps to reduce moral distress for clinical staff and drives justice. Maggie stated she and Ryan will present on some of these observations at an upcoming American College of Healthcare Executives conference in March.

A study that supports these findings will be shared with the Board after the meeting.

III. Committee Reports

Governance Report

Maggie Neustadt, Chair

- **VOTE:** 2025 Board Officer Slate
 - Chair – Steve Salanski
 - Vice Chair – Maggie Neustadt
 - Treasurer/Finance Committee Chair – Tresia Franklin
 - Secretary – Eva Karp

Maggie thanked Steve for his willingness to serve in the Chair role and presented the recommended slate of 2025 officers. In addition, Steve noted the committee chairs that have been appointed: Tresia as Finance Chair in her role as Treasurer, Rob as Chair of Resource Development, and Karen and Maggie as Co-Chairs of Governance. Steve thanked Alan for his leadership and service as past Resource Development Chair.

Steve noted that now is a good time for members to declare their intention to continue serving on their current committee or if they would like to try a different committee.

Maggie moved on behalf of the Governance Committee to approve the slate of 2025 officers; Rob seconded; no questions nor discussion; motion carried.

- Update: Board member recruitment
 - Based upon demographic survey response, prioritizing a member with faith community background.
 - Connections to qualified individuals in the faith community would be appreciated

Maggie stated that the demographic survey revealed a gap in representation from the faith community. There is presently only one member with this experience, and other areas have greater representation. Therefore, Governance has prioritized individuals in the faith community and assistance is requested from Board members to identify qualified individuals. Dr. Gloria Anderson (African American Advance Care Planning) is also assisting James with identifying potential individuals in her network.

- Board Self-Evaluation Survey
 - Link: to be provided by Monday, 1/6 <https://forms.office.com/r/g0syk3XhNt>
 - **Deadline:** January 20, 2025
<https://forms.office.com/r/g0syk3XhNt>

Maggie requested that Board members complete this survey and noted that it took her less than the indicated 20 minutes to complete.

Inmaculada asked for clarification that this is a different survey than the one that members recently responded to? Steve stated that this is different and responses to this survey regarding Board function will inform the Board action plan that will be discussed at the upcoming Board retreat.

The link is above, and James stated that for both this and the Member Expectations Packet, the due date was written as January 20th, which is Martin Luther King, Jr. Day – members should feel free to submit items by the next working day, 1/21.

- 2025 Board Member Expectations Packet
 - Board Member Roles and Responsibilities & Conflict of Interest Forms (to be emailed/linked in advance of the meeting)
 The link to these forms is:
 - **Deadline:** January 20, 2025

These annual forms are a nonprofit best practice and the actual deadline is 1/21.

Resource Development

Norberto (Rob) Ayala-Flores, Chair

- Update: Staff to interview firms and individuals and report back to Resource Development Committee
Rob summarized the search process, to-date, and noted that low responses and further discussion with qualified individuals revealed that it may be best to adjust the scope of work to separate our needs into two distinct functions – one at the more strategic level to help develop a fundraising plan/strategy and one at the tactical level to implement a fundraising event(s). He noted that in addition to individuals, a firm had also been recommended for vetting.
Center staff will make contact with a variety of referred individuals and firms and bring findings and recommendations back to the Committee.

Francis Chair Search Task Force

Eva Karp and Mark Thompson, Co-Chairs

- Francis Chair search task force update
 - a. Position posting – Omni assisting with search
Eva noted that Omni (Michelle Anderson) will be assisting with the search. The opportunity will soon be posted. James stated that Omni will initially help with developing a job announcement, posting, and then vetting candidates and developing candidate profiles for the task force to consider. If the initial candidate pool does not meet expectations, their agreement will allow them to conduct a more formal search process. James will share the job announcement after it has been vetted by the task force and is ready to be released.

IV. Consent Agenda (Administrative Matters)

Board Meeting Minutes, November 13, 2024

[\(Attachment 1\)](#)

Finance Committee Minutes

Note: The Finance Committee did not meet in January 2025

Executive Committee Minutes, December 11, 2024

[\(Attachment 2\)](#)

Governance Committee Minutes, December 13, 2024

[\(Attachment 3\)](#)

Resource Development Committee Minutes, December 4, 2024

[\(Attachment 4\)](#)

Inmaculada moved to approve the consent agenda; Eva seconded; no questions nor discussion; motion carried

V. Chair and President Reports

Steve Salanski, Immediate Past Chair & James Stowe

Chair's Report

- CEO Goals and Objectives [\(Attachment 5\)](#)
 - Board discussion on progress

Steve stated that James submitted a “mid-year” report to the Executive Committee (the evaluation period has been shifted so that it aligns with the April Board retreat, where time can be taken to complete the CEO evaluation) and asked James to provide an overview. James briefly covered the key messages section of the document and then Board members were invited to ask questions or provide comments:

Karen noted an observation about national versus regional progress, given her impression that it is a Board priority for the Center to expand its national impact. This move will require some thinking around a scalable business model and what could be delivered nationally given the Center’s purview, staffing, and other capacity. She noted that the report is excellent, but that it is silent on this point.

Rob followed up with his impressions after working with Steve Wood, who helped with the marketing strategy work and delved fairly deeply into the Center’s work and constituencies. His impression is that a strong business model exists, so the “what” is answered, but most of the work to be done will be around the “how.”

Mike asked James what is the top priority for 2025 and what is the most significant challenge? James responded that increasing revenues through expanded service contracts and service mix remains the top priority. Much has been accomplished to integrate staff specialties in single agreements providing the

flexibility to bring various specialties to partner organizations, which has mainly been accomplished through expanded collaboration between Ethical AI and Ethics services to-date. There are plans to similarly incorporate Advance Care Planning activities, if possible. At the same time, this priority overlaps with the key challenge of intelligently finding and applying capacity to deliver high-quality services under expanded agreements and other revenue. This is not merely a problem of the small staff, although this contributes, but also the workflows, tools, and behaviors needed to monitor and ensure quality. We want to avoid the pitfall of growing too quickly or out of sync with the mission.

Steve asked about administrative work and capacity. James responded that he has added considerably to his administrative portfolio in 2024, particularly after Cindy Leyland's departure. However, at this time, the workload is manageable, and he is attempting to carefully evaluate how to distribute administrative tasks to the right individual(s) given our resources and capacities. Being involved in the administrative processes has provided invaluable insight into workflows and opportunities for improvement – our relationship with Supporting Strategies, for example, has been optimized and new staff in 2024 have helped to provide the consistency and transparency needed to appropriately manage financial issues and data. New software tools (e.g., Salesforce) will help with centralizing workflows and automating some donor management issues. The work to onboard a development consultant, including capacity for event coordination, will be helpful as 2025 progresses.

President's Report

- Mid-America Regional Council: Community Care Hub Center of Excellence grant contract
 - \$10k over two years, to cover James' time to provide expert advice and guidance.

James noted that this agreement has finally been executed, and the Center is invoicing for the first year of service now.

- Update: Given that the Finance Committee did not meet in January, James will present findings to the Committee at their next meeting (March) about the Biblo Memorial Lecture Fund, which was recommended by the auditor to be de-designated if it is no longer utilized for the original purpose.
- Update: African American ACP (Harman Foundation) updated goals and objectives will be emailed following the meeting

Gloria and the ACP team collaborated to update the goals and objectives to be in alignment with Board feedback. The updated document will be shared with the Board, and emailed comments back are encouraged. James also stated that he and the team would be willing to meet with individual Board members, if helpful.

- TPOPP: Discussions with John Carney

James noted that both he and Steve had been contacted by John about the future of TPOPP. John was the national expert on TPOPP/POLST and many of his personal connections and passion kept the program relevant and serving new health systems/organizations who wished to implement TPOPP. Since his departure (and the departure of Polo Camacho who was also well-versed in TPOPP) there has been no funding and little capacity to operate TPOPP with excellence.

Although the Center will continue to serve partner organizations with TPOPP implementation under their agreements, it is a good time to consider transferring the program to an interested organization/coalition with the staff and monetary resources to support it. John is helping to convene champions and interested organizations for further discussion.

- Ethical AI funding support: Funding opportunities and planning.

James paused his report to allow the Ethical AI team adequate time, but Steve noted several details on this update can be found in the most recent Executive Committee minutes, including a summary in the agenda. They are pasted here, for convenience:

"Ethical AI Funding

- a. *The Sunderland Foundation, the funder since ~2019, is switching strategies and will only accept new proposals sometime in the fall of 2025, or later.*
 - i. *Current Sunderland award is fully expended (as of 11/30/24)*

- *Current requests, amounts, and hear-by dates*
 - *Meta, \$75k, Spring 2025*
 - *Future of Life Institute, 3-year funding totaling \$446k, December 2024*
 - *Robert Wood Johnson Foundation: Evidence for Action: Innovative Research to Advance Racial Equity, LOI only, invitation for full proposal in early 2025*
- *Pause on National Endowment for the Humanities – Ethical AI Research Center*
- *Plan B for bridge funding for Ethical AI*
 - *Ethics Services contracts*
 - *\$5,500 in “core” Ethical AI consortium participation*
 - *Advent, Saint Luke’s, and Bryan Health can use Lindsey’s expertise under retained Advisory Services*
 - *Training workshops at approximately \$10k each*
 - *Timebound use of Foley reserve to support salaries*
 - *\$17,508/month; \$105,049 for 6 months*

James provided an overview of the current Ethical AI funding situation, outlined several grant proposals, described the decision to not submit the NEH research grant, and suggested a mixed approach to bridge funding over the next few months.”

VI. Program Update

- **Ethical AI** Lindsey Jarrett and Odessa Sawyer
 - a. **Board discussion**

Lindsey presented an overview of the Ethical AI work and progress. She highlighted 2024 collaborations and partnerships, including community engagement opportunities that she describes as falling under the initiative’s education emphasis. Lindsey noted that she receives many requests, and the requesting entities are wanting guidance, especially from an unbiased source such as the Center.

She introduced a “recognition program” that would allow healthcare entities to be tested against a variety of characteristics, actions, and policies that would provide various tiers of assurance that the entity is maintaining a safe and responsible disposition toward the selection, implementation, and evaluation of AI-enabled tools. The recognition program is modeled after a similar program that the Mid-America Regional Council applied to local government jurisdictions to add an “age-friendly lens” to their planning and policy activities. Lindsey was impressed by this model program’s impact on process, culture, and services/policy that is likely to make significant and long-lasting change. Lindsey introduced piloting the program with key partners while developing a professional network in which organizations will gain mutual knowledge across participating organizations. This professional network is an update to the previous Advisory Council approach which was transitioned in the fall of 2024.

The Board was invited to comment or raise questions. Inmaculada stated it was hard for her to respond without more specific information on what we are doing. However, AI deployment is disparate. Often, the technologies are completely opaque to providers, and since the concept of Ethical AI is so broad, what type of control do organizations have over these issues?

Lindsey noted that we are not interested in the technical features of AI-enabled tools, but rather how a system is created within the organization to ensure that the tools are used safely and responsibly. There are some proactive vendors that have collaborated with the Center, but at this point healthcare organizations and systems are the focus and there are steps available to them to be better positioned to responsibly manage AI-enabled tools.

Karen offered a comment that she tied back to the local, regional, national sweet spot for the Center – she likes the framework for how organizations think about this holistically. As she has worked at the national level with a variety of organizations, specifically around AI questions, the largest theme is local variation, and local application. Solutions need to be oriented to the local level.

Steve asked as we are working on pilots, will there be a fee?

Lindsey responded that the likely pilot sites to-date are those who hold a service contract with the Center and that the agreements allow us to engage in Ethical AI work, so working with entities who already purchase services helps to cover some of the cost. Lindsey asked James to elaborate and he explained the likelihood of using a blended revenue stream to cover the cost of the program – earnings from service fees has a significant potential, but to adequately fund pilots, it is likely that philanthropic sources will be needed as well.

Lindsey's slides will be sent to the Board in a follow-up email.

The meeting adjourned.

Next Board Meeting: March 12, 2025

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

Upcoming Events:

1. 2025 Board Retreat

Dates:

Friday, April 11 at 11:30 am – 5 pm CT with Board and Staff Social to follow at 5:30 pm CT with KC Metro location TBD

Saturday, April 12 at 8 am – Noon CT

Location: In Person – Liberty Hospital Foundation Conference Rm, 2525 Glenn Hendren Dr, Liberty, MO

or Zoom meeting -- <https://us02web.zoom.us/j/9528298699>

Strategic Initiative Focus: Advance Care Planning (April 2025 Retreat)

[Board Book & Materials Link](#)

2/14/2025

Board Electronic Vote on:

On behalf of the Resource Development Committee, Rob is submitting a motion to establish a Development and Events Coordinator position at a total cost of \$58,900 (salary and fringe from March 15 to December 31, 2025), and budget increase of \$17,900 over the \$41,000 that was originally earmarked for consulting support in the 2025 budget.

Member	Vote		Comments
	Yea	Nay	
Adiga	X		I vote “yes”
Akinwuntan			<i>Note: autoreply, traveling</i>
Ayala-Flores	X		<i>Submitted motion on behalf of Governance Comm.</i>
Cardenas	X		I support this.
Melo-Martin	X		I support the motion.
Edelman	X		I vote in favor of the motion.
Franklin	X		I approve.
Ho	X		I vote to approve -- thanks!
Johnson			<i>Note: autoreply, traveling</i>
Jones	X		I vote in support of this motion.
Karp	X		I support it
Leff			
Neustadt	X		I approve
O’Connor	X		I vote yes.
Rode	X		I vote yes thanks!
Salanski			<i>Note: nonvoting</i>
Thompson			<i>Note: on leave</i>

Communication email, sent 2/13/2025

Dear Board,

As we head further into 2025, we are requesting your consideration of pivoting our development and event coordination capacity from a consultant(s) to a regular staff member, but at a level of experience and responsibility equivalent to the “program coordinator” role that has been effective in Center programs. Due to the impact to the approved budget, Board approval is required to make this change. Given that recruitment and onboarding take some time, it seems prudent to conduct an electronic vote prior to the scheduled March Board meeting.

If you recall, we initially attempted to recruit a part-time position to carry forward development activities. Interest was limited and a sole application was received. We then worked to consider a purely contract role, but quickly discovered the skill sets needed to implement a fundraising strategy were different from those needed to coordinate events. Therefore, we would have needed to hire two individuals or firms to fill the needed capacity. Further discussion among staff and the

Resource Development Committee revealed that we were unlikely to find on-the-ground capacity to implement a fundraising strategy, yet this is where the need lies.

We now envision a development and events coordinator role who can implement the existing fundraising strategy throughout the year, which primarily involves ongoing cultivation of donor relationships. This work would culminate annually with a fundraising event(s) that would be executed by the coordinator and supported by the Center administrative team and vendors. Center leadership, including the Resource and Development Committee would continue to provide input on the fundraising strategy and update it from time to time.

Over time, this role may develop into a traditional director of development role, if funds raised warrant such a move. The position would report to James, and it is expected that the role would effectively raise enough funds to cover the cost of the position with margin to contribute to the Center's overall financial health.

On behalf of the Resource Development Committee, Rob is submitting a motion to establish a Development and Events Coordinator position at a total cost of \$58,900 (salary and fringe from March 15 to December 31, 2025), and budget increase of \$17,900 over the \$41,000 that was originally earmarked for consulting support in the 2025 budget.

A draft job description is attached.

Please respond with your vote directly to James, or if you wish to raise any questions or discussions, please reply all.

Sincerely,

A handwritten signature in dark ink that reads "Steve".

Steve Salanski, Chair

A handwritten signature in dark ink that appears to read "Rob Ayala-Flores".

Rob Ayala-Flores, Resource Development Committee Chair

A handwritten signature in dark ink that reads "James Stowe".

James Stowe



Center for Practical Bioethics Finance Committee Meeting March 6, 2025 8:00 AM

Location: Zoom Conferencing

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

By Phone:

646 931 3860 US

301 715 8592 US (Washington DC)

312 626 6799 US (Chicago)

646 558 8656 US (New York)

Meeting ID: 952 829 8699

Attendance:

Marc, Tresia, Steve, Mike

James Stowe and Tom Ross

Minutes

I. Call to Order/Welcome

Tresia Franklin, Chair

II. Review Financial Statements

Tom Ross and James Stowe

January 2025 (~~focus of meeting~~)

December 2024 (*focus of meeting*)

November 2024

Vote: Recommend acceptance of the presented financial statements (November 2024, December 2024, and January 2025) to the full Board of Directors.

Tresia wants the full-year perspective from the 2024 financial statements.

The only thing about January is that we need the headlines to be added. Tom stated he will ensure this is sent over.

YE Statement of Activities, budget vs actuals

Funds released from restrictions: Sunderland and Harman

Endowments: Tom mentioned that endowment receipts are shown as both in and out but included in income to provide an overall view to the Board.

4510: KCU and KU

4515: Ethics Services agreements

4660: Donations were lower than expected, but Tom's view is we are continuing to learn what this pipeline can generate; Victor Speas is \$80k of this \$317k. The majority of this fund is from smaller donors. Note that any pledges received are booked when received, although income may come in over time (the income portion is done, but cash flow may be experienced later.)

Moving to expenses, three prominent ones:

Salaries: due to Chair vacancy, primarily, but some other staffing changes

Occupancy: these costs simply didn't materialize

Professional and contract services: primarily related to Harman award lead's compensation

Conferences: primarily, variance is related to the speaker refund for the 40th anniversary dinner

Overall, expenses were favorable to budget by ~\$45k

7830; 7840; 7845: \$782k – endowments generated this much revenue in 2024, and we used \$308,699

Balance Sheet

Receivables: \$129k – outstanding pledges, some ethics services that haven't been collected yet. Pledges, for example comprise \$45k at the end of 2024.

Tom notes they have most of the work papers are done for the audit.

Total assets are approximately \$6.4 million due to endowments and Foley.

We are maintaining the draw on the line of credit of \$50k.

Statement of Cash Flow

Cash coming in, and then adjustments mostly based upon the balance sheet.

Regarding receivables – balance at end of 2023 versus 2024, this went down, which therefore generated cash into the organization.

Cash at end of period at ~\$121k

Tresia suggests YE 2024 be the focus of the March Board meeting report.

Marc moved to accept the finances; Mike seconded; no questions nor discussion; motion carried.

III. Biblo Memorial Lecture Fund Designation

Upon receiving the draft 2024 audit report, we endeavored to explore un-designating the Biblo fund, per a verbal recommendation by McBride Lock. This fund was initiated by a 1995 endowment fund provided by The Commonwealth Fund, in the amount of \$30,000. Subsequently, \$50,000 was added to the fund, and in 2012, the Board acted to change the fund from an endowment to a Board designated fund without donor restrictions. 2012 budget documents suggest that the funds were utilized in normal budgeting and operations in that year.

Vote: Recommend changing the Biblo Memorial Lecture Fund to undesignated status.

James noted the results of his exploration of the Biblo fund, summarized in the paragraph above. Kathleen Gould assisted with this review.

Tom notes this designation status change will have no balance sheet impact. It is only classification.

Mike moved; Marc seconds; no questions nor discussion; motion carried.

IV. 2025 Budget Changes Overview

- A. Board Approved Development and Events Coordinator position at a total cost of \$58,900 (salary and fringe from March 15 to December 31, 2025), and **budget increase of \$17,900** over the \$41,000 that was originally earmarked for consulting support in the 2025 budget.

Tresia requests publishing the revised 2025 Budget. Steve suggests that we point out we increased the donations category by this amount as the offset.

- B. For consideration, CEO salary increase: 3% (Apr – Dec) is \$4,500 (plus \$1,080 in fringe). **Total increase of \$5,580.**

Tresia anticipates that this will be approved at the March board meeting, and Steve recommended we wait to reflect this on the budget until approval is received. Tresia suggests waiting to publish the revised budget until after the March board meeting in case this adjustment is approved.

- C. For consideration, carry Ethical AI team forward through use of the Foley fund: \$85,627 in salary (plus \$20,550 in fringe) for 6 months of operations, **\$106,177 6-month total, or \$212,354 for the full year.**

- So far, minor offsets through services agreements and honoraria for speaking, amounting to several thousand dollars.
- Current Foley balance is \$478,303, noting that the 2025 budget includes a 5% draw (~\$23k) and authority for an end-of-year draw up to \$75k to fill any operational deficit. The 2024 budget included authority to draw up to an additional ~\$120k, but this was not used.

At the January 2025 Board meeting, funding the Ethical AI staff out of Foley for a 6-month period was discussed.

An obvious question will be what are the prospects for revenue? James answered that this is a difficult question, especially since several applications have already been declined. The Center staff are working on additional grant proposals and will jump at any chance to submit proposals that have a reasonable chance of funding. Integrating Ethical AI into ethics services agreements has been a solid approach, but uptake and real dollars earned are still fairly low. James invited Lindsey to attend "pitch" meetings with agreement prospects, which is something the entire team is increasing in 2025. Lindsey was enthusiastic about assisting with this effort. Any revenue earned would be used first, before a draw from Foley.

Tresia mentions we have a proprietary intellectual asset with Lindsey, and it would be a shame for us to lose that asset. Is there gap funding available? We believe there is a market for it, there is an intellectual source for funds.

Steve agrees that this is one of our three pillars of work. We do not want to lose the work nor Lindsey. It is important to show that the Board is in support of the work.

Tom sits on the Research Foundation board – Tom will connect with a representative there to investigate any possibility. Primary focus has always been nursing programs to promote healthcare. They introduced community grants due to the success of their foundation.

Steve suggests that the Finance Committee make this recommendation to the Board.

V. Adjourn

**Next Finance Committee Meeting:
Thursday May 8, 2025, 8:00 AM Central | 6:00 AM Pacific | 9:00 AM Eastern**



Center for Practical Bioethics Executive Committee Meeting

February 12, 2025

8 AM Central | 9 AM Eastern | 6 AM Pacific

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

Minutes

Attendance: Rob; Steve; Tresia; Eva; James; Karen; Maggie

I. Call to Order/Welcome

Steve Salanski, Chair

Steve spoke with Mark Thompson on Monday and Mark is continuing to face health challenges. He forecasts his return to Center activities to be mid-2025, at the earliest. Steve reassured Mark, and the Exec Committee, that he can certainly continue to serve through mid-year, or even the entire year, if needed.

Members expressed concern for Mark, and deep gratitude for Steve continuing in leadership.

II. Strategic Opportunities and Operational Considerations

Steve Salanski and James Stowe

A) Federal Funding Freeze: Partner and Community Impact

- Potential Center Impact is limited: \$5k grant from MARC
 - Note: James' role in this grant emphasizes health equity, as do major grant objectives. Therefore, it is possible to likely that the grant is cancelled or altered by the Trump administration.
- Bioethics programs are reporting disruption, primarily through NSF and NIH activities.
- Community-Based Organizations (CBOs) are reporting potential deep disruption, including the possibility of funding freezes.
 - Low reserves indicate near immediate operational impact, and some CBOs will become insolvent.
 - Changes to Medicaid funding are possible, with deep ripples across state budgets.
- At this time, no changes to the Center's materials or approaches are perceived as needed, but feedback from the Committee is welcome.

James presented an overview of the current federal funding environment and the various impacts that have been shared or observed at various levels and types of organizations.

Tresia wondered about reducing our applications to federal funding sources for Ethical AI. James replied that the environment makes award less likely

Maggie wondered if there were an opportunity to pursue taking on programs that become insolvent. James responded that most of the federally funded programs exist because of federal funding rather than a business case, but it would be wise to remain attentive to any resulting opportunity.

Steve spoke about many nonprofits responding to this, but overall the aim of the work is to provide dignity. Tresia has observed some organizations adopting the term "inclusiveness." Rob thinks there is a way to message what our goals and objectives are without mentioning DEI. This was going on before DEI became a term that a number of organizations became involved in.

Recognizing a changing population – more multicultural community – recognizing and embracing changing demographics; having people who are representatives of the communities we serve. We can use good, common-sense wordsmithing, if needed.

Karen advises taking what is real when it's real since there is a high volume of change with accompanying rumor.

B) TPOPP Update

- John Carney is volunteering on behalf of the Center to conduct trainings on recent Missouri statute changes.
- He is also leading collaborative discussions in both states about a potential transition of the administrative components of the program to a different organization.

James provided a brief update on these activities; we await more movement in the Spring.

C) Ethical AI Funding Update

- Current requests, amounts, and hear-by dates
 - Meta, \$75k, Spring 2025
 - **(declined)** Future of Life Institute, 3-year funding totaling \$446k, December 2024
 - **(declined)** Robert Wood Johnson Foundation: Evidence for Action: Innovative Research to Advance Racial Equity, LOI only, invitation for full proposal in early 2025

The Ethical AI team is pursuing service agreements, and Lindsey expressed an openness to conducting pitch meetings alongside James.

Tresia asked about Patterson, and James responded that one proposal was submitted and declined, and we are now waiting for them to open an appropriate funding mechanism. Maria Flynn, who is well-connected in the tech and entrepreneurial space in KC is the newer CEO, so she will readily understand the work and its value.

Steve discussed the focus on this important program as something that needs to be upheld and viable for the Center.

Karen requested that the Ethical AI team send her an opening statement – something to frame who we are and what we are doing that she and others could drop in an email to forge new connections and relationships.

D) Administrative Team Update

- The Resource Development Committee reviewing coordinator capacity and exploring the most effective implementation of the existing fundraising strategy, including an event for later in 2025.

Rob thought the strategy was the "easy" part, but implementing was difficult.

Eva asked how we are financially; Tresia responded it is always a stretch, but we hope this position will pay for itself and bring in some margin. At this salary level, we are hoping for an ROI that exceeds any outlay.

Steve spoke about the event coordination, and the potential need to have an electronic vote by the Board to have a timely recruitment and movement on this role. Steve also mentioned the normal delays in onboarding means that we will save any cost for at least the first quarter of 2025. Tresia agreed that this may offset what we already have approved in the budget.

Steve asked for a consensus of support before we send this to the full Board for approval. Maggie – with the finances and budget for this year, Maggie is supportive. Hiring someone makes her nervous, but the timing seems right.

James to work on an email for Steve and Rob to co-sign.

E) Francis Chair Recruitment Update

James provided an overview of in-process work and few interesting candidates. If we do not receive acceptable applicants, Omni will move to a more active “headhunting” activity.

Tresia asked about timeline – May 2025 is the earliest, but more likely the summer of 2025. Eva stated having the right person is more important than speed.

F) Other recommendations/ideas

- Follow-up discussion on CEO compensation

Discussed an adjustment now and consideration of another adjustment next year; Karen suggests more than 3%, even if it is not 6%. Eva would agree with that but be cautious because of adding another position that was not budgeted. Tresia suggested that a 3% increase doesn't amount to much, especially if it hit in March.

Steve stated that we would need to take this to the Board for approval.

Steve noted the rest of the staff had received regular increases, including larger increases for key positions that had competitive offers or other dynamics.

Rob spoke about holding off on an increase until we have proven results from the development and events coordinator.

The Committee discussed the idea of a 3% increase now, and a bonus or pay increase at the end of the year, at Board discretion given financial performance and results.

Steve mentioned the Board's responsibility to set the CEO's compensation appropriate to similar organizations. Tresia and Steve spoke about the Association for Bioethics Program Directors salary survey from 2021. Steve reviewed this document (there has not been an update published since 2021) and believes that the Center is within the right salary range. Tresia concurred and noted that compensation data can be aged to become current – using this approach, she believes the Center is compensating appropriately. The way you validate comp source data is to look where you would hire, and where you would lose candidates to – Tresia believes the evidence from our experience supports this as a good source of data.

Steve suggests the action at the next Board meeting should be a 3% adjustment, and a year-end review of an additional salary increase or a bonus, depending upon financial results.

Karen believes this should be tied to some parameters, expectations, or goals. Suggests that we tie things to being fully staffed, meeting budgetary expectations, etc., so that this is more objective and tied to responsibilities of role of the organization – suggests this is included. Tresia thinks this is a good idea – could keep it is simple as keeping on budget or better. Steve mentioned the established goals and objectives, and perhaps pulling off of those to make the most sense for this decision. We can present criteria for this decision to the full board and during evaluation of the CEO's performance.

V. Adjourn

Next Executive Committee Meeting: April 9, 2025 (8:00 AM, Central)



Governance Committee Meeting
Friday, February 14, 2025
8 AM Central | 9 AM Eastern | 6 AM Pacific

Minutes

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

Co-Chairs: Karen Johnson and **Maggie Neustadt**

Members: Abiodun Akinwuntan, **Mitzi Cardenas**, **Anita Ho**, Marvia Jones, Eva Karp,
Inmaculada de Melo-Martin

Board Chair: **Steve Salanski**

Staff: **James Stowe**

Maggie communicated gratitude for Karen stepping up to co-chair the Committee

1. Note: December 13, 2024 Minutes accepted at most recent Board meeting

2. Board Member Recruitment

- a. Referral update
 - One individual referred by Gloria Anderson – James is in communication and awaiting a resume.
 - Additional candidates are needed.

James provided a brief update on the candidates so far and stated a need for a broader pool of candidates to select from.

Steve noted that his church collaborates with another that serves the neighborhoods we are interested in connecting with; Steve is considering reaching out to the pastor of this church – he is dynamic and very well-credentialed.

James agreed to send an update to the Board, reiterating the need for additional referrals (note that this will likely be timed after the pending Board electronic vote on the Development and Events Coordinator role)

3. Board Self-Evaluation

- a. Review survey results

Overall, the results show that we believe we are doing very well. However, since nothing shows very negative, are the results that informative?

What about other methods for board self-evaluation? Mitzi serves on other boards and the evaluations are similar – probably no other more effective way to evaluate in her view.

Mitzi asked about the response rate, and it was reported as 81%

Maggie spoke about her main concern which is interest in future board leadership – there may be opportunities to help board members feel more prepared for leadership as they come up. Anita believes that it could be a matter of time, and meeting start time is early for those on the West coast. Do we have this many subcommittees on other boards? Steve answered that on the various boards he serves on, they have a similar structure of committees that do work as well as the full board. The committees offer additional opportunity to be engaged, and most do alternating meetings of the board and the committee work.

Inmaculada stated that she is familiar with professional societies, and their structure and work is quite different from the Center's.

Karen had noted in an email before the meeting that there may be ways to measure board performance as outcomes, rather than self-evaluation. Potentially, her comments could be shared in upcoming meetings as this process is further considered.

Regarding training, the Center board has offered the opportunity to co-lead the committees. For a number of years, there have been co-chairs of the Governance Committee. For Finance, we have done some succession planning conceptualization. Most of this is unofficial, but they do gain some leadership experience and pairing with more experienced leaders.

Maggie agrees that it demystifies the process for others, and Maggie would likely not have said "yes" to co-chair Governance if Mark weren't there.

Steve notes that we have a lot of leaders on the board, and they are deeply engaged in their own work, and the morning timing also limits those nationally.

James noted that staff tries to do the heavy lifting on behalf of committee leaders. Maggie agreed and stated that she doesn't create the agenda, do the minutes, send out the invites, etc.

Inmaculada thinks it would be helpful to discuss this at the retreat or some other place – she believes not knowing the workload expectations may be a leading part. However, she fears that it isn't the large amount of work added, but any additional thing that is added to your plate feels like a lot.

Steve suggests action planning around survey results at the Board retreat – Steve thinks this is a perfect opportunity to perhaps put together board leadership 101 and offer time for people to discuss openly why they are not able to say yes to serving on leadership roles.

Maggie asked about the Board retreat, and James said that a draft agenda should come out soon.

Steve – is there anything else on this survey that we should pull out for action planning? He noted that DEI is still the lowest scoring overall section. Are we comfortable with our current approach, or does this need review and action planning?

If the question would have been asked 4 weeks ago, she would have been comfortable. But, with the national issues, and the staff doing some of the work, it may be good to sense what is some of the momentum, the challenges in continuing this work. She can imagine if there are factors outside of board control, given the environment, there may be even additional headwinds in fundraising. How do we navigate these circumstances to continue this work, recognizing continued challenges.

Commented [JS1]: Was this Anita?

James noted the amount of activity makes it difficult to discern what to tackle.

Steve believes this is a very important topic to discuss at the retreat. Maggie suggests adding resiliency but being very careful to avoid it sliding into a political discussion/dialogue – more what is the current environment (political, financial, etc.), and how does that tie in with our strategy and resilience. Maggie isn't sure who gives this presentation or what it looks like.

4. 4-day work week pilot conclusion

- a. Pre- and post-evaluation data
- b. **VOTE:** Recommend approval to continue the 4-day work week policy, while continuing to monitor efficacy and staff feedback.

James provided an overview of the policy's implementation as well as the pre- and post-policy staff survey. He thought there would be a higher degree of enthusiasm about the policy, but overall, the pre- and post-measures were similar. However, there was a notable difference in the number of applicants for an open position during the test period, and staff who were hired under the policy seem to value it more greatly than those who were not. There was consensus that the policy may help for recruitment and retention, as well as for those who are navigating special circumstances that are temporary.

James noted that work tends to continue on Fridays, but with an emphasis on avoiding meetings, focused time can advance larger projects or strategy more effectively.

Maggie noted that it would be convenient to have a day set aside to catch up on work.

Mitzi moved; Anita seconded; no questions nor discussion; motion carried to recommend approval to the full board.

5. Note: Board COI and Member Responsibility forms

- a. Monica has collected forms from all but 4 members

Steve raised Mark Thompson's communication about ongoing health issues; he sent an email to James and Steve to invoke his option to invoke a leave of absence, per the bylaws, retroactive to October 28, 2024. Mark wondered about the Board wanting to replace him, but Steve sees no need for this now, as this was the purpose of the leave being added to the bylaws. It doesn't guarantee

that your officer position is held for after the leave, but it can be. We will proceed as usual, and let the Board know about Mark's leave at the March board meeting.

The leave of absence is enacted by the Executive Committee, per the bylaws. James will organize an electronic vote.

Maggie agreed with the course of action and thanked Steve for continuing in leadership. Steve said he wished the circumstances were different, but he was pleased to continue to serve and had the bandwidth to do so.

**Next Meeting Friday, April 4, 2025
8 AM Central | 9 AM Eastern | 6 AM Pacific**



Approved: May, 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 all except Health Justice, which is in a research and development stage. Therefore, the other program areas are included, and a special emphasis is added to the core capacities and administrative strengths that 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.

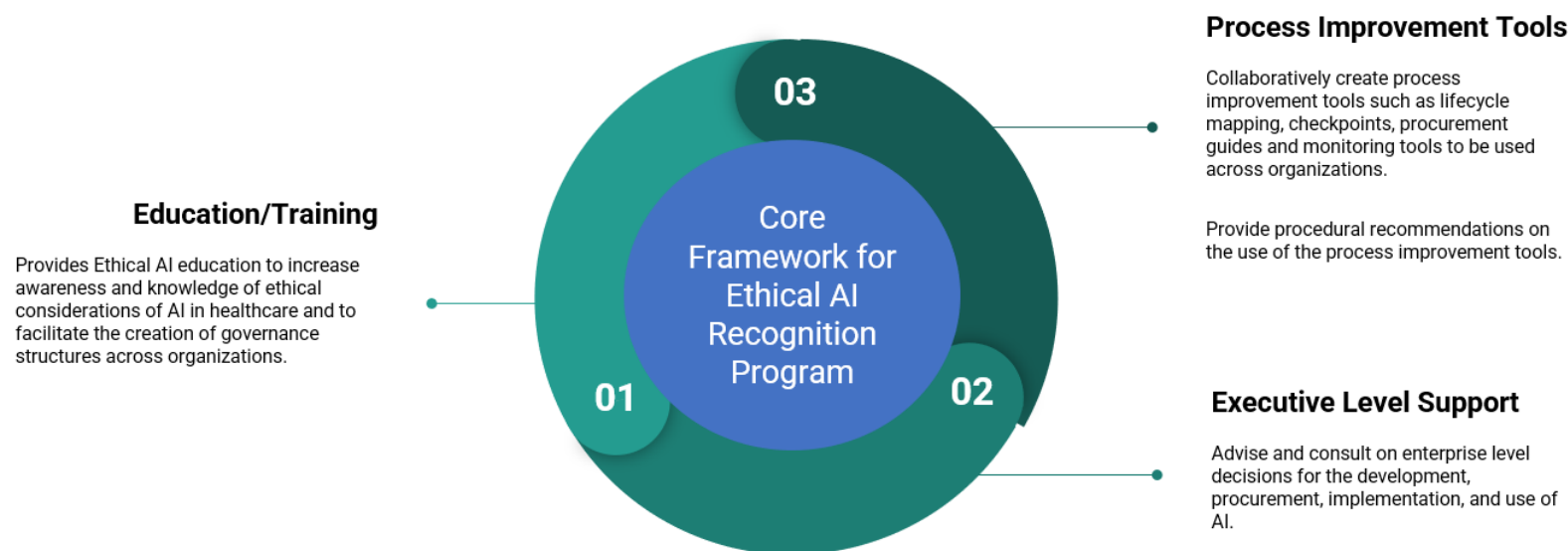
Milestones:

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: African American Care Goal Conversations and Advance Care Planning (*Preliminary*)

Overall Goal: Focus on culturally respectful care goal conversations and transforming the systems where they take place to improve equitable end-of-life and advance care planning for African American communities.

Strategic Goal 1: To support African American communities in guiding when and how care goal discussions happen, ensuring their decisions are fully respected and implemented.

3.1.1 Objective 1.1: Establish an advisory board.

Action Steps: We will form an advisory board to guide the integration of care goal conversations in African American communities. We plan to recruit experts in healthcare equity and cultural competency, along with community members, to serve for a 1-2 year term starting in January 2025.

Objective 1.2: Enhance the effectiveness of the "Let's Talk About ACP" program by simplifying and automating workflows.

Action Steps: We will conduct a detailed review of the "Let's Talk About ACP" program to improve workflow and identify automation tools to boost efficiency. This will streamline new facilitator onboarding, training, and support while reducing manual administrative tasks. The review will be completed by February 2025, with technology tools developed and implemented by June 2025. The improvements will be fully operational and evaluated for effectiveness by September 2025.

Strategic Goal 2: To explore equitable, care-focused curricula for healthcare providers.

Objective 2.1: Facilitate transformative change in healthcare ecosystems

Action Steps: We will identify at least two major challenges in healthcare systems and develop communication strategies to address them by August 2025. We expect that, for example, health equity may be advanced through improved care goal communication and integration of community voice and collaboration with healthcare systems.

Objective 2.2: Offer health equity communication training to healthcare workers in underserved communities.

Action Steps: If confirmed by our information gathering process, we will explore care goal communication curricula and potential partnerships to assess the viability of offering a new service for healthcare professionals working with underserved populations. Our

goal is to complete information gathering by September 2025. A curriculum focused on equitable care is likely to help reduce healthcare disparities and better meet the diverse needs of underserved communities.

Objective 2.3: Build strategic partnerships for the equitable care curriculum.

Action Steps: We will seek strategic partnerships with key organizations like aging services organizations, universities, and national advocacy groups (e.g., Area Agencies on Aging, Baylor University, AARP, etc.) to collaborate on developing an equitable care-focused curriculum for healthcare systems. These partnerships will provide the resources, expertise, and networks needed to expand our program's impact and promote equitable healthcare practices. Our goal is to secure at least three partnerships with at least one formal agreement by the 4th quarter of 2025, aiming to launch the initiative in 2026.

Strategic Goal 3: To Explore and Secure Diverse Funding Streams

Objective 3:1 Find and secure diverse funding sources to ensure the project's long-term financial stability and growth.

Action Steps: We will secure various revenue sources to ensure the project's financial stability. Working with the advisory board, financial experts, and healthcare partners, we will develop affordable pricing strategies. Additionally, we will explore hiring grant writers, or forming an internal team, to identify and submit appropriate grant proposals, aiming to submit at least one proposal by 2026 (Year 2).

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.

2024-25 African American Care Goal Conversations and Advance Care Planning

Strategic Goals and Objectives, September 11, 2024

Overall Goal: Focus on culturally respectful care goal conversations and transforming the systems where they take place to improve equitable end-of-life and advance care planning for African American communities.

Strategic Goal 1: To support African American communities in guiding when and how care goal discussions happen, ensuring their decisions are fully respected and implemented.

Objective 1.1: Establish an advisory board.

Action Steps: We will form an advisory board to guide the integration of care goal conversations in African American communities. We plan to recruit experts in healthcare equity and cultural competency, along with community members, to serve for a 1-2 year term starting in January 2025.

Objective 1.2: Enhance the effectiveness of the "Let's Talk About ACP" program by simplifying and automating workflows.

Action Steps: We will conduct a detailed review of the "Let's Talk About ACP" program to improve workflow and identify automation tools to boost efficiency. This will streamline new facilitator onboarding, training, and support while reducing manual administrative tasks. The review will be completed by February 2025, with technology tools developed and implemented by June 2025. The improvements will be fully operational and evaluated for effectiveness by September 2025.

Strategic Goal 2: To explore equitable, care-focused curricula for healthcare providers.

Objective 2.1: Facilitate transformative change in healthcare ecosystems

Action Steps: We will identify at least two major challenges in healthcare systems and develop communication strategies to address them by August 2025. We expect that, for example, health equity may be advanced through improved care goal communication and integration of community voice and collaboration with healthcare systems.

Objective 2.2: Offer health equity communication training to healthcare workers in underserved communities.

Action Steps: If confirmed by our information gathering process, we will explore care goal communication curricula and potential partnerships to assess the viability of offering a new service for healthcare professionals working with underserved populations. Our goal is to complete information gathering by September 2025. A curriculum focused on equitable care is likely to help reduce healthcare disparities and better meet the diverse needs of underserved communities.

Objective 2.3: Build strategic partnerships for the equitable care curriculum.

Action Steps: We will seek strategic partnerships with key organizations like aging services organizations, universities, and national advocacy groups (e.g., Area Agencies on Aging, Baylor University, AARP, etc.) to collaborate on developing an equitable care-focused curriculum for healthcare systems. These partnerships will provide the resources, expertise, and networks needed to expand our program's impact and promote equitable healthcare practices. Our goal is to secure at least three partnerships with at least one formal agreement by the 4th quarter of 2025, aiming to launch the initiative in 2026.

Strategic Goal 3: To Explore and Secure Diverse Funding Streams

Objective 3:1 Find and secure diverse funding sources to ensure the project's long-term financial stability and growth.

Action Steps: We will secure various revenue sources to ensure the project's financial stability. Working with the advisory board, financial experts, and healthcare partners, we will develop affordable pricing strategies. Additionally, we will explore hiring grant writers, or forming an internal team, to identify and submit appropriate grant proposals, aiming to submit at least one proposal by 2026 (Year 2).



2024 Goals and Objectives for President and CEO, James Stowe

Board Approved: May, 2024

CEO Report

Update 1 2024, “Mid-Year” (May-November 2024)

James Stowe, PhD

This periodic report is designed to inform the Center’s Board of Directors of activities, milestone performance/achievements, and barriers from the CEO’s perspective. One purpose of the report is to offer a basis for stronger oversight, discussion of Center strategy and direction, and general review of activities that are advancing the organization’s mission. Another purpose is to help facilitate regular review of the CEO’s performance and a foundation from which to set priorities and forecast upcoming goals and objectives.

Activities are summarized under specific annual CEO goals and objectives.

Key Messages from this Period

1. Extensive progress has been made on administrative infrastructure, procedures, and cost containment. These changes have had a material impact of effectiveness and efficiency of the Center. Long-term reliance on outsourced development/event coordination capacity and the significant increase in administrative tasks for the CEO should be noted. At this stage, balancing these tasks with other priorities is reasonable and prudent. There will likely be future opportunities to delegate or add specific administrative capacity.
 - a. The shift to careful tracking of the Center’s cash position as well as careful and prudent tracking of restricted funds will lead to more accurate financial forecasts and enhanced accountability.
2. The Center’s deliberative democracy portfolio was effectively concluded following Dr. Blacksher’s resignation in July 2024.
3. The initial work of the Harman award, including onboarding Dr. Anderson has been completed and is poised for growth in strategy and final clarification of the initial objectives.
4. Ethical AI has transitioned from the initial conceptual phase to the beginning of the implementation phase. A broad array of funding has been pursued and applied for in a short period of time.
5. Ethics Services is realizing new and expanded contracts as a result of team focus, agreement strategy, and continued value demonstration.

- a. Ethical AI menu offerings have been incorporated into agreements and service conversations.
- 6. I am very pleased with observed staff unification and integration as well as morale.

Center Goals and Objectives

Blue Italic font represents CEO comments on progress.

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

Some uncertainty remains with KU, although they have renewed a general services agreement for 2025 (\$25,000), and the Board has committed to assisting with navigating this transition. The Center is unlikely to know the future of our relationship until a new Bioethics Director is hired, onboarded, and oriented to the needs of the institution. We believe they have narrowed the candidate pool to two finalists, so the search process may soon conclude.

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.

We successfully renewed an agreement with KCU to have Ryan teach through at least the spring semester of 2025. Lindsey has collaborated with Dr. Bobo on ethical AI related work, and Terry orchestrated a guest lecture to KCU students by Dr. Anita Ho.

1.1.3 Establish collaboration with UMKC and create opportunities to work together.

Further formal collaboration with UMKC is likely on hold after their announcement of restructuring Bioethics under Palliative Care. A new Center Chief (Center being the UMKC Bioethics Center) is to be onboarded at a future date, and that individual is the likely key to opportunities. Lindsey continues to forge collaboration with UMKC faculty and affiliates.

1.2 By March 31, 2025, add four health systems (1 major and 3 minor systems).

Three new partners were added in this reporting period: Cox Health; City of KCMO Health Department; and Iowa Donor Network

1.3 By March 31, 2025, add \$50,000 in new revenue through ethics services agreements.

City of KCMO Health Department (\$18,000); Cox Health, Springfield, (\$2,000); Iowa Donor Network (\$12k); \$32,000 in total or 64% of goal.

1.4 Through 2025 and beyond, sustain and optimize current Ethics Services agreements by maintaining or increasing revenue, optimizing utilization, and achieving high customer satisfaction.

Many of the elements in this objective relate to program coordination functions. Cassie has been oriented to the Center and is excelling in her role. Most Ethics Services partners have been open to reasonable rate increases under their service agreements.

1.5 Continue to demonstrate mentoring of young people into bioethics vocations by means of one or several internships, providing opportunities for shadowing, and intentional generativity.

A University of Alabama intern (master's in public health) is likely joining the Ethics Services team this fall for a practicum likely focused on an analysis and planning activity for the Ethics Committee Consortium.

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.

The Ethical AI team has demonstrated deep community value, with Lindsey receiving consistent requests to present to a broad variety of audiences and organizations. A peer-reviewed article is in-press with the Journal of Hospital Ethics, "A practical approach towards ethical AI implementation in the healthcare community," and the team has presented to 20 organizations reaching 1,889 individuals. Moreover, Lindsey is routinely active in news interviews and articles, and reflected on the growing impact and importance of Ethical AI and shifting interest among partner organizations:

"This year the Ethical AI program was asked to share less about the details of our program, but more about our recommendations to balance risk and opportunity in this space. Last year we did not provide direct consultation, but this year we provided consultation and guidance to advocacy organizations, healthcare system, national organizations, and media outlets. The Center has grown to be an expert in Ethical AI which has created opportunities to engage with the community. We are asked to speak at conferences, meetings, serve on panels, educate students and faculty across the healthcare industry, and provide direct consultation on specific ethical AI decisions. We are typically sought out and have not had to seek out opportunities to engage the community, which is a testament to our already existing community engagement."

Regarding Digital Health KC, their leadership determined a lack of interest and opportunity with the current Digital Health KC member startups so we have paused that effort in addition to waiting for a clearer regulatory landscape to press workshops for partner organizations.

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.

Lindsey made progress with Children's Mercy on their formal AI statement. She has had interaction and meetings with other healthcare leaders, but there is a reluctance among the majority due to a lack of precedence and unknown lines of responsibility for AI-enabled tools.

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.

Similar to advice to executive leadership, some progress and meetings have been achieved, but we are sensing a reluctance to engage at this "early stage" by the majority of regional healthcare organizations.

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.

The Ethical AI team has had substantial progress on creation of an Ethical AI Recognition program. A low-cost consultant was retained to advise on preliminary steps, and Ethical AI partner organizations were convened to explore the model and gauge interest in participating in a pilot project. The reception to the idea was

warm, and we are confident that we will have at least two health systems ready to join as pilot recognition sites. Actual implementation of the pilot is paused pending additional funding, but initial recognition program documents and processes are in development.

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.*

The Recognition Program represents the most likely shift from concept to implementation of the Center’s Ethical AI initiative. We perceive a moderate likelihood of sustainable earned revenue if the pilot can be well-executed and desirable outcomes are observed. Moreover, we have successfully added Ethical AI to the majority of recent contract renewals, in cases where the healthcare entity signed the new “retainer style” professional services agreement. These agreements total \$5,500 for a basic “Ethical AI Core Service” that includes participating in a learning consortium of organizations and receipt of template policies, as well as \$90,500 in revenue for “Advisory Services” that offers the retainer style professional consultation to partner organizations across all areas of Center expertise, including Ethical AI. Combining services makes sense for marketing and implementing service agreements, but it does make tracking dedicated revenue more difficult. The Center is attempting to better track actual hours in 2025 to clarify the appeal of our various services.

A note on Ethical AI objective dates:

**Regarding the 2024 dates in these objectives, I am recommending flexibility for the Ethical AI team to press many of them into 2025. The team has been effective in moving a large body of work into the implementation phase, but some objectives rely on partners and broader market conditions that are still under development. Moreover, the pursuit of replacement funding for the Sunderland Foundation support has necessitated putting some activities on hold.*

3 Goal: African American Advance Care Planning (*Preliminary*)

Overall Goal: Focus on culturally respectful advance care planning and care goal conversations and transforming the systems where they take place to improve equitable end-of-life and advance care planning for African American communities.

Strategic Goal 1: To support African American communities in guiding when and how care goal discussions happen, ensuring their advance care planning decisions are fully respected and implemented.

3.1.1 Objective 1.1: Establish an advisory board.

Action Steps: We will form an advisory board to guide the integration of care goal conversations in African American communities. We plan to recruit experts in healthcare equity and cultural competency, along with community members, to serve for a 1-2 year term starting in January 2025.

Objective 1.2: Enhance the effectiveness of the "Let's Talk About ACP" program by simplifying and automating workflows.

Action Steps: We will conduct a detailed review of the "Let's Talk About ACP" program to improve workflow and identify automation tools to boost efficiency. This will streamline new facilitator onboarding, training, and support while reducing manual administrative tasks. The review will be completed by February 2025, with technology tools developed and implemented by June 2025. The improvements will be fully operational and evaluated for effectiveness by September 2025.

Strategic Goal 1 is progressing. A framework for the advisory council has been developed and a preliminary list of invitees has been started.

There is ample work to accomplish regarding defining the workflows that can be reasonably (and affordably) automated and how that work fits into Goals 2 and 3.

Strategic Goal 2: To explore equitable, care-focused curricula for healthcare providers.

Objective 2.1: Facilitate transformative change in healthcare ecosystems

Action Steps: We will identify at least two major challenges in healthcare systems and develop communication strategies to address them by August 2025. We expect that, for example, health equity may be advanced through improved care goal communication and integration of community voice and collaboration with healthcare systems.

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I believe this goal needs additional information and advice from the advisory council to make practical progress. The team has discussed challenges and opportunities, and several guest experts have shared their views and experiences directly. I am sensitive to the plethora of existing high-quality resources in the ACP space, as pointed out by several Board members, that make identifying and filling a gap more challenging. Moreover, the reluctance of the American healthcare system to fund services and needs beyond healthcare procedures means that timing and alignment with reimbursement opportunities will need to be carefully considered, or a pathway to meaningful impact will have to be forged outside of traditional systems and revenue streams.

Strategic Goal 3: To Explore and Secure Diverse Funding Streams

Objective 3:1 Find and secure diverse funding sources to ensure the project's long-term financial stability and growth.

Action Steps: We will secure various revenue sources to ensure the project's financial stability. Working with the advisory board, financial experts, and healthcare partners, we will develop affordable pricing strategies. Additionally, we will explore hiring grant writers, or forming an internal team, to identify and submit appropriate grant proposals, aiming to submit at least one proposal by 2026 (Year 2).

This is a challenging area for ACP, as demonstrated by the Center's inability to adequately fund Caring Conversations or TPOPP over approximately the last decade. Gloria committed to innovative thinking and partnerships that are most likely to generate grant and other revenues. The team's current focus is to establish a programming infrastructure and focus that will have a higher likelihood of long-term funding.

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.)

Although the 40th Annual event exceeded the initial \$250,000 goal, a high percentage of the pledges were received and booked near the end of 2023 (\$173,500). The October 2024 financial statement shows \$197,699 in unrestricted donations. \$80,000 was received from the Victor Speas Foundation (administered by Bank of America), for a total of \$277,699. Of note, the Center received no significant multi-year pledges in 2024, therefore, these reported amounts are not anticipatory of pledge payments expected to be received in out years (pledges are booked in the year that they are made).

\$282,815 is forecasted to be released from restrictions by the end of 2024, primarily through the Harman Foundation ACP grant and The Sunderland Foundation Ethical AI grant.

Combined, these sources exceed the goal by \$60,514!

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

Presently, we have recorded:

- *\$141,500 under the new retainer-style agreement*
- *\$82,625 under the old style of agreement*
- *\$37,500 for Terry's last months of service to KU*
Total, \$261,625 – goal exceeded!
- *In receivables for 2024:*
 - *\$28,500, Bryan Health, retainer-style agreement*
 - *\$1,500, Crossroads Hospice*
 - *\$7,500, Mosaic*
 - *\$10,000, Stormont Vail*
 - *\$5,000, University Health**\$52,500 in receivables, of which most are expected to be paid*

- *Verbally agreed, but contract is pending:*
 - *\$9,375 added to Advent Health's current agreement and transition to retainer-style*
 - *\$11,500 added to Midwest Transplant Network's current agreement and transition to retainer-style*
 - \$20,875 in pending agreements*

The ethics services team is sufficiently skilled and motivated to continue executing on a stable and moderate growth path.

- 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.

SEO efforts have led to excellent metrics – final analysis will be later on.

- 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.

We were able to include moderate professional development resources in the 2025 budget, with a healthy focus on accepted abstracts/presentations to support higher value of any subsidized travel.

- 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.

Staff report very high satisfaction with the Center in this regard. The Board supported a pilot test of the productivity policy, which appears to be operating within expected parameters so far.

- 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.

We have made great progress in this area in 2024. The administrative team was reorganized, Supporting Strategies continued to mature in their function and tracking, restricted funds were appropriately and fully treated as restricted, and substantial cost savings were realized. The Center is operating much closer to industry best practice in ratio of admin to program spend, and many nonessential services, contractors, and consultants were eliminated.

- 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).

A significant transition to Sales Force as the Center's central program platform will have major implications for donor tracking and cultivation, and most importantly, program outputs and outcomes tracking. This tool, in concert with staff training and developer assistance in tailoring the solution to the Center's needs, will likely have one of the strongest overall impacts on long-term performance and impact than nearly any other measure. Strong investment and expectation of staff alignment with the new tool and processes is anticipated for 2025.

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.

My impression is that the Center is emerging from a difficult period of culture change, turnaround of some program areas, and aligning administrative infrastructure with the true size and need of today's Center. We are well-positioned for growth in meaningful areas in 2025, while maintaining sensitivity to resisting mission creep or over-emphasizing areas in which there is no margin to support the work. I am routinely engaged in each of the objectives in this area and feel staff cohesion and sense of purpose more strongly than in the past. I am open to Board critique and observations of areas for improvement.