



**Center for Practical Bioethics
Board of Directors Meeting
September 10, 2025**

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

Location: In-person or Zoom Conferencing

In-Person: 9th Floor, Shalton Conference Room, Polsinelli PC, 900 W. 48th Place, KC, MO 64112

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

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

Meeting ID: 952 829 8699

Agenda

- I. **Call to Order** Steve Salanski, Chair

- II. **Ongoing cybersecurity attacks and phishing attempts: caution to not respond and remedies that are being pursued** James Stowe

- III. **Committee Reports**
 - Finance Report** Tresia Franklin, Treasurer
 - **Vote:** Accept July 2025 financial statements
 - July 2025 financial statements *(Attachments 1-4)*

 - Governance Report** Karen Johnson and Maggie Neustadt, Co-Chairs
 - Update: Board member recruitment (three open positions, and one opening for 2026)
 - a. Candidate informational interviews have begun.
 - b. Attorneys and healthcare providers (RNs, MDs, etc.) have been identified areas of need from the board matrix. **Please send additional referrals!**
 - c. Note: A bylaws revision changing officer terms to one-year appointments rather than two-year appointments is in-progress.

 - Resource Development** Norberto (Rob) Ayala-Flores, Chair
 - Breakfast of Champions
 - a. Thursday, September 18th, 7:30-9:30 AM at the College Basketball Experience.
 - b. Ticket Sales: Still time to invite colleagues and friends – Abby has sent an email that can be forwarded directly.
 - c. If you wish to participate in the board match, please let us know as soon as possible. If you have already pledged, please submit your form, or ask for assistance. **Due end of day on 9/11/2025.**

 - Flanigan Lecture is finalized (details on the event date and time are below)

 - Francis Chair Search Task Force** Eva Karp, Chair
 - a. Nanette Elster and Kayhan Parsi have accepted a co-Chair approach to the role!

- Academic focus is supported decision making among individuals with neurodivergence; earned income and integration to ethics services, ethics education, and menu of clinical support
- Work plan and ad hoc board committee to assist in alignment and onboarding

b. Results of electronic vote by full board *(Attachment 5)*

IV. Consent Agenda (Administrative Matters)

Board Meeting Minutes, July 9, 2025 *(Attachment 6)*
Finance Committee Minutes, September 4, 2025 *(Attachment 7)*
Executive Committee Minutes, August 13, 2025 *(Attachment 8)*
Governance Committee Minutes, August 8, 2025 *(Attachment 9)*
Resource Development Committee Minutes, August 6, 2025 *(Attachment 10)*

V. Chair and President Reports

Steve Salanski, Chair & James Stowe

Chair’s Report

- TPOPP transition update.
- **Vote:** Authorize Kansas TPOPP and Missouri TPOPP transitions to the Kansas Medical Society and Missouri State Medical Association, respectively, pending appropriate negotiations and acceptance by all parties

President’s Report

- Consultant Clinical Bioethicist: (TBA when agreement is signed)
 - a. Following a new project-plan format for initial engagement, will help with several newly onboarded contracts.
 - b. Strong applicant pool (~80 applicants), 5 were interviewed, and the successful candidate will be employed as an independent contractor under a hybrid retainer and hourly rate agreement.
- Update on the Harman Grant
 - a. Harman Board voted to discontinue the grant after short-term sunseting plan (grant end is September 30, 2025)
 - b. Center interpretation of grant termination
 - c. Unused funds (approximately \$234k) to be returned by October 31, 2025.
- Update on Ethical AI
 - a. Current funding
 - Patterson Family Foundation request denied
 - Grant proposal summary (partnerships and focus)
 - 800 competitive proposals received
 - Early explorations with various partners to share a position
 - Meeting with former board member about market and business opportunities
 - Active Ethics Services agreements
 - \$7,350 Ethical AI Consortium (“core” Ethical AI services)
 - \$113,370 Advisory Services (note, **primarily** clinical Ethics Services)
 - Kauffman Foundation (capacity building for i.c. Stars KC), awarded.
 - \$25k; \$30k; \$15k over three years (Center’s portion)

- Combined, these circumstances significantly challenge cash flow, despite some potential relief from the Breakfast of Champions
 - a. Restructuring and continuity of operations proposal

Next Board Meeting: November 12, 2025
8:00 – 9:30 AM (Central) | 9:00 – 10:30 AM (Eastern) | 6:00 – 8:30 AM (Pacific)

Upcoming Events:

1. 2025 Annual Event, Breakfast of Champions

Date: Thursday September 18, 2025, morning (breakfast) event, 7:30-9:30 AM

Location: College Basketball Experience
1401 Grand Blvd
Kansas City, MO 64106

2. Flanigan Lecture

Date: Wednesday, November 12, 2025
Reception with live jazz & refreshments at 6:00 PM
Lecture begins at 7:00 PM
Attendance in person OR via livestream

Location: In person at The Gem Theater: 1615 E 18th St, Kansas City, MO 64108

[Board Book & Materials Link](#)

HEADLINES FOR JULY 2025 FINANCIAL PERFORMANCE

REVENUE

Through the month of July, actual revenue is \$556,552 and unfavorable to budget by \$381K. The primary variances are in Funds released from Restrictions which is unfavorable by \$130K due to the Ethical AI grant. Endowment Receipts is unfavorable to budget by \$103K due to Francis and Foley distributions. Provider Ethics Services are unfavorable \$20k primarily due to budgeting for new organizational affiliates. Donations-unrestricted is \$101K unfavorable to budget due to event income.

EXPENSES

Total actual operating expenses are \$717,674 which is favorable to budget by \$120K. Salaries, Benefits, & Other Employee costs are favorable to budget by \$69K due to open Francis positions. Professional & Contract Services are favorable to budget by \$18K due to timing of the budget for software development and legal fees. Supplies are favorable to budget by \$11K due to ACP session costs. Conferences, Conventions, & Meetings are favorable to budget by \$7K due to budgeting for the annual event in April.

OTHER INCOME

Other Income includes \$217K in distributions from Flanigan, Francis, and Foley Funds. These funds cover 2025 expenditures but do not reflect 2025 income based on GAAP accounting. Other Income is favorable to budget by \$517K primarily because endowment income was not budgeted.

OPERATIONS THROUGH JULY 2025

Net unrestricted operating revenue over expenses is (\$161,122). Combined with the other investment income and distributions related primarily to Francis and Flanigan Funds, net income is \$19,179, approximately \$256K favorable to budget.

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

	Actual	Budget	Total over Budget	% of Budget	Annual Budget
Income					
4210 Funds Released from Restrictions	117,779	247,917	-130,138	47.51%	425,000
4310 Endowment Receipts	217,132	320,319	-103,187	67.79%	427,092
4410 Government Grants and Fees	2,917		2,917		
4510 Earned Income	12,833	18,667	-5,834	68.75%	32,000
4515 Provider Ethics Services	148,801	169,385	-20,584	87.85%	290,375
4520 Honoraria	3,000	1,167	1,833	257.14%	2,000
4530 Lecture-Workshop Income	3,000	20,417	-17,417	14.69%	35,000
4660 Donations-unrestricted	49,241	151,013	-101,773	32.61%	223,480
4710 Membership - Institutional		8,750	-8,750	0.00%	15,000
5010 Other Revenue-Reimbursements	491		491		
5050 Interest Income	832		832		
5090 Miscellaneous Income	525		525		
Total Income	556,552	937,634	-381,083	59.36%	1,449,947
Gross Profit	556,552	937,634	-381,083	59.36%	1,449,947
Expenses					
A) Salaries, Benefits & Other Employee Costs	504,982	574,036	-69,054	87.97%	994,768
B) Occupancy	552	770	-218	71.68%	1,320
C) Professional & Contract Services	162,113	179,853	-17,739	90.14%	318,476
D) Supplies	4,856	15,808	-10,952	30.72%	27,100
E) Telephone	736	700	36	105.14%	1,200
F) Postage & Shipping	217	1,300	-1,083	16.70%	1,800
G) Equipment & Maintenance	2,376	4,468	-2,092	53.18%	7,720
H) Printing & Promotions	1,684	3,860	-2,176	43.64%	7,280
I) Travel & Transportation	7,865	10,934	-3,069	71.93%	18,740
J) Conferences, Conventions & Meetings	10,021	17,500	-7,479	57.27%	24,745
K) Memberships & Subscriptions	6,999	11,831	-4,831	59.16%	19,014
L) Insurance	10,823	12,049	-1,226	89.83%	19,984
M) Interest Exp	2,219	2,450	-231	90.58%	4,200
N) Miscellaneous Operating Exp	2,229	2,100	129	106.12%	3,600
Total Expenses	717,674	837,659	-119,985	85.68%	1,449,947
Net Operating Income	-161,122	99,975	-261,098	-161.16%	0
Other Income					
7820 Endowment Receipts Used for Operations	-217,132	-320,319	103,187	67.79%	-427,092
7830 Investment Earnings	83,408		83,408		
7840 Realized Investment Gains (Losses)	130,775		130,775		
7845 UnRealized Investment Gains (Losses)	200,199		200,199		
Total Other Income	197,251	-320,319	517,570	-61.58%	-427,092
Other Expenses					
7850 Investment Fees & Expenses	16,949	16,800	149	100.89%	28,800
Total Other Expenses	16,949	16,800	149	100.89%	28,800
Net Other Income	180,302	-337,119	517,421	-53.48%	-455,892
Net Income	19,179	-237,144	256,323	-8.09%	-455,892

Center for Practical Bioethics

Balance Sheet As of July 31, 2025

	TOTAL
ASSETS	
Current Assets	
Bank Accounts	
1010 CENTER FOR PRACTICAL BIOETHICS INC (0266) - NEW	44,536
1070 MONEY MARKET ACCOUNT (8991) - NEW	170,000
1075 Country Club Bank - Brokerage Account	0
1900 Bill.com Money Out Clearing	150
Total Bank Accounts	\$214,686
Accounts Receivable	
1210 Grants Receivable	750,000
1240 Receivables	111,054
Total Accounts Receivable	\$861,054
Other Current Assets	
1450 Prepaid Insurance	4,306
1460 Prepaid Exp-Other	1,097
Total Other Current Assets	\$5,403
Total Current Assets	\$1,081,143
Fixed Assets	
1640 Furniture, Computers & Equipment	54,071
1740 Accum Depreciation - Furniture, Computers, Equipmnt	-43,383
Total Fixed Assets	\$10,688
Other Assets	
1805 Flanigan Endowed Chair Investment	2,375,228
1806 Foley Investment Account	424,523
1807 Francis Family Endowment	3,718,384
1840 Operating Lease	7,370
Total Other Assets	\$6,525,505
TOTAL ASSETS	\$7,617,336
LIABILITIES AND EQUITY	
Liabilities	
Current Liabilities	
Accounts Payable	
2040 Accounts Payable (Bill)	18,236
Total Accounts Payable	\$18,236
Other Current Liabilities	
2130 Accrued PTO	21,700
2145 Operating Lease Liability	2,769
2150 Accrued Expenses - Other	3,221
2350 Line of Credit Loan	50,000
Deferred - Contract Services - Provider Ethics	126,725

Center for Practical Bioethics

Balance Sheet As of July 31, 2025

	TOTAL
Total Other Current Liabilities	\$204,415
Total Current Liabilities	\$222,651
Long-Term Liabilities	
2770 Operating Lease Liability LT	4,602
Total Long-Term Liabilities	\$4,602
Total Liabilities	\$227,253
Equity	
3100 Permanently Restricted Funds	5,492,651
3300 Temporarily Restricted Funds	2,006,826
3500 Unrestricted Funds	-1,032,902
5900 Retained Earnings	904,330
Net Income	19,179
Total Equity	\$7,390,083
TOTAL LIABILITIES AND EQUITY	\$7,617,336

Center for Practical Bioethics

Statement of Cash Flows

January - July, 2025

	TOTAL
OPERATING ACTIVITIES	
Net Income	19,179
Adjustments to reconcile Net Income to Net Cash provided by operations:	
1240 Receivables	-8,325
1450 Prepaid Insurance	3,590
1460 Prepaid Exp-Other	845
2040 Accounts Payable (Bill)	8,127
2150 Accrued Expenses - Other	-2,806
Deferred - Contract Services - Earned	-13,083
Deferred - Contract Services - Provider Ethics	111,191
Total Adjustments to reconcile Net Income to Net Cash provided by operations:	99,538
Net cash provided by operating activities	\$118,717
INVESTING ACTIVITIES	
1640 Furniture, Computers & Equipment	-1,972
1740 Accum Depreciation - Furniture, Computers, Equipmnt	2,160
1805 Flanigan Endowed Chair Investment	52,466
1806 Foley Investment Account	43,367
1807 Francis Family Endowment	-252,609
Net cash provided by investing activities	\$ -156,588
FINANCING ACTIVITIES	
3300 Temporarily Restricted Funds	132,221
Net cash provided by financing activities	\$132,221
NET CASH INCREASE FOR PERIOD	\$94,350
Cash at beginning of period	120,336
CASH AT END OF PERIOD	\$214,686



Center For Practical
BIOETHICS
Center for Practical Bioethics
Board of Directors Meeting

July 9, 2025

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

Location: In-person or Zoom Conferencing

In-Person: 9th Floor, Shalton Conference Room, Polsinelli PC, 900 W. 48th Place, KC, MO 64112

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

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

Meeting ID: 952 829 8699

Minutes

Attendance:

Raghu, Rob, Mitzi, Darron, Tresia, Anita, Karen, Eva, Vickie, Maggie, Ed, Inmaculada

James and Monica (staff)

I. Call to Order

Maggie Neustadt, Vice Chair

Maggie called the meeting to order and thanked board members for being willing to attend a July meeting, despite busy summer schedules. She noted that she and James discussed the meeting with Steve and decided to proceed due to substantive financial decisions.

II. Committee Reports

Finance Report

Tresia Franklin, Treasurer

- **Vote:** Accept April and May 2025 financial statements
 - April and May 2025 financial statements

(Attachments 1-7)

Tresia covered the financial statements. She noted that net operating income is -\$171k whereas the budget suggests \$69k. This is concerning, so what does it foretell? Most of the \$241k we are behind is in two line items – endowment receipts and funds released from restrictions. However, due to not having the Sunderland grant to support Ethical AI, and having a vacancy in the Francis Chair, these were anticipated.

Behind by \$90k in the donations isn't overly concerning due to planned events later in the year.

On the expense side, our payroll expenses are behind by \$50k, due to not yet filling the Francis Chair but most other expenses are pretty much in line with expected. Most of the rest of the favorability is due to not yet spending for the fall event as well as good management by staff on expenses.

We would have anticipated spending about \$600k and we are actually at \$515k.

Note the earnings on our endowments which is about \$150k, which is good, and the very bottom line, we are ahead of budget.

Balance sheet – Tresia won't spend much time here. Our Bank account is \$188k in cash, endowments are listed and total about \$6.4 million. Year-to-date, our total assets, even though we have pulled from some are

still up. Not a lot to talk about on the balance sheet; note that the \$50k line of credit still appears in the liabilities.

We can go into the specific agenda items that we are entertaining for budget changes.

Finance Committee moves to accept the April and May financial statements; Anita seconded; no questions nor discussions; motion carried.

- **Vote:** Authorize a budget increase of \$88,089 to support the described areas and operations.
 - a. Event spending increase: \$12,000 to support reasonable additional expenses for 2025 fundraising events, to be balanced through increased donation revenue.
 - b. Ethical AI team: extend support of the Ethical AI team through September through the use of the Foley Fund (\$42,814 in salary plus \$10,275 in fringe, totaling up to \$53,089.)
 - a. We anticipate a formal announcement from the Kauffman Foundation in the coming days (funding is expected!)
 - b. We expect to hear from Patterson Family Foundation sometime in August, but the announcement date could shift
 - c. Ethics Services team: authorize a one-time special draw from Flanigan Fund to enact the staffing plan for Ethics Services. An independent contractor will serve as a Clinical Bioethicist In-Training at \$23,000 for 2025. Any continued expenses in 2026 would likely need to be shifted to new earned revenue.

The Finance Committee discussed these items thoroughly; discussed the pros and cons but ultimately voted to recommend them. Worth the time to go through and understand what the staff is requesting; The first item is event spending – with a fall event planned, we have determined we need to increase the budget by \$12k for that event; however, should be offset by additional incremental revenue through donations.

Are these all fundraising events? The AI and IPA event is somewhat friend raising, but we are selling tickets to offset costs, and hope attendees come to the fall event as a way to offset any additional costs.

The Ethical AI team – funded through the endowment with the hope/goal to find grant funding. We anticipate a formal announcement from the Kauffman Foundation in the coming days to help fund the AI work and hope to hear from the Patterson Family Foundation in August; the challenge is that even if granted, they will not become available until January.

Ethics Services – Ryan fulfilling some of the work for Terry – so his capacity is being stretched. If you look at the a balance sheet, we need to grow this area, and we haven’t seen that yet, to-date. Tresia wants us to recognize the need to have backup and not expect staff to be available 24/7.

Eva noted that the Finance Committee and she had concerns and reservations, and she cautioned against throwing good money after bad if we don’t see strong returns from the Ethical AI work. Moreover, if the Ethical AI program cannot generate a revenue stream, then the market may be telling us this is not an arena on which healthcare organizations are willing to spend.

Finance Committee moves for approval; Rob seconded; no questions nor discussion; motion carried.

Governance Report

Karen Johnson and Maggie Neustadt, Co-Chairs

- Update: Board member recruitment (one open seat)

- a. Referrals are welcome, and several have been received – thank you!
- b. Hopeful that candidates can fill one or more priority areas, shown as highlighted fields in the matrix *(Attachment 8)*

Karen summarized the matrix and covered the areas of opportunity for representation that the Governance Committee identified.

Raghu mentioned IT would be an important area considering some of the major decisions we have.

A few other various gaps that would be nice to fill as we looked at representation.

The Governance Committee has received some candidate referrals and will move ahead with the vetting process. James stated that he expected we could fill the vacancy in 2025.

Rob was thinking about the open position – and thinking ahead, is anyone rolling off in the next year, what would we lose. We don't want this to sneak up on us.

As we think what we offer, someone in a sales position – pitching what we have, there is a particular art to that. Karen notes that almost everyone is in sales to some degree, and asking individuals whom we know to donate – you are trying to persuade them to give to an organization or cause that is worthy of consideration.

As we think toward development of the staff and board, some training or confidence building, to make that more comfortable. Maybe senior staff coming together, may be an interesting way to think about that.

Culture change in the organization is still ongoing. Maybe including this in the next retreat would be helpful.

- Update: 2026 Board Retreat
 - a. Date recommended to remain similar to 2025; venue TBA

We are already thinking ahead about the upcoming Retreat; location to-be-determined – we have both North and South options. Raghu reiterated that we are welcome to continue to use the Liberty location, which worked very well for the 2025 retreat.

Resource Development

Norberto (Rob) Ayala-Flores, Chair

- Breakfast of Champions
 - a. Thursday, September 18th, 7:30-9:30 AM at the College Basketball Experience.
 - b. A separate email will be sent to board members to help with promotion and identifying potential event sponsors.

Rob encourages all board members to block this off on their calendars. We are looking for sponsors – this is an opportunity to do your pitch, get people to come to this event. Look back at the brand document and the elevator pitch – why are we having this and why are we doing this. Use the talking points.

- Board Match Request
 - Request that board members will make their 2025 contribution to the Center in a unique way. Our goal is to receive \$25,000 from the Board to label as a match fund for the fall annual event. Past board giving suggests this number is achievable, and our request is that the amount you pledge will be made regardless of being able to raise the full amount from other donors for the full match amount. **Please let James know by email if you are willing to give for 2025 in this way.**

Rob described this ask as creating a match fund for the fall event. If you want to make a gift, let James know via email. This would help make up the deficit we are seeing in donations.

- Donor Appreciation Event Request
 - If possible, we would like to host a small donor appreciation event. **Our request is that a board member volunteer their home or a venue that you are connected to (e.g., a space at your workplace) to host this event.** Abby will lead coordination and we will

try to make this event as easy and rewarding as possible. **Please let James know by email if you are willing to host or connect the Center with a venue.**

If you would like to hold an event at your home, place of business, or venue of your choice – an intimate setting, a way to talk to your friends about the cause. Rob has experience in doing a similar event for another board he served on. If there is something that the Center does that you have taken a liking to and feel comfortable talking more about it with your network, this is an opportunity to do so.

Board members who stepped up would not have the burden of hosting. Ed mentioned the outdoor terrace at KCU. Rob mentioned that sometimes it can be a co-host; 2 or three board members coming together to do it. Ed thinks we could use the space, and KCU may be able to help subsidize the food.

Promotion part of it – will something be posted on LinkedIn? Staff responded, definitely yes, so Rob encouraged the board to share this with their network and doing their own promotion.

There is a LinkedIn format in the Board packet that is easy to put up.

Francis Chair Search Task Force

Eva Karp, Chair

- Francis Chair search task force update
 - c. Finalist interviews and process update

We are coming down the home stretch – have narrowed down to two candidates (one is an academic couple). They are meeting with Committee members, staff members, board members, and interviews with Selection Committee.

We have interviews scheduled for July 15-16; and then 23-24. After the interviews, and we determine they meet the criteria, we will either move ahead, or we do have other candidates should they be needed.

Inma – does the couple work as a team, for the same salary? Yes, it has been proposed as a co-chair approach for the same overall resources.

Anita – raised the issue of hiring a couple. Did we miss out on others by not advertising the possibility of a co-chair? Anita noted that because academic positions are often advertised to solve for the “two-body problem,” but since this is not a traditional academic position, the dynamics may be a bit different. The board discussed that the candidates themselves suggested the arrangement, which was then considered.

III. Consent Agenda (Administrative Matters)

Board Meeting Minutes, May 14, 2025

(Attachment 9)

Finance Committee Minutes, July 8, 2025

(Attachment 10 Pending)

Executive Committee Minutes

Note: Executive Committee did not meet in June 2025

Governance Committee Minutes, June 13, 2025

(Attachment 11)

Resource Development Committee Minutes, June 4, 2025

(Attachment 12)

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

IV. Vice Chair and President Reports

Maggie Neustadt, Vice Chair & James Stowe

President’s Report

- Update on the Harman Grant
 - i. Following two meetings, we have confirmed that the Harman Foundation has directed the Center to facilitate and support Gloria's leadership and implementation of educational programming for the Let's Talk About ACP (LTAACP), including her direction of the grant budget. The Center will continue to provide staffing and administrative support to streamline the LTAACP offerings and back-office

operations, and the entire team will focus on what sustainability options may exist after the conclusion of the Harman funding.

James described conversations with the Harman Foundation and Gloria following the Board Retreat. The results were unequivocal in how the Foundation desires the program to be managed. The Center will do all that is possible to support Gloria in making educational sessions available and exploring sustainability after the award period. He mentioned that the Harman Foundation suggested activities and educational sessions could continue if a small amount of money was found to support a small part of an existing staff person's salary, perhaps \$15-20k per year.

James acknowledged that he respected Gloria's approach and she is very well-intentioned in her efforts. He reiterated that he understood the high achieving Board would desire a stronger focus on sustainability, which he shares, but aligning with the funder's wishes for their resources is the priority.

Maggie closed out the meeting and mentioned the timing of board meetings. James stated that Center staff are still synthesizing Board feedback on potential meeting alternatives versus maintaining status quo, and it may be that committees are adjusted before the full board meeting.

Meeting adjourned.

Next Board Meeting: September 10, 2025

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

Upcoming Events:

1. AI & IPAs: A Young Professionals Networking and Learning Event (marketed to young professionals' networks)

Date: Thursday, August 28, 2025 from 4:30 – 6:30 PM

Location: DoubleTap KC in the River Market
310 Oak St
Kansas City, MO 64106

2. 2025 Annual Event, Breakfast of Champions

Date: Thursday September 18, 2025, morning (breakfast) event, 7:30-9:30 AM

Location: College Basketball Experience
1401 Grand Blvd
Kansas City, MO 64106

Strategic Initiative Focus: TBA

[Board Book & Materials Link](#)

Board electronic vote, 8/27/2025, on appointment of Nanette Elster and Kayhan Parsi as John B Francis Chairs (co-Chairs) in Bioethics. Motion made by the Chair Search Task Force.

Member	Vote		Comments
	Yea	Nay	
Adiga	X		Great news! I approve. Thank you!
Akinwuntan	X		Hello all, I also approve. They will be great appointments.
Ayala-Flores	X		I approve!
Cardenas	X		I support. Very exciting.
Melo-Martin	X		That's great! I approve. Thanks
Edelman			
Edwards	X		I affirm.
Franklin	X		I approve! Wonderful news!
Ho	X		Great appointments, and I approve as well!
Johnson	X		I approve. Thank you James.
Karp			<i>Search Task Force Chair</i>
Leff			<i>Search Task Force Member</i>
Neustadt	X		I approve. Thanks for your leadership, Eva and James, Maggie
O'Connor	X		Great news. I approve as well.
Rode	X		Approve
Salanski			<i>Chair, tie-breaking vote only.</i>

Background email:

Dear Board,

We are pleased to announce our confidential recommendation for the John B. Francis Chair in Bioethics - Nanette Elster, JD, MPH, and Kayhan Parsi, JD, PhD, HEC-C. Early in the process, Nanette and Kayhan suggested a unique co-chair approach to the role, which we believe offers several strategic advantages.

The search process was extensive and aided by Omni Human Resources. The initial applicant pool of 22 was narrowed to 12 qualified applicants who were forwarded to the search committee. Of those, eight candidates were further vetted by Omni, and their interest and qualifications were confirmed through virtual meetings. Six highly qualified candidates were interviewed virtually (including one international applicant) by the search

committee. Of these promising individuals, two finalists were brought to Kansas City for face-to-face interviews, meetings with staff and a lunch with community stakeholders. The members of the search task force were greatly pleased by the skills, experiences, and passion for the field demonstrated by Nanette and Kayhan.

We have attached a candidate summary, prepared by Omni which includes their cover letter and CVs. After onboarding, we anticipate creation of a formal work plan, which will be a collaborative product with Center leadership and staff input, guidance from the Board, and input from stakeholders who will help define areas of opportunity under existing and future service agreements and other collaborative activities.

The recruitment strategy, and overall restructuring of the role, was designed to attract candidates who possessed skills and experience that strongly overlapped with core areas of the Center's work and impact, including business and sustainability potential.

Some task force impressions of the candidates included:

"Understanding the concept of relational autonomy through supported decision making may help move the needle in advance care planning and goals of care conversations which truly respect patient wishes." - Vickie Leff

"Elster and Parsi will help to raise the Center's stature nationally, assisting in attracting new partners, bolstering our programs and creating opportunities for new revenue. They are exceptionally respected leaders in the field." - Tresia Franklin

"Kayhan and Nanette together bring a depth of bioethics teaching, research, publication, and policy work - as well as ethics consultation experience. They are also well-respected national bioethics leaders. They clearly meet all of the qualifications and personal qualities we were searching for in the Francis Chair position!" - Steve Salanski

Appointment of the Francis Chair requires approval by the Board of Directors. The Francis Chair Search Task Force is recommending Nanette Elster and Kayhan Parsi for co-Chair appointment - **please send James your vote, and "reply all" if you wish raise questions or have further discussion.**

If they are approved, we will follow a synchronized communication plan to make announcements to the Francis Family Foundation, broader stakeholder groups, and the general public.

Sincerely,

Eva Karp, Chair, Francis Chair Search Task Force & James Stowe, President and CEO



**Center for Practical Bioethics Finance Committee Meeting
Thursday, September 4, 2025, 8:00 AM**

Location: Zoom Conferencing

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

By Phone:

646 931 3860 US

301 715 8592 US (Washington DC)

312 626 6799 US (Chicago)

646 558 8656 US (New York)

Meeting ID: 952 829 8699

Minutes

Attendance: Tresia, Eva, Kathleen, Steve

Tom and James

Meeting summary

I. Summary

II. Financial Review and Revenue Shortfall

The meeting focused on reviewing financial statements for the first seven months of the year. Tom presented the statement of activity, noting that overall revenue was behind by \$381,000 due to unfavorable variances in Harman foundation revenue and budgeted ethical AI grant funding. He also explained that the release of endowments was less than expected, primarily due to the open Francis chair not incurring expenses. The discussion highlighted trends in revenue, provider ethics services, and lecture workshop income, which were below budgeted amounts.

Motion made by Steve to approve the July 2025 Financial Statements, with further questions to be answered by Tom; Kathleen seconded; motion carried.

III. Fundraising Event Progress Update

The meeting focused on the fundraising event's progress, with James reporting that they are at 65% of the \$90,000 gross goal, with most donations coming from large sponsorships. Tom and James discussed the timing of revenue increases and the need to clarify donation categories for better donor communication. Kathleen inquired about the internal financial statements' line item for fundraising, and Tom explained that all revenue, including from solicitations, is included in this category. Steve asked if the \$90,000 was net or gross, and James clarified it was gross, with expected net expenses around \$70,000 due to low event costs.

IV. Financial Status and Discrepancy Review

Tom presented the financial status, noting a net operating income gap of \$161,000 before accounting for the \$217,000 endowment release, with investment earnings realizing a net gain of \$414,000, resulting in a year-to-date surplus of \$19,179. Steve pointed out a discrepancy in the report's presentation of net income, which Tom acknowledged and agreed to correct. Tom also discussed the balance sheet, highlighting a cash position of \$215,000, a grant receivable of \$111,000, and the removal of a \$217,000 grant related to Harmon funds, which will not be received. Tresia inquired about the difference between accounts receivable and bills in arrears, and Tom explained that some receivables are billed in advance.

V. Receivables Classification and Payment Process

Tom and James discussed the classification of receivables, explaining that invoice dates drive the two main classifications. James clarified that most receivables are based on the original agreement style, with invoicing in arrears, while new agreements follow an upfront billing approach. Tom confirmed that the total sum of receivables, including both tabs, adds up to \$111,000. Steve inquired about the process for following up on overdue payments, to which James explained that Brynna handles automated reminders through QuickBooks, and if concerns arise, James contacts the program people and the accounts payable department in the partner organization. Both Tom and James assured that the process is now well-controlled and efficient, with fewer delays than before.

VI. Financial Statements Review

The meeting focused on reviewing the organization's financial statements, including the balance sheet and statement of cash flows. Tom explained various account balances and transactions, while Kathleen inquired about grants receivable. Tresia asked about a negative million dollars in unrestricted funds, which Tom clarified was due to accounting classifications. James and Steve discussed the difference between deferred contract services earned and provided, with Tom and James explaining the classification of income from different sources. James mentioned ongoing discussions with KU regarding potential new teaching and consulting arrangements.

VII. Francis Family Endowment Cash Flow Review

Tom agreed to look into the negative cash flow for the Francis family endowment, which seemed unusual compared to other investment accounts. Kathleen suggested it might be related to a \$217k pull from the fund for operations, though she wasn't sure why it was attributed to the Francis family. Tom planned to review the investment statements to clarify the situation and provide an explanation when he sends out the updated notes.

VIII. Financial Statements and Audit Review

The board discussed financial statements and audit matters. Tom explained that temporarily restricted funds of \$132,000 were entirely from Harman, and a motion was approved to accept the financials pending Tom's additional responses (which were provided before the meeting concluded). James reported that Kathleen would chair the Audit committee, which is scheduled to meet with Matt Brickey on September 12th to review the Form 990 and audit, with a deadline of November 15th for submission of the 990. The Center also learned that the Harman Foundation grant had been discontinued due to lack of expected progress, with unused funds to be returned by October 31st.

IX. Grant Funds and Refund Planning

James discussed the reconciliation of remaining funds and the need to issue a refund check by the end of October, estimating approximately \$234,000 to be returned. He explained that while the organization has maintained discipline in keeping funds restricted, they still need a distribution from the Foley fund to cover expenses and ensure sufficient cash reserves. James clarified that they have received \$500,000 of a \$1 million grant award and are about \$20,000 into the second tranche of a quarter million. He also addressed a question about the organization's line of credit, noting that they have not moved to pay the \$50k draw back yet due to cash flow uncertainties.

X. Financial Restructuring Amid Funding Shortfall

James discussed the financial challenges facing the organization, particularly regarding staffing and budget constraints. He explained that the Patterson Family Foundation did not provide expected funding, leaving the team without their most likely source to maintain staff salaries. James outlined plans to restructure, including moving Odessa to a new role as program coordinator for newly appointed Francis Co-Chairs, which will help maintain her role for at least 12 months. Other actions will likely be needed to reduce expenses to maintain financial stability, with cash reserves expected to fall below 90 days in October. These actions will include a review of all contracts, and recommendations made at that time for reductions, discontinuations, or planned reductions for the next fiscal year.

XI. Staffing Changes and Fund Updates

The meeting discussed potential staffing changes and plans for continuity of operations. Tom clarified the cash flow statement, explaining that while Flanigan and Foley funds showed positive numbers, the Francis fund had a negative balance due to investment activities, which was actually a positive contribution to cash flow.

XII. Board Meeting Preparation Review

The meeting focused on preparing for an upcoming board meeting, with James agreeing to remove parentheses from the Headlines document. Tresia confirmed there were no other items to discuss before the board meeting.

AGENDA

I. Call to Order/Welcome

Tresia Franklin, Chair

II. Review Financial Statements

Tom Ross and James Stowe

- July 2025 Statements (*Attachments*)

Vote: Recommend acceptance of the presented financial statements (July 2025) to the full Board of Directors.

III. Final Draft Audit/Form 990

James Stowe

- Note: for informational purposes only. The Audit Committee is scheduled to convene on September 12, 2025 to review. (*Attachments*)

IV. 2025 Budget: Spending and Budget Update

A) Harman Grant Update

- a. Harman Board voted to discontinue the grant after short-term sunseting plan (grant end is September 30, 2025).
 - Unused funds to be returned by October 31, 2025 are estimated at \$234,000, requiring distribution from the Foley fund to provide adequate cash for operations (see details below)

B) Ethical AI Funding Update

- a. Current funding
 - Patterson Family Foundation request denied
 - Early explorations with various partners to share a position

- Meeting with former board member about market and business opportunities
- Active Ethics Services agreements
 - \$7,350 Ethical AI Consortium (“core” Ethical AI services)
 - \$113,370 Advisory Services (note, **primarily** clinical Ethics Services)
- Kauffman Foundation (capacity building for i.c. Stars KC), awarded.
 - \$25k; \$30k; \$15k over three years (Center’s portion)

C) Foley Fund Distributions

- a. Balance as of 9/3/2025 is \$434,384
- b. Remaining distribution authority under 2025 budget is \$205,266, including \$23,000 restricted to compensating the consultant clinical bioethicist
 - Recommend distribution of \$175,000 prior to October 31st return of unused Harman grant funds

D) Summary

- a. Cash flow is significantly challenged, although Breakfast of Champions fundraiser may offer some relief.
 - Days of cash, including Foley reserve, estimated to fall below the 90-day standard
 - Staff reductions and reassignment
 - Review and reduction of contracts where possible

V. Adjourn

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



Center for Practical Bioethics Executive Committee Meeting

August 13, 2025

8 AM Central | 9 AM Eastern | 6 AM Pacific

Location: Zoom Conferencing

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

By Phone:

646 931 3860 US

301 715 8592 US (Washington DC)

312 626 6799 US (Chicago)

646 558 8656 US (New York)

Meeting ID: 952 829 8699

Attendance:

***Eva, Rob, Maggie, Karen, Steve
James***

Minutes

I. Call to Order/Welcome

Steve Salanski, Chair

II. Strategic Opportunities and Operational Considerations

Steve Salanski and James Stowe

A) Harman Grant Update

- Harman Board voted to discontinue the grant after short-term sunseting plan (approximately, 60-90 days).
 - Unused funds to be returned (approx. \$250k) – *the updated estimate is \$234k*
 - Logistics and other details

B) Ethical AI Funding Update

- Current funding
 - Patterson Family Foundation request denied
 - Early explorations with various partners to share a position
 - Meeting with former board member about market and business opportunities
 - Active Ethics Services agreements
 - \$7,350 Ethical AI Consortium (“core” Ethical AI services)
 - \$113,370 Advisory Services (note, **primarily** clinical Ethics Services)
 - Kauffman Foundation (capacity building for i.c. Stars KC), awarded.
 - \$25k; \$30k; \$15k over three years (Center’s portion)

The Committee discussed the Ethical AI program, personnel, and market reaction to-date, and the need to deeply rethink the current approach.

Rob is going to mention this, when we were doing the brand guidelines – one of the gentlemen who was discussing this with Jane Lombard – her neighbor knows the chief at Nvidia. If we want to figure out what we could do for one last ditch effort, could she make an introduction to him? Is there some kind of a way to go down the road of developing a service, around an app, how we could lift our branding up? If we think we need to redesign, restart, we may need to start there before going for funding.

Karen is of the opinion that there is a lot of opportunity in this space for an organization like the Center. It depends upon the business model we want to bring to the market. Our impact is not a case-by-case basis, it is a much higher organizational decision about what gets implemented and why. It is different than Ethics Services, and can't just be tacked on (despite some training and policy questions).

You need someone in this space with a very entrepreneurial approach, who knows how this work is being implemented at scale across the industry.

Steve believes we have an untapped resource in Anita Ho – she has written a book on ethical AI, has spoken at the Flanigan lecture.

Maggie wondered if we could just have Lindsey serve as an advisor to small and medium sized hospitals to sit on their governance committees related to Ethical AI? James stated we could try to do that, but the contracts tend to take a long time from introduction to execution, so getting \$10-12k peeled off here and there will take time to reach full support of Lindsey's salary.

Maybe we ought to pitch ethical AI to Ochsner, and maybe Anita could help advise us.

C) Cash Flow and Reserves following Harman and Ethical AI (Patterson) news

James presented the need to exercise caution in spending for the final quarter of 2025, with likely restructuring and contract review as necessary. More information will be available as September comes into view, and the Finance Committee will help to advise on next steps.

D) Francis Chair Recruitment Update

Nanette and Kayhan have been offered, and we are waiting on a response from their dean and provost. After approval, and the offer letter is signed, we will seek an electronic board vote. Then, we would notify the Francis Family and co-develop an announcement strategy and employment contract.

E) Consultant Clinical Bioethicist (independent contractor) update

James described the candidate and skillset. As soon as the contract is signed, the candidate could start work – they can take any consult from start to finish and deliver a great product

F) 2026 Board Officers and Bylaws Revision

With Mark Thompson's full resignation, we don't have a Chair for 2026; the 2-year term for officers may be intimidating, so the proposal is to move the term down to 1 year, with an option to take another year. This will require a bylaws change that James and Steve will work on together. The bylaws set this up on the odd-numbered years, which would be too specific, so we'll edit and present a new option. There will be flexibility for people to stay on, if needed. A three-year succession plan for the chair is more typical in most nonprofits. The bylaws change will be redone and likely presented to the Governance Committee electronically, then presented to the full board in September.

We'll want the Chair to be determined by the November board meeting, so that the new Chair can appoint committee leaders.

G) TPOPP Update

- John Carney and Steve have successfully completed administrative transition discussions with the Kansas Medical Society. Missouri discussions with Missouri State Medical Association (MSMA) in the planning stage.

Transportable Physicians Orders for Patient Preferences – Steve described the purpose of the form and the national movement to have them present for providers and patients. Each state administers this process independently. The Center administered it for both KS and MO; this form is used when patients are moved back and forth between care settings, to be sure that the patient's preferences are known and honored.

This has been a project that the Center has been providing the documentation behind the process, as well as training and a clinical guide. Right now, we do not have the capacity to continue this program. John Carney has great interest in making sure that it is maintained, and Steve shares this interest, and they have been working to find a sponsor for the process. There is agreement that the KS Medical Society should be the sponsor on the KS side, and they have a funder that will support their work for the next several years. Steve is working on the MO side to seek a sponsor in that state. We will then transition the program fully.

H) Other recommendations/ideas

V. Adjourn

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



**Center For Practical
BIOETHICS**
Governance Committee Meeting
Friday, August 8, 2025
8 AM Central | 9 AM Eastern | 6 AM Pacific
Minutes

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

Meeting ID: 952 829 8699

Bold = Present

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

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

Board Chair: **Steve Salanski**

Staff: **James Stowe**

Meeting summary

Summary

Board Chair Succession Planning Discussion

Maggie and Steve discussed the resignation of Mark Thompson from the board, noting his planned absence due to health issues and his resignation from any future service. They explored options for filling the board chair position for 2026, with Maggie considering stepping in for a three-year term or amending the bylaws to allow for one-year terms. Eva suggested that if the term was changed to one year, board chairs should still be eligible for another term if they wish. Steve explained that a bylaws amendment would be necessary to implement this change, and he agreed that a three-year commitment might be more appealing to potential candidates.

Board Leadership Term Restructuring

The group discussed changes to board bylaws regarding leadership terms, with Steve proposing a one-year term for chair positions to make leadership roles more accessible. Eva supported this

change, noting that a year as vice chair provides adequate preparation for the chair role, while Inmaculada shared her experience that academic boards typically require at least two years for meaningful impact. The discussion highlighted that the main concern was attracting volunteers rather than term length, and Steve emphasized the value of the past chair position in providing experienced support to current leaders.

Chair Succession Planning Discussion

James suggested keeping the slate the same for the chair position due to potential emergencies and the time required for succession planning. Eva agreed with flexibility but emphasized that the decision should be based on board agreement. Steve proposed rewriting the bylaws to allow for annual elections with a three-year succession plan for the chair, while also providing flexibility to continue in the role for an additional year if needed.

Bylaws Revision and Governance Process

Steve offered to work with James on revising the bylaws, focusing on changes to the election of officers and succession plan. Eva agreed to review the revised bylaws if needed. The group decided to circulate the proposal to the Governance Committee for approval before presenting it to the full board in September.

Board Recruitment Strategy Meeting

The board committee discussed board recruitment, noting they need to fill three immediate positions and one more in 2026, with a particular interest in adding a physician/nurse and an attorney to the board. Maggie and Steve agreed to coordinate phone calls to board members for recommendations, while James will send an email to the full board requesting candidates with specific skill sets. The committee also discussed getting recommendations from Ryan for stakeholders at Ochsner and Bryon Health, and from Abi for a future candidate from KU.

1. Note: June 13, 2025 Minutes accepted at most recent Board meeting

2. 2026 Chair Installment

- a. Mark Thompson's resignation

3. Board Recruitment

- a. Board Candidates
 - i. Ngan Macdonald
 - ii. Nina Laing
 - iii. Spencer Hardwick
 - iv. Mary Katherine Flanigan (pending confirmation of interest)

- b. Review Board Matrix – Maintain focus on candidates who can fulfill more than one priority area, if possible.

Next Meeting Friday, October 10, 2025
8 AM Central | 9 AM Eastern | 6 AM Pacific



Center for Practical Bioethics Resource Development Committee Meeting

August 6, 2025

8 AM Central | 9 AM Eastern | 6 AM Pacific

Location: Zoom Conferencing

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

By Phone:

646 931 3860 US

301 715 8592 US (Washington DC)

312 626 6799 US (Chicago)

646 558 8656 US (New York)

Meeting ID: 952 829 8699

Attendance: Rob, Darron, Vickie, Alan, Steve, Ed

Staff: Abby, Trudi, and James

Minutes

Meeting summary

I. Summary

II. Event Sponsorship and Logistics Planning

The team discussed preparations for an upcoming event on September 18th, with Abby reporting they have one official sponsorship and are behind on their sponsorship goals. Abby will start sending weekly Monday reminders to the board about sponsorship progress and personal match goals. Darron requested to purchase a table for 10 people at the event, and Vickie asked for a PDF outlining sponsorship levels, which Abby agreed to provide. The team also discussed issues with opening files from a recent Zip folder email, and Abby committed to sending individual files separately in future communications.

III. Fundraising Event Ticket and Sponsorship

The meeting discussed ticket sales and sponsorship opportunities for an upcoming fundraising event. Abby explained that individual tickets are being sold at a discounted price (41% off) until September 1st, with early bird promo code "EARLYBIRD". She also described a game pass option that allows attendees to play games at the venue. The team's fundraising goal is \$90,000, with a target of securing 2-3 large sponsors at the \$10,000 level. So far, BlueKC has committed to a \$2,500 sponsorship.

IV. Event Audience and Ethics Recognition

The team discussed the audience for an upcoming event, with Abby explaining that while most attendees would likely be healthcare professionals, they are working to attract a broader range of people interested in the cause. James announced that Dr. Rick Butin was selected as the Ethics Champion for the year, and the team agreed to

refine the nomination process for next year. Vickie suggested reaching out to AHPM about sponsorship opportunities, noting that Dr. Butin's involvement might help increase their membership.

V. Board Match Fund Clarification

The board match fund is currently at \$7,000, with a potential adjustment pending review of a specific situation. James clarified that donors who have already made a 3-year pledge can have their current year's gift counted toward the match without needing to make an additional gift, as long as they specifically designate it for the match.

VI. Board Match and Lecture Planning

James reported progress on the board match initiative, with Abby and him assessing donations for applicability. Abby confirmed the Flanagin lecture featuring Dr. Patrick T. Smith on jazz and bioethics at the Gem Theater, with Trudy coordinating marketing efforts through newsletters and email campaigns starting in August.

VII. AI Event Planning and Promotion

The team discussed Dr. Patrick Smith's upcoming Flanagin Lecture, which Ryan is organizing and has shown strong collaboration with staff. They also reviewed details for an upcoming AI and IPAS event at Double Tap VR bar, which will feature a 30-minute presentation by Lindsey followed by networking and VR games, priced at \$30 with early-bird discounts available for specific groups. The event is scheduled for 4:30-6:30 PM with 8 people already registered, and James requested further promotion through LinkedIn and social media to increase attendance.

VIII. Event Planning and Donor Appreciation

The group discussed an upcoming event on August 28th, which James noted had a typo in the agenda. Abby confirmed the date and mentioned she had reached out to the Kansas City AI Club about AI and IPAS topics. The team also discussed plans for a donor appreciation event in December, with Ed offering KCU as a potential venue and Trudi suggesting the possibility of hosting the event at a private home.

IX. Salesforce Donation Tracking Implementation

The team discussed the implementation of Salesforce for tracking donations, activities, and contacts, with Abby presenting a new dashboard that will be updated monthly. James noted that the current year-to-date fundraising appears low but will increase with upcoming events, including Flanagin and year-end mailing. The team agreed to pursue sponsorships for the upcoming event, including potential sponsors like University Health and Children's Mercy, and Rob encouraged everyone to promote the early bird registration using their LinkedIn contacts.

I. Call to Order/Welcome

Rob Ayala-Flores, Chair

II. 2025 Events Update

Abby Gast-Watterson and Trudi Galblum

A) Annual event: Breakfast of Champions, September 18, 2025

- Event update

- Promoting Ethics Champion – *Vickie thinks AHPM could be a likely sponsor. We could ask University Health or UMKC to sponsor the event. Hospice or Palliative Care; any involvement with Children’s Mercy.*
- Board match progress – *We are still in the \$7k range.*

B) Flanigan Lecture: November, Jazz and Bioethics

III. Donor Cultivation Abby Gast-Watterson and Trudi Galblum

A) Update: Young Professionals VR event, August 28, 2025, 4:30-6:30 PM –

B) Donor appreciation: Still anticipating an event being hosted – Ed offered KCU as a potential venue

IV. Development Data Report

A) Sample data report Abby Gast-Watterson and James Stowe

V. **Adjourn**

Next Committee Meeting: October 1, 2025 (8:00 AM, Central)