

Center For Practical
BIOETHICS

2025
Board of Directors
Handbook

Vision

To raise and respond to ethical issues in health and healthcare.

Mission

Advancing the health and dignity of all persons through ethical disclosure and action.

Our Core Values



Justice, Equity, Diversity, and Inclusion Statement

The Center for Practical Bioethics is committed to justice, equity, diversity, and inclusion in all facets of our organizational culture, work, and policies and practices.

We value diversity in our people. Our culture, work, and services are enriched and improved when staff, board members, and networks of colleagues and volunteers have varied backgrounds and identities, including but not limited to differences of race, ethnicity, disability, age, gender identity and expression, socioeconomic status, family or marital status, language, national origin, physical and mental ability, religion, veteran status. The sum of individual differences, life experiences, knowledge, self-expression, and abilities and talent brought by Board, staff, colleagues and volunteers represents a significant part of our culture, reputation, and achievements.

The Center for Practical Bioethics takes seriously our commitment to these values in its practices and policies on Board, volunteer and staff recruitment and selection; staff compensation and benefits; professional development and training; promotions; terminations; and the ongoing development of a work environment that reflects Our Core Value and Guiding Principles.

2025 Board of Directors Board Book

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2025 Board Important Dates

Approved by Board Resolution: September 11, 2024

2025 Board-Staff Retreat

Dates: Friday, April 11 at 11:45 am – 5 pm CT with Board and Staff Social to follow at 5:30 pm CT at same location.

Saturday, April 12 at 8 am – Noon CT

Location: In Person – The TreeHouse at Liberty Hospital in the downstairs conference room,
Address: 2533 Glenn Hendren Dr, Liberty, MO 64068
or Zoom meeting -- <https://us02web.zoom.us/j/9528298699>

2025 Board Meetings

Dates: Second Wednesday every other month 8 – 9:30 am CT

Jan 8 Mar 12 May 14 Jul 9 Sep 10 Nov 12

Location: In Person -- Polsinelli PC, Address: 900 W. 48th Place, 9th Floor Shalton
Conference Room, Kansas City, MO 64112
or Zoom meeting -- <https://us02web.zoom.us/j/9528298699>

2025 Board Committee Meetings

Executive Committee

Dates: Second Wednesday of the month opposite Board meetings, 8 – 9 am CT

Feb 12 Apr 9 Jun 11 Aug 13 Oct 8 Dec 10

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

Finance Committee

Dates: Thursday before every board meeting, 8 – 9 am CT

Jan 7 Mar 6 May 12 (a Monday) Jul 8(a Tuesday) Sep 4 Nov 6

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

Governance Committee

Dates: Second Friday of every other month, 8 – 9 am CT

Feb 14 Apr 4 Jun 13 Aug 8 Oct 10 Dec 12

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

Resource Development Committee

Dates: First Wednesday of the month opposite Board meetings, 8 – 9 am CT

Feb 5 Apr 2 Jun 4 Aug 6 Oct 1 Dec 3

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

2025 Center Events

Annual fundraising event (smaller scale)

Joan Berkley Bioethics Symposium

Rosemary Flanigan Lecture

2025 Board of Directors Center for Practical Bioethics Roster

Name and Title	Emails	Phone Numbers	Addresses	Notes
Raghu Adiga, MD President and CEO, Liberty Hospital	AdigaRaghu@libertyhospital.org	W 816-792-7001 C 816-803-1299	Liberty Hospital 2525 Glenn Hendren Dr Liberty, MO 64068 10125 N Park Ave Kansas City MO 64155	Assistant: Donna Hereford 816-792-7007 donna.hereford@libertyhospital.org
Abiodun Akinwuntan, PhD, MPH, MBA Dean & Professor, KU School of Health Professions	aakinwuntan@kumc.edu	W 913-588-0096 C 913-291-4697	KU School of Health Professions 3901 Rainbow Blvd, MS 2007 Kansas City, KS 66160	Executive Assistant: Tiffany Pollard 913-588-6770, tpollard2@kumc.edu
Norberto (Rob) Ayala-Flores, MA President/Owner, Puente Marketing Communications Resource Development Committee Chair	rflores@puentemarketing.com	W 816-283-8300 C 816-516-4811	Puente Marketing Communications 601 E 63 rd St., Kansas City, MO 64110 Home: 6821 Cherry St, Kansas City, MO 64131	
Mary Beth Blake, JD Center Founder – life member with vote	marybblake570@outlook.com	C 913-707-6375	12807 W. 50th Street Shawnee, KS 66216	Board mtg coordination: Karlee McIntosh - Hospitality Manager kmcintosh@polsinelli.com
Mitzi Cardenas, MS Executive Chief Administrative Officer University Health	Mitzi.Cardenas@uhkc.org	W 816-404-2141 C 214-542-5124	Home: 821 W. 54th Terrace Kansas City, MO 64112 University Health Executive Office 2301 Holmes Street Kansas City, MO 64108	Assistant: Michelle Jones Michelle.Jones@uhkc.org 816.404.2152
Alan S. Edelman Community Volunteer	alane317@gmail.com	C 913-707-8885	5049 Wornall Rd, # 5D Kansas City, MO 64112	
Darron LaMonte Edwards, Sr. Lead Pastor, United Believers Community Church	pareds70@gmail.com	816-309-1171	5600 East 112th Terrace Kansas City, MO 64137	
Tresia Franklin, CEBS, CFA, CCP Treasurer, Finance Committee Chair Community Volunteer	TFranklin1369@gmail.com	C 816-213-1969	Home: 631 W 59th St. Kansas City, MO 64113	
Anita Ho, PhD, MPH Assoc Professor, UCSF Bioethics Program; Clinical Assoc Professor, Centre for Applied Ethics, UBC; Sr Director of Ethics (Northern California), Providence St. Joseph Health	AnitaHo.Ethics@gmail.com	C 415-619-8452	UCSF School of Nursing 490 Illinois Street San Francisco CA 94158 Home: 153 Alice Street Santa Rosa, CA 95409	

Name and Title	Emails	Phone Numbers	Addresses	Notes
Karen S. Johnson, PhD Vice President, Practice Advancement American Academy of Family Physicians (AAFP) Governance Committee Co-Chair	kjohnson@aafp.org	C 816-309-6472	American Academy of Family Physicians 11400 Tomahawk Creek Parkway Leawood, KS 66211	Assistant: Krista Lipson klipson@aafp.org
Eva Karp, DHA, MBA, RN-C, FACHE Secretary Retired SVP Oracle Cerner	evalkarp@gmail.com	C 816-885-3019	Home: 6208 N Mattox Rd Kansas City, MO 64151	
Victoria (Vickie) Leff, MSW, LCSW, APHSW-C Palliative Care Consultant, Adjunct Instructor, UNC School of Social Work, Chapel Hill	vickie.leff@gmail.com	C 919-656-6357	1108 Channing Park Cir., Cary, NC 27519	
Inmaculada de Melo-Martín, PhD, MS Professor of Medical Ethics Weill Cornell Medicine--Cornell University	imd2001@med.cornell.edu	W 646-962-8031 C 646-470-2347	Division of Medical Ethics. 435 East 70th Street, Suite 4-J. New York, NY 10021 Home: 30 Waterside Plz, 32E, New York, NY 10010	
Maggie Neustadt, JD, CPHRM, FASHRM Vice Chair, Governance Committee Co-Chair VP Risk & Claims Management, Saint Luke's Health System	mneustadt@saint-lukes.org maggieneustadt@gmail.com	W 816-932-2089 C 816-805-5118	Saint Luke's Health System 901 E. 104th St KC, MO 64131 Home: 8802 W. 155th Terr Overland Park, KS 66221	Executive Assistant: Tina Hoff Pedersen; 816-932-3783 thoff-pedersen@saint-lukes.org
Edward (Ed) O'Connor, PhD, MBA, FACHE Provost & Exec VP, Academic, Research & Student Affairs, Kansas City University	eoconnor@kansascity.edu	W 816-654-7153 C 203-887-3803	Office of the Provost Kansas City University 1750 Independence Ave Kansas City, MO 64106	Executive Assistant: Lois Bengé-Fortin, LBenge-Fortin@kansascity.edu 816-654-7181
Mike Rode, CFA Vice President, Senior Client Portfolio Manager, American Century Investments	mike_rode@americancentury.com	W 816- 340-3454 C 917- 509-3634	American Century Investments 4500 Main Street, 14th Floor Kansas City, MO 64111 Home: 4916 W 65th Street Prairie Village, KS 66208	Equity Portfolio Assistant: Angie Halteman angie_halteman@americancentury.com ; 816-340-3632
Stephen Salanski, MD (Steve) Board Chair Community Volunteer	Stephen.Salanski@gmail.com	C 816-536-3451	282 SE Sumpter Ct Lee's Summit, MO 64063	
Mark R. Thompson, JD Retired Former Senior Counsel, Seigfreid Bingham, P.C.	mark91855@gmail.com	C 913-209-9307	6109 Morningside Drive, Kansas City, MO 64113	
Mark is officially on Leave of Absence as of March 2025.				



2025 Board Committees

All Board committee meetings use Zoom link: <https://us02web.zoom.us/j/9528298699>

Executive Committee (§5.1.1)

2025 Meeting Dates: 8 am CT on the 2nd Wednesday of the month opposite Board meetings

Feb 12	April 9	June 11	Aug 13	Oct 8	Dec 10
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Steve Salanski	Board and Executive Committee Chair
Maggie Neustadt	Vice Chair and Governance Committee Co-Chair
Eva Karp	Secretary
Tresia Franklin	Treasurer and Finance Committee Chair
Rob Ayala-Flores	Resource Development Committee Chair
Karen Johnson	Governance Committee Co-Chair
James Stowe	Staff, President and CEO

Finance Committee (§5.1.2)

2025 Meeting Dates: 8 am CT on the Thursday before every board meeting.

Jan 7	March 6	May 12 *Monday	July 8 *Tuesday	Sep 4	Nov 6
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Finance Committee Members		Audit Committee Members (§5.1.3)
Tresia Franklin	Chair	✓
Raghu Adiga	Board member	
Kathleen Gould	Community member	✓
Marc Hammer	Community member	✓
Eva Karp	Board member	
Mike Rode	Board member	
Tom Ross	Accounting firm staff	✓
James Stowe	Staff, President and CEO	✓

Governance Committee (§5.1.4)

2025 Meeting Dates: 8 am CT on the 2nd Friday every other month.

Feb 14	April 4	June 13	Aug 8	Oct 10	Dec 12
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Maggie Neustadt	Vice Chair and Committee Co-Chair
Karen Johnson	Committee Co-Chair
Abiodun Akinwuntan	
Mitzi Cardenas	
Inmaculada de Melo-Martin	
Anita Ho	
Eva Karp	
James Stowe	Staff, President and CEO

Resource Development and Major Gifts Committee (§5.1.5)

2025 Meeting Dates: 8 am CT on the 1st Wednesday of the month opposite Board meetings.

Feb 5	April 2	June 4	Aug 6	Oct 1	Dec 3
Rob Ayala-Flores	Committee Chair				
Alan Edelman					
Karen Johnson					
Vickie Leff					
Karen Johnson					
Ed O'Connor					
James Stowe	Staff, President and CEO				
Trudi Galblum	Staff, Marketing				

Center for Practical Bioethics
(Founding and Non-Founding Directors*)
Terms and Classes for January 1, 2024, through December 31, 2026
Officers for 2025

Class-Term Expiring	Seat	Director (1 st year)	Term					Officers and Executive Committee - 2025
			Unexpired 1 Year**	Unexpired 2 Years**	1st	2nd	3rd	
Dec 2025	1	Abiodun Akinwuntan (2017)			✓	✓	✓	
	2	Mitzi Cardenas (2023)			✓			
	3	Ed O'Connor (2022)	✓		✓			
	4	Anita Ho (2023)			✓			
	5	Steve Salanski (2017)			✓	✓	✓	Chair
	6	Mark R. Thompson (2020)			✓	✓		Leave of Absence starting March 2025
Dec 2026	7	Alan Edelman (2018)			✓	✓	✓	
	8	Inmaculada de Melo-Martin (2024)			✓			
	9	Maggie Neustadt (2020)	✓		✓	✓		Vice Chair / Gov. Comm. Co-Chair
	10	Eva Karp (2017)	✓		✓	✓	✓	Secretary / Immediate Past Chair
	11	Karen Johnson (2024)			✓			Governance Comm. Co-Chair
	12	TBA (2025) formerly Marvia Jones (2023)	✓		✓			
Dec 2027	13	Vickie Leff (2024)	✓		✓			
	14	TBA (2025)						
	15	Rob Ayala-Flores (2022)			✓	✓		Resource Dev. Comm. Chair
	16	Raghu Adiga (2023)	✓	✓				
	17	Tresia Franklin (2019)			✓	✓	✓	Treasurer / Finance Comm. Chair
	18	Mike Rode (2023)	✓	✓	✓	✓		
	19	Mary Beth Blake†						Founding Director

* The board shall consist of 15 to 18 non-founding directors plus founding director [Section 3.2, corporate bylaws]. Non-Founding directors serve three (3) year staggered terms and are eligible for up to three (3) consecutive full terms. Service to complete a vacated term shall not be considered a 3-year term limitation. [Section 3.3, corporate bylaws]. Those elected to office in the corporation may continue as directors for the term of elected office.

** Appointing replacement Directors to unexpired terms helps to ensure even and consistent Board refreshment.

† Founding Director



Board Roles and Responsibilities

Purpose

The Board of Directors has a legal, fiduciary and ethical duty to oversee the operation of the Center for Practical Bioethics including but not limited to ensuring that a strategic visionary plan is in place that has been reviewed and approved by the board (board members may contribute to the plan by serving on a guidance committee during the preparation, but developing the plan is the responsibility of the President/CEO); monitoring the progress of the Center according to its mission, strategic plans, and goals; ensuring adequate fund development for the Center; hiring and reviewing/evaluating the President/CEO; approving the annual budget; and monitoring financial statements.

Roles and Responsibilities

An individual board member:

1. Commits to the mission of the Center for Practical Bioethics, knows about bioethical issues or is willing to learn, and understands the importance of the role of the board in advancing the mission, vision and values of the Center.
2. Commits for a complete term of board membership, participates in the annual board retreat (a key planning opportunity for a high performing board) and board meetings as required by the by-laws and serves on at least one committee of the board. Standing committees are executive, finance, audit, governance, and resource development.
3. Makes attendance at Center events a priority.
4. Works in partnership with Center staff, ensuring alignment of the strategic mission with fundraising possibilities and priorities.
5. Raises money for the organization: asks others for money and gives to the Center according to his or her means.* Supports the annual event through attendance, sponsorship and/or recruiting other sponsors. Acts as an ambassador for the Center including representing the Center to major stakeholders and funders. Assists with grant development and contracts when appropriate. Recruits new supports and funders by hosting small events to introduce others to the Center. Considers an endowment or planned gift.
6. Is recognized by others for honesty, enthusiasm, courage, passion, integrity and common sense. Believes in civil discourse and enthusiastically supports the group's final decisions.

**Board members of the Center are asked to make an annual contribution above any corporate donation making the Center a personal priority in annual giving. The amount of the contribution is an individual decision; however, this contribution is critical because, when considering grant requests, many foundations expect 100 percent board participation.*

Please see Expectations of Board Members



Expectations of Board Members

Expectations of the Board Overall:

- ✓ Actively participate in creating the strategic vision of the organization.
- ✓ Ensure the board's meeting agenda clearly reflects the Center's strategic initiatives and programs.
- ✓ Ensure the Center has a one-year operational or business plan.
- ✓ Ensure the Center's accomplishments and challenges are communicated to diverse stakeholders.
- ✓ Ensure members and stakeholders receive Center financial and human capital reports.

Expectations of Individual Board Members:

- ✓ Be aware of board roles and responsibilities.
- ✓ Make meeting attendance a priority.
- ✓ Actively participate in the Center's sponsored events.
- ✓ Follow through on commitments.
- ✓ Be familiar with the Center's by-laws and governing policies.
- ✓ Read the minutes, reports and other materials in advance of board meetings.
- ✓ Express opinions even if different than the majority.
- ✓ Encourage other board members to express their opinions at meetings.
- ✓ Maintain the confidentiality of board decisions.
- ✓ Support board decisions once made even if I do not agree with them.
- ✓ Publicly demonstrate support for the organization.
- ✓ Promote the work of our organization in the community.
- ✓ Stay informed about issues relevant to our mission and bring information to the attention of the board and staff.

Please see Board Roles and Responsibilities



Board Roles and Responsibilities

Purpose

The Board of Directors has a legal, fiduciary and ethical duty to oversee the operation of the Center for Practical Bioethics including but not limited to ensuring that a strategic visionary plan is in place that has been reviewed and approved by the board (board members may contribute to the plan by serving on a guidance committee during the preparation, but developing the plan is the responsibility of the President/CEO); monitoring the progress of the Center according to its mission, strategic plans, and goals; ensuring adequate fund development for the Center; hiring and reviewing/evaluating the President/CEO; approving the annual budget; and monitoring financial statements.

Roles and Responsibilities

An individual board member:

1. Commits to the mission of the Center for Practical Bioethics, knows about bioethical issues or is willing to learn, and understands the importance of the role of the board in advancing the mission, vision and values of the Center.
2. Commits for a complete term of board membership, participates in the annual board retreat (a key planning opportunity for a high performing board) and board meetings as required by the by-laws and serves on at least one committee of the board. Standing committees are executive, finance, audit, governance, and resource development.
3. Makes attendance at Center events a priority.
4. Works in partnership with Center staff, ensuring alignment of the strategic mission with fundraising possibilities and priorities.
5. Raises money for the organization: asks others for money and gives to the Center according to his or her means.* Supports the annual event through attendance, sponsorship and/or recruiting other sponsors. Acts as an ambassador for the Center including representing the Center to major stakeholders and funders. Assists with grant development and contracts when appropriate. Recruits new supports and funders by hosting small events to introduce others to the Center. Considers an endowment or planned gift.
6. Is recognized by others for honesty, enthusiasm, courage, passion, integrity and common sense. Believes in civil discourse and enthusiastically supports the group's final decisions.

**Board members of the Center are asked to make an annual contribution above any corporate donation making the Center a personal priority in annual giving. The amount of the contribution is an individual decision; however, this contribution is critical because, when considering grant requests, many foundations expect 100 percent board participation.*

Please see Expectations of Board Members



Expectations of Board Members

Expectations of the Board Overall:

- ✓ Actively participate in creating the strategic vision of the organization.
- ✓ Ensure the board's meeting agenda clearly reflects the Center's strategic initiatives and programs.
- ✓ Ensure the Center has a one-year operational or business plan.
- ✓ Ensure the Center's accomplishments and challenges are communicated to diverse stakeholders.
- ✓ Ensure members and stakeholders receive Center financial and human capital reports.

Expectations of Individual Board Members:

- ✓ Be aware of board roles and responsibilities.
- ✓ Make meeting attendance a priority.
- ✓ Actively participate in the Center's sponsored events.
- ✓ Follow through on commitments.
- ✓ Be familiar with the Center's by-laws and governing policies.
- ✓ Read the minutes, reports and other materials in advance of board meetings.
- ✓ Express opinions even if different than the majority.
- ✓ Encourage other board members to express their opinions at meetings.
- ✓ Maintain the confidentiality of board decisions.
- ✓ Support board decisions once made even if I do not agree with them.
- ✓ Publicly demonstrate support for the organization.
- ✓ Promote the work of our organization in the community.
- ✓ Stay informed about issues relevant to our mission and bring information to the attention of the board and staff.

Please see Board Roles and Responsibilities



2025 Board Member Agreement

I, _____ understand, that, as a member of the Board of Directors for the Center for Practical Bioethics (the “Center”), I have a legal and moral responsibility to ensure the Center does the best work possible in pursuit of its mission, vision and values. I have read and believe in the mission, vision and values of the Center, and I will act responsibly and prudently as its steward. I know about bioethical issues or am willing to learn. By signing this agreement, I commit to serve one full three-year term; another full three-year term; the balance of my current three-year term (Check applicable phrase). At the end of my first three-year term, I may be nominated to serve an additional three years. As an individual member of the Center’s board of directors, **I will** (please read and initial each item):

- ☐ Be familiar with board, committee and officer roles and responsibilities
(See Board Roles and Responsibilities-- Purpose)
- ☐ Be familiar with the Center’s by-laws and governing policies
(See By-laws and Policies)
- ☐ Attend board meetings as required by the by-laws, serve on at least one committee of the board (standing committees are executive, finance, audit, governance, and resource development), and attend and participate in the annual board retreat (a key planning opportunity for a high performing board)
- ☐ Read the minutes, reports and other meeting materials in advance of board and committee meetings
- ☐ Maintain the confidentiality of board deliberations and decisions of Center information
- ☐ Express my opinions and encourage other board members to express their opinions at meetings in a respective and productive manner
- ☐ Support board decisions once made even if I do not agree with them
- ☐ Raise money for the Center, including asking others for money and giving to the Center according to my means. (Board members of the Center are asked to make a personal annual contribution to the Center. The amount of the contribution is an individual decision; however, this contribution is critical because, when considering grant requests, many foundations expect 100 percent board participation)
- ☐ Attend and actively participate in the Center’s sponsored events
- ☐ Publicly promote and demonstrate support for the work of the Center in the community

- ☐ Stay informed about issues relevant to the Center's mission and bring information to the attention of the board and staff
- ☐ Exhibit to others individual traits of honesty, enthusiasm, courage, passion, integrity and common sense
- ☐ Aid in identifying quality candidates to build upon a competent and diverse board of directors to benefit the Center
- ☐ Openly declare any conflict of interest in relation to other personal and professional pursuits and excuse myself from discussions and votes where I have a conflict of interest (See Conflict of Interest Policy and attached declaration)

I understand that my role as a board member is critical to the success of the Center. If, for any reason I am unable to fulfill the above duties, I agree to discuss with the Board Chair my future obligations for serving on the Board of Directors.

Board Member Signature*

Date

Print Name

* To complete this document, you may fill in the form, print, sign by hand, and scan via email to mdelles@practicalbioethics.org OR you may sign the form by typing your name on the signature line and checking the attestation box below before sending the completed document to mdelles@practicalbioethics.org.

I hereby certify that the Typed Signature affixed to this document was completed by me on the date specified and represents a true statement to best of my knowledge.

Board Evaluation Questionnaire

A Tool for Improving Governance Practice for Voluntary and Community Organizations

This board evaluation addresses your assessment of the board, the chair, and your personal performance. When completed, the results of Sections A, B, and C will be shared with the board to determine an average group answer to each question and an overall section rating. Section D will be shared with the chair. Section E addresses your personal individual assessment and will be shared with the Executive Committee.

1. Name (optional):

Section A: How well has the board done its job?

Select the response that best reflects your opinion. The rating scale for each statement is: Strongly Disagree (1); Disagree (2); Neutral or don't know (3); Agree (4); Strongly Agree (5).

2. Our organization has a strategic vision or a set of clear long-range goals.

Mark only one oval.

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

3. The board's meeting agenda clearly reflects our strategic vision or goals.

Mark only one oval.

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

4. The board has insured that the organization has a one-year operational budget.

Mark only one oval.

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

5. The board ensures that the organization's accomplishments, challenges, and use of financial and human resources are communicated to members and stakeholders.

Mark only one oval.

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

Section B: How well has the board conducted itself?

Select the response that best reflects your opinion. The rating scale for each statement is: Strongly Disagree (1); Disagree (2); Neutral or don't know (3); Agree (4); Strongly Agree (5).

6. Board members are aware of what is expected of them.

Mark only one oval.

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

7. The agenda of board meetings is well planned so that we are able to get through all necessary board business.

Mark only one oval.

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

8. We receive written reports to the board in advance of our meetings and board members are prepared.

Mark only one oval.

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

9. All board members participate in important board discussions and different points of view are encouraged.

Mark only one oval.

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

10. We all support the decisions we make.

Mark only one oval.

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

11. The board has taken responsibility for recruiting new board members.

Mark only one oval.

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

12. The board has planned and led the orientation process for new board members.*Mark only one oval.*

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

13. The board has a plan for director education and further board development.*Mark only one oval.*

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

14. Our board meetings are interesting and meaningful.*Mark only one oval.*

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

Section C: Board's relationship with the President/CEO

Select the response that best reflects your opinion. The rating scale for each statement is: Strongly Disagree (1); Disagree (2); Neutral or don't know (3); Agree (4); Strongly Agree (5).

15. There is a clear understanding of where the board's role ends and the President's begins.*Mark only one oval.*

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

16. There is good two-way communication between the board and the President.*Mark only one oval.*

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

17. The board trusts the judgment of the President.*Mark only one oval.*

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

18. **The board provides direction to the President by setting new policies or clarifying existing ones.**

Mark only one oval.

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

19. **The board has discussed and communicated the kinds of information and level of detail it requires from the President on what is happening in the organization.**

Mark only one oval.

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

20. **The board has developed formal criteria and a process for evaluating the CEO.**

Mark only one oval.

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

21. **The board, or a committee of the board, has formally evaluated the President within the past 12 months.**

Mark only one oval.

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

22. **The board evaluates the President primarily on the accomplishment of the organization's strategic goals and priorities and adherence to policy.**

Mark only one oval.

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

23. **The board provides feedback and shows its appreciation to the President on a regular basis.**

Mark only one oval.

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

Section D: Feedback to the chair of the board (optional)

Select the response that best reflects your opinion. The rating scale for each statement is: Strongly Disagree (1); Disagree (2); Neutral or don't know (3); Agree (4); Strongly Agree (5).

24. The board has discussed the role and responsibilities of the Chair.*Mark only one oval.*

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

25. The Chair is well prepared for board meetings.*Mark only one oval.*

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

26. The Chair helps the board to stick to the agenda.*Mark only one oval.*

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

27. The Chair ensures that every board member has an opportunity to be heard.*Mark only one oval.*

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

28. The Chair is skilled at managing different points of view.*Mark only one oval.*

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

29. The Chair helps the board work well together.*Mark only one oval.*

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

30. The board supports the Chair.*Mark only one oval.*

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

31. The Chair is effective in delegating responsibility among board members and asking board members to step up.

Mark only one oval.

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

Section E: Performance of individual board members (not to be shared)

Select the response that best reflects your opinion. The rating scale for each statement is: Strongly Disagree (1); Disagree (2); Neutral or don't know (3); Agree (4); Strongly Agree (5).

32. I am aware of what is expected of me as a board member.

Mark only one oval.

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

33. I have a good record of meeting attendance.

Mark only one oval.

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

34. I read the minutes, reports and other materials in advance of our board meetings.

Mark only one oval.

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

35. I am familiar with what is in the organization's by-laws and governing policies.

Mark only one oval.

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

36. I participate and encourage others in discussing issues and asking questions at board meetings

Mark only one oval.

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

37. I follow through on things I have said I would do.*Mark only one oval.*

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

38. I maintain the confidentiality of all board decisions.*Mark only one oval.*

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

39. When I have a different opinion than the majority, I raise it.*Mark only one oval.*

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

40. I support board decisions once they are made even if I may not agree with them.*Mark only one oval.*

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

41. I promote the work of our organization in the community whenever I have a chance to do so.*Mark only one oval.*

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

42. I stay informed about issues relevant to our mission and bring information to the attention of the board.*Mark only one oval.*

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

43. The greatest strengths I bring to the board are:

44. The areas I wish to improve in are:

45. I would be interested in a leadership role on the board in the future:

Mark only one oval.

- ☐ Yes
- ☐ No
- ☐ Not Sure

46. Comments:

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CENTER FOR PRACTICAL BIOETHICS
Conflicts of Interest Policy
Written Conflicts Disclosure

Conflict of Interest

The Center is committed to the highest levels of integrity and transparency in all Center activities and operations. This Policy is applicable to all Center directors, management employees and volunteers able to influence Center management decisions. All Center directors, employees and volunteers are expected at all times to conduct their relationships with each other, the Center, and all with whom the Center interacts in good faith and with objectivity and candor.

All Center directors, management employees and affected volunteers shall disclose to the board, or its designees as herein provided, fully and frankly, any and all actual, potential, or apparent conflicts or dualities of interest, whether individual, personal, financial or business, which may exist, arise or appear with respect to any matter, policy, or business which may come before the Center board or any committee thereof *prior to* action thereon. The purpose of this Policy is to provide guidance to facilitate identifying and addressing potential and actual conflicts of interest relating to any business or other aspect of the operations of the Center in order to preserve and protect the Center's mission and its nonprofit, charitable tax exempt status. This Policy supplements, but shall not replace any applicable state and federal laws governing conflicts of interest applicable to nonprofit, charitable organizations.

Definitions

- A conflict of interest may exist or arise when a non-Center relationship, interest or activity of a director, management employee, affected volunteer, or a family member of such person influences, could influence, or appears to influence or affect the responsible individual's ability to exercise his or her independent judgment or perform his or her responsibilities in the best interests of the Center and its Mission.
- For purposes of this Policy, "family" includes a spouse, domestic partner, parents, siblings, children, and any other relative residing in the same household.
- An individual may have a conflict of interest if:
 - He or she, or a family member, may receive a financial or other material benefit as a result of an action taken or not taken by the Center;
 - An individual, in the discharge of his or her Center responsibilities, may be able to influence the Center's decision making in a manner that results in personal gain or advantage; or
 - An individual has an existing or potential financial or other material non-Center interest which impairs or could appear to impair the individual's independence in the good faith discharge of his or her responsibilities to the Center.

Disclosure

Not all multiple relationships or dualities of interest create impermissible conflicts of interest. The key to management of conflicts issues is prompt, candid and complete disclosure *prior to* action by the Center on any matter or issue potentially affected by an actual, potential or apparent conflict of interest. Disclosures of relationships and interests shall be made at least annually on the Center's Conflict of Interest Disclosure form, and throughout the year at any time the potential for a conflict arises or appears with respect to any matter involving or affecting the Center. When in doubt about whether to disclose a relationship or interest in this context, doubts should be resolved in favor of disclosure. Disclosures not reflected on the annual Conflict of Interest Disclosure shall be made immediately to the board of directors, the chairman of the board, or president.

Annual Written Disclosure

All Center directors, management employees and affected volunteers annually shall complete a written Conflict of Interest Disclosure. That document will ask each to (1) confirm that he or she has read the Center's Conflicts of Interest Policy and acknowledges agreement to comply with the Policy; (2) disclose all actual and potential conflicts of interest of which he or she currently has knowledge; (3) list all nonprofit entities with which he or she has a material financial, business or personal relationship; and (4) list all for profit business entities with which he or she has a material financial, business or personal relationship. For these purposes "material financial relationship" does not include the ownership of shares in the publicly traded company. Each Center director, management employee and affected volunteer shall agree to answer questions concerning any such disclosures and to update information disclosed on the annual written disclosure form promptly upon discovery of additional or new information.

Enforcement

Violations of this Policy may be grounds for removal of a director in accordance with the corporate bylaws, for employee discipline, including possible termination, with respect to a management employee, and prohibition of a volunteer from further volunteer service to the Center. In the event the board of directors has reasonable cause to believe that a violation of the Center's Conflict of Interest Policy has occurred, the board or its designees shall investigate the circumstances and provide the subject individuals an opportunity to respond to the investigation. In the event that, after due investigation, the Center board concludes that a violation of this Policy has occurred, it shall take appropriate corrective and/or disciplinary action as determined by the board.

CENTER FOR PRACTICAL BIOETHICS BYLAWS – October 9, 2007

Section 3.19 Conflicts of Interest

The board of directors shall promulgate and enforce effective conflict of interest policies in accordance with applicable Kansas law, which policies shall require prompt disclosure of any actual or potential conflict of interest on the part of any director and any management employee of the corporation. Such policy shall require each director and all management employees to disclose fully and frankly to the board any and all actual or potential conflict or duality of interest or responsibility, whether individual, personal, or business, which may exist or appear as to any matter or business which may come before the board, or a committee thereof, at any time *prior to* action thereon. Except as herein provided, the disclosing individual shall neither vote nor endeavor to influence corporate action on any such matter. The requirement of disclosure of conflicts of interest shall not prohibit a director from responding to questions concerning the matter, nor from participating in discussion, nor from voting in the matter, *unless* such participation shall have been prohibited by resolution adopted by a majority of disinterested directors at the meeting following disclosure. Board action on any matter as to which a conflicts disclosure shall have been made shall require the vote of a majority of disinterested directors. All disclosures of conflicts of interest and action taken thereon shall be recorded in the minutes of the board.

CENTER FOR PRACTICAL BIOETHICS
2025 Conflicts of Interest Policy
Written Conflicts Disclosure

I currently serve as a board member staff member

I have read and am familiar with the Center's Conflicts of Interest Policy and Section 3.19 of the corporate bylaws pertaining to Conflicts of Interest, and hereby agree to be bound and to abide by the Policy and corporate bylaws as a corporate director, management employee or volunteer of the Center.

I hereby agree to notify promptly and to fully and frankly disclose to the board of directors, the chair of the board, or the president of the Center any actual or potential conflict or duality of interest, real or perceived, not disclosed below. Further, I agree to answer any questions which the board or management may have with respect to any such disclosure. I understand that all such information shall be held in confidence unless the best interests of the Center otherwise require as determined by the board of directors.

I, or a member of my family, am a corporate director, employee or a volunteer in a position to influence decision making at the following nonprofit organizations (*please list all in 300 or less characters or initial in the empty box, you may add an additional sheet if needing more space.*):

I, or a member of my family, have a material financial, business or personal relationship with, an equity interest in, an employment relationship with, or am otherwise affiliated with the following for profit organizations (exclude ownership of shares in a publicly traded company) (*please list all or initial in the empty box*):

I, or a member of my family, have the following personal, financial, business or other interest in organizations or activities not listed above which could form the basis for a conflict or duality of interest in the event the Center engages in any business or other activity with such organizations (*please list all or initial if empty*):

I hereby agree that I will not knowingly or intentionally use my position as a corporate director, management employee or volunteer with the Center for personal gain or advantage in any context, and at all times shall use my best efforts in all matters on behalf of or affecting the Center, and shall discharge my responsibilities to the Center at all times in the best interests of the Center and its Mission.

Signature*

Date

Print Name

* To complete this document, you may fill in the form, print, sign by hand, and scan via email to mdelles@practicalbioethics.org OR you may sign the form by typing your name on the signature line and checking the attestation box below before sending the completed document to mdelles@practicalbioethics.org.

I hereby certify that the Typed Signature affixed to this document was completed by me on the date specified and represents a true statement to best of my knowledge.



2025 Expense Reimbursement Form

Payee Name:

Email Address:

Mailing Address:

Business Purpose (include Project/Class or General if none)

Itemized Expenses - Receipts must be attached

DATE	DESCRIPTION OF EXPENSE	COST
Total Itemized Expenses		-

Mileage Log/Reimbursement - Mapquest or odometer readings required

2024 IRS Business Reimbursement Rate per mile:

\$0.70

DATE	DESCRIPTION OF TRIP	TOTAL MILEAGE
Total Number of Miles		-
Mileage Reimbursent		-

TOTAL REIMBURSEMENT \$ -

Signature _____ Date _____

Approval Signature _____ Date _____

All requests for reimbursement must be received within 30 days of when expense occurred.



2025 Staff Roster

	Cell Phones	Email
Gloria Thomas Anderson	(913) 433-3877	ganderson@practicalbioethics.org
Monica Delles	(816) 509-3260	mdelles@practicalbioethics.org
Trudi Galblum	(913) 961-0129	tgalblum@practicalbioethics.org
Lindsey Jarrett	(816) 372-6151	ljarrett@practicalbioethics.org
Cassie Shaffer Johnson	(816) 730-4852	cshafferjohnson@practicalbioethics.org
Ryan Pferdehirt	(412) 370-4629	rpferdehirt@practicalbioethics.org
Odessa Sawyer	(816) 560-8901	osawyer@practicalbioethics.org
James Stowe	(573) 355-7343	jistowe@practicalbioethics.org

Updated 4/7/2025

30 YEARS OF RAISING
AND RESPONDING
TO ETHICAL ISSUES IN
HEALTH AND HEALTHCARE



Advancing the Health and Dignity of All Persons
REAL LIFE. REAL ISSUES. REAL TIME.

30TH ANNIVERSARY

A LETTER TO OUR FRIENDS

A Richly Rewarding Journey

This year the Center welcomes you in celebrating our first 30 years. What an incredibly amazing ride! No one, not even our founders, could have imagined the impact of the Center's work on the breadth and depth of the decision-making process that patients and families have faced in the last three decades.



Our work with clinicians, clergy and community coalitions, educators, administrators, attorneys, professional associations, hospitals, health systems, attorneys and elected and appointed policymakers has made for an intriguing and challenging but richly rewarding journey.

We've chronicled a bit of it for you in these pages and hope you will take pride in claiming your place among the myriad others who have contributed such crucial roles in the sometimes complex but always critically important work we do.

Real Life. Real Issues. Real Time.

This isn't an ivory tower enterprise. We've earned our stripes at the bedside, as well as in boardrooms, sanctuaries, social halls, classrooms and conference centers. We embrace the claim that PRACTICAL defines the work we do in bioethics. We wear the moniker proudly and gratefully.

What we are most grateful for, however, are the thousands of supporters and benefactors who have volunteered and showered us with gifts of talent and treasure over the last three decades.

May our journey continue and may your generosity compel us to stretch and bend and never become complacent, for there is always more that we can do to achieve our shared vision of advancing the health and dignity of all persons.

Best,

Jim Spigarelli
Chairman of the Board

John G. Carney
President and CEO

CENTER FOR PRACTICAL BIOETHICS

WHERE WE HAVE BEEN

The concept of bioethics was new in 1984 when Mary Beth Blake, an in-house attorney at the University of Kansas Medical Center, Dr. Karen Ritchie, a family practice physician and psychiatrist, and Dr. Hans Uffelmann, a philosophy professor at the University of Missouri-Kansas City, founded the Midwest Bioethics Center, now the Center for Practical Bioethics.



The Center's former home on Washington Street in downtown Kansas City.



Hans Uffelmann and Mary Beth Blake, Co-Founders



Myra Christopher, Founding Executive of the Center

TIMELINE OF ACCOMPLISHMENTS



1984 - 1985

The Center founded by Mary Beth Blake, Karen Ritchie and Hans Uffelmann. Myra Christopher appointed executive director

1986

Convened hospital ethics committees to launch the Kansas City Regional Hospital Ethics Committee Consortium, the oldest continuously operating consortium of its kind in the U.S.

30TH ANNIVERSARY



"Deeply rooted in community and committed to protecting the dignity of all patients, the Center serves as a strong advocate

for families facing the most difficult healthcare issues that confront each of us at some point in our lives. I congratulate the Center for its many contributions and wish you continued success in your good work."

—The Honorable Kathleen Sebelius
Secretary
U.S. Department of Health and Human Services

Sam Rodgers and Cordell Meeks were board members of the Center and key figures in helping the Center establish working relationships with the African-American community.



Samuel U. Rodgers,
Founder of the Samuel U.
Rodgers Health Center



Cordell D. Meeks, Jr., Judge,
Kansas City, Kansas

Back then, most of the half dozen existing ethics centers, based in academia, focused on theoretical issues. At the same time, ethical dilemmas presented by accelerating advances in medicine and technology increasingly galvanized public attention and professional concern:

- The horrors of the Tuskegee Syphilis Study, which began in 1932 and were exposed in 1972, prompted the creation of the National Commission for the Protection of Human Subjects in 1974.
- In 1976, the New Jersey Supreme Court ruled in favor of removing Karen Ann Quinlan's ventilator at the request of her parents. Karen had lapsed into a persistent vegetative state.
- The President's Commission for the Protection of Human Subjects of Biomedical and Behavioral Research published the Belmont Report in 1979. The report led to the requirement that any research institution funded by federal dollars must have an Institutional Review Board to ensure that "beneficence, respect and justice" govern research involving human subjects.
- In 1978, the first "test-tube" baby was born through in vitro fertilization.
- In the early 1980s, a number of Baby Doe cases established precedents for the obligations of healthcare professionals in the care and treatment of seriously disabled newborns.



William Colby, with the family of Nancy Beth Cruzan, at the Missouri Supreme Court.

1987

Created the first voluntary community HIV/AIDS standards in the U.S.

1987-90

Counseled both sides in the Nancy Beth Cruzan vs. Director, Missouri Department of Health, the first right-to-die case reviewed by the U.S. Supreme Court.

1990

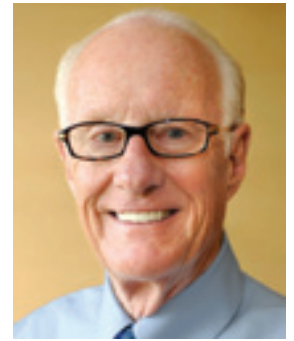
Consulted with Senators John Danforth and Daniel Patrick Moynihan to develop the Patient Self-Determination Act.

CENTER FOR PRACTICAL BIOETHICS



Robert Potter, MD, PhD, spent 10 years at the Center advancing ethics in the medical profession.

"For more than three decades the Center has been at the crux of helping families and clinicians sort through the thorniest issues in healthcare. During these times of reform, we rely on the Center's rich history of protecting the dignity of all persons by helping chart the course for our future, however uncertain it may be."



—Irvine O. Hockaday
Retired President/CEO, Hallmark Cards, Inc.



Bill Bartholome, MD, a nationally recognized pioneer in the bioethics movement, is considered a "near-founder" of the Center and was critical to the development of the Kansas City Regional Hospital Ethics Committee Consortium.

1992-3

Collaborated with JCAHO to promulgate patients' rights and organizational ethics standards.

1993-2002

Sponsored Nursing Ethics Leadership Institute with the University of Kansas and University of Missouri-Columbia Schools of Nursing.

1998-2003

Directed Community State Partnerships to Improve End-of-Life Care, an \$11.25 million Robert Wood Johnson national program to advance palliative care.

30TH ANNIVERSARY

Hans, Mary Beth and Karen knew that bioethics should be brought to the bedside and believed also that bioethics could provide valuable tools and resources to help those making the most ethically complex life and death decisions.

In founding the Center, they adopted three bedrock principles:

- Bring diverse, multidisciplinary groups together to work collaboratively.
- Focus on the practical and theoretical, with emphasis on the practical.
- Remain independent, free-standing and unfettered by special interests.

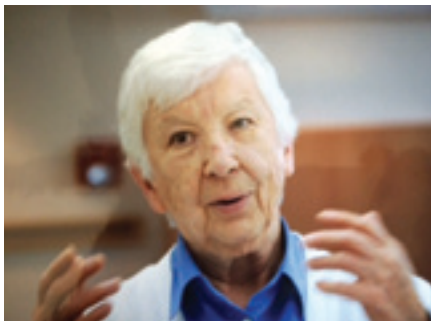
For 30 years, the Center has led the way in making bioethics meaningful to patients and families from all walks of life, as well as their clinicians and institutions. The Center brings diverse groups together to address difficult issues and achieve common ground, ensuring always that the patient's voice is heard.



Dianne Shumaker, Karren King Crouch and Helen Emmott



Judy Berman, Jim Stoddard and Sheri Wood



Rosemary Flanigan



Rob Hamel, Bill Neaves, Jonathan Moreno, Myra Christopher and Greg Koski

1999

Developed Compassion Sabbath to address the spiritual needs of the seriously ill and their families.

1999-2001

Advised on Bill Moyers' PBS documentary series, *On Our Own Terms*, viewed by more than 20 million.

1999-2006

Produced the State Initiatives to Improve End-of-Life Care policy series, reaching 25,000 coalition leaders, policymakers and professionals.

CENTER FOR PRACTICAL BIOETHICS



John and Mary Harris Francis



Virginia and Jim Stowers



Mary Kay McPhee and her mother, Maggie Shepard



Marjorie and Bill Sirridge



Drew Edmondson, Cheryl Mathers, Karen Kaplan, Ira Byock and Myra Christopher



Frank and Janice Ellis and Andrea and Wynn Presson



Kelvin Calloway and Dane Sommer



Joan Biblo



Norman Rotert

2001-2002

Piloted Caring Conversations® with AARP to enhance communication between families and friends about end-of-life issues.

2002

Partnered with the National Association of Attorneys General End-of-Life Health Care Project to frame end of life as a consumer protection issue.

2003-2005

With the Federation of State Medical Boards, helped revise guidelines for use of controlled substances treating pain.

30TH ANNIVERSARY

WHERE WE ARE GOING

We deal with real life and real issues in real time.

We recognize that institutions are stretched, that patients' values and preferences matter and should be respected in all settings, that the need for civil discourse has never been greater, and that a country that spends as much as we do on healthcare can produce better outcomes.

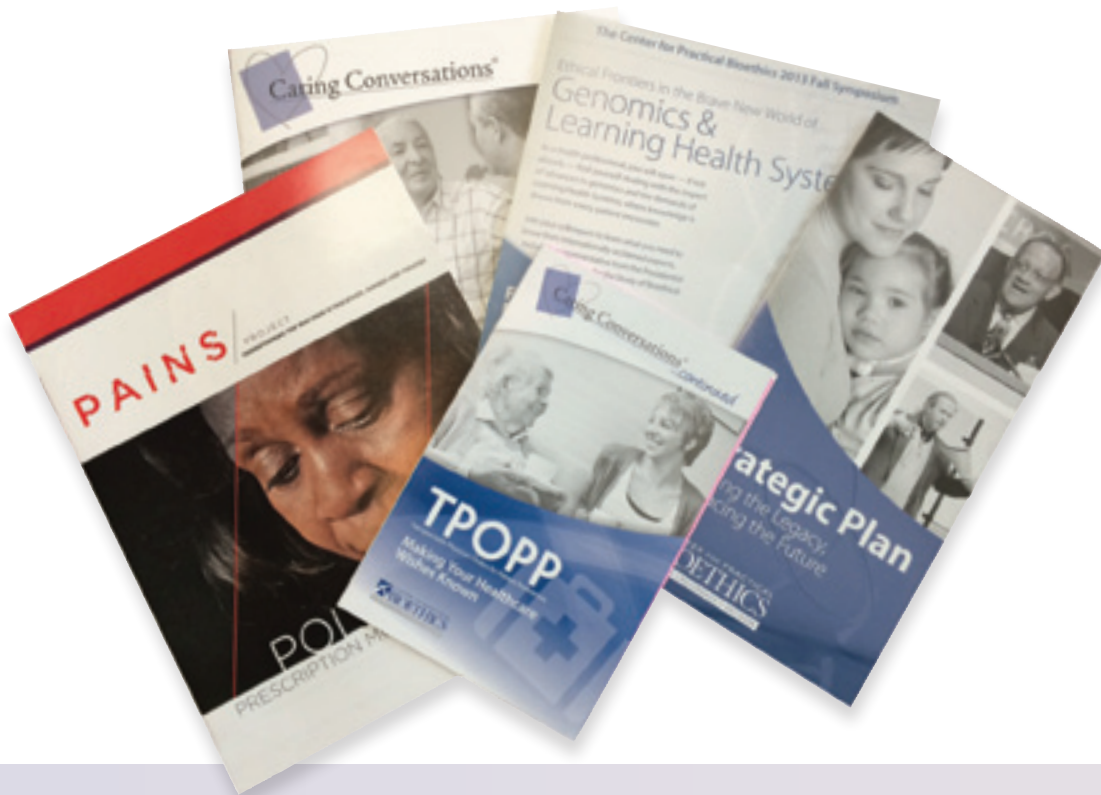
We go wherever patients, families, professionals and policymakers are grappling with thorny issues in health and healthcare that, sooner or later, affect all of us.

Over the next five years, the Center will focus on four challenges.

"Values are formed and expanded through active participation of ordinary people who are concerned about them, who think about them, and talk about them. This, I believe, is the role of the Center—to encourage thinking and broaden communications on matters of life and death."



—John C. Danforth
Former U.S. Ambassador to the United Nations,
U.S. Senator, Missouri,
and 25th Anniversary Annual Dinner Speaker



2004

Launched the Kansas City Partnership to Advance Pediatric Palliative Care.

2005

Conducted national roundtable and published policy brief on the ethical arguments around early stem cell research.

2006

Presented recommendations to the U.S. Department of Health and Human Services to establish new federal protections for subjects with diminished capacity.

TIMELINE OF ACCOMPLISHMENTS

CENTER FOR PRACTICAL BIOETHICS



"The Center for Practical Bioethics is a critical voice advocating access for all who need palliative and end-of-life care."

— Lee Woodruff
Author of *In an Instant*
2008 Annual Dinner Speaker

Challenge #1: Improve Shared Decision Making

During the previous century, how and when we die changed dramatically. In the early 1900s, the average life expectancy hovered around 50 years. Today, the average American can expect to live to the age of 80. Rather than dying of a traumatic event or infectious disease, most Americans now succumb to chronic conditions that complicate their lives and treatment decisions over the course of years, sometimes

even decades. For nearly 20 years, a growing body of research has documented that patients and families are not prepared for these increasingly difficult decisions. The complexities of treatment options make navigating healthcare systems, especially acute care settings, nearly impossible. Honoring the wishes of vulnerable patients living with advanced disease requires unprecedented commitment and collaboration among hospitals, emergency medical services, nursing homes and home care providers.

Research confirms that patients, families and clinicians experience greater satisfaction when given the opportunity to articulate desired outcomes in terms of where and how they will spend the last weeks and months of life. Recent studies show that advance care planning and structured shared decision-making tools can prevent unnecessary suffering, tragic consequences and wasted resources.

The challenge is to integrate these findings into the culture and practice of our communities.

The Center is working to improve shared decision making, using proven tools to ensure that patients' values are known and honored:

- Caring Conversations® – The Caring Conversations® workbook puts a tool in the hands of patients and loved ones to make their end-of-life choices known. Ongoing updates and revisions have resulted in distribution of hundreds of thousands of workbooks in print and through website downloads. Publication now exceeds 25,000 annually.
- Caring Conversations® in the Workplace – This program, designed for employees of major self-insured corporations, promotes advance care planning, provides education and resources, and facilitates consultations on employees' complex medical decisions.
- Transportable Physician Orders for Patient Preferences – TPOPP and Caring Conversations® Continued protect patients' wishes by translating their preferences into physicians' medical orders that follow patients across settings and as goals of care change based on the patient's condition. The Center leads the only bi-state initiative in the country (KS/MO) using a standard of care approach that is adopted by community-based coalitions.



TPOPP Team: Angela Fera and Sandy Silva (standing) and Regina (Gina) Johnson and Carol Buller (seated)

2006-2011

Consulted with the CDC to develop a model for health departments nationwide to integrate palliative care with chronic disease management.

2007

In collaboration with the Federation of State Medical Boards and the National Association of Attorneys General, developed and analyzed the largest U.S. database on physicians charged with mishandling or mis-prescribing Schedule II Controlled Substances.

With several other groups, launched NorthlandCARE/MetroCARE (now MetroCARE) to provide medical specialty referral services to low-income, uninsured individuals.

30TH ANNIVERSARY

"The leadership role provided by the Center has had a profound and beneficial effect on the way in which end-of-life care, particularly in the area of pain management, is addressed by policymakers, healthcare professionals and consumer advocates, as well as patients and families. The Center has improved the world we live in and die in."



—W.A. Drew Edmondson
Oklahoma Attorney General
National Association of Attorneys General, Past President

Challenge #2: Change Chronic Pain Treatment

The Center has included the under-treatment of pain among its strategic goals for more than a decade. Efforts include working with statewide coalitions, professional groups and law enforcement and promoting balanced pain policy and safe and effective treatment.

A milestone in the movement to address chronic pain occurred on June 29, 2011, when the Institute of Medicine (IOM) issued the report, *Relieving Pain in America*, calling for a "cultural transformation in the way pain is perceived, judged and treated." Two Center staff members served on the IOM committee. Findings of the committee were alarming:

- At least 100 million Americans live with chronic pain, more than those with cancer, diabetes and heart disease combined.
- From a humanistic perspective, the costs are incalculable. The suicide rate among those with chronic pain is two-and-a half to four times higher than the general population.
- In economic terms, the costs (combining lost productivity and cost of treatment) are a staggering \$560 to \$635 billion annually.

The report made 16 recommendations and stated that there is a "moral imperative to address this problem."

The IOM is a powerful institution, but it has no implementation authority. In response to the report, the Center convened the Pain Action Alliance to Implement a National Strategy (PAINS), a coalition of more than three dozen national organizations that have agreed to work together to advance the IOM report.

Participants in PAINS include national leaders from professional societies, patient advocacy organizations, policy groups, consumers, payers and the private sector working together to:

- Educate the public about chronic pain and de-stigmatize those living with it.
- Establish and support community and state-based initiatives to establish infrastructure necessary for national reform.
- Engage leaders and federal agencies in policy discussions.

PAINS is working with local and statewide coalitions and federal agencies to establish bio-psychosocial (integrative) pain care as the standard of care and to integrate this model into efforts to create patient-centered medical homes and accountable care organizations. The Center's Kathleen M. Foley Chair serves on the National Institutes of Health Interagency Pain Research Coordination Committee and, in that capacity, currently serves on the National Pain Strategy Task Force, which is developing the national population health strategy called for in the IOM report. PAINS will advance the national report.



Kathleen M. Foley, MD, and Myra Christopher,
Kathleen M. Foley Chair in Pain and Palliative Care

2008

Helped to establish National Healthcare Decisions Day on April 16.
Published Caring Conversations® for Young Adults.

Launched KC4Aging in Community to address opportunities and challenges presented by the area's growing senior population.

Became leader of effort in Kansas and Missouri to achieve provider adoption of Transportable Physician Orders for Patient Preferences (TPOPP).

CENTER FOR PRACTICAL BIOETHICS

Challenge #3: Achieve Patient-Centered Health Outcomes

Our current healthcare system works hard to save lives. Still, its focus on disease detection and intervention frequently overlooks the needs, preferences and values of patients. Better outcomes and improved quality at lower cost will occur only when we realign incentives in the science, informatics and culture of healthcare and, most importantly, when we put patients first.

Recently, the Institute of Medicine took first steps to emphasize the patient experience by defining "learning healthcare systems." The transition to learning healthcare systems requires that providers rely on ethical frameworks that:

- Encourage patient participation in formulating improved health outcomes.
- Collect and share large patient data sets that can be used to reduce risks and improve quality.
- Implement more robust but understandable patient rights and protections to encourage patient participation in substantially larger numbers.

"With the changes taking place in healthcare today, the need for an organization to bring diverse groups together to raise and respond to complex bioethical issues and build consensus around practical solutions has never been more important. The Center does this uniquely well. I have great personal respect for the accomplishments of the staff and the Center's reputation, which is a major reason why I wanted to become part of the team."



—Richard Payne, MD
John B. Francis Chair, Center for Practical Bioethics



"Overcoming disparities remains one of the most critical challenges in truly reforming healthcare and ensuring better health outcomes. The Center's work in raising an authentic voice about

quality, access and justice, especially for the poor, underserved and those in the minority, offers hope to the marginalized. That encouragement also supports those who work in healthcare, confirming their belief that a welcoming embrace for all can and must become an affordable and achievable reality."

—John W. Bluford
President/CEO, Truman Medical Centers

- Increase respect for clinicians' judgments when minimal risks to patients can expedite research activities and achieve better outcomes sooner.
- Create friendlier patient/provider encounters that optimize care and reduce burden and waste, especially from the perspective of the patient.

The Center is committed to provide leadership to construct such frameworks.



Relieving Pain in Kansas City Citizen Leadership Group meeting

2009

With the American Academy of Family Physicians, developed curriculum to improve the treatment of pain and a policy brief to assist law enforcement investigating healthcare professionals alleged to be over- or mis-prescribing.

Participated in Office of Healthcare Reform discussions at the Institute of Medicine on the need for a new model of care for advanced illness.

2010

Launched the Certificate in Clinical Ethics and Health Policy.

Participated on the Institute of Medicine's Committee on Advancing Pain Research, Care and Education, which published *Relieving Pain in America* on June 29, 2011.

Introduced Caring Conversations® in the Workplace, providing advance care planning planning education and personal consultation and advocacy as an employee benefit.

30TH ANNIVERSARY

"At Saint Luke's, it's often standing room only on educational rounds coordinated by the Center to discuss cases that pose challenging emotional and social issues. And, when there's a conflict on a case, ethics committees trained by the Center respond immediately to help resolve the issue."



—John D. Yeast, MD

Perinatology, Obstetrics & Gynecology, Saint Luke's Hospital
Past Board Chair, Center for Practical Bioethics

Challenge #4: Expand Bioethics Education

From the start, the Center recognized that bringing ethics to the bedside required educational outreach well beyond classrooms and think tanks. The work started by forming and training more than 200 hospital ethics committees across the country. Through the years, programs to provide both lay and professional bioethics education have grown and include:

- **Kansas City Regional Hospital Ethics Committee Consortium** – Established in 1985, it remains the oldest continuously operating network of its kind in the nation.
- **Certificate in Clinical Ethics and Health Policy** – The Certificate provides mid-career professionals with real-world tools to confront and analyze ethical issues in the work setting.



Tarris Rosell, DMin, PhD, Rosemary Flanigan Chair, Center for Practical Bioethics

- **Lectures and Symposia** – Annually, the Center sponsors two CEU-approved symposia and the Rosemary Flanigan Lecture. Videos of these presentations are viewed online by thousands around the world.
- **Ethics Consultation and Teaching** – The Center contracts with healthcare systems to support ethics consultation services and with teaching institutions as support faculty and to provide guidance in strategic planning.

2011

Helped sponsor the establishment of the Coalition to Transform Advanced Care (C-TAC).

Collaborated with other organizations to form the Pain Action Alliance to Implement a National Strategy (PAINS).

Participated in Kansas University Medical Center's successful application for a \$20 million Clinical and Translational Science Award and serve on Frontiers' leadership team.

CENTER FOR PRACTICAL BIOETHICS

Meeting Our Challenges: A Culture of Collaboration

The Center was founded as a free-standing non-profit organization. This independence enhances our ability to take on difficult and sometimes controversial issues. But we could not do our work without mission-driven collaboration with institutions of higher education, hospitals and health systems, providers, payers and others. In fact, with the Center's small and nimble staff, it is critical that we create and nurture strong relationships with others who share our goals and join with us in our work.

We have a long history of faithful organizational members for whom we provide services such as:

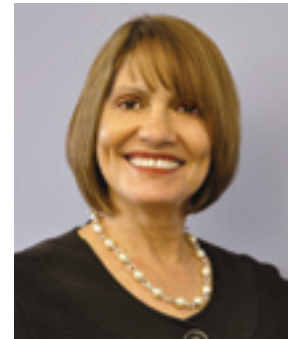
- Training of ethics committees
- Consultation on difficult cases
- Grand Rounds presentations
- Research assistance
- IRB and ethics committee participation
- Teaching courses in medical and nursing curricula
- Assisting in developing ethics frameworks for the organization

In turn, organizations send students through the Center's Certificate Program in Clinical Ethics and Health Policy, participate in the Center's Kansas City Regional Hospital Ethics Committee Consortium, co-sponsor conferences and symposia with the Center, participate on task forces the Center convenes around particular issues, and generally support the work of the Center.

We have long-standing relationships with the Kansas City area's three medical schools and their affiliated hospitals, the many area nursing schools, local and regional hospitals, long-term care facilities, hospices, Frontiers: The Heartland Institute for Clinical and Translational Research, Mid-America Regional Council, Kansas City Area Life Sciences Institute, and others. Additionally, we work nationally with the federal Department of Health and Human Services, Institute of Medicine, National Association of Attorneys General, Federation of State Medical Boards, American Bar Association Commission on Law and Aging, the Tuskegee Institute, Duke University and the Coalition to Transform Advanced Care, to name a few.

"The Center for Practical Bioethics has expanded the vision of Samuel U. Rodgers Health Center in the way we provide health care and in our ethics in our day-to-day work. The ultimate beneficiaries are our patients, whose lives are tangibly improved and whose suffering has been lessened, thanks to the Center's influence."

—Hilda Fuentes
Chief Executive Officer, Samuel U. Rodgers Health Center



Kansas City Regional Hospital Ethics Committee Consortium

2012

Transitioned executive leadership of the Center to John G. Carney as Myra Christopher assumed the Kathleen M. Foley Chair.

Implemented PAINS communication strategy, including a policy brief series available at www.painsproject.org.

2013

Developed *Relieving Pain in Kansas City* project, a community-based pilot of safety net clinics, as well as a Pain Patient Advisory Board.

Expanded TPOPP and produced supporting materials and video.

Presented a symposium on "Learning Health Systems" to advance the Institute of Medicine's goal to improve quality by learning from every patient encounter.

30TH ANNIVERSARY

REMEMBRANCE AND APPRECIATION

Hans Uffelmann, PhD
Father of Clinical Ethics
Co-Founder,
Center for Practical Bioethics



"You have to realize that when we began there were only three institutions that dealt with biomedical ethics, including ours. There were only two textbooks in the whole United States. And nobody did ethics by the bedside. Nobody!"

When our co-founder, Hans Uffelmann, passed away the morning of December 7, 2013, the world lost a deep thinker, astute practitioner, challenging teacher and leading pioneer in the field of bioethics.

Pioneer in Bioethics

Hans received his primary and secondary education in Germany. He studied zoology and philosophy at Sacramento Community College and at the University of California at Davis, where he took his BA. After a three-year interruption of his academic career, serving with the U.S. Army Medical Service Corps as a surgical technician, he resumed his studies at Northwestern University, where he earned his MA and PhD.

In 1963, Hans joined the University of Missouri-Kansas City (UMKC) as Assistant Professor of Philosophy specializing in applied ethics and social philosophy, and also served several years as chair of the Department of Philosophy and the Faculty of the College of Arts & Sciences.

Appointed Professor of Philosophy and Medicine in 1971, Hans joined the UMKC School of Medicine teaching clinical medical ethics, becoming one of the first philosophers in the U.S. to hold a faculty position in a medical school.

Hans pioneered this emerging sub-specialty field in philosophy and medicine and taught biomedical ethics to faculty from various scientific fields for the National Science Foundation and the American Association for the Advancement of Science at 18 universities throughout the U.S. He received various awards and honors, such as "Pioneer in Medical Education," and accepted non-physician membership in Alpha Omega Alpha, the prestigious medical honor society. He was also a founding member of the Society for Health and Human Values, now the American Society for Bioethics and Humanities (ASBH).

Admirers of Hans

Hans profoundly influenced the lives of thousands of his philosophy and medical students and the patients they ultimately served. He required students to read original texts. Grades

were based on written exams and papers, which he evaluated for spelling, grammar, logic and, finally, content. Even so, several times, his students chose him as teacher of the year. With great admiration, his students refer to themselves as SOHs (Survivors of Hans).

He was a member of several local ethics committees and leader in the Kansas City Regional Hospital Ethics Committee Consortium convened by the Center for Practical Bioethics. He wore a beeper and was available night or day, rain, sleet or snow for ethics consultations with family and clinicians struggling with life and death decisions. He was a frequent speaker on healthcare ethics issues at national conferences, professional society meetings, civic organizations, churches, synagogues and mosques.

Founding the Center

Together with Mary Beth Blake, an attorney, and Karen Ritchie, a physician, Hans founded the Midwest Bioethics Center (now the Center for Practical Bioethics) in 1984. For the next 30 years, Hans was dedicated to the Center's work in developing advance directives and supporting federal legislation, creating and training hospital ethics committees, developing guidelines for involvement of human subjects in healthcare research, and mediating end-of-life issues, including the Nancy Cruzan case, the first "right to die" case reviewed by the U.S. Supreme Court.

From introducing medical students and residents to bioethics at the bedside to the creation of advance directives and the establishment of ethics committees in healthcare institutions, Hans's work has provided a guiding light for thousands of people faced with life and death decisions.

Hans was preceded in death by his wife, Marilyn Davis. They have two sons. Glenn teaches at DeVry University and is married to a physician, Lynn. Darryl is an attorney for Anheuser-Busch, and his wife, Lisa, is a stay-at-home mom. Hans was very proud of his family, including his four grandchildren—Robert, Caroline, Casey and Avery—whom he adored.

"The only way to be successful in medical education then and a lot today was not only point out what you ought to do, but by setting an example. You have to be there. Your success or failure as an ethicist on rounds depended on 24/7 availability."

ABOUT THE CENTER



As a national leader in bioethics, the Center brings diverse groups together to work collaboratively. Putting theory into action, the Center helps people and organizations find solutions to complex ethical issues in health and healthcare.

Vision

Ethical discourse and action advance the health and dignity of all persons.

Mission

To raise and respond to ethical issues in health and healthcare

Core Values

Respect for human dignity

- We believe that all persons have intrinsic worth.
- We promote and protect the interests of those who can and cannot speak for themselves.
- We commit to the just delivery of healthcare.

Guiding Principles

- To be unfettered by special interests
- To listen actively, think critically and act wisely
- To lead and promote the leadership of others
- To collaborate with those who commit to civil discourse
- To work diligently towards our mission

Working in Three Areas

Clinical and Organizational Ethics

Health Policy Ethics

Life Sciences and Research Ethics

Addressing Four Key Challenges

Improving Shared Decision Making

Changing Chronic Pain Treatment

Achieving Patient-Centered Health Outcomes

Expanding Bioethics Education

REAL LIFE. REAL ISSUES. REAL TIME.

[Insert new logo]

Approved: _____, 2025

2025-2026 (May 2025 – April 2026)

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. 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.

Please hold for 2025-2026 objectives

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

Objectives

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 2025, CPB will increase community engagement by providing more education to healthcare organizations, developers, and the community.

Milestones:

In 2025, CPB Ethical AI Project Team will provide 10 presentations to the community about the work of the Ethical AI Initiative.

In 2025, CPB Ethical AI Project Team will provide 1 Ethical AI workshop to a healthcare organization.

In 2025, CPB Ethical AI Project Team will provide 1 Ethical AI Workshop with 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 2025, CPB will provide consultation to executive leaders in healthcare organizations through an Ethical AI consortium model to create Ethical AI policies and procedures across their organization.

Milestones:

In 2025, CPB Ethical AI Project Team will co-develop Ethical AI value statements and governance structures for 1 healthcare organization.

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

- 2.3.1 In 2025, CPB Ethical AI Project Team will develop recommended practices and procedures to assist healthcare organizations in purchasing AI tools.

Milestones:

In 2025, CPB Ethical AI Project Team will pilot an AI readiness tool, in collaboration with UMKC, in rural 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 2025, CPB Ethical AI Project Team will create a recognition program framework for ethical AI in healthcare.

Milestones:

In 2025, 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 2025, CPB Ethical AI Project team will continue to orient programs and work to earn long-term revenue and philanthropic support.

Milestones:

By March 1, 2025, the Ethical AI Project Team will standardize honorarium amounts for different types of community engagements and partnerships.

By March 1, 2025, the Ethical AI Project Team will create a community engagement tool that measures satisfaction and collects interest for future engagements.

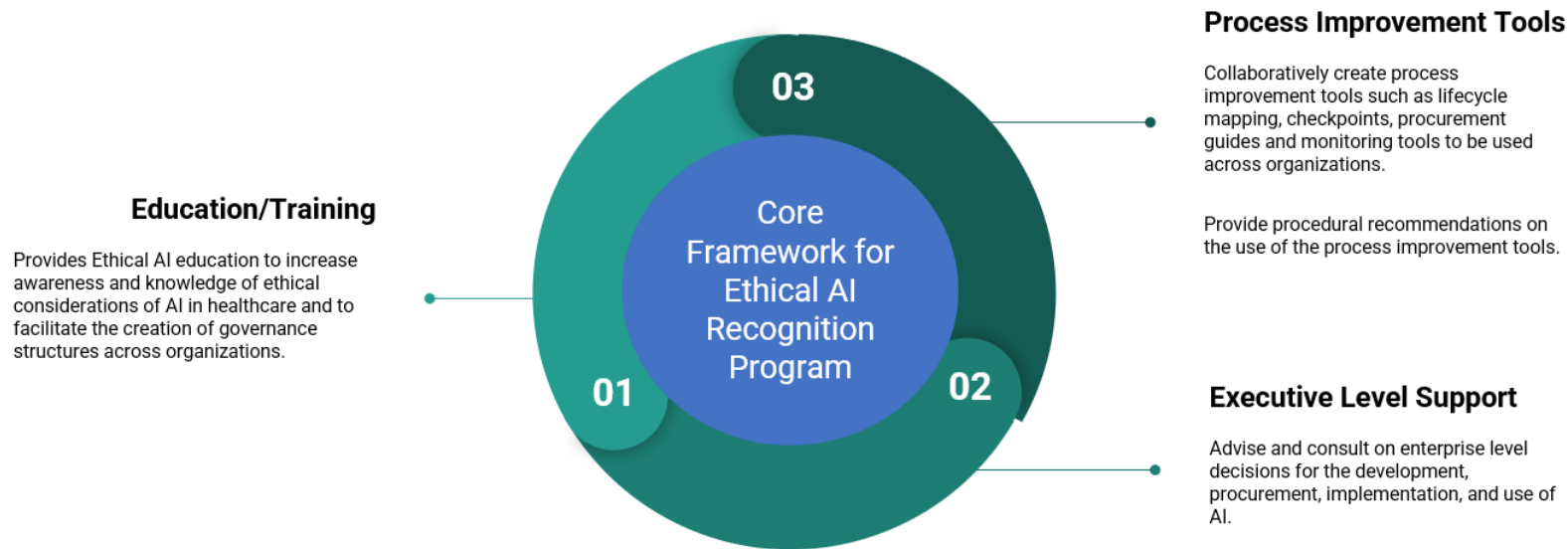
By October 1, 2025, The Ethical AI Project Team will define fees for participation in the Ethical AI Recognition Program and work with partners to test receptivity and relationship to other service offerings.

By April 1, 2026, the Ethical AI Project Team will add \$50,000 in new revenue through ethics services agreements.

By April 30, 2026, the Ethical AI Project Team will maintain a substantial press to engage prospect partners (e.g., grants, collaborator organizations, and entities to purchase services), by meeting with at least one new prospect every month.

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

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 **PRIMARY: While maintaining the Center's core values, aggressively build a diversified revenue structure and stable financial outlook.**
 - 4.1.1 In current fiscal year, raise at least \$500,000 in philanthropic funds annually (e.g., \$250,000 in unrestricted funds through events; \$300,000 in development income, including unrestricted grants, donations, and major gifts)
 - 4.1.2 In current fiscal year, secure at least \$175,000 in program grants, with a special emphasis on securing new strategic partnerships, entering new markets or market types, and plotting stages from grant activities to program and service revenue.
 - 4.1.3 In current fiscal year, increase earned income by \$50,000 over 2025 budget (from \$290,375 to \$341,000), and plot achievable growth for 2026 and beyond.
- 4.2 Maintain engagement and dissemination, as measured by media stories, social media engagement, and website traffic commensurate with historic measures.
- 4.3 Continue resources to support professional development of staff (e.g., professional membership and conference attendance) for the 2026 budget.
- 4.4 For 2026 implementation, continue to evaluate policies and procedures to foster a warm and welcoming culture that attracts and retains diverse, quality staff (e.g., Employee Handbook revision).
- 4.5 By Q1 of 2026, leverage new customer relationship management platform to build a core body of data that informs customer service, gaps and strengths in internal capacity, and helps to steer resource allocation.
 - 4.5.1 Continue excellent stewardship of resources entrusted to us, such as enhanced internal controls, revenue forecasting, dashboard reporting, and clean audits.
 - 4.5.2 Drive continued 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 As opportunities and resources emerge, participate in, or create, local, regional (state), or national partnerships that align with the Center's mission and capacity.
- 5.2 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.
- 5.3 Create an organizational disposition that advances diversity, equity, and inclusion in all activities and procedures.
- 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.

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.

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

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CENTER FOR PRACTICAL
BIOETHICS

**BRAND
MESSAGING**



Concise brand messaging crafted to be **memorable, repeatable, shareable.**

Articulating the Center for Practical Bioethics' identity, purpose, and significance is vital for advancing its mission and achieving your goals. This brand messaging document outlines the communication framework that will ensure all messaging about the Center for Practical Bioethics is consistent, clear and concise.

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ABOUT US

Who we are. What we believe. Who we serve.



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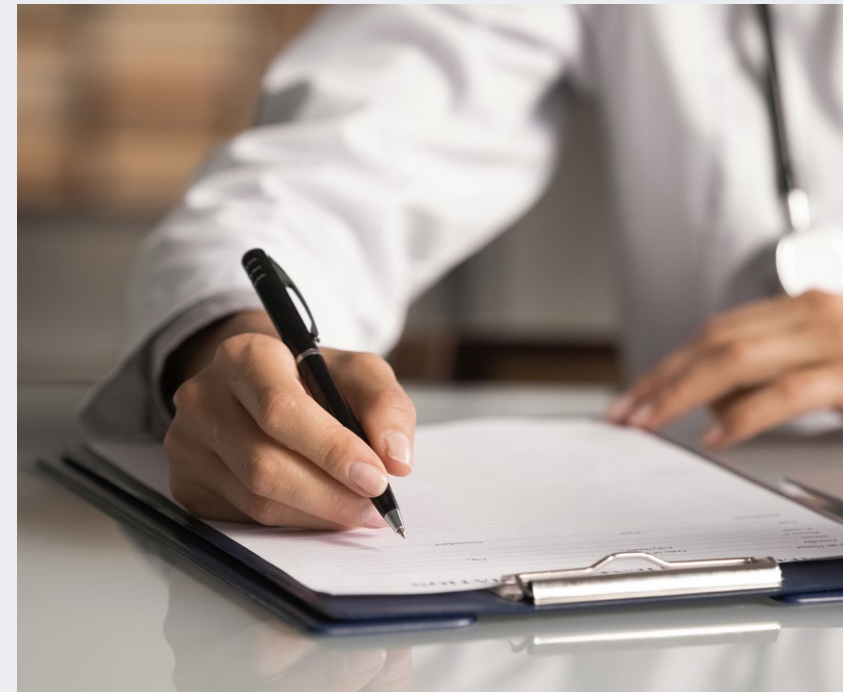
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About Us

Bioethics in action.

The Center For Practical Bioethics is a nationally recognized nonprofit organization that helps patients, families, caregivers, and institutions face and resolve ethical dilemmas in everyday healthcare and broader health-related issues. The Center provides recommendations, guidance, and education for decision-making in both immediate situations and policy development. The Center's team possesses a philosophical orientation and disciplined rationality, enabling them to apply neutral, fair, and just principles even in highly emotional situations. The Center addresses a wide range of topics, including clinical interventions, beginning- and end-of-life concerns, resource allocation, population health, and emerging technologies.



Mission & Vision

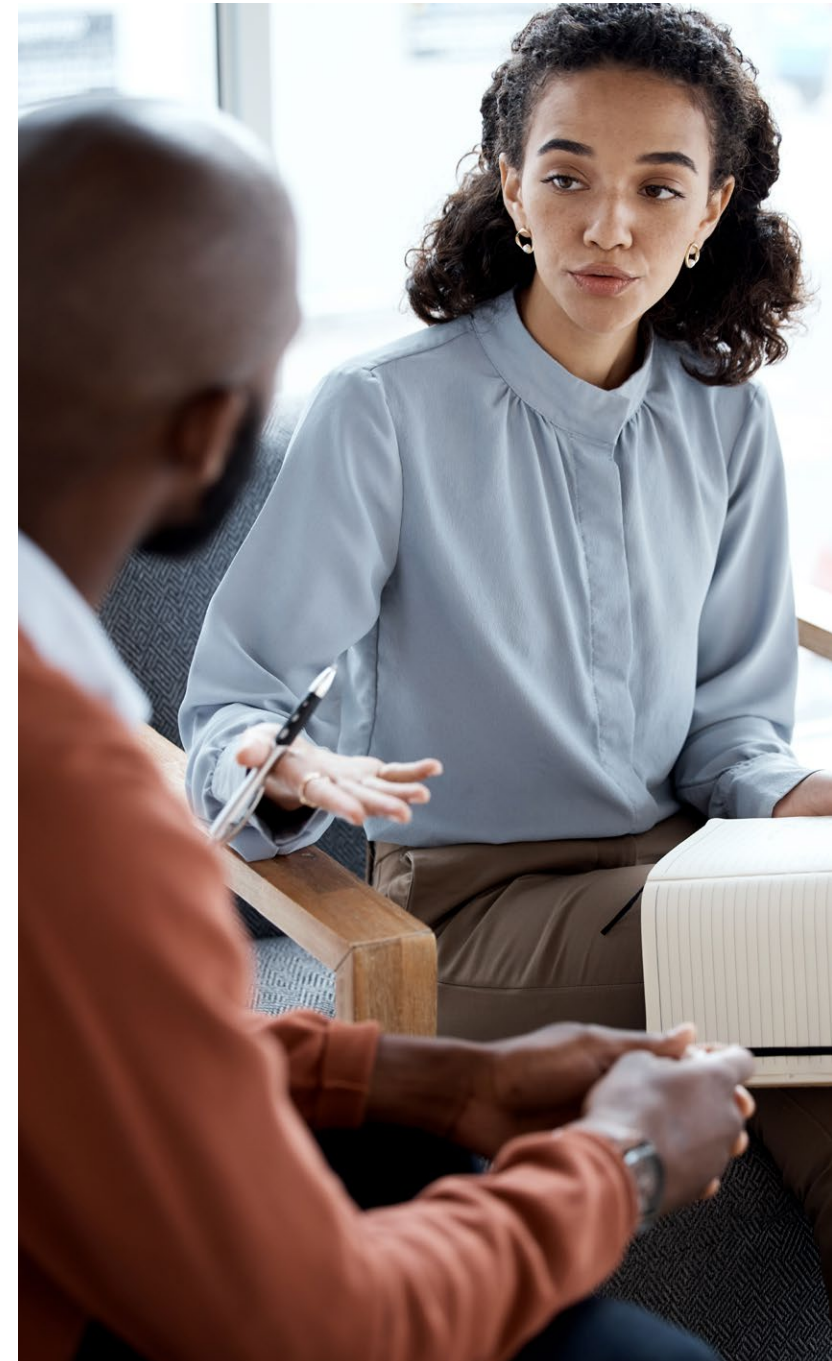
The Center for Practical Bioethics (CPB), founded in 1984, is a Kansas City-based nonprofit nationally recognized for its work in practical bioethics.

Mission

To raise and respond to ethical issues in health and healthcare.

Vision

Advancing the health and dignity of all persons through ethical discourse and action



Core Values



Our fundamental beliefs and principles that guide the organization's actions, decisions, and behavior, reflecting their deeply held convictions and priorities

Dignity

Upholding Human Worth

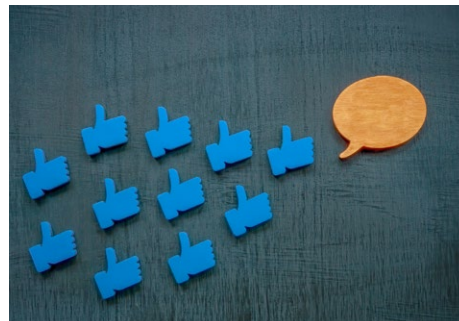
Recognizing and standing up for the intrinsic worth of every individual, particularly when faced with difficult healthcare decisions.



Advocacy

Amplifying Unheard Voices

Passionately attending to and protecting the interests of those whose voices have been historically unheard or unheeded in health and healthcare.



Justice

Standing Up For Health Equity

Identifying biases, pressing for representation and diversity, demonstrating neutrality in the equitable delivery of healthcare.



Action

Putting Theory Into Action

Committing always to move beyond philosophical or academic positions into active engagement in achieving ethical health and healthcare outcomes.



Target Audiences

3 Dimensional Audience:

The Center's work encompasses three dimensions: Personal, Professional and Policy

PERSONAL

Each day, patients, families, and clinicians encounter the need for support in navigating intricate issues in medicine, healthcare, and research.

PROFESSIONAL

Providers, students, clinicians, and caregivers require a comprehensive understanding of and adherence to sound ethical principles and decision-making processes to fulfill their responsibilities in caring for others and themselves.

POLICY

Elected and appointed civic leaders seek guidance and resources to apply fair and equitable standards that serve the common good.



Primary

Healthcare providers in a variety of settings, plus other entities or institutions engaged in healthcare delivery or policy.

Health Systems

Ethics Committees

Caregivers

Clinical Consultation Services

Clinicians:

- Physicians
- Fellows
- Doctors
- Nurses
- Medical students

“As someone responsible for healthcare outcomes, whether in clinical or community settings, I aim to facilitate the pursuit of doing what is right. This can be particularly challenging when emotions and personal preferences come into play. My guiding principle is that we can all benefit from making decisions that are shaped by respectful, unbiased, rational, and ethical healthcare recommendations.”

Hospitals and clinics almost always face limited resources, skills or technology and come face-to-face with patients and families in challenging situations. Choices must be made that respect all parties. Further, these scenarios often express institutional biases, even if unintentional, and highlight the challenges of equitable healthcare delivery.



Secondary

Guidance and support to individuals receiving healthcare and facing health crises, as well as the broader academic, scientific, and political communities utilizing its ethical principles.

Patients

Families of Patients

Surrogates

“ I’m in a crisis situation here. I need an unbiased authority to balance my needs against those of the healthcare institution caring for me. ”

Academic Institutions

Professors

Researchers

Policy Makers

“ I require a reliable, trustworthy, and impartial third-party advocate to provide input on healthcare decisions that may not align with my personal preferences. This advocate ensures impartial guidance, ethical considerations, and equitable outcomes, particularly when options are constrained by conditions or resources beyond my control. ”



Tertiary

Those seeking to advance the greater good and impact of The Center for Practical Bioethics

Donors

Partner Organizations

“ I am determined to make a meaningful contribution to the public good by supporting institutions that foster ethical decision-making concerning public health equity. ”

Individuals or organizations who support endeavors that serve the greater good demand a clear understanding of the entity's mission, values and anticipated outcomes.



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BRAND ELEMENTS

The building blocks of your brand

Brand Promise

What can we OFFER our audience?

Recommendations, guidance, and education providing clarity in ethical questions, issues and dilemmas in health and healthcare for real-time decisions or policy making.

Brand Essence

What do we want our audience to FEEL after an interaction with our brand?

Ensuring patients, families, caregivers, and organizations feel seen, heard, supported, safe, guided, assured and confident in a plan of action for their ethical question.



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GOLDEN CIRCLE

How the Center for Practical Bioethics sounds when communicating



The Golden Circle Explained:

What is the “WHY”?

The compelling higher purpose, cause, or belief that inspires the organization as the guiding force behind all they do. WHY does your organization exist? And WHY should anyone care about the work you do?

What is the “HOW”?

It's how is an organization is different, how it operates and how it's distinctly unique and positioned in the market as an innovative industry leader. HOW you bring the WHY to life is what makes you unique. As a result, the combination of your WHY and HOW is like your organization's fingerprint.

What is the “WHAT”?

What the organization actually does in terms of the service(s) it provides.

#1: Our “WHY”

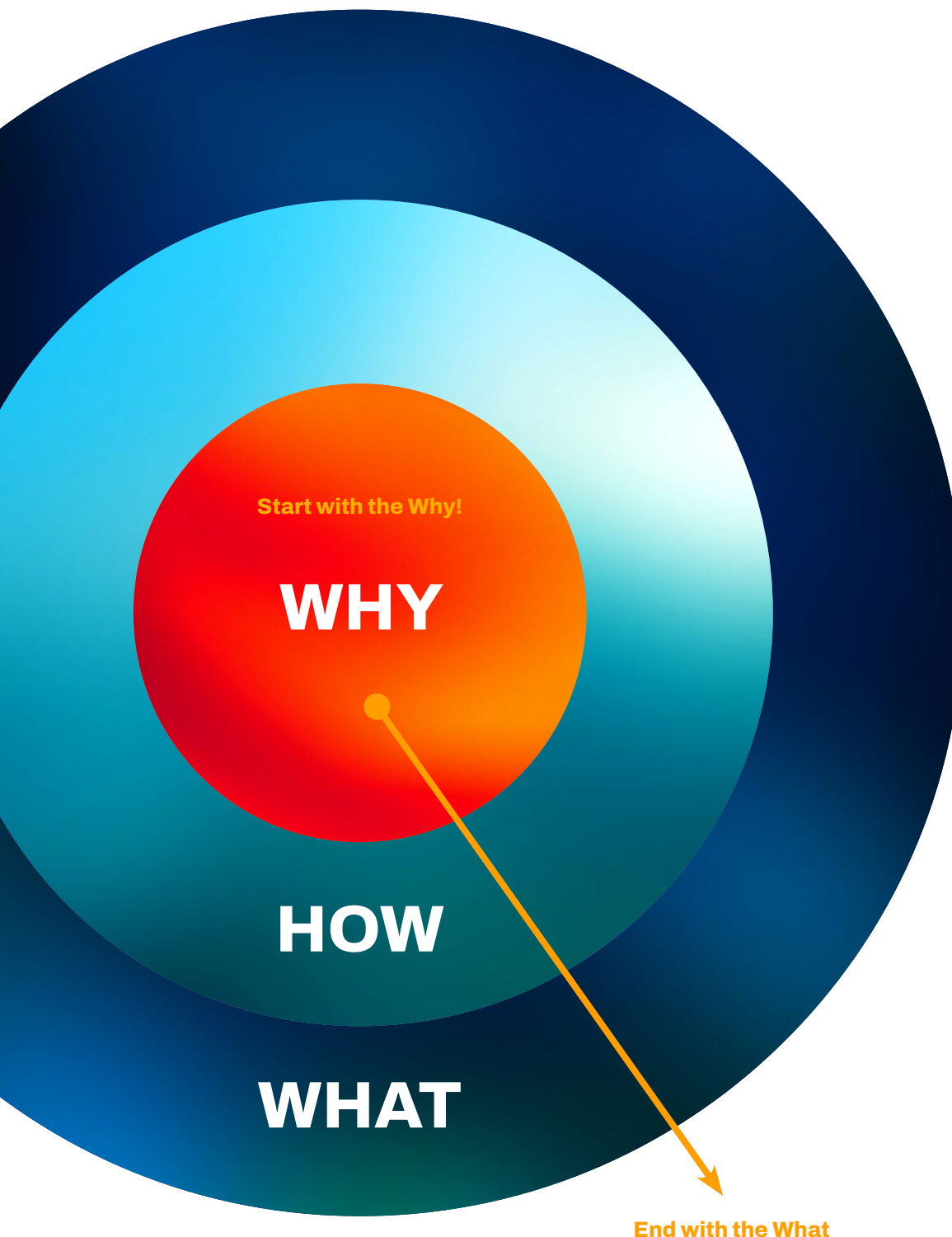
We believe in preserving human dignity and amplifying unheard voices by standing as a beacon of impartiality, empowering patients, families, caregivers, and healthcare providers to make ethically sound choices.

#2: Our “HOW”

Whether in clinical settings, policy arenas, or the dynamic realm of technology, we serve as the ethical compass, answering the call to action and illuminating paths to clarity in health and healthcare through unbiased recommendations, guidance and education.

#3: Our “WHAT”

Bioethics in action.





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THE TONE OF VOICE

How the Center for Practical Bioethics sounds when communicating

**WE
ARE:**

Unbiased

- : Empathic
- : Inclusive
- : Supportive
- : Caring
- : Approachable
- : Encouraging

**WE
ARE:**

Experts

- : Active
- : Deliberate
- : Guiding
- : Visionary
- : Knowledgeable
- : Confident

**WE
ARE NOT:**

Judgemental

- : Technical
- : Medical
- : Cold
- : Directive
- : Institutional
- : Preachy
- : Authoritarian

HOW WE SOUND:

The Center's voice is **active, unbiased and visionary**.

The brand tone should convey the level of **knowledge and expertise** you can expect from The Center while omitting complicated terms unless necessary.

We are here to guide our clients through complex situations and our copy should convey the same feeling of ease, delivering our message in a manner that is **supportive, conversational, smooth, and unlabored**.



CENTER FOR PRACTICAL

BIOETHICS



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BRAND MESSAGING

The words to tell our story.

Tag Line

BIOETHICS IN ACTION.

This brief and impactful statement encapsulates the organization's core mission, values, and the impact it aims to create within the audiences you serve.

Manifesto

At the Center for Practical Bioethics, we act as a compass, providing clarity in a time when the path forward is twisted with complexities. That's our goal. To work with hospitals, physicians, individuals, and the community to help navigate uncertain times in health and healthcare. In a world where technology takes the forefront and data gets the glory, The Center helps physicians and hospitals make ethical decisions on a human level with patient well-being at the heart. It's our vision that bioethics extends outside a hospital and into policy, impacting our communities, putting people first, and leading with empathy. We look to the horizon, ensuring technology and policies follow ethical principles for all people. We aren't directive in our counsel. But we aren't passive either. We are bioethics in action, pointing a path toward clarity.

Elevator Pitch

What you do said simply in conversation
if you're at a conference and someone
asks, "What does The Center do?"



The Long Answer:

The Center For Practical Bioethics helps patients, families organizations, and our community address ethical issues in health and health care through policy and actionable ethics services.



The Shorter Answer:

We help provide clarity for ethical issues in health and health care through policy and actionable ethics services.

Or,

We raise and respond to ethics issues in health and healthcare.





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KEY MESSAGES

Prepackaged, ready to use, language that can be used by The Center's staff or outside partners to ensure consistency of messaging.



How to use key messages:

Key messages are consumer facing messages you communicate most often to your audience. They highlight your benefits and articulate your purpose in a succinct and approachable manner, written in your brand personality and tone of voice.

Internally your team may pull this language and use it on pieces they create, when sending emails, or even as they speak about The Center. Key messages act as a unifying voice so your team speaks the same language.

As you work with others, internally or externally, to craft communications, you will share this messaging to familiarize them with your brand. They should use this as a guide, pulling phrases or using it as a jumping off point for the creative process.

The One Clear Message:

All key messages fall out of this statement. While your elevator pitch is crafted as a quick spoken statement to explain “who you are,” your “one clear message” is intended for written purposes.

We act as an ethical compass in health and healthcare, empowering a path toward clarity through empathy, neutrality, and actionable ethics services for individuals, organizations, and the community.

PRACTICAL Key Messages

Our practical approach to bioethics is a key differentiator of The Center.



PRACTICAL Key Messages

It's our job to raise ethical questions on the horizon. AI? Population health? Health equity? The Center is a compass for the community, confronting bioethical concerns and bringing them to the forefront when necessary.

Actionable Ethics Services:
Our distinctive services offer practical value, making ethics accessible and relevant to the community.

Our practical approach to bioethics distinguishes us from most other bioethics centers in the country.

Our suite of actionable ethics services sets us apart, ensuring accessibility and value to the community. It's not about philosophy or preaching, it's about **translating ideas into action** in a way that helps organizations, patients, and policymakers address ethical issues in health and health care with clarity.

Our services bridge the gap between academic theory and practical application, offering guidance and recommendations for informed decision-making in complex ethical challenges.

Our practical approach confronts ethical questions in day-to-day healthcare and broader societal health-related issues.

EMPATHY Key Messages

From policy to practical interaction with patients and doctors, empathy is woven into everything we do.



EMPATHY Key Messages

Empathy meets ethics. At The Center, our job begins by listening to our clients, the community, and understanding the needs of each individual affected by an ethical decision.

We believe listening is a superpower when it comes to making an informed ethical decision. It allows us to view issues from a place of compassion and the point of view of each affected party.

Reducing Moral Distress: Consulting with a clinical ethicist eases moral concerns, enabling medical professionals to concentrate on treatment as we address ethical complexities.

In a hospital setting, we are the conduit between families and physicians and patients and their care team.

It's our job to listen to all sides and arrive at a recommendation using ethical principles and frameworks.

AUTONOMY Key Messages

Providing a neutral, third-party perspective is an invaluable asset to our clients.



AUTONOMY Key Messages

We are a third party, neutral non-profit that believes in the value bioethics brings to our community and aims to embed those principles in policy and practice.

The Center For Practical Bioethics is an **ethical compass in health and healthcare actively addressing individual and societal dilemmas through neutrality and defined academic frameworks.**

Our neutrality is valuable to institutions looking for guidance on bioethical dilemmas.

Avoid institutional bias. Focus on patient care.

Enlisting a resource whose recommendations are independent of the hospital helps avoid conflicts of interest and allows for more impassioned patient care.

VISIONARY Key Messages

We keep our eye on ethical issues on the horizon so as they arise we've done the research and understand the issues.



VISIONARY Key Messages

As AI becomes more involved in the organization and delivery of healthcare, we pause to ask big questions: how do healthcare providers select and deploy algorithms, ensure humans keep their part in important decisions, and adopt best practices for the responsible use of AI and other technology?

For years now, we've had our eye on AI, monitoring, researching, and asking questions about health equity and how AI impacts patient care. That's what we do, explore subjects through the lens of bioethics training to ensure the latest innovations serve patients and our communities in the most equitable way possible.

Now that AI has taken center stage, we're ready — with processes in place for clinicians to implement AI and workshops to help guide institutions in their decision-making. This kind of forward-thinking helps organizations and communities respond to issues such as shifts in technology because we've been questioning the implication for years.

IN ACTION Key Messages

What does
The Center do?



IN ACTION Key Messages

Consultation, education, community outreach:

The Center offers recommendations, guidance, and education when it comes to ethical issues in health and healthcare with the goal of improving patient care and our communities. We do this through a suite of actionable ethics services offered to organizations, hospitals, individuals and caregivers. The Center also works with government and local change-makers on policies which embed the principles of bioethics in our community. them to the forefront when necessary.

Actionable ethics services*

Policy making*

* recommend breaking these out as two tabs on your website

ACTIONABLE ETHICS SERVICE

Key Messages

We provide actionable ethics services outside of theory and research and we need to showcase our offerings like products and services so our audience understands how we can help.



ACTIONABLE ETHICS SERVICE

Key Messages

I am a hospital or care institution:

- Bedside ethics consultation
- Advance care planning for patients
- Bioethics tech consult
- Teaching doctors advanced care protocols
- Teaching med students and nursing students theories in advance care
- Workshops in bioethics training for nursing staff and physicians
- One-on-one clinical case consulting with clinical ethicist on real-time case or past issue
- End-of-life workshops for nursing staff and physicians.
- Ethical AI workshops for staff, how to implement, what to know
- Ethical AI for administration—consult one-on-one to help implementation and even which products to buy
- Create curriculum for hospital ethics committees
- Help hospitals create guidelines around DNR
- Work with nursing homes around end of life practices

I am an individual:

- One-on-one advance care planning
- Download info and education on bioethics issues
- View and browse webinars on bioethics issues

POLICY/COMMUNITY Key Messages

**Bioethics outside
the hospital and
into the
community.**



POLICY/COMMUNITY Key Messages

Shifting from clinical care to community care, we believe bioethics has a broad impact reaching into health equity, justice and population health. We are a safeguard for the community, monitoring and researching issues such as black maternal fetal death rate in our country. We engage in complex issues that lead to a change in policy, processes, and technology—all with the goal of better patient care and a more human health care system. Right now, we are creating a toolkit to facilitate people from diverse backgrounds to participate in a process called “deliberative democracy.” The tool kit offers a structured process to ethically address complex problems and find a path toward clarity in a community setting.

We also care passionately about:

- Issues concerning health equity
- Researching and responding to population health





Any Questions? Ask Our Marketing Team:



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Board Meeting Financial Reports

Examples of each follows:

- Headlines for Financial Performance
- Statement of Activities: Actuals vs. Budget
- Statement of Statement of Cash Flows
- Balance Sheet

HEADLINES FOR FEBRUARY 2025 FINANCIAL PERFORMANCE

REVENUE

Through the month of February, actual revenue is \$151,260 and unfavorable to budget by \$135K. The primary variances are in Funds released from Restrictions which is unfavorable by \$37K due to the Ethical AI grant and Endowment Receipts which is unfavorable to budget by \$65K due to Francis and Foley. Donations-unrestricted is \$22K unfavorable to budget due to event income.

EXPENSES

Total actual operating expenses are \$193,625 which is favorable to budget by \$31K. Salaries, Benefits, & Other Employee costs are favorable to budget by \$20K 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 \$189K primarily because endowment income was not budgeted.

OPERATIONS THROUGH FEBRUARY 2025

Net unrestricted operating revenue over expenses is (\$42,366). Combined with the other investment income and distributions related primarily to Francis and Flanigan Funds, net income is \$35,797, approximately \$86K favorable to budget.

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

	Actual	Budget	Total over Budget	% of Budget	Annual Budget
Income					
4210 Funds Released from Restrictions	34,325	70,833	-36,509	48.46%	425,000
4310 Endowment Receipts	41,806	106,773	-64,968	39.15%	427,092
4410 Government Grants and Fees	834		834		
4510 Earned Income	3,666	5,333	-1,667	68.74%	32,000
4515 Provider Ethics Services	42,642	48,396	-5,754	88.11%	290,375
4520 Honoraria		333	-333	0.00%	2,000
4530 Lecture-Workshop Income	3,000	5,833	-2,833	51.43%	35,000
4660 Donations-unrestricted	24,583	46,167	-21,583	53.25%	217,900
4710 Membership - Institutional		2,500	-2,500	0.00%	15,000
5010 Other Revenue-Reimbursements	102		102		
5050 Interest Income	303		303		
Total Income	151,260	286,169	-134,909	52.86%	1,444,367
Gross Profit	151,260	286,169	-134,909	52.86%	1,444,367
Expenses					
A) Salaries, Benefits & Other Employee Costs	134,528	154,631	-20,104	87.00%	989,188
B) Occupancy	142	220	-78	64.54%	1,320
C) Professional & Contract Services	47,816	50,949	-3,133	93.85%	318,476
D) Supplies		4,517	-4,517	0.00%	27,100
E) Telephone	210	200	10	105.14%	1,200
F) Postage & Shipping	196	800	-604	24.55%	1,800
G) Equipment & Maintenance	602	1,217	-614	49.50%	7,720
H) Printing & Promotions	170	270	-100	62.96%	7,280
I) Travel & Transportation	748	3,124	-2,376	23.96%	18,740
J) Conferences, Conventions & Meetings		400	-400	0.00%	24,745
K) Memberships & Subscriptions	3,480	3,093	387	112.51%	19,014
L) Insurance	4,458	4,114	344	108.37%	19,984
M) Interest Exp	657	700	-43	93.80%	4,200
N) Miscellaneous Operating Exp	617	600	17	102.86%	3,600
Total Expenses	193,625	224,835	-31,210	86.12%	1,444,367
Net Operating Income	-42,366	61,334	-103,699	-69.07%	0
Other Income					
7820 Endowment Receipts Used for Operations	-41,806	-106,773	64,968	39.15%	-427,092
7830 Investment Earnings	17,476		17,476		
7840 Realized Investment Gains (Losses)	5,547		5,547		
7845 Unrealized Investment Gains (Losses)	100,968		100,968		
Total Other Income	82,186	-106,773	188,959	-76.97%	-427,092
Other Expenses					
7850 Investment Fees & Expenses	4,023	4,800	-777	83.82%	28,800
7910 Other Expense	0		0		
Total Other Expenses	4,023	4,800	-777	83.82%	28,800
Net Other Income	78,162	-111,573	189,735	-70.05%	-455,892
Net Income	35,797	-50,239	86,036	-71.25%	-455,892

Center for Practical Bioethics

Statement of Cash Flows

January - February, 2025

	TOTAL
OPERATING ACTIVITIES	
Net Income	35,797
Adjustments to reconcile Net Income to Net Cash provided by operations:	
1240 Receivables	-15,101
1450 Prepaid Insurance	-212
1460 Prepaid Exp-Other	-1,157
2040 Accounts Payable (Bill)	-6,904
2150 Accrued Expenses - Other	-1,773
Deferred - Contract Services - Earned	-4,500
Deferred - Contract Services - Provider Ethics	34,836
Total Adjustments to reconcile Net Income to Net Cash provided by operations:	5,189
Net cash provided by operating activities	\$40,986
INVESTING ACTIVITIES	
1740 Accum Depreciation - Furniture, Computers, Equipmnt	617
1805 Flanigan Endowed Chair Investment	11,743
1806 Foley Investment Account	-14,421
1807 Francis Family Endowment	-35,243
Net cash provided by investing activities	\$ -37,304
FINANCING ACTIVITIES	
3300 Temporarily Restricted Funds	215,675
Net cash provided by financing activities	\$215,675
NET CASH INCREASE FOR PERIOD	\$219,357
Cash at beginning of period	120,336
CASH AT END OF PERIOD	\$339,693

Center for Practical Bioethics

Balance Sheet

As of February 28, 2025

	TOTAL
ASSETS	
Current Assets	
Bank Accounts	
1010 CENTER FOR PRACTICAL BIOETHICS INC (0266) - NEW	36,143
1070 MONEY MARKET ACCOUNT (8991) - NEW	280,164
1075 Country Club Bank - Brokerage Account	0
1900 Bill.com Money Out Clearing	639
Total Bank Accounts	\$316,946
Accounts Receivable	\$142,655
Other Current Assets	
1450 Prepaid Insurance	7,802
1460 Prepaid Exp-Other	3,099
Undeposited Funds	22,747
Total Other Current Assets	\$33,648
Total Current Assets	\$493,249
Fixed Assets	
1640 Furniture, Computers & Equipment	52,099
1740 Accum Depreciation - Furniture, Computers, Equipmnt	-41,841
Total Fixed Assets	\$10,259
Other Assets	
1805 Flanigan Endowed Chair Investment	2,415,951
1806 Foley Investment Account	482,311
1807 Francis Family Endowment	3,501,018
1840 Operating Lease	7,370
Total Other Assets	\$6,406,650
TOTAL ASSETS	\$6,910,158
LIABILITIES AND EQUITY	
Liabilities	
Current Liabilities	
Accounts Payable	\$2,294
Other Current Liabilities	
2130 Accrued PTO	21,700
2145 Operating Lease Liability	2,769
2150 Accrued Expenses - Other	2,743
2350 Line of Credit Loan	50,000
Deferred - Contract Services - Earned	8,583
Deferred - Contract Services - Provider Ethics	72,871
Total Other Current Liabilities	\$158,666
Total Current Liabilities	\$160,959
Long-Term Liabilities	\$4,602
Total Liabilities	\$165,561
Equity	
3100 Permanently Restricted Funds	5,287,606

Center for Practical Bioethics

Balance Sheet

As of February 28, 2025

	TOTAL
3300 Temporarily Restricted Funds	1,217,007
3500 Unrestricted Funds	-103,856
5900 Retained Earnings	308,044
Net Income	35,797
Total Equity	\$6,744,597
TOTAL LIABILITIES AND EQUITY	\$6,910,158

Center for Practical Bioethics
Budget Analysis
For Calendar Year 2025

	Proposed	Approved	9+3	Variance
	2025 Budget	2024 Budget	Forecast 2024	25 Bud to 24 Act
Income				
4110 Restricted Receipts			\$ -	
4210 Funds Released from Restrictions	\$ 425,000	\$ 290,000	\$ 282,815	\$ 142,185 Grant: Sunderland and increase from Harmon ACP grant
4310 Endowment Receipts	\$ 427,093	\$ 410,492	\$ 349,925	\$ 77,168
4510 Earned Income	\$ 32,000	\$ 143,188	\$ 138,248	\$ (106,248) Decrease - Change in renewals. \$75k KU + \$30 CEIGR
4515 Provider Ethics Services	\$ 290,375	\$ 274,432	\$ 259,604	\$ 30,771 Increase for new affiliates
4520 Honoraria	\$ 2,000	\$ 4,000	\$ 1,975	\$ 25
4530 Lecture-Workshop Income	\$ 35,000	\$ 2,500	\$ -	\$ 35,000 Increase for new activities
4660 Donations-unrestricted	\$ 145,000	\$ 350,000	\$ 166,921	\$ (21,921)
4430 Event Income	\$ 55,000	\$ 72,000	\$ 149,294	\$ (94,294) Decrease. Reduce event size. PY 40th Anniversary
4710 Membership - Institutional	\$ 15,000	\$ 15,000	\$ 15,000	\$ -
4810 Communication Income	\$ -	\$ -	\$ 1,980	\$ (1,980)
4820 Publications Income	\$ -	\$ -	\$ 5	\$ (5)
5010 Other Revenue-Reimbursements	\$ -	\$ -	\$ 511	\$ (511)
5050 Interest Income	\$ -	\$ -	\$ 978	\$ (978)
Total Income	\$ 1,426,468	\$ 1,561,612	\$ 1,367,257	\$ 59,210
Cost of Goods Sold				
7000 Cost of Goods Sold	\$ -		\$ 1,980	\$ (1,980)
Total Cost of Goods Sold	\$ -	\$ -	\$ 1,980	\$ (1,980)
Gross Profit	\$ 1,426,468	\$ 1,561,612	\$ 1,365,277	\$ 61,190
Expenses				
A) Salaries, Benefits & Other Employee Costs				
6010 Salaries and Wages	\$ 782,715	\$ 942,810	\$ 890,331	\$ (107,616) Decrease. Staff reduction/mix. 2025 = 8 FTEs. PY 9 FTEs
6090 457(b) Deferred Compensation Exp	\$ -	\$ -	\$ -	\$ -
6110 Employer FICA Taxes	\$ 59,878	\$ 72,127	\$ 63,652	\$ (3,774)
6130 Unemployment Taxes	\$ 60	\$ 1,089	\$ 825	\$ (765)
6210 Health Insurance Premiums	\$ 57,998	\$ 63,449	\$ 54,803	\$ 3,195
6215 HSA/FSA Employer Matching Contribution			\$ 1,233	\$ (1,233)
6220 Health Reimbursement Acct Exp	\$ 2,100	\$ 2,100	\$ 1,950	\$ 150
6240 403(b) Matching Contributions	\$ 19,120	\$ 26,400	\$ 23,080	\$ (3,960)
6270 Disability Insurance Expense	\$ 3,420		\$ 26	\$ 3,394
6350 Employee Development	\$ 2,496	\$ 500	\$ 125	\$ 2,371
6380 Search Expense	\$ 400		\$ 135	\$ 265
6390 Other Employee Expense	\$ 2,100	\$ 2,000	\$ 2,495	\$ (395)
Total A) Salaries, Benefits & Other Employee Costs	\$ 930,288	\$ 1,110,455	\$ 1,038,655	\$ (108,368)
B) Occupancy				
6410 Office Lease	\$ -	\$ 4,744	\$ 4,744	\$ (4,744) Decrease Lease Termination
6420 Parking	\$ -	\$ 31	\$ 11	\$ (11)
6460 Repairs & Maintenance	\$ -	\$ -	\$ -	\$ -
6490 Other Occupancy Expense	\$ 1,320	\$ 12,075	\$ 831	\$ 489
Total B) Occupancy	\$ 1,320	\$ 16,850	\$ 5,587	\$ (4,267)
C) Professional & Contract Services				
	\$ -	\$ -		\$ -
Contractor mix changes. Incr - Harmon grant contractors & Event Coordinator. Decr - Trudt's Frnd/Mktg svc				
6510 Contract Services	\$ 282,937	\$ 147,500	\$ 224,037	\$ 58,900
6515 Stipends	\$ -	\$ 17,000	\$ 4,000	\$ (4,000) Decrease - Remove stipends
Total 6510 Contract Services	\$ 282,937	\$ 164,500	\$ 228,037	\$ 54,900
6520 Accounting & Audit Fees	\$ 68,500	\$ 65,704	\$ 69,011	\$ (511)
6530 Legal Fees	\$ 7,560	\$ 1,200	\$ 5,959	\$ 1,602
6550 Payroll Processing Fees	\$ -		\$ (0)	\$ 0
6570 Blackbaud & Other Fees	\$ 480	\$ 5,819	\$ 3,863	\$ (3,383)
Total C) Professional & Contract Services	\$ 359,477	\$ 237,223	\$ 306,869	\$ 52,608
D) Supplies				
6640 Office Supplies	\$ 1,200	\$ 1,832	\$ 458	\$ 742
6650 Program-related Supplies	\$ 25,900	\$ 787	\$ -	\$ 25,900 Increase for Harmon grant expenses/ACP Session costs
Total D) Supplies	\$ 27,100	\$ 2,619	\$ 458	\$ 26,642
E) Telephone				
			\$ -	
6710 Telephone Expense	\$ 1,200	\$ 7,380	\$ 1,756	\$ (556)
Total E) Telephone	\$ 1,200	\$ 7,380	\$ 1,756	\$ (556)
F) Postage & Shipping				
6810 Postage	\$ 1,700	\$ 1,030	\$ 691	\$ 1,009
6880 Mailing Services	\$ 100	\$ 375	\$ 802	\$ (702)
Total F) Postage & Shipping	\$ 1,800	\$ 1,405	\$ 1,494	\$ 307

G) Equipment & Maintenance				
6915 Equipment Rental Expense	\$ 3,420	\$ 2,738	\$ 3,404	\$ 16
6950 NonCapital Equipment Costs	\$ 4,300	\$ 5,600	\$ 1,436	\$ 2,864
Total G) Equipment & Maintenance	\$ 7,720	\$ 8,338	\$ 4,840	\$ 2,880
H) Printing & Promotions				
7010 Printing & Collateral Materials	\$ 2,280	\$ 3,500	\$ 3,289	\$ (1,009)
7040 Advertising Placement	\$ 1,500	\$ 1,000	\$ 2,970	\$ (1,470)
7050 Audio & Visual Production	\$ 3,500	\$ 26,000	\$ 23,696	\$ (20,196) Decrease PY includes 40th Anniv Event
Total H) Printing & Promotions	\$ 7,280	\$ 30,500	\$ 29,955	\$ (22,675)
I) Travel & Transportation				
7110 Airfare	\$ 18,740	\$ 1,521	\$ 3,083	\$ 15,657
7120 Hotel		\$ 2,514	\$ 1,675	\$ (1,675)
7130 Ground Transportation		\$ 442	\$ 1,062	\$ (1,062)
7140 Parking-travel		\$ 14	\$ 31	\$ (31)
7150 Meals, Beverages & Incidentals		\$ 2,849	\$ 1,037	\$ (1,037)
7160 Mileage & Tolls		\$ 842	\$ 436	\$ (436)
7190 Other Travel Expenses			\$ 336	\$ (336)
Total I) Travel & Transportation	\$ 18,740	\$ 8,182	\$ 7,659	\$ 11,081 Increase for Harmon grant expenses
J) Conferences, Conventions & Meetings				
			\$ -	
7220 Meeting Space	\$ 2,400	\$ 7,150	\$ 4,973	\$ (2,573)
7240 Food & Beverage	\$ 11,645	\$ 25,500	\$ 27,935	\$ (16,290)
7250 Speaker's Honoraria	\$ 1,500	\$ 22,000	\$ -	\$ 1,500
7255 Speaker's Travel Expense	\$ -	\$ 3,000	\$ -	\$ -
7270 Registration Fees	\$ -	\$ 300	\$ 835	\$ (835)
7290 Other Conf/Meeting Expenses	\$ 2,000	\$ 12,500	\$ 6,361	\$ (4,361)
7295 Board of Directors Expense	\$ 7,200	\$ 10,000	\$ 7,756	\$ (556)
Total J) Conferences, Conventions & Meetings	\$ 24,745	\$ 80,450	\$ 47,861	\$ (23,116) Reduction. PY 40th Anniversary Event
K) Memberships & Subscriptions				
7310 Individual Dues	\$ 1,510	\$ 1,000	\$ 758	\$ 752
7320 Organization Dues	\$ 1,690	\$ 3,000	\$ 1,550	\$ 140
7350 Subscriptions & Books	\$ 320	\$ 22,870	\$ 16,843	\$ (16,523) Spread expense across new acct categories
NEW Website Subscriptions & Fees	\$ 9,054		\$ -	\$ 9,054
NEW Software Subscriptions & Fees	\$ 6,440		\$ -	\$ 6,440
Total K) Memberships & Subscriptions	\$ 19,014	\$ 26,870	\$ 19,151	\$ (137)
L) Insurance				
6280 Life Insurance Expense	\$ 3,600	\$ 3,227	\$ 3,589	\$ 11
7410 Business & Casualty Insurance	\$ 4,360	\$ 5,730	\$ 3,981	\$ 379
7415 Business Umbrella	\$ 3,720	\$ 3,450	\$ 4,364	\$ (644)
7420 Director's & Officer's Liability	\$ 2,304	\$ 2,602	\$ 2,206	\$ 98
7450 Worker's Compensation	\$ 6,000	\$ 5,449	\$ 4,506	\$ 1,494
Total L) Insurance	\$ 19,984	\$ 20,458	\$ 18,647	\$ 1,337
M) Interest Exp				
7510 Interest Expense-Line of Credit	\$ 4,200	\$ -	\$ 4,817	\$ (617)
Total M) Interest Exp	\$ 4,200	\$ -	\$ 4,817	\$ (617)
N) Miscellaneous Operating Exp				
7660 Miscellaneous Expense			\$ (318)	\$ 318
7770 Depreciation	\$ 3,600	\$ 10,882	\$ 14,037	\$ (10,437) Reduction in fixed asset sch
Total N) Miscellaneous Operating Exp	\$ 3,600	\$ 10,882	\$ 13,719	\$ (10,119)
Total Expenses	\$ 1,426,468	\$ 1,561,612	\$ 1,501,468	\$ (75,000)
Net Operating Income	\$ -	\$ -	\$ (136,191)	\$ 136,191
Other Income				
7820 Endowment Receipts Used for Operations	\$ (427,093)	\$ (410,492)	\$ (349,925)	\$ (77,168)
7830 Investment Earnings			\$ 112,735	\$ (112,735)
7840 Realized Investment Gains (Losses)			\$ 158,058	\$ (158,058)
7845 UnRealized Investment Gains (Losses)			\$ 469,348	\$ (469,348)
Total Other Income	\$ (427,093)	\$ (410,492)	\$ 390,217	\$ (817,309)
Other Expenses				
7850 Investment Fees & Expenses	\$ 28,800	\$ 27,504	\$ 29,388	\$ (588)
7910 Other Expense			\$ -	\$ -
Total Other Expenses	\$ 28,800	\$ 27,504	\$ 29,388	\$ (588)
Net Other Income	\$ (455,893)	\$ (437,996)	\$ 360,829	\$ (816,721)
Net Income	\$ (455,893)	\$ (437,996)	\$ 224,638	\$ (680,531)



2024 Organizational Affiliates

January 1, 2024 – December 31, 2024

In 2020, the Center for Practical Bioethics began the transition of Organizational Membership based on a charitable relationship to a transactional relationship of fee for ethics services (Basic Services or Ethics Plus). This list represents Organizational Affiliate Agreements executed or pending for 2024. To learn more about our ethics services, please visit <https://www.practicalbioethics.org/programs/ethics-direct-and-ethics-services/>.

System Name	Agreement Type
AdventHealth Shawnee Mission	Ethics Plus
Ascend Health and Hospice	Ethics Plus
Bryan Health	Ethics Plus
Crossroads Hospice	Basic Services
KC Hospice	Basic Services
Lawrence Memorial Health	Basic Services
Liberty	Basic Services
Midwest Transplant Network	Basic Services
Mosaic	Basic Services
North Kansas City Hospital	Basic Services
Ochsner	Ethics Plus
Saint Luke's	Ethics Plus
Salina Regional	Basic Services
Stormont Vail	Basic Services
University Health (Truman)	Basic Services
University of Kansas Health System	Basic Services+
VNA	Basic Services



Legacy Society (Planned Giving)

The Legacy Society was established in 2009 as a way for individuals to make provisions for the Center for Practical Bioethics in their estate plans.

Sandra Doolin Aust
Joan and Bert Berkley
Mary Beth Blake
Drs. Barbara and Rene Bollier
Dianne and John Carney
Myra and Truman Christopher
Kelley and Bill Colby
Karen Cox
Karren King Crouch and Dr. Thomas Crouch
Helen C. Emmott
Jo Ann Field
J. Scott Francis
Robert Lee Hill
Carol N. and Steven E. Lanard
Ronald A. Neville
Paula and Clay Porsch
Andrea and E. Wynn Presson
Charles N. Romero
Tarris Rosell
Mary M. and David L. Sallee
Dianne C. Shumaker
Linda D. Ward and Terrence R. Ward

Click [here](#) to learn more about Planned Giving and why it matters.

87-883-5


Contact Information

Kansas Secretary of State
Ron Thornburgh
 Memorial Hall, 1st Floor
 120 S.W. 10th Avenue
 Topeka, KS 66612-1594
 (785) 296-4564
 kssos@kssos.org
 www.kssos.org

KANSAS SECRETARY OF STATE
Nonprofit Corporation Certificate of Amendment

AN**53-13**

All information must be completed or this document will not be accepted for filing.

10-16-2007 0254 01 053 013 AA FILE#: 0878835	10:12:00 \$20.00 1 FILED BY KS SOS
 02064461	

1. Name of the corporation:

Center for Practical Bioethics, Inc.

Name must match the name on record with the secretary of state

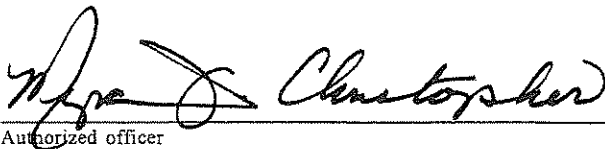
2. The articles of incorporation are amended as follows:

Amended Articles of Incorporation of the Center for Practical Bioethics, Inc. are attached hereto having been duly adopted October 9, 2007.

The amendment was adopted in accordance with the provisions of K.S.A. 17-6602.

I declare under penalty of perjury under the laws of the state of Kansas that the foregoing is true and correct.

Executed on the 9TH of October, 2007
Day Month Year



Authorized officer

Myra J. Christopher
 President and CEO

2007 OCT 16 AM 9 20
 FILED
 SECRETARY OF STATE
 KANSAS

I hereby certify this to be a true and correct copy of the original on file.

Certified on this date: Oct 16, 2007
 Ron Thornburgh, Secretary of State

Instruction

Submit this form with the \$20 filing fee.

Notice: There is a \$25 service fee for all returned checks.

ml

**AMENDED
ARTICLES OF INCORPORATION OF
CENTER FOR PRACTICAL BIOETHICS, INC.**

We, the undersigned incorporators hereby form and establish a corporation NOT FOR PROFIT under the laws of the state of Kansas.

ARTICLE I.

The name of this corporation is Center for Practical Bioethics, Inc.

ARTICLE II.

The registered agent of the corporation is Myra J. Christopher.

The street address of the Registered Agent and the Registered Office of the corporation in the state of Kansas is 5545 Falmouth, Fairway, Kansas 66205.

ARTICLE III.

This corporation is organized NOT FOR PROFIT and the objects and purposes to be transacted and carried on are:

1) To provide problem-solving services in biomedical ethics, to develop a system to discuss and solve bioethical problems, to study current issues in bioethics and contribute to knowledge in the field, to conduct educational activities for nursing and medical personnel, hospital administrators, and lay persons, and provide professional and public awareness of the issues, to be available to help solve difficult problems at the request of institutions and aid institutions in setting up ethics committees, to build a library of bioethics materials, keep current on publications and research, and maintain contact with other bioethicists, to coordinate activities with hospitals and multihospital systems, hospital associations and other professional associations, legislatures, physicians, and other health care personnel, educational institutions including medical and nursing schools and theology schools, and churches and synagogues. The general purposes of the corporation are to operate solely and exclusively as a charitable, scientific, literary and educational organization.

2) To further such objects and purposes the corporation shall have and may exercise all the powers conferred by the laws of the State of Kansas upon corporations formed under the laws pursuant to and under which this corporation is formed, as such laws are now in effect or may at anytime hereafter be amended. Specifically, this corporation shall have the power to acquire, purchase, hold, lease, convey, mortgage and pledge such real and personal property in Kansas, other states of the United States and elsewhere, as shall be necessary or convenient to the transaction of its objects and purposes.

PROVIDED, HOWEVER, that in all events and under all circumstances, and notwithstanding merger, consolidation, reorganization, termination, dissolution, or winding up of this corporation, voluntary or involuntary or by operation of law, the following provisions shall apply:

(a) This corporation shall not have or exercise any power or authority either expressly, by interpretation, or by operation of law nor shall it directly or indirectly engage in any activity that would prevent this corporation from qualifying (and continuing to qualify) as an organization described in Section 501(c)(3) of the Internal Revenue Code of 1954 (or the corresponding provision of an future United States Internal Revenue law).

(b) This corporation shall never be operated for the primary purpose of carrying on a trade or business for profit.

(c) No compensation or payment shall ever be paid or made to any member, officer, director, trustee, creator, or organizer of this corporation, or substantial contributor to it, except as an allowance for actual expenditures for services actually made or rendered to or for this corporation; and neither the whole nor any portion of the assets or net earnings, current or accumulated of this corporation shall ever be distributed to or divided among any such persons; provided, further, that neither the whole or any part or portion of such assets or net earnings shall ever be used for, accrued to, or enure to the benefit of any member or private individual within the meaning of Section 501(c)(3) of the Internal Revenue Code of 1954 (or the corresponding provision of any future United States Internal Revenue law).

3) Upon the dissolution of this corporation, the governing board shall, after paying or making provision for the payment of all the liabilities of the corporation, dispose of all the assets of the corporation exclusively for the purposes of the corporation, in such manner, to such organization or organizations organized or operated exclusively for charitable, educational, religious, or scientific purposes, as shall at the time qualify as an exempt organization or organizations under 501(c)(3) of the Internal Revenue Code of 1954 (or the corresponding provision of any future United States law), as the governing board shall determine. Any of such assets not so disposed of shall be disposed of by the District Court in the County in which the principal office of the corporation is then located, exclusively for such purposes.

ARTICLE IV.

Pursuant to the Kansas Nonprofit Corporation Act, as modified by these Amended Articles of Incorporation, and the bylaws of the corporation, the corporation shall be managed by a board of directors in which shall be vested all powers granted by Kansas law and statutes, including all power and authority to supervise, control, direct and manage the property, affairs and activities of the corporation. The number and terms of office of directors, as well as the rights, powers, privileges and responsibilities of the directors, in addition to those imposed by law, shall be established by the bylaws of the corporation as amended from time to time. The corporation shall have a self-perpetuating board of directors serving staggered terms.

ARTICLE V.

The corporation shall have members. Members shall not have voting rights, shall not elect or remove directors, nor have any authority to adopt, amend or repeal the corporate bylaws, which authority shall be vested in the board of directors. Members shall have such conditions of

membership, and be entitled to such benefits of membership as shall be fixed from time to time in the corporate bylaws.

ARTICLE VI.

THE CORPORATION SHALL NOT HAVE AUTHORITY TO ISSUE CAPITAL STOCK.

ARTICLE VII.

The term for which this corporation exists is perpetual.

ARTICLE VIII.

No member or director of this corporation shall benefit financially in the dissolution thereof. In the event of the dissolution of this corporation, the assets of this corporation shall be distributed as set forth in ARTICLE III.

ARTICLE IX.

The names and residences of the incorporators are:

Karen Ritchie, M.D.
8948 Cedar Lane
Prairie Village, Kansas 66207

Mary Beth Blake
570 Lakeshore West
Lake Quivira, Kansas 66106

Hans Werner Uffelmann
8328 Endley Lane
Leawood, KS 66206

ARTICLE X.

The number of directors may be increased or decreased from time to time by amendment of the bylaws.

ARTICLE XI.

Names and residences of persons who currently are serving as directors are hereto attached.

**Center for Practical Bioethics
2007 Board of Directors**

James M. Beck
6618 Rainbow Avenue
Shawnee Mission, KS 66208

Joan Berkley
6635 Indian Lane
Shawnee Mission, KS 66208-1746

Mary Beth Blake
570 Lakeshore W
Lake Quivira, KS 66217

Olivia Dorsey
3945 Forest
Kansas City, MO 64110

Helen Emmott, RN
The Sulgrave, #106
121 W. 48th Street

Stephen Hill, Jr.
10108 Meadow Lake Circle
Liberty, MO 64068

Ann Howie
5743 Windsor Drive
Fairway, KS 66205

Julapa Jagtiani, Ph.D.
1000 Westover Road
Kansas City, MO 64113

Nabeeha Mujeeb Kazi
2405 Grand Blvd., Suite 700
Kansas City, MO 64108

Karren King Crouch
825 West Meyer Boulevard
Kansas City, MO 64113

Mark Myron, MD
12200 W. 110th Street
Overland Park, KS 66210

Karen L. Pletz
411 West 46th Terrace, Apt. 100
Kansas City, MO 64112

Paula D. Porsch
3805 Campbell Street
Kansas City, MO 64109

Charles "Chuck" Romero,
3901 Rainbow Blvd.
1024 Murphy, Mail Stop 2033
Kansas City, KS 66160

Rev. Norman Rotert
The Sulgrave, #305
121 W. 48th Street
Kansas City, MO 64112

David L. Sallee, Ph.D.
500 College Hill
Liberty, MO 64068

Dianne Shumaker
1501 S. Lakestone Drive
Olathe, KS 66061

Cindy Spaeth
444 Westover Road
Kansas City, MO 64113

Samuel H. Turner, Sr.
9100 West 74th Street
Shawnee Mission, KS 66204

CENTER FOR PRACTICAL BIOETHICS, INC.

AMENDED AND RESTATED

BYLAWS

Article I Offices

Section 1.1 Principal Office. The corporation's principal office for the transaction of business shall be located at 1111 Main, Ste 500, Kansas City, Missouri 64105.

Section 1.2 Registered Office. The corporation, by resolution of its board of directors, may change (i) the location of its registered office as designated in the Articles of Incorporation to any other place within the State of Kansas, and (ii) its resident agent at such registered office or both. Upon adoption of such resolution or resolutions, a certificate certifying the change shall be executed, acknowledged and filed with the Secretary of State, and a certified copy thereof shall be recorded in the office of the Register of Deeds for the county in which the new registered office is located (and in the old county, if such registered office is moved from one county to another).

Article II Members

Section 2.1 Members. Members shall be individuals or organizations that make an annual contribution to the corporation for each membership year. By resolution adopted from time to time, the board of directors shall determine and adopt rules governing the rights and benefits of membership in the corporation.

Article III Directors

Section 3.1 Responsibilities and Powers of Directors. The board of directors shall conduct, manage, and control the business, property and affairs of the corporation. The board of directors may exercise all of the powers of the corporation under applicable Kansas law. The board of directors has the legal, fiduciary and ethical responsibility to oversee the operations of the corporation, including but not limited to, corporate strategic planning consistent with the corporation's mission and goals, resource development for the corporation, financial monitoring and approval of corporation annual operating and capital budgets, and retention, oversight and evaluation of the corporation's chief executive officer.

Section 3.2 Number and Qualifications of Directors. The number of non-founding directors of the corporation shall be not less than fifteen (15) nor more than eighteen (18), but such parameters may be increased or decreased by amendment to these bylaws in the manner set forth in Article XI hereof. In addition, there shall be two (2) *ex officio* founding director seats on the board, which seats shall be lifetime director seats for the founding directors, Mary Beth Blake and Hans Uffelmann. In the event the number of non-founding directors is decreased by amendment to these bylaws, each director then in office shall serve until his or her term expires, or until his or her resignation or removal, as herein provided.

Section 3.3 Terms of Office and Election. The terms of directors on the board of directors for non-founding directors shall be staggered. The term of office for all seats on the board of directors (other than founding director seats) shall be three (3) years each. The term of office of one-third (1/3) of the non-founding director seats on the board shall expire each year on December 31. Election of non-founding directors to succeed those directors whose term of office will expire December 31 each year shall be at the annual meeting by majority vote of the continuing directors then in office. Each non-founding director shall hold office until the expiration of the term of office for which such director was elected or until his or her successor shall have been elected and qualified. No non-founding director shall serve more than three (3) consecutive three (3) year terms. For purpose of this limitation, service of less than eighteen (18) months as an initial term, or to complete a vacated term, shall not be considered a three-year term. Notwithstanding the foregoing, a director's election to an office as chair, immediate past chair, vice-chair, secretary or treasurer for a term which extends beyond the permitted board tenure of the elected director shall automatically extend such director's board term to expire concurrently with the term of the office to which such director has been elected.

Section 3.4 Nominations. The Governance Committee shall meet, in coordination with corporation's staff, prior to the annual meeting of the corporation each year and select nominees (i) for all seats on the board the terms of which shall expire December 31 of such year, (ii) for any other vacancy on the board occurring at any time, and (iii) for all offices to be elected by the board, and shall recommend a slate of nominees to the full board at the board meeting next prior to the annual meeting. In selecting nominees for corporate directors, the committee shall consider the mission and purposes of the corporation, its current strategic plans, and the skill sets, diversity, and qualifications of all continuing directors on the board, and shall seek to recommend nominees whose qualifications, experience, diversity, and skill sets complement and supplement that of the continuing directors and those served by the corporation.

Section 3.5 Resignation and Removal. Any director may resign at any time by written notice of resignation to the board of directors. Any director may be removed at any time by the affirmative vote of two-thirds (2/3) of the board of directors whenever, in the judgment of the board, the best interests of the corporation would be served thereby.

Section 3.6 Vacancy. Any vacancy in any non-founding director seat on the board of directors occurring at any time, including the vacancy created by an increase in the number of directors, shall be filled for the unexpired term applicable to such seat, by the procedures set forth herein for the nomination and recommendation of qualified directors, and the remaining directors, even though less than a quorum, by an affirmative vote of a majority thereof, may elect the director(s) to fill the vacancy or vacancies. Any director so elected shall hold office until the expiration of the term of office for which such director was elected or until his or her successor shall have been elected and qualified. In addition, the board of directors may fill one or more vacancies on an interim basis prior to the next annual meeting of the board of directors, by an affirmative vote of a majority of the directors present at a regular or special meeting to fill the vacancy or vacancies. Such vote may be held with or without the nomination and recommendation procedures set forth herein. Any director so elected shall hold office until the next annual meeting at which time, the board of directors may elect to extend their service for the balance of the unexpired term of the director whose seat was vacated or to replace them

following the procedures set forth herein for the nomination and recommendation of qualified directors.

Section 3.7 Place of Meetings. Regular and special meetings of the board of directors shall be held at any place which has been designated from time to time by resolution of the board, or by the Chief Executive Officer (“CEO”) of the corporation. In the absence of a designation, all meetings shall be held at the principal office of the corporation.

Section 3.8 Annual Meetings. The annual meeting of the board of directors shall be held in November each year, or at such other time and date as the board of directors by resolution shall determine, for the purpose of electing directors and officers, considering reports of the affairs of the corporation, and for the transaction of such other business as may come before the meeting. If the date fixed for the annual meeting shall be a legal holiday, such meeting shall be held on the next succeeding business day. If the election of directors shall not be held on the day designated herein for any annual meeting, or at any adjournment thereof, the board of directors shall cause the election to be held at a special meeting of the board of directors as soon thereafter as conveniently may be.

Section 3.9 Regular Meetings. Regular meetings of the board of directors shall be held at least quarterly at such dates and times as the board of directors shall from time to time designate by resolution. No notice of regular meetings of the board of directors shall be required other than the board resolution establishing the date and time of regular meetings.

Section 3.10 Special Meetings. Special meetings of the board of directors for any purpose or purposes shall be called at any time by the CEO or, if he or she is absent or unable or refuses to act, by the chair of the board or by any three (3) directors. Notice of special meetings, unless waived by attendance thereat or by written consent to the holding of the meeting, shall be given by written notice transmitted electronically, hand delivered, or forwarded by facsimile or U.S. Mail at least three (3) days prior to the date of such meeting. If mailed, such notice shall be deemed to be delivered when deposited in the United States mail with postage thereon addressed to the director at his residence or usual place of business.

Section 3.11 Adjournment. A majority of the directors present may adjourn any directors’ meeting to meet again at a stated day and hour or until the time fixed for the next regular meeting of the board.

Section 3.12 Notice of Adjournment. Notice of the time and place of re-convening an adjourned meeting need not be given to absent directors if the time and place is fixed at the meeting adjourned.

Section 3.13 Waiver of Notice. The transactions at any meeting of the board of directors, however called and noticed or wherever held, shall be as valid as though had at a meeting duly held after regular call and notice, if a quorum be present, and if, either before or after the meeting, each of the directors not present signs a written waiver of notice, or a consent to holding such meeting, or an approval of the minutes thereof. All such waivers, consents or approvals shall be filed with the corporate records or made a part of the minutes of the meeting.

Section 3.14 Quorum. A majority of the total number of non-founding directors then in office shall constitute a quorum for the transaction of business, except to adjourn as hereinafter provided. Every act or decision done or made by a majority of all of the directors present at a meeting duly held at which a quorum is present shall be the act of the board of directors, unless a greater number be required by law or by the Articles of Incorporation as amended. Directors present at a duly called or held meeting at which a quorum is present may continue to do business until adjournment, notwithstanding the withdrawal of directors leaving less than a quorum.

Section 3.15 Votes and Voting. All votes required of directors hereunder may be by voice vote or show of hands, unless a written ballot is requested, which request may be made by any director. Each director shall have one vote. Every reference to a majority or other proportion of directors refers to a majority or other proportion of the votes of such directors.

Section 3.16 Actions of the Board of Directors without a Meeting. Any action which is required to be or may be taken at a meeting of the directors may be taken without a meeting if consents in writing (whether by an original or electronic signature, including a signature transmitted by facsimile or by other electronic method), setting forth the action so taken, are signed by all of the directors. Such consents shall have the same force and effect as a unanimous vote of the directors at a meeting duly held, and may be stated as such in any certificate or document filed under The Kansas General Corporation Code. The secretary shall file such consents with the minutes of the meetings of the board of directors.

Section 3.17 Attendance. Directors' attendance at all annual and regular meetings of the board of directors is expected. Absences shall be cause for removal pursuant to Section 3.5. Directors may participate in a meeting of the board by means of conference telephone, internet camera, or similar electronic means so long as all directors participating in the meeting can hear each other. Participation in a meeting in this manner shall constitute attendance in person at the meeting.

Section 3.18 Compensation. Directors shall not receive any salary or other compensation for services as directors, but, by resolution of the board of directors, a reasonable sum for out-of-pocket expenses, if any, may be allowed directors. The board of directors may, in its discretion, contract for and pay to directors rendering occasional, unusual or exceptional services to the corporation, special compensation appropriate to the value of such services. Nothing herein contained shall preclude any director from serving the corporation in any other capacity as an officer, agent, employee or otherwise, in receiving fair compensation therefor.

Section 3.19 Conflicts of Interest. The board of directors shall promulgate and enforce effective conflict of interest policies in accordance with applicable Kansas law, which policies shall require prompt disclosure of any actual or potential conflict of interest on the part of any director and any management employee of the corporation. Such policy shall require each director and all management employees to disclose fully and frankly to the board any and all actual or potential conflict or duality of interest or responsibility, whether individual, personal, or business, which may exist or appear as to any matter or business which may come before the board, or a committee thereof, at any time *prior to* action thereon. Except as herein provided, the disclosing individual shall neither vote nor endeavor to influence corporate action on any such

matter. The requirement of disclosure of conflicts of interest shall not prohibit a director from responding to questions concerning the matter, nor from participating in discussion, nor from voting in the matter, *unless* such participation shall have been prohibited by resolution adopted by a majority of disinterested directors at the meeting following disclosure. Board action on any matter as to which a conflicts disclosure shall have been made shall require the vote of a majority of disinterested directors. All disclosures of conflicts of interest and action taken thereon shall be recorded in the minutes of the board.

Section 3.20 Inspection of Books and Records. Any director shall have the right to examine the corporation's membership ledger, a list of its members and directors, and its financial books and records for any purpose reasonably related to such director's position as a director.

Article IV

Officers

Section 4.1 Officers. The officers of the corporation shall be a chief executive officer (CEO), a chief operating officer (COO), a secretary and a treasurer, and such other officers as may be designated by the board. The corporation also shall have board officers, including a board chair, the immediate past chair, and one or more vice chairs. No more than two (2) offices may be held by the same person. No instrument requiring the signatures of two officers may be signed by the same person in more than one capacity.

Section 4.2 Selection to Office. The board chair, immediate past chair, vice chair(s), secretary and treasurer shall be elected by the board at the annual meeting of the corporation in even numbered years for a term of two (2) years without salary or other remuneration. All terms shall commence January 1 next following the annual meeting. In the event such board elected officers shall not be elected at the annual meeting, such election shall be held at the next regular meeting of the board. Board elected officers each shall be elected by a majority vote of the full board and shall hold office until expiration of the term of office for which he or she was elected or until his or her successor shall have been duly elected and shall qualify, or until he or she shall resign or otherwise vacate the office, or shall be removed in the manner provided herein.

The CEO shall be an employee of the corporation selected, hired, supervised and subject to termination by the board of directors. Other corporate officers (except the secretary and treasurer elected by the board) shall be employees of the corporation selected, hired, supervised and subject to termination by the CEO. The selection and designation of such officer employees by the CEO shall be continuing appointments which shall serve at the pleasure of the CEO.

Section 4.3 Compensation of Officers. The salary or other compensation of the CEO shall be recommended from time to time by the Executive Committee of the board. Corporate officer employees and other employees of the corporation shall receive such salaries or other compensation as shall be determined by the CEO consistent with annual budgets adopted from time to time by the board of directors.

Section 4.4 Resignation and Removal. Any officer may resign his or her office at any time by written notice of resignation to the CEO or chair of the board of directors, as applicable. Any corporate or board officer may be removed, with or without cause, by the affirmative vote of the majority of the directors in office at any time whenever in the judgment of the board the best interests of the corporation would be served thereby.

Section 4.5 Vacancies. Any vacancy in any office shall be filled in the manner prescribed in these bylaws for regular election or appointments to such office. Vacancies in offices shall be filled for the unexpired portion of the term as herein provided.

Section 4.6 Chair of the Board. The board chair shall be the chief volunteer officer of the corporation, shall be a corporate director, and the principal officer of the board, and shall preside at all meetings of the corporate board of directors. The chair shall be an *ex officio* member of all board committees and task forces. The chair shall perform such duties incident to the office of the chair, and such other duties as may from time to time be prescribed or designated by the board of directors. The chair shall appoint all board committees and committee chairs.

Section 4.7 Vice Chair. Each vice chair shall be corporate director and shall perform such duties as may be assigned the vice chair by the chair, the board of directors, or these bylaws. In the absence of the chair, or in the event of the chair's inability or refusal to act, a vice chair shall preside at board meetings, and shall perform such duties and exercise the powers of the chair with the same force and effect as if performed by the chair.

Section 4.8 Immediate Past Chair. The immediate past chair of the board shall continue as an officer of the board following expiration of his or her term as chair until expiration of the term of his or her successor. The immediate past chair shall perform such duties as may be assigned by the chair, the board of directors, or these bylaws. The immediate past chair shall provide historical continuity and perspective to the functions of the officers of the corporation and the board. In the absence, inability, or refusal to act of the chair and all vice-chairs, the immediate past chair shall preside at board meetings and shall perform the duties and exercise the powers of the chair.

Section 4.9 Chief Executive Officer. The CEO shall be an employee of and the chief executive officer of the corporation. The CEO shall supervise and control directly, and indirectly through employees, agents, and consultants, the day to day business and affairs of the corporation and management of the business of the corporation. The CEO shall serve at the pleasure of the board of directors at such salary or other remuneration as the board may, from time to time, prescribe and shall perform all duties incident to the office of the CEO and such other duties as may from time to time be prescribed by the board of directors.

Section 4.10 Chief Operating Officer. The COO shall be an employee of and chief operating officer of the corporation. The COO shall serve at the pleasure of the CEO and undertake all functions as assigned by the CEO. These include but are not limited to oversight of finance, audit, resource redevelopment, strategic planning, communications and public relations, facilities, and other functions of the Center including working closely with the CEO on human resources and organizational development. The COO shall collaborate with the CEO and the

board of directors on matters of governance and broad program direction of the Center. The COO shall perform all duties incident to the office of COO and such other duties as may from time to time be prescribed by the CEO.

Section 4.11 Secretary. The secretary shall be a corporate director and shall keep, or cause to be kept, minutes of all meetings of the board of directors. Such record shall be maintained at the principal office of the corporation or at such other location as the board shall direct and shall reflect the names of those present at all director meetings and the proceedings thereof. The secretary also shall keep, or cause to be kept, at the principal office of the corporation, a membership ledger showing the names and current addresses of all members of the corporation. The secretary shall have such other powers and perform such other duties as may be prescribed by the board of directors, the chair, or these bylaws. The assistant secretary, if any, shall be an employee of the corporation and not a director, and shall perform the duties and responsibilities of the secretary in the absence or unavailability of the secretary, and shall perform such other duties and responsibilities of the office of secretary as from time to time may be assigned by the board or CEO.

Section 4.12 Treasurer. The treasurer shall be a corporate director and shall oversee and monitor the corporate funds, shall keep, or cause to be kept, a full and accurate record and account of all receipts and disbursements, deposits, investments, all monies and liquid assets in the name and to the credit of the corporation in such depositories as may be approved by the board of directors. The treasurer shall submit a report of the financial condition of the corporation at all regular meetings of the board, and at such other times as are requested by the board. The treasurer shall submit for approval of the board a year end financial report, and shall oversee preparation of and shall recommend annual capital and operating budgets for the corporation to the board. The corporate books of account shall be open at all reasonable times to inspection by any director. The assistant treasurer shall be a corporate employee and not a director, shall be responsible to the treasurer, shall report to the COO, and shall perform all duties incident to the office of the treasurer in the absence or inability to act of the treasurer, or as directed by the chief executive officer.

Article V

Committees of the Board

Section 5.1 Board Committees. Board committees shall be appointed each year following the annual meeting of the board. All committees shall serve one (1) year terms expiring at the next annual meeting of the board of directors each year. A majority of the membership on all board committees shall be directors serving on the board. Committees may include nondirectors. Except as provided in Sections 5.1.1 and 5.1.2, appointments to all committees and designation of committee chairs shall be made by the chair of the board. Except as provided otherwise in these bylaws, there shall be no fewer than three (3) corporate directors on each board committee.

Section 5.2 Executive Committee. The executive committee shall consist of the chair of the board, a vice-chair of the board, the secretary, the treasurer (and Finance Committee chair), the immediate past chair of the board, and the chairs of the Finance Committee, the Governance Committee, and the Resource Development Committee. The chair

shall preside at all meetings of the Executive Committee, and the secretary shall keep (or cause to be kept) the minutes. The Executive Committee shall exercise such rights, powers and authority of the board of directors while the board is not in session as are consistent with the policies, directives, and resolutions of the board of directors, the Articles of Incorporation as amended, and these bylaws. Chief executive officer of the corporation shall be an *ex officio* member of the Executive Committee without vote. The Executive Committee shall meet from time to time at the call of the chair or the vice-chair of the board as necessary or appropriate to discharge its responsibilities. The Executive Committee shall meet not less than once each year for the purpose of evaluating the performance of the chief executive officer and of the board. A majority of the Executive Committee shall constitute a quorum for the transaction of any business, and the act of a majority of the Executive Committee present at any meeting at which a quorum is present shall be the act of the Executive Committee. The Executive Committee shall report its actions and provide minutes of its meetings to the board of directors. For all seats on the Executive Committee, removal of a director from his or her position as an officer or committee chair shall constitute removal from the Executive Committee. Any vacancy on the Executive Committee shall be filled by the chair of the board, or the board of directors, as applicable for the unexpired term by replacement of the board officer no longer serving in accordance with these bylaws.

Section 5.3 Finance. The treasurer shall be chair of the Finance Committee. The Finance Committee shall review and make recommendations to the board regarding the financial feasibility of all corporate activities and undertakings, the annual capital and operating budgets of the corporation, corporate investment policies, and all fiscal and financial affairs of the corporation. The Finance Committee shall include an audit subcommittee as herein provided. The Finance Committee shall perform such other duties related to the fiscal affairs of the corporation as are set forth in the corporation's Committee Functions Policy, or as may be assigned to it by the board or the board chair.

Section 5.4 Audit. The Finance Committee shall have an audit subcommittee consisting of not less than two (2) nor more than three (3) members, at least one (1) of whom shall be a corporate director and member of the Finance Committee. The Audit subcommittee shall report directly to the board, shall be responsible for oversight and coordination of the corporation's annual independent audit, and shall report directly to the board thereon. The Audit Committee shall perform such other duties and responsibilities as may be assigned to it from time to time by the board chair.

Section 5.5 Governance. The Governance Committee shall be responsible for board development and evaluation. Nominations to fill all vacancies in board of director and officer positions from time to time shall be made by the Committee. The Governance Committee also shall be responsible for board education and retreat planning. The Governance Committee periodically shall review and make recommendations to the board regarding long-term strategies for the corporation, community relations, and corporate mission, and the services and policies of the corporation. The Committee shall perform such other duties related to these areas of corporate activity as are set forth in the corporation's Committee Functions Policy, or as may be assigned to it by the board or the chair.

Section 5.6 Resource Development. The Resource Development Committee shall be responsible for membership development and major fundraising projects undertaken by the corporation, and shall oversee and coordinate the corporation's endowment fund and all endowment fundraising and development activities. On an ongoing basis, the Resource Development Committee shall monitor and evaluate the corporation's fundraising programs, and shall recommend an annual fundraising goal for the corporation in connection with the annual budget process. The committee shall perform such other duties related to these areas of corporate activity as are set forth in the corporation's Committee Functions Policy or as may be assigned to it by the board or the chair.

Section 5.7 Task Forces and Ad Hoc Committees. From time to time, the board of directors may designate by resolution one or more task forces or *ad hoc* committees of the board to perform such specific tasks and/or functions as the board may determine. *Ad hoc* committees shall be appointed by the chair subject to ratification by the board. A director shall be designated by the board chair to be chair of each task force or committee. All such *ad hoc* committees or designated task forces shall have the power and authority set forth in the board resolution creating such *ad hoc* committee or task force, and shall serve until the designated task is completed, or the next annual meeting of the board, whichever first occurs.

Section 5.8 Meetings, Quorum, Actions without a Meeting, etc. All provisions of Article III, Directors, of these Bylaws that establish the manner and means for the board of directors to call and conduct meetings, approve actions at a meeting and to take actions without a meeting, including Sections 3.7 through 3.17, but not Section 3.8 (i.e. committees are not required to conduct an annual meeting), shall also apply to committees, subcommittees and task forces, except that the name of the committee, subcommittee or task force, and the terms committee members and committee chair shall apply in lieu of the terms board of directors, directors and chair of the board where applicable.

Article VI **Indemnification**

Section 6.1 Indemnification of Directors and Officers. To the maximum extent that the laws of the state of Kansas allow, the corporation shall indemnify a director, officer, or any other person who is or was serving at the request of the corporation as a director or officer for any liability, expense, cost, judgment, penalty, or fine incurred by such person by reason of the fact that such person is or was a director or officer of the corporation; provided, however, that such person acted in good faith in the best interest of the corporation as determined by the Board. No person shall be entitled to be indemnified for any liability, expense, cost, judgment, penalty or fine due to his or her willful misconduct or gross negligence.

Section 6.2 Indemnity Amount/Notice. The amount of such indemnity which may be assessed against the corporation, its receiver, or its trustee, by the court in the same or in a separate proceeding shall be so much of the expenses, including attorneys' fees incurred in the defense of the proceeding, as the court determines and finds to be reasonable. Application for such indemnity may be made either by the person sued or by the attorney or other person rendering services to him in connection with the defense, and the court may order the fees and expenses to be paid directly to the attorney or other person, although he is not a party to the

proceeding. Notice of the application for such indemnity shall be served upon the corporation, its receiver, or its trustee, and upon the plaintiff and other parties to the proceeding. The court may order notice to be given also to the members in the manner provided in Article II for giving notice of members' meetings, in such form as the court directs.

Article VII

Execution of Instruments

Section 7.1 Contracts, Deeds, Etc., How Executed. The board of directors, except as in these bylaws otherwise provided, may authorize any officer or officers, agent or agents, to enter into any contract or execute any instrument in the name of and on behalf of the corporation, and such authority may be general or confined to specific instances; and unless so authorized by the board of directors, no officer, agent or employee shall have any power or authority to bind the corporation by any contract or engagement or to pledge its credit or to render it liable for any purpose in any amount; provided, however, that any contracts, agreements, deeds or other instruments conveying lands or any interest therein, and any other documents shall be executed on behalf of the corporation by the CEO, COO or by any other specific officer or agent or attorney so authorized by the board.

Section 7.2 Checks, Drafts, Etc. All checks, drafts or other orders for payment of money, notes or other evidences of indebtedness, issued in the name of or payable to the corporation, shall be signed or endorsed by such person or persons and in such manner as, from time to time, shall be determined by resolution of the board of directors.

Section 7.3 Deposits. Funds of the corporation may be deposited from time to time to the credit of the corporation with such depositories as may be selected by management and approved by the board.

Section 7.4 Limitation Upon Contracts. No contract, transaction or act shall be entered into, performed or taken on behalf of the corporation if such contract, transaction or act is a prohibited transaction or would result in the denial of the corporation's tax exemption under Section 501(c)(3) of the Internal Revenue Code and regulations promulgated thereunder as they now exist or may hereafter be amended. In no event, however, shall any person, firm or entity dealing with the directors or officers of the corporation be obligated to inquire into the authority of the directors or officers to enter into or consummate any contract, transaction or other act for or on behalf of the corporation.

Article VIII

Notices

No notice of the time, place or purpose of any meeting of the Board, or any publication thereof, whether prescribed by law, by the Charter or by these Bylaws, need to be given to any person who attends such meeting, or who, in writing, executed either before or after the holding thereof, waives such notice and such attendance or waiver shall be deemed equivalent to notice.

Article IX
Prohibition Against Sharing in Corporate Earnings

No director, officer, employee or agent of the corporation, nor any individual connected in any way with the corporation, shall at any time receive any of the net earnings or any pecuniary profit from the operation of the corporation provided that this prohibition shall not prevent the payment to individual persons such reasonable compensation for services rendered to or for the corporation in effecting any of its purposes as may be determined by the board of directors. No such person or persons shall be entitled to share in the distribution of any of the corporate assets upon dissolution of the corporation. No substantial part of the activities of the corporation shall be or involve the carrying on of propaganda, lobbying or otherwise attempting to influence legislation, and the corporation shall not participate in nor intervene in any political campaign on behalf of any candidate for public office. Notwithstanding any other provision of these bylaws, the corporation shall not carry on any activities not permitted (i) by a corporation exempt from federal income taxation under Section 501(c)(3) of the Internal Revenue Code, or (ii) by a corporation, contributions to which are deductible under Section 170(c)(2) of the Internal Revenue Code of 1986 or the corresponding provision of any future United States Internal Revenue Law. Upon dissolution or winding up of the affairs of the corporation, whether voluntarily or involuntarily, the assets of the corporation, after all debts have been satisfied, shall be distributed, transferred, conveyed and delivered in such amount or amounts as the board of directors may determine, or as may be determined by any court of competent jurisdiction, exclusively to charitable, religious, scientific, testing for public safety, literary, educational or other organizations then expressly qualifying for exemption from income taxation under the provisions of Section 501(c)(3) of the Internal Revenue Code as such provision now exists or may hereafter be amended.

Article X
Miscellaneous

Section 10.1 Fiscal Year. The board shall have the power to determine and, from time to time, to change the fiscal year of the corporation. In the absence of specific action by the board of directors, however, the fiscal year of the corporation shall be the calendar year.

Section 10.2 Corporate Seal. The corporation shall have no corporate seal.

Section 10.3 Captions and Gender. Captions and sub-captions herein are for convenience of reference only and shall in no way define, limit or describe the scope or effect of these bylaws or the intent of any provision thereof. Whenever in these bylaws, the words “he” or “his” or other masculine words are used, all shall also mean “she” or “her” where appropriate, there being no intent to make any distinction herein based upon sex.

Article XI
Amendments

New bylaws may be adopted or these bylaws may be amended or repealed by a majority vote of the board of directors of the corporation; provided, however, that notice of the proposed amendments is given to the directors at least ten (10) days prior to the meeting at which such vote is to be taken.

CERTIFICATE OF SECRETARY

I, Liza Townsend, the undersigned, do hereby certify:

(1) That I am the duly elected and acting secretary of the Center for Practical Bioethics, Inc., a Kansas not-for-profit corporation; and

(2) In such capacity hereby certify that on September 9th, 2020, amendments of the Corporation's Bylaws were adopted, by unanimous approval of the board on September 9th, 2020 to:

Replace the prior provision of Article III. Directors, Section 3.6 "Vacancy" with the language stated in the foregoing bylaws; and

Replace the prior provision of Article III, Directors, Section 3.16 "Actions of the Board of Directors without a Meeting" with language stated in the foregoing bylaws; and

Add a new Section 5.8 "Meetings, Quorum, Actions without a Meeting, etc." Article V, "Committees of the Board" with language stated in the foregoing bylaws; and

(3) That the foregoing bylaws, comprising twelve (12) pages, constitute the bylaws of said corporation, as duly adopted at the meeting of the directors of said corporation duly held on the 9th day of October 2007 and as subsequently amended at the meeting of the directors of said corporation duly held on the 9th day of September 2020.

IN TESTIMONY WHEREOF, I have hereunto subscribed my name this 9th day of September 2020.

Liza Townsend , Secretary

Liza Townsend