

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

November 12, 2025

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

**Location: In-person or Zoom Conferencing**

**In-Person:** 9<sup>th</sup> Floor, Shalton Conference Room, Polsinelli PC, 900 W. 48<sup>th</sup> 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. Committee Reports**

**Finance Report**

James Stowe & Steve Salanski, Chair

- **Vote:** Accept September 2025 financial statements
  - September 2025 financial statements (*Attachments 1-5*)
- **Vote:** Accept 2024 Audit Report and authorize submission of 2024 Form 990
  - 2024 Audit Report and Form 990 (*Attachments 6-8*)
- **Vote:** Approve 2026 Budget, including insurance policies and staff benefits
  - 2026 Budget Summary (*Attachment 9*) - forthcoming

**Governance Report**

Karen Johnson and Maggie Neustadt, Co-Chairs

- **Vote:** Recommend approval of changes made to Article 4, Sections 4.2, 4.7, and 4.8, concerning board officer terms, expectations, and wording clarification. (*Attachment 10*)
- **Vote:** Recommend 2026 Board Officer Slate
  - Immediate Past Chair – Steve Salanski
  - Chair – Maggie Neustadt
  - Vice Chair – Karen Johnson
  - Secretary – Eva Karp
  - Treasurer – Tresia Franklin
- Note: Board candidates have been identified and the recruitment process is ongoing

**Resource Development**

Norberto (Rob) Ayala-Flores, Chair

- Re-Review: Results of Breakfast of Champions
  - A. November 10, 2025 Development Report (*Attachment 10a*)
- Flanigan Lecture, **this evening!** (details below)
- Brief overview of AI app exploration and discovery

A. Let James know

**III. Consent Agenda (Administrative Matters)**

<b>Board Meeting Minutes</b> , September 10, 2025	<a href="#">(Attachment 11)</a>
<b>Finance Committee Minutes</b> , November 10, 2025	<a href="#">(Attachment 12)</a>
<b>Executive Committee Minutes</b> , October 8, 2025	<a href="#">(Attachment 13)</a>
<b>Governance Committee Minutes</b> , October 31, 2025	<a href="#">(Attachment 14)</a>
<b>Resource Development Committee Minutes</b> , October 1, 2025	<a href="#">(Attachment 15)</a>

**IV. Program Growth Report** Ryan Pferderhirt, Rosemary Flanigan Chair & VP of Ethics Services  
**Ethics Services Growth Report** [\(Attachment 16\)](#)

**V. Chair and President Reports** Steve Salanski, Chair & James Stowe  
**Chair’s Report**

- TPOPP transition update
- **Vote:** Adopt 2026 board and committee meeting dates [\(Attachment 17\)](#)

**President’s Report**

- Focus on clinical Ethics Services for 2026
  - i. Stabilizing finances and investing in what is finding traction in the current environment
  - ii. New Consultant Clinical Bioethicist
    - a. Stephanie Van Slyke
- Update on Ethical AI
  - a. Current funding
    - Kauffman Foundation (capacity building for i.c. Stars KC), work has started. \$25k; \$30k; \$15k over three years (Center’s portion)
    - Kauffman Foundation (research grant for Kansas Health Institute), proposal submitted.
    - People First OpenAI (community education and engagement proposal), proposal submitted.
    - AI WIN Challenge (collaborative proposal with Kansas Health Institute and Kansas Hospital Association under consideration). Aspen Digital is the funder.
    - Explorations of part-time faculty appointments at academic institutions is ongoing
    - Centers for Medicaid and Medicare Services (CMS), Rural Health Transformation program: \$50 billion in total funding. States proposal projects for half of the funding now, the other half will be distributed according to promising results.

Kansas Hospital Association was invited to submit “shovel-ready” project ideas to State of Kansas leadership. They included the work that we had previously proposed to the Patterson Family Foundation.

**Next Board Meeting: January 14, 2026**  
 8:00 – 9:30 AM (Central) | 9:00 – 10:30 AM (Eastern) | 6:00 – 8:30 AM (Pacific)

**Upcoming Events:**

**1. Flanigan Lecture**

**Date:** Wednesday, November 12, 2025 **(Today!)**  
 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 SEPTEMBER 2025 FINANCIAL PERFORMANCE

### REVENUE

Through the month of September, actual revenue is \$703,933 and unfavorable to budget by \$396K. The primary variances are in Funds released from Restrictions which is unfavorable by \$162K due to the Ethical AI grant. Endowment Receipts is favorable to budget by \$86K due to Foley distributions. Provider Ethics Services are unfavorable \$26k primarily due to budgeting for new organizational affiliates. Lecture-Workshop Income is unfavorable to budget \$23K. Donations-unrestricted is \$74K unfavorable to budget.

### EXPENSES

Total actual operating expenses are \$960,281 which is favorable to budget by \$122K. Salaries, Benefits, & Other Employee costs are favorable to budget by \$92K due to open Francis positions. Supplies are favorable to budget by \$8K due to ACP session costs.

### OTHER INCOME

Other Income includes \$407K 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 \$627K primarily because endowment income was not budgeted.

### OPERATIONS THROUGH SEPTEMBER 2025

Net unrestricted operating revenue over expenses is (\$69,081). Combined with the other investment income and distributions related primarily to Francis and Flanigan Funds, net income is \$215,395, approximately \$539K favorable to budget.

**Center for Practical Bioethics**  
**Budget vs. Actuals: Budget\_FY25\_P&L\_V2 - FY25 P&L Classes**  
 January - September, 2025

	Total				
	Actual	Budget	over Budget	% of Budget	Annual Budget
<b>Income</b>					
4210 Funds Released from Restrictions	156,750	318,750	-162,000	49.18%	425,000
4310 Endowment Receipts	407,297	320,319	86,978	127.15%	427,092
4410 Government Grants and Fees	3,751		3,751		
4510 Earned Income	17,249	24,000	-6,751	71.87%	32,000
4515 Provider Ethics Services	192,137	217,781	-25,644	88.22%	290,375
4520 Honoraria	3,000	1,500	1,500	200.00%	2,000
4530 Lecture-Workshop Income	3,000	26,250	-23,250	11.43%	35,000
4660 Donations-unrestricted	105,835	180,000	-74,165	58.80%	223,480
4710 Membership - Institutional		11,250	-11,250	0.00%	15,000
5010 Other Revenue-Reimbursements	705		705		
5050 Interest Income	950		950		
5090 Miscellaneous Income	525		525		
<b>Total Income</b>	<b>891,199</b>	<b>1,099,850</b>	<b>-208,651</b>	<b>81.03%</b>	<b>1,449,947</b>
<b>Gross Profit</b>	<b>891,199</b>	<b>1,099,850</b>	<b>-208,651</b>	<b>81.03%</b>	<b>1,449,947</b>
<b>Expenses</b>					
A) Salaries, Benefits & Other Employee Costs	650,149	742,349	-92,200	87.58%	994,768
B) Occupancy	746	990	-244	75.34%	1,320
C) Professional & Contract Services	228,631	230,902	-2,271	99.02%	318,476
D) Supplies	11,898	20,325	-8,427	58.54%	27,100
E) Telephone	946	900	46	105.14%	1,200
F) Postage & Shipping	672	1,500	-828	44.80%	1,800
G) Equipment & Maintenance	2,876	5,790	-2,914	49.67%	7,720
H) Printing & Promotions	2,688	5,460	-2,772	49.23%	7,280
I) Travel & Transportation	8,788	14,057	-5,269	62.52%	18,740
J) Conferences, Conventions & Meetings	22,912	24,145	-1,233	94.90%	24,745
K) Memberships & Subscriptions	10,604	14,572	-3,968	72.77%	19,014
L) Insurance	13,233	15,223	-1,990	86.93%	19,984
M) Interest Exp	3,290	3,150	140	104.44%	4,200
N) Miscellaneous Operating Exp	2,846	2,700	146	105.40%	3,600
<b>Total Expenses</b>	<b>960,281</b>	<b>1,082,063</b>	<b>-121,782</b>	<b>88.75%</b>	<b>1,449,947</b>
<b>Net Operating Income</b>	<b>-69,081</b>	<b>17,788</b>	<b>-86,869</b>	<b>-388.37%</b>	<b>0</b>
<b>Other Income</b>					
7820 Endowment Receipts Used for Operations	-407,297	-320,319	-86,978	127.15%	-427,092
7830 Investment Earnings	115,476		115,476		
7840 Realized Investment Gains (Losses)	202,618		202,618		
7845 UnRealized Investment Gains (Losses)	395,806		395,806		
<b>Total Other Income</b>	<b>306,604</b>	<b>-320,319</b>	<b>626,923</b>	<b>-95.72%</b>	<b>-427,092</b>
<b>Other Expenses</b>					
7850 Investment Fees & Expenses	22,129	21,600	529	102.45%	28,800
<b>Total Other Expenses</b>	<b>22,129</b>	<b>21,600</b>	<b>529</b>	<b>102.45%</b>	<b>28,800</b>
<b>Net Other Income</b>	<b>284,476</b>	<b>-341,919</b>	<b>626,395</b>	<b>-83.20%</b>	<b>-455,892</b>
<b>Net Income</b>	<b>215,395</b>	<b>-324,132</b>	<b>539,526</b>	<b>-66.45%</b>	<b>-455,892</b>

# Center for Practical Bioethics

## Balance Sheet

As of September 30, 2025

	TOTAL
<b>ASSETS</b>	
Current Assets	
Bank Accounts	
1010 CENTER FOR PRACTICAL BIOETHICS INC (0266) - NEW	33,710
1070 MONEY MARKET ACCOUNT (8991) - NEW	210,000
1075 Country Club Bank - Brokerage Account	0
1900 Bill.com Money Out Clearing	150
<b>Total Bank Accounts</b>	<b>\$243,860</b>
Accounts Receivable	
1240 Receivables	96,980
<b>Total Accounts Receivable</b>	<b>\$96,980</b>
Other Current Assets	
1450 Prepaid Insurance	1,834
1460 Prepaid Exp-Other	3,196
<b>Total Other Current Assets</b>	<b>\$5,030</b>
<b>Total Current Assets</b>	<b>\$345,870</b>
Fixed Assets	
1640 Furniture, Computers & Equipment	54,071
1740 Accum Depreciation - Furniture, Computers, Equipmnt	-44,001
<b>Total Fixed Assets</b>	<b>\$10,071</b>
Other Assets	
1805 Flanigan Endowed Chair Investment	2,511,522
1806 Foley Investment Account	262,958
1807 Francis Family Endowment	3,855,727
1840 Operating Lease	7,370
<b>Total Other Assets</b>	<b>\$6,637,578</b>
<b>TOTAL ASSETS</b>	<b>\$6,993,518</b>
<b>LIABILITIES AND EQUITY</b>	
Liabilities	
Current Liabilities	
Accounts Payable	
2040 Accounts Payable (Bill)	5,937
<b>Total Accounts Payable</b>	<b>\$5,937</b>
Other Current Liabilities	
2130 Accrued PTO	21,700
2145 Operating Lease Liability	2,769
2150 Accrued Expenses - Other	3,567
2350 Line of Credit Loan	50,000
Deferred - Contract Services - Earned	18,751
Deferred - Contract Services - Provider Ethics	88,865

# Center for Practical Bioethics

## Balance Sheet

As of September 30, 2025

	TOTAL
<b>Total Other Current Liabilities</b>	<b>\$185,651</b>
<b>Total Current Liabilities</b>	<b>\$191,589</b>
Long-Term Liabilities	
2770 Operating Lease Liability LT	4,602
<b>Total Long-Term Liabilities</b>	<b>\$4,602</b>
<b>Total Liabilities</b>	<b>\$196,190</b>
Equity	
3100 Permanently Restricted Funds	5,492,651
3300 Temporarily Restricted Funds	1,305,455
3500 Unrestricted Funds	-370,502
5900 Retained Earnings	154,330
Net Income	215,395
<b>Total Equity</b>	<b>\$6,797,328</b>
<b>TOTAL LIABILITIES AND EQUITY</b>	<b>\$6,993,518</b>

# Center for Practical Bioethics

## Statement of Cash Flows

January - September, 2025

	TOTAL
<b>OPERATING ACTIVITIES</b>	
Net Income	215,395
Adjustments to reconcile Net Income to Net Cash provided by operations:	
1240 Receivables	5,749
1450 Prepaid Insurance	6,062
1460 Prepaid Exp-Other	-1,255
2040 Accounts Payable (Bill)	-4,172
2150 Accrued Expenses - Other	-2,460
Deferred - Contract Services - Earned	5,668
Deferred - Contract Services - Provider Ethics	73,330
<b>Total Adjustments to reconcile Net Income to Net Cash provided by operations:</b>	<b>82,923</b>
<b>Net cash provided by operating activities</b>	<b>\$298,317</b>
<b>INVESTING ACTIVITIES</b>	
1640 Furniture, Computers & Equipment	-1,972
1740 Accum Depreciation - Furniture, Computers, Equipmnt	2,777
1805 Flanigan Endowed Chair Investment	-83,828
1806 Foley Investment Account	204,932
1807 Francis Family Endowment	-389,953
<b>Net cash provided by investing activities</b>	<b>\$ -268,044</b>
<b>FINANCING ACTIVITIES</b>	
3300 Temporarily Restricted Funds	93,250
<b>Net cash provided by financing activities</b>	<b>\$93,250</b>
<b>NET CASH INCREASE FOR PERIOD</b>	<b>\$123,524</b>
Cash at beginning of period	120,336
<b>CASH AT END OF PERIOD</b>	<b>\$243,860</b>

**Center for Practical Bioethics**  
**Balance Sheet**

**As of September 30, 2025**

**1240 Receivables**

GL Balance		96,980.00
Detail		
	Accounts Receivable	34,315.00
	Pledges Receivable	31,000.00
	Accounts Receivable - Other	0.00
	Bill in Arrears - accruals	31,665.00

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# Center for Practical Bioethics

As of September 30, 2025

## Accounts Receivable

### Accounts Receivable

Name	As of September 30, 202
Hutchinson Regional Medical Center	8,790.00
Kansas City, Missouri	3,000.00
Midland Health	10,000.00
University Health - Kansas City	12,525.00
	<hr/>
	34,315.00

### Accounts Receivable - Other

#### Bill in Arrears - Accrued

Liberty Hospital	5,625
Mosaic Life Center	5,625
North Kansas City Hospital	18,747
Salina Regional	-
Mid-America Regional Council	1,668
	<hr/>
	31,665

<b>Invoice #</b>	<b>Invoice Date</b>	<b>Due Date</b>	<b>Paid Date</b>
HUT250	7/25/2025	8/24/2025	
KCM249-KCM252	7/31/2025	8/30/2025	
MMH250	6/10/2025	7/10/2025	
UHKC2025	6/23/2025	8/22/2025	

Monthly amount

625

625

2083

417

**Center for Practical Bioethics, Inc.**  
**Major Gifts Campaign Pledges**  
**For the Year Ended December 31, 2021**

Pledges Receivable		Payments							Balance December 2024	Remaining Balance	NPV- future years pledge	Total Discounted Pledge	Total Discount	Discount Recognized 2022	Discount Recognized 2023	Total Discount Recognized	Discount Balance
		Name	Notes	Pledge Number	Pledge Date	Total Pledge	2023	2024									
Alan S. Edelman & Debbie Sosland-Edelman	\$1,750 annually 2023-2025	2022-1	7/21/2022	5,250.00	1,750.00			3,500.00	3,500.00								
Mark R. & Barbara E. Thompson	\$1,500 per year 2023-2025	2022-2	8/9/2022	4,500.00	1,500.00	1,500.00		1,500.00	1,500.00								
Tension Envelope Foundation/Berkley Family Foundation	40th Anniversary Pledge \$5k annually over 5 years		9/14/2023	25,000.00	5,000.00	5,000.00	5,000.00	15,000.00	10,000.00								
John Carney	\$5K each December 2023 - December 2027		2023	25,000.00	5,000	5,000		15,000.00	15,000.00								
Tresia Franklin	Breakfast of Champions pledge - payment Fall 2026		2025	2,000.00			1,000		1,000.00								
									-								
									-								
									-								
									-								
									-								
									-								
Total				111,750.00	33,250.00	31,500.00	16,000.00	45,000.00	31,000.00	-	-	-	-	-	-	-	-

REPORT ON AUDIT  
OF THE

**CENTER FOR PRACTICAL BIOETHICS, INC.**  
**KANSAS CITY, MISSOURI**

AS OF AND FOR THE YEAR ENDED DECEMBER 31, 2024

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**McBRIDE, LOCK & ASSOCIATES, LLC**

CERTIFIED PUBLIC ACCOUNTANTS  
KANSAS CITY

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## **McBRIDE, LOCK & ASSOCIATES, LLC**

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CERTIFIED PUBLIC ACCOUNTANTS

### **INDEPENDENT AUDITOR'S REPORT**

To the Board of Directors of the  
Center for Practical Bioethics, Inc.

#### **Opinion**

We have audited the accompanying financial statements of the Center for Practical Bioethics, Inc. (a nonprofit organization), which comprise the statement of financial position as of December 31, 2024, and the related statements of activities, functional expenses, and cash flows for the year then ended, and the related notes to the financial statements.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of the Center for Practical Bioethics, Inc. as of December 31, 2024, and the changes in its net assets and its cash flows for the year then ended in accordance with accounting principles generally accepted in the United States of America.

#### **Basis for Opinion**

We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of the Center for Practical Bioethics, Inc. and to meet our other ethical responsibilities in accordance with the relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

#### **Responsibilities of Management for the Financial Statements**

Management is responsible for the preparation and fair presentation of the financial statements in accordance with accounting principles generally accepted in the United States of America, and for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about the Center for Practical Bioethics, Inc.'s ability to continue as a going concern within one year after the date that the financial statements are available to be issued.

## **Auditor's Responsibilities for the Audit of the Financial Statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with generally accepted auditing standards will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting in error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the financial statements.

In performing an audit in accordance with generally accepted auditing standards, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Center for Practical Bioethics, Inc.'s internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about the Center for Practical Bioethics, Inc.'s ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control related matters that we identified during the audit.

## **Report on Summarized Comparative Information**

We have previously audited the Center for Practical Bioethics, Inc.'s 2023 financial statements, and we expressed an unmodified audit opinion on those audited financial statements in our report dated September 24, 2024. In our opinion, the summarized comparative information presented herein as of and for the year ended December 31, 2023, is consistent, in all material respects, with the audited financial statements from which it has been derived.

McBride, Lock & Associates, LLC  
Kansas City, Missouri  
August 20, 2025

**Center For Practical Bioethics, Inc.**  
**STATEMENT OF FINANCIAL POSITION**  
**December 31, 2024**

<u>Assets</u>	2024	2023
<b>CURRENT ASSETS:</b>		
Cash and Cash Equivalents	\$ 120,336	\$ 172,129
Investments (NOTE 4)	467,890	446,608
Accounts Receivable	57,729	113,989
Pledges Receivable (NOTE 3)	45,000	118,500
Prepaid Expenses	9,837	42,627
Inventory	-	1,980
Total Current Assets	<u>\$ 700,792</u>	<u>\$ 895,833</u>
<b>PROPERTY AND EQUIPMENT:</b>		
Furniture, Computers and Equipment	\$ 52,099	\$ 50,431
Accumulated Depreciation and Amortization	<u>(41,223)</u>	<u>(29,000)</u>
Total Property and Equipment	<u>\$ 10,876</u>	<u>\$ 21,431</u>
<b>OTHER ASSETS:</b>		
Investments - Endowment (NOTE 4)	\$ 2,427,694	\$ 2,304,431
Pledges Receivable (NOTE 3)	-	15,000
Deferred Compensation	-	150,677
Operating Lease Right-of-Use Asset	7,370	14,646
Beneficial Interest in Assets Held by Community Foundation (NOTE 7)	<u>3,465,775</u>	<u>3,260,729</u>
Total Other Assets	<u>\$ 5,900,839</u>	<u>\$ 5,745,483</u>
<b>TOTAL ASSETS</b>	<u><u>\$ 6,612,507</u></u>	<u><u>\$ 6,662,747</u></u>
<b>Liabilities</b>		
<b>CURRENT LIABILITIES:</b>		
Accounts Payable	\$ 10,109	\$ 15,306
Accrued Expenses	27,727	52,374
Deferred Revenue	28,618	50,000
Operating Lease Right-of-Use Liability	2,769	2,667
Line of Credit	<u>50,000</u>	<u>50,000</u>
Total Current Liabilities	<u>\$ 119,223</u>	<u>\$ 170,347</u>
<b>LONG-TERM LIABILITIES:</b>		
457(b) Deferred Compensation Liability	\$ -	\$ 150,677
Operating Lease Right-of-Use Liability	<u>4,601</u>	<u>7,370</u>
Total Long-Term Liabilities	<u>\$ 4,601</u>	<u>\$ 158,047</u>
<b>Total Liabilities</b>	<u>\$ 123,824</u>	<u>\$ 328,394</u>
<b>Net Assets</b>		
<b>NET ASSETS WITHOUT DONOR RESTRICTIONS:</b>		
Undesignated	\$ (216,173)	\$ (76,373)
Board-Designated (NOTE 8)	87,838	87,838
Total Net Assets Without Donor Restrictions	<u>\$ (128,335)</u>	<u>\$ 11,465</u>
<b>NET ASSETS WITH DONOR RESTRICTIONS (NOTE 7):</b>		
Net assets with temporary restrictions	\$ 1,124,367	\$ 1,035,282
Net assets with perpetual restrictions	<u>5,492,651</u>	<u>5,287,606</u>
Total Net Assets With Donor Restrictions	<u>\$ 6,617,018</u>	<u>\$ 6,322,888</u>
<b>Total Net Assets</b>	<u>\$ 6,488,683</u>	<u>\$ 6,334,353</u>
<b>TOTAL LIABILITIES &amp; NET ASSETS</b>	<u><u>\$ 6,612,507</u></u>	<u><u>\$ 6,662,747</u></u>

The accompanying notes to the financial statements are an integral part of this statement.

**Center For Practical Bioethics, Inc.**  
**STATEMENT OF ACTIVITIES**  
**For the Year Ended December 31, 2024**

<u>Revenue</u>	Net Assets Without Donor Restrictions	Net Assets With Donor Restrictions	Total	
			2024	2023
Contributions, Grants, and Other Support	\$ 183,946	\$ 413,014	\$ 596,960	\$ 600,916
Fundraising	145,544	-	145,544	171,126
Earned Income	378,172	-	378,172	378,916
Membership Dues	15,000	-	15,000	-
Communications, net	5	-	5	8,737
Other Income	1,417	-	1,417	738
In-Kind Contributions	-	-	-	3,125
Net Assets Released From Restrictions	654,400	(654,400)	-	-
<b>Total Revenue</b>	<b>\$ 1,378,484</b>	<b>\$ (241,386)</b>	<b>\$ 1,137,098</b>	<b>\$ 1,163,558</b>
 <u>Expenses</u> 				
Program Expenses:				
Education and Consulting	\$ 1,002,263	\$ -	\$ 1,002,263	\$ 1,147,228
Support Services Expenses:				
Management and general	\$ 244,316	\$ -	\$ 244,316	\$ 312,364
Fundraising	280,730	-	280,730	273,383
<b>Total Support Services Expenses</b>	<b>\$ 525,046</b>	<b>\$ -</b>	<b>\$ 525,046</b>	<b>\$ 585,747</b>
<b>Total Expenses</b>	<b>\$ 1,527,309</b>	<b>\$ -</b>	<b>\$ 1,527,309</b>	<b>\$ 1,732,975</b>
<b>Change in Net Assets from Operations</b>	<b>\$ (148,825)</b>	<b>\$ (241,386)</b>	<b>\$ (390,211)</b>	<b>\$ (569,417)</b>
Other Revenue (Expense):				
Investment Return, net	\$ 9,025	\$ 330,471	\$ 339,496	\$ 366,486
Change in Value of Beneficial Interest	-	205,045	205,045	318,252
<b>Total Other Revenue (Expenses)</b>	<b>\$ 9,025</b>	<b>\$ 535,516</b>	<b>\$ 544,541</b>	<b>\$ 684,738</b>
<b>Change in Net Assets</b>	<b>\$ (139,800)</b>	<b>\$ 294,130</b>	<b>\$ 154,330</b>	<b>\$ 115,321</b>
Net Assets, beginning of the year	11,465	6,322,888	6,334,353	6,219,032
<b>Net Assets, end of year</b>	<b>\$ (128,335)</b>	<b>\$ 6,617,018</b>	<b>\$ 6,488,683</b>	<b>\$ 6,334,353</b>

The accompanying notes to the financial statements are an integral part of this statement.

**Center For Practical Bioethics, Inc.**  
**STATEMENT OF FUNCTIONAL EXPENSES**  
**For the Year Ended December 31, 2024**

<u>Personnel Expenses</u>	Program Services	Support Services		Total	
	Education and	Management	Fundraising	2024	2023
	Consulting	and General			
Salaries & Wages - Management	\$ 80,000	\$ 40,000	\$ 80,000	\$ 200,000	\$ 209,414
Salaries & Wages - Other	621,242	46,469	28,036	695,747	784,561
Health Insurance	44,657	5,507	6,880	57,044	68,430
Payroll Taxes	50,861	6,272	7,836	64,969	82,684
Retirement Expense	18,069	2,228	2,784	23,081	26,867
Deferred Compensation Plan Expense	-	-	-	-	24,226
Health Reimbursement	2,709	334	417	3,460	2,250
Disability Expense	2,843	350	438	3,631	-
Workers Compensation	4,993	616	769	6,378	5,997
Life Insurance	2,807	346	433	3,586	3,650
Payroll Processing Fees	6	1	1	8	593
Search Expense	-	225	-	225	(3,789)
Other Employee Expense	-	2,851	-	2,851	3,212
<b>Total Personnel Expenses</b>	<b>\$ 828,187</b>	<b>\$ 105,199</b>	<b>\$ 127,594</b>	<b>\$1,060,980</b>	<b>\$1,208,095</b>
<b><u>Occupancy Expenses</u></b>					
Rent	\$ 7,322	\$ 903	\$ 1,128	\$ 9,353	\$ 47,709
Parking	9	1	1	11	324
Other Occupancy Expense	651	80	100	831	745
Insurance-Property & Casualty	3,631	448	559	4,638	5,918
<b>Total Occupancy Expenses</b>	<b>\$ 11,613</b>	<b>\$ 1,432</b>	<b>\$ 1,788</b>	<b>\$ 14,833</b>	<b>\$ 54,696</b>
<b><u>Operating Expenses</u></b>					
Consulting Fees	\$ 71,792	\$ 76,368	\$ 73,785	\$ 221,945	\$ 208,960
Audit & Accounting Fees	55,350	6,825	8,527	70,702	65,472
Professional/Filing Fees	8,426	9,185	154	17,765	47,258
Bank/Credit Card Charges	-	-	-	-	260
Office Expense & Supplies	115	420	-	535	4,140
Printing Expense	1,500	1,443	28,010	30,953	41,575
Books & Subscriptions	952	14,815	-	15,767	22,222
Dues & Memberships	1,000	2,495	-	3,495	3,437
Postage & Shipping Expense	126	996	1,345	2,467	4,214
Telephone Expense	1,850	228	285	2,363	7,917
Equipment Lease Expense	2,666	329	411	3,406	3,884
Equipment Maintenance	1,869	231	288	2,388	364
Insurance - D&O Liability	1,739	214	268	2,221	2,470
Insurance - Professional Liability	3,580	441	552	4,573	3,449
Conference/Meeting Expense	5,777	5,734	37,164	48,675	29,840
Travel Expense	2,090	5,264	-	7,354	4,836
Depreciation Expense	-	12,224	-	12,224	13,326
Interest Expense	3,631	448	559	4,638	6,359
Other Operating Expense	-	25	-	25	201
<b>Total Operating Expenses</b>	<b>\$ 162,463</b>	<b>\$ 137,685</b>	<b>\$ 151,348</b>	<b>\$ 451,496</b>	<b>\$ 470,184</b>
<b>Total Program and Support Expenses</b>	<b>\$ 1,002,263</b>	<b>\$ 244,316</b>	<b>\$ 280,730</b>	<b>\$1,527,309</b>	<b>\$1,732,975</b>

The accompanying notes to the financial statements are an integral part of this statement.

**Center For Practical Bioethics, Inc.**  
**STATEMENT OF CASH FLOWS**  
**For the Year Ended December 31, 2024**

	2024	2023
<b>CASH FLOWS FROM OPERATING ACTIVITIES:</b>		
Change in net assets	\$ 154,330	\$ 115,321
Adjustments to reconcile change in net assets to net cash provided by (used in) operating activities:		
Depreciation and Amortization	12,224	13,326
Net realized/unrealized (gains) losses on investments	(267,659)	(312,403)
Change in Value of Beneficial Interest	(205,046)	(318,252)
Changes in operating assets and liabilities:		
Accounts Receivable	56,260	89,125
Grants Receivable	-	21,494
Pledges Receivable	88,500	(111,225)
Prepaid Expenses	32,790	(22,398)
Inventory	1,980	13,520
Deferred Compensation	150,677	82,707
Operating Lease Right-of-Use Asset	7,276	57,813
Accounts Payable	(5,197)	(37,513)
Accrued Expenses	(24,647)	(22,671)
Deferred Revenue	(21,382)	1,513
Accrued Deferred Compensation	(150,677)	(82,707)
Operating Lease Right-of-Use Liability	(2,667)	(59,450)
NET CASH PROVIDED BY (USED IN) OPERATING ACTIVITIES	\$ (173,238)	\$ (571,800)
<b>CASH FLOWS FROM INVESTING ACTIVITIES:</b>		
Purchases of Computer Hardware and Software	\$ (1,669)	\$ (13,233)
Net (Purchases)/Maturities of Investments	123,114	427,404
NET CASH PROVIDED BY (USED IN) INVESTING ACTIVITIES	\$ 121,445	\$ 414,171
<b>CASH FLOWS FROM FINANCING ACTIVITIES:</b>		
Borrowings from/(Payments to) Line of Credit	\$ -	\$ 50,000
NET CASH PROVIDED BY (USED IN) FINANCING ACTIVITIES	\$ -	\$ 50,000
NET INCREASE (DECREASE) IN CASH	\$ (51,793)	\$ (107,629)
CASH AND CASH EQUIVALENTS, BEGINNING OF YEAR	172,129	279,758
CASH AND CASH EQUIVALENTS, END OF YEAR	\$ 120,336	\$ 172,129
<b>SUPPLEMENTAL DISCLOSURES:</b>		
Cash Paid For Interest	\$ 4,638	\$ 5,611

The accompanying notes to the financial statements are an integral part of this statement.

CENTER FOR PRACTICAL BIOETHICS, INC.  
NOTES TO THE FINANCIAL STATEMENTS  
December 31, 2024

NOTE 1 – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Nature of Activities

The Center for Practical Bioethics, Inc., (the “Center”) was incorporated in July 1984 as a Kansas not-for-profit corporation. The Center exists to raise and respond to ethical issues in health and healthcare to help patients, families, and health care providers find practical solutions to ethical problems. The guiding principles of the Center are as follows:

- 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 toward our mission

Net Assets

The Center reports information regarding its financial position and activities according to two classes of net assets: net assets without donor restrictions and net assets with donor restrictions.

Net Assets Without Donor Restrictions – The portion of expendable funds that is available for support of the Center’s operations. Additionally, the Center’s Board has designated certain funds that have been donated in honor or memory of an individual.

Net Assets With Donor Restrictions – Funds that are subject to donor restrictions. These funds require either that the principal be invested in perpetuity or the income only be used by the Center or are temporarily restricted by the donor’s intent as to usage.

Revenue Recognition

Contributions – Contributions, grants and other support are recognized when cash, securities or other assets are received, when an unconditional promise to give is made, or when a notification of a beneficial interest is received. Conditional contributions are those that include a barrier to entitlement and a right of return and are recognized as the conditions are met. Contributions are recorded as Net Assets Without Donor Restrictions or Net Assets With Donor Restrictions when recognized depending on the presence or absence of donor-imposed restrictions. At December 31, 2024, there are no contributions that have not been recognized in the Statement of Activities because the condition(s) on which they depend have not yet been met.

Fundraising – Sponsorships and attendance fees received in connection with the Center’s Annual Event are considered to be exchange transactions to the extent of the fair market value of benefits received by attendees and are recognized when the event is held. The amount received in excess of the value of the benefits received is treated as a contribution.

Earned Income – Revenues from the performance of professional educational and consulting services are recognized when the performance obligation of providing the services are met. These contracts are typically paid in advance or on a monthly basis.

Communications – Revenue from sales of Caring Conversations and Transportable Physician Orders for Patient Preferences (TPOPP/POLST) materials is recognized when the performance obligation of transferring the product to the customer is met. Payments are typically received prior to shipping the materials to the customer.

#### Accounts, Grants, and Pledges Receivable

The majority of the Center’s receivables are due from revenues earned from consulting agreements and from contributions. Receivables are due at the donor’s discretion. Accounts outstanding beyond the donor agreement are considered past due. The Center writes off receivables when they become uncollectible. There was no allowance for uncollectible pledges as of December 31, 2024.

#### Inventories

Inventories, representing booklets and forms, are stated at the lower of cost or market value determined by the first-in, first-out method.

#### Investments

Investments are stated at fair value based on quoted market prices, with unrealized gains and losses included in the accompanying statements of activities. Investment return is reported in the Statement of Activities and consists of interest and dividend income, and realized and unrealized gains and losses, net of external and direct internal investment expenses.

#### Property and Equipment

The Center capitalizes all acquisitions of property and equipment in excess of \$1,000, which are recorded at cost, or fair value if donated. Property and equipment are depreciated using the straight-line method over the estimated useful life of the assets. Depreciation expense was \$12,224 for the year ended December 31, 2024.

#### Income Taxes

The Center is exempt from income taxes under the provisions of Section 501(c)(3) of the Internal Revenue Code.

As required by FASB ASC No. 740, *Income Taxes*, the Center evaluated its tax positions and the certainty as to whether those positions will be sustained in the event of an audit by taxing authorities at the federal and state levels. The primary tax positions evaluated are related to the Center's continued qualification as a tax-exempt organization and whether there is unrelated business income activities conducted that would be taxable. Management has determined that all income tax positions are more likely than not of being sustained upon potential audit or examination; no disclosures of uncertain tax positions are required. The Center is no longer subject to United States federal or state examinations by tax authorities for the years before 2021. During 2024, the Center did not recognize any interest or penalties associated with any positions.

### Cash Equivalents

The Center considers unrestricted cash, money market accounts, and highly liquid investments purchased with maturities of less than three months to be a cash equivalent.

### Expense Allocation

The financial statements report certain categories of expenses that are attributed to more than one program or supporting function. The costs of supporting the various programs and other activities have been summarized on a functional basis in the Statement of Functional Expenses. Certain costs have been allocated among the program, management and general, and fundraising categories based on the percentage of salaries and wages expenses charged to each function.

The Center incurs costs related to the Annual Event and newsletters and other mailings that are considered to be both programmatic and fundraising in nature. Costs related to the Annual Event entertainment, including audio/visual costs, were split between program and fundraising because the talks are recorded and posted on the Center's website for educational purposes.

### Advertising

Advertising costs are expensed as incurred.

### Donated Services and In-Kind Contributions

The Center's policy is to recognize contributed professional services at the fair value of the services received if the services create or enhance nonfinancial assets or require specialized skills and are provided by individuals possessing those skills. Services provided by volunteers are not recognized in the financial statements because they do not meet the criteria for recognition under generally accepted accounting principles. Contributed goods are recorded at fair value on the date of donation.

### Use of Estimates

The preparation of financial statements in conformity with generally accepted accounting principles in the United States of America requires management to make estimates and assumptions that affect certain reported amounts and disclosures. Accordingly, actual results could differ from those estimates.

### Change in Net Assets from Operations

The Center's change in net assets from operations includes revenues and expenses directly related to carrying out the organization's mission. Income, gains, and losses from investments are considered non-operating.

## NOTE 2 – LIQUIDITY AND AVAILABILITY

The Center for Practical Bioethics' permanent endowment fund consists of a donor-restricted endowment and funds appropriated subject to Center spending policy. Income from donor-restricted funds are restricted for specific purposes, and therefore, not immediately available for general expenditure. The Center appropriates for distribution each year for programs and

administration from the endowment fund for which a spending policy has been adopted (Rosemary Flanigan Chair in Bioethics) in accordance with the Investment and Spending Policy a targeted amount of 5% with the option of up to 7% with Board approval. For other funds (i.e. Foley, Biblo and Memorial) spending levels are approved through the budgeting and Board review process. The organization considers contributions restricted for programs which are ongoing, major, and central to its operations to be available to meet cash needs for general expenditures.

As part of the Center’s liquidity management, it structures its financial assets to be available as its general expenditures, liabilities, and other obligations come due. In addition, cash in excess of its daily needs over \$35,000 is swept into an investment account. The Center has a committed line of credit up to \$300,000, which could be drawn upon.

The following reflects the Center’s financial assets as of the Statement of Financial Position date, reduced by amounts not available for general use because of contractual or donor-imposed restrictions within one year of the Statement of Financial Position date. Amounts not available include amounts set aside for board-designated reserves as needed for providing future programs and services.

Total Current Assets	\$ 700,792
Less:	
Prepaid Expenses	<u>(9,837)</u>
Current Financial Assets	\$ 690,955
Less Those Unavailable for General Expenditures Within One Year:	
Board-designated funds	<u>(87,838)</u>
Financial assets available to meet cash needs for general expenditures within one year	<u><u>\$ 603,117</u></u>

### NOTE 3 – PLEDGES RECEIVABLE

Pledges receivable represent donors’ promises to pay contributions to the Center and are measured at the present value of estimated future cash flows. Cash flows are discounted using the Treasury Bond yield rate on the date of the pledge that corresponds to the length of the pledge (i.e. rate on 3-year bond is used for a 3-year pledge). Collection of receivables at December 31, 2024 is expected as follows:

Due in less than one year	\$ 45,000
Due in one to five years	<u>-</u>
Total Pledges Receivable	45,000
Less Discount to Present Value	<u>-</u>
Net Pledges Receivable	<u><u>\$ 45,000</u></u>

## NOTE 4 – INVESTMENTS

Investments consisted of the following as of December 31, 2024:

Money Market Funds	\$ 95,428
Equities	1,931,648
Fixed Income Funds	<u>868,508</u>
Total Investments	<u>\$ 2,895,584</u>
Investments	\$ 467,890
Investments - Endowment	<u>2,427,694</u>
Total Investments	<u>\$ 2,895,584</u>

## NOTE 5 – FAIR VALUE MEASUREMENTS

Assets and liabilities measured at fair value are categorized into one of three different levels depending on the observability of the inputs employed in their measurement. Level 1 inputs are quoted prices in active markets for identical assets or liabilities. Level 2 inputs are market-observable inputs for measuring the asset or liability other than quoted prices included within Level 1. Level 3 inputs are unobservable inputs for measuring the asset or liability reflecting significant modifications to observable related market data or the Center’s assumptions about pricing by market participants.

Equities and fixed income funds comprise mutual funds with readily determinable fair values based on daily redemption values. Money market funds are measured at cost, which approximates fair value. The beneficial interest is measured at fair value based on the fair value of fund investments reported by the community foundation.

The following table presents the assets and liabilities recognized in the accompanying statement of financial position that are measured at fair value on a recurring basis and the level within the fair value hierarchy in which those fair value measurements fall at December 31, 2024:

	Fair Value			
	<u>December 31</u>	<u>Level 1</u>	<u>Level 2</u>	<u>Level 3</u>
Assets:				
Investments				
Money Market Funds	\$ 95,428	\$ -	\$ 95,428	\$ -
Equities	1,931,648	1,931,648	-	-
Fixed Income Funds	868,508	868,508	-	-
Total Investments	<u>\$ 2,895,584</u>	<u>\$ 2,800,156</u>	<u>\$ 95,428</u>	<u>\$ -</u>
Beneficial Interest	<u>\$ 3,465,775</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 3,465,775</u>

The following is a reconciliation of the beginning and ending balance of assets measured at fair value on a recurring basis using significant unobservable inputs (Level 3) for the year ended December 31, 2024:

	<u>Beneficial Interest in Assets Held by Community Foundation</u>
Balance at December 31, 2023	\$ 3,260,729
Investment return, net	368,060
Distributions	<u>(163,014)</u>
Balance at December 31, 2024	<u>\$ 3,465,775</u>

#### NOTE 6 – RETIREMENT PLANS

The Center sponsors a 403(b) defined contribution pension plan that covers all full-time employees. The Center matches 50% of employee contributions up to 6% of the employee’s annual salary, for a total potential contribution from the Center of 3%. Employer contributions are vested over five years of service. In addition, management may authorize a discretionary matching contribution in the amount of 1.75% of gross salaries. Total expense under this plan for the year ended December 31, 2024 was \$23,081.

#### NOTE 7 – NET ASSETS WITH DONOR RESTRICTIONS

Net assets were restricted for the following purposes as of December 31, 2024:

Subject to expenditure for specified purpose:	
Francis Family Foundation - Operating Reserve	\$ 50,000
Francis Endowed Chair	133,410
African American Advanced Care Planning	141,050
Endowments:	
Subject to appropriation and expenditure when a specified event occurs:	
Kathleen M. Foley Chair in Pain and Palliative Care	466,890
Perpetual in nature, earnings from which are subject to spending policy and appropriation:	
Rosemary Flanigan Chair in Clinical Ethics	2,359,893
Perpetual in nature, not subject to spending policy or appropriation:	
Beneficial Interest in John B. Francis Fund	<u>3,465,775</u>
Total Net Assets With Donor Restrictions	<u>\$ 6,617,018</u>

Net assets were released from donor restrictions by incurring expenses satisfying the restricted purpose or other events specified by donors as follows for the year ended December 31, 2024:

Satisfaction of purpose restrictions:	
Kathleen M. Foley Chair in Pain and Palliative Care	\$ 23,704
African American Advanced Care Planning	108,950
Ethical.AI	175,000
Latino Advanced Care Planning	25,000
Restricted-purpose spending rate distributions and appropriations:	
Rosemary Flanigan Chair in Clinical Ethics	230,021
John B. Francis Fund	91,725
	<hr/>
Total Net Assets Released From Restrictions	<u>\$ 654,400</u>

#### Kathleen M. Foley Fund in Pain and Palliative Care

During the year ended December 31, 2008, the Center entered into an agreement with Purdue Pharma L.P. whereby \$1,500,000 was awarded in a grant to provide funding for the Kathleen M. Foley Chair in Pain and Palliative Care. The grant was funded in the amount of \$500,000 at the time of contractual signing by the Center, which occurred during the year ended December 31, 2008 and another payment was made in Fiscal Year 2009. The remaining balance of \$500,000 was paid during Fiscal Year 2011. The grant was provided to support the work of the Center in the area of Pain and Palliative Care. An investment account was established by the Center's Board of Directors, pursuant to a grant for the purposes of establishing the Chair. The funds remain under the management and control of the organization and its Board of Directors. During 2019, the Center decided to no longer consider this Fund as a quasi-endowment.

#### Rosemary Flanigan Chair in Clinical Ethics

In 2006, the Center for Practical Bioethics began fundraising to establish an endowed chair in honor of Sister Rosemary Flanigan, PhD., philosopher, teacher, bioethicist and Center staff member from 1992 until her retirement in 2010. Prior to becoming a staff member, Dr. Flanigan served on the Center Board of Directors and chaired the board in 1990/91. Between 2006 and 2013, more than \$2 million was raised from over 200 donors with gifts ranging from \$5 to \$1.3 million. The annual proceeds of this endowed fund support a staff member of the Center with expertise in philosophy and clinical ethics who is named the holder of the Rosemary Flanigan Chair.

#### John B. Francis Chair in Bioethics

During the year ended December 31, 2005, the John B. Francis Chair in Bioethics Fund was established with the Greater Kansas City Community Foundation by the Francis Family Foundation for the benefit of the Center. The principal amount pledged to the Fund was \$3,000,000, with the Center receiving annual distributions outlined by the terms of the agreement. The original agreement called for the Francis Family Foundation to have oversight responsibility of the fund for a period of 10 years after its inception. The transfer of authority took place in March 2023, giving the Center advisory privileges over the Fund.

A beneficial interest in the assets held by the Greater Kansas City Community Foundation has been recognized. The fund is held and invested by the Community Foundation for the benefit of the Center and is reported at fair value in the Statement of Financial Position, with distributions and changes in fair value recognized in the Statement of Activities. The Community Foundation has variance power which allows it to modify and condition or restriction on its distributions if such restriction becomes unnecessary or incapable of fulfillment, such as if the Center were to cease operations.

**NOTE 8 – BOARD-DESIGNATED NET ASSETS WITHOUT DONOR RESTRICTIONS**

Board-designated funds include the Robert L. Biblo Fund and Memorial Fund. Robert L. Biblo was on the Center’s Board of Directors until his death in 1994, and this fund was established at the Center in his honor. The Memorial Fund is funded by undesignated donations made in honor or memory of someone. Net assets were voluntarily segregated by the Center’s Board for the following purposes as of December 31, 2024:

Robert L. Biblo Fund	\$ 80,000
Memorial Fund	<u>7,838</u>
Total Board-Designated Net Assets	<u>\$ 87,838</u>

**NOTE 9 – LINE OF CREDIT**

On September 17, 2016, the Center renewed a one year promissory note with Country Club Bank for a line of credit up to \$300,000. The note has a variable interest rate based on the Wall Street Journal U.S. Prime Rate, with a minimum rate of 5%. The Center must make interest payments on any outstanding principal balance on a monthly basis. At December 31, 2024, the Center had \$50,000 of outstanding borrowings on this line of credit, which has a maturity date of September 17, 2025.

**NOTE 10 – OPERATING LEASES**

The Center leased office space under an operating lease with a term of 36 months through January 31, 2024. The Center leases a copier with a 60 month term through June 2027. Any renewal options in the leases are included in the determination of the right-of-use asset and lease liabilities when the options are reasonably certain to be exercised.

The weighted-average discount rate is based on the discount rate implicit in the lease. The Center has elected the option to use the risk-free rate determined using a period comparable to the lease terms as the discount rate for leases where the implicit rate is not readily determinable. The risk-free rate option has been applied to the office and copier leases.

The Center has elected the practical expedient to not separate lease and non-lease components for the office lease. The office lease contains a variable non-lease component for common area maintenance, which is determined by the lessor on an annual basis.

The following provides information regarding total lease cost and cash flows from leasing transactions:

Operating lease cost	\$ 7,606
Variable lease cost	<u>-</u>
Total lease cost	<u>\$ 7,606</u>

Cash paid for amounts included in the measurement of lease liabilities:

Operating cash flows from operating leases	\$ 7,742
Right-of-use assets obtained in exchange for new operating lease liabilities	\$ -
Weighted-average remaining lease term (years) - operating leases	2.50
Weighted-average discount rate - operating leases	3.75%

Future minimum lease payments under operating leases are as follows:

<u>Year Ending December 31,</u>	<u>Amount</u>
2025	\$ 2,998
2026	2,998
2027	<u>1,499</u>
Total lease payments	\$ 7,495
Less interest	<u>(125)</u>
Present value of lease liabilities	<u>\$ 7,370</u>

#### NOTE 11 – MAJOR CONCENTRATIONS

The Center maintains its cash balances within two accounts at a financial institution in Kansas City, Missouri. The balances are insured by the Federal Deposit Insurance Corporation up to \$250,000. The Center has a repurchase agreement for balances in excess of insurance coverage. At December 31, 2024, the Center's cash balances were adequately secured.

The Center invests in various investment securities. Investment securities are exposed to various risks such as interest rate, market, and credit risks. Due to the level of risk associated with certain investments securities, it is at least reasonably possible that changes could materially affect the amounts reported in the accompanying statements of financial position. The Board of Directors and management of the Center have established policies to provide prudent oversight of the investments.

#### NOTE 12 – ENDOWMENT

The Center's endowment consists of funds established for a variety of purposes. Its endowment includes donor-restricted endowment funds. As required by the accounting principles generally

accepted in the United States of America (GAAP), net assets associated with endowment funds are classified and reported based on the existence or absence of donor-imposed restrictions.

The Board has determined that, absent explicit donor stipulations to the contrary, the Uniform Prudent Management of Institutional Funds Act (2006) (UPMIFA) statutes as adopted in Kansas and Missouri allow the Center to appropriate for expenditure or to accumulate so much of an endowment fund as the Center determines is prudent for the uses, benefits, purposes and duration for which the endowment funds were established, and to make such determinations to appropriate or accumulate fund assets in good faith pursuant to investment and spending policies implemented in the context of the perpetual nature of an endowment which are designed to maintain the value of the fund over time and to permit annual expenditure amounts that are prudent, after considering the following factors: (1) the duration and preservation of the endowment fund; (2) the purposes of the Center and the fund; (3) general economic conditions; (4) the possible effect of inflation or deflation; (5) the expected total return from income and the appreciation of investments; (6) other resources of the Center; and (7) the investment and spending policy of the Center.

The Center considers a fund to be underwater if the fair value of the fund is less than the sum of (a) the original value of initial and subsequent gift amounts donated to the fund and (b) any accumulations to the fund that are required to be maintained in perpetuity in accordance with the direction of the applicable donor gift instrument. We have interpreted UPMIFA to permit spending from underwater endowments in accordance with prudent measures required under law.

#### Investment Return Objectives, Risk Parameters and Strategies

The Center has adopted investment and spending policies for the purpose of attempting to provide a reasonably predictable stream of funding to programs supported by endowment funds while also attempting to maintain the purchasing power of the Center's endowment assets over the long term. The Center shall seek an achievable return of 7% (net of investment fees) taking into account both capital appreciation (realized and unrealized) and current yield (interest and dividends) calculated as a moving three (3) year average of the fair market value of the funds.

#### Spending Policy

The Center has a policy of appropriating for distribution each year for programs and administration an amount up to but not to exceed 7% of a moving three (3) year average of the fair market value of the endowment funds determined quarterly. This is consistent with the Center's objectives to appropriate for expenditure or to accumulate so much of an endowment fund for the uses, benefits, purposes and duration for which the endowment funds were established.

Endowment net assets consist of \$2,427,694 in Net Assets With Donor Restrictions, including \$67,799 which is unrestricted, \$333,019 which is temporarily restricted and \$2,026,876 which is perpetually restricted.

Changes in endowment net assets as of December 31, 2024 are as follows:

	Net Assets Without Donor Restrictions	Net Assets With Donor Restrictions		Total
		Temporary	Perpetual	
Endowment net assets, beginning of year	\$ -	\$ 277,555	\$ 2,026,876	\$ 2,304,431
Contributions	-	-	-	-
Investment Income	-	66,831	-	66,831
Net Appreciation	-	218,654	-	218,654
Amounts appropriated for expenditure	67,799	(230,021)	-	(162,222)
Endowment net assets, end of year	\$ 67,799	\$ 333,019	\$ 2,026,876	\$ 2,427,694

#### NOTE 13 – REVENUE FROM CONTRACTS WITH CUSTOMERS

The following table reflects changes in receivables and deferred revenue (contract liabilities) arising from contracts with customers:

	Beginning Balance	Increases	Decreases	Ending Balance
Receivables	\$ 41,310	\$ 30,550	\$ (41,310)	\$ 30,550
Deferred Revenue	50,000	28,621	(50,003)	28,618

#### NOTE 14 – PRIOR YEAR SUMMARIZED INFORMATION

The consolidated financial statements include certain prior-year summarized comparative information in total but not by net asset class. Such information does not include sufficient detail to constitute a presentation in conformity with generally accepted accounting principles. Accordingly, such information should be read in conjunction with the financial statements for the year ended December 31, 2023, from which the summarized information was derived.

#### NOTE 15 – SUBSEQUENT EVENTS

Management has evaluated and noted no subsequent events through August 20, 2025, the date which the financial statements were available for issue.

	Total	2025	
<b>Revenue</b>			
Revenue	\$ 1,193,975	\$ 1,449,947	\$ (255,972)
Subtotal Revenue	<u>\$ 1,193,975</u>	<u>\$ 1,449,947</u>	<u>\$ (255,972)</u>
<b>Expenses</b>			
Payroll	\$ 739,753	\$ 994,768	\$ (255,015)
Expenses	\$ 445,725	\$ 455,179	\$ (9,454)
Subtotal Expenses	<u>\$ 1,185,478</u>	<u>\$ 1,449,947</u>	<u>\$ (264,469)</u>
<b>Net Operating Income</b>	<b>\$ 8,498</b>	\$ 0	\$ 8,497
<b>Other</b>			
Investment Expenses	\$ (28,800)	\$ (28,800)	\$ -
Endowment Earnings	\$ -	\$ -	\$ -
Endowment In/Out	\$ (180,224)	\$ (427,092)	\$ 246,868
Subtotal Other	<u>\$ (209,024)</u>	<u>\$ (455,892)</u>	<u>\$ 246,868</u>
<b>Net Operating Income</b>	<b>\$ (200,526)</b>	\$ (455,892)	\$ 255,365

**CENTER FOR PRACTICAL BIOETHICS, INC.**

**AMENDED AND RESTATED**

**BYLAWS**

**ARTICLE 1**

**Offices**

**Section 1.1 Principal Office.** The corporation's principal office for the transaction of business shall be located at such places of business as the CEO in consultation with the board of directors may from time-to-time determine.

**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 2**

**Members**

Members shall be the individuals who are registered on the records of the corporation from time to time as directors. Such members therefore have the right to select or vote for the election of directors or to vote on any type of fundamental transaction.

**ARTICLE 3**

**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, the one (1) remaining founding director, Mary Beth Blake, shall serve as a director *ex officio* without vote for the remainder of her lifetime. 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 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, Removal, Transition to Nonvoting, and Restoration of Voting.** Any director may resign at any time by written notice (including electronic mail) 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. Transition to nonvoting status may occur at a point in time that a member's health or other life circumstances impede active participation. This transition may be initiated by either the affected director or by the Governance Committee and becomes effective upon approval by the Executive Committee. For all matters requiring a vote, action or decision of the board of directors, the number of directors required to vote, sign a written consent or otherwise approve the action shall not include any director who has transitioned to nonvoting status. After a change to nonvoting status, upon request made by the nonvoting director or by the Governance Committee, the affected director's voting rights and eligibility to serve as an officer may be restored upon recommendation by the Executive Committee and approval by the board of directors.

**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 and in a means contemplated by Section 3.17. 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 reconvening an adjourned meeting may but 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. However, such a director may not participate in discussion, or vote in the matter, *unless* such participation and/or vote shall have been approved 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 4** **Officers**

**Section 4.1 Officers.** The officers of the corporation shall be a board chair, chief executive officer (CEO), an immediate past board chair, a vice chair, a secretary and a treasurer, and such other officers as may be designated by the board. No more than one (1) office 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, 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 one~~ (21) years without salary or other remuneration. All terms shall commence January 1 next following the annual meeting. In the event the officers shall not be elected at the annual meeting, such election shall be held at the next regular meeting of the board. 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. Further, if established, assistant secretary and assistant treasurer offices may be elected, removed and replaced from time-to-time by the Board and shall serve at the pleasure of the board until resignation, removal or inability to serve.

**Section 4.3 Compensation of CEO and Other Officers; Compensation of Employees.** The salary or other compensation of the CEO shall be recommended from time to time by the Executive Committee and approved by the board. All officers other than the CEO shall not receive compensation for performance of their responsibilities as officers, but may be separately compensated for their responsibilities as employees of the corporation. 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, Removal, Change to Nonvoting and Restoration of Voting.** Any officer may resign his or her office at any time by written notice (including electronic mail) of resignation to the CEO or chair of the board of directors, as applicable. Any 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. If a board member changes to nonvoting status pursuant to Section 3.5 of these bylaws, then upon such change, the applicable board member will no longer continue to serve in any officer position. If such board member's voting status is subsequently restored, then such member will again become eligible to serve as an officer, but prior officer positions held will not be automatically restored.

**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 director, and the principal officer of the board, and shall preside at all meetings of the 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.** The vice chair shall be a 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. Barring unforeseen circumstances, it is expected that the vice chair would progress to the chair role in a subsequent selection of officers.

**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 who is selected, hired, supervised and subject to termination by the board of directors. 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 Secretary.** The secretary shall be a 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 ledger showing the names and current addresses of all individuals who serve on the board and are, therefore, also 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 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 4.11 Treasurer.** The treasurer shall be a 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 be chair of the finance committee. 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, if any, shall be responsible to the treasurer, shall report to the CEO, 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 5**

### **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) directors on each board committee.

**Section 5.2 Executive Committee.** The executive committee shall consist of the chair of the board, the vice-chair of the board, the secretary, the treasurer (Finance Committee chair), the immediate past chair of the board, and the chairs of 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 or transition of such director to nonvoting status 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, oversee and coordinate the corporation's endowment funds 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 director and member of the Finance Committee. The Audit subcommittee shall report to the finance committee and also 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 Governance Committee shall periodically, no less than once every five years, review the Articles of Organization and Bylaws of the corporation and make recommendations to

the board of directors regarding amendments to the same for subsequent review and action by the board of directors. 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 all development, fundraising, endowment seeking and other fund development projects and activities undertaken by the corporation and all endowment fundraising. 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. Further, any director who transitions to nonvoting status pursuant to Section 3.5 of these bylaws shall also be considered a nonvoting member of all committees on which such director serves at the time of the transition under Section 3.5. Upon restoration of such director's voting rights, the affected individual will again become eligible to vote upon matters acted upon by the committees upon which such individual serves.

## **ARTICLE 6** **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 7** **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 8**

### **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 9**

### **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

## **ARTICLE 10**

### **Prohibition on Campaign, Lobbying, etc.**

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.

## **ARTICLE 11**

### **Distribution of Assets Upon Dissolution**

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 12**  
**Miscellaneous**

**Section 12.1 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 12.2 Corporate Seal.** The corporation shall have no corporate seal.

**Section 12.3 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”, “her”, “they” or “their” where appropriate, there being no intent to make any distinction herein based upon sex or gender identity.

**Section 12.4 Electronic Communications and Signatures.** Electronic communications, records and signatures may be used in connection with all matters contemplated by these bylaws except to the extent prohibited by applicable law. Except as may be specifically set forth herein, the parties may use and rely upon electronic communications, records and signatures for all notices, waivers, consents, undertakings and other documents, communications or information of any type sent or received in connection with the matters contemplated by these bylaws. An electronically transmitted (but not oral) document will be deemed to satisfy any requirement under these bylaws or applicable law that such document be “written,” “in writing” or the like. An electronic signature or electronically transmitted signature by any person on any document (properly authenticated) will be deemed to satisfy any requirement under these bylaws or applicable law that such document be “signed” or “executed” by such person. An electronic transmittal or communication (but not oral) of a document will constitute delivery of such document. None of the directors may contest the authorization for, or validity or enforceability of, electronic records and electronic signatures, or the admissibility of copies thereof, under any applicable law relating to whether certain agreements, files or electronic records are to be in writing or signed by the party to be bound thereby.

**ARTICLE 13**  
**Amendments**

New bylaws may be adopted or these bylaws may be amended or repealed by a vote of two-thirds ( $\frac{2}{3}$ ) 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.

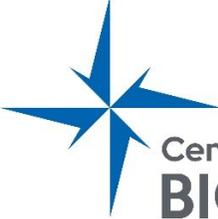
**CERTIFICATE OF SECRETARY**

I, \_\_\_\_\_, 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 as such:
  
- (2) Being the duly acting and appointed Secretary of Center for Practical Bioethics, hereby certify that on \_\_\_\_\_, 2024, the Corporation's bylaws were amended and restated in their entirety, replacing those previously approved on the 9th day of October 2007 and subsequently amended on the 9<sup>th</sup> day of September 2020. The amended and restated bylaws were approved by unanimous consent of the board on \_\_\_\_\_, 2024, having been submitted and duly considered in accordance with the above requirements set forth in their entirety in the language preceding this certificate.
  
- (3) That the foregoing bylaws, comprising \_\_\_\_\_ (\_\_\_\_) pages, constitute the bylaws of said corporation, as amended and restated as duly adopted at the meeting of the directors of said corporation duly held on the \_\_\_\_\_ day of \_\_\_\_\_, 2024.

IN TESTIMONY WHEREOF, I have hereunto subscribed my name this \_\_\_\_\_ day of \_\_\_\_\_, 2024.

\_\_\_\_\_, Secretary



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

~~July 9~~ **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:** 9<sup>th</sup> Floor, Shalton Conference Room, Polsinelli PC, 900 W. 48<sup>th</sup> 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**

**Steve, Rob, Tresia, Alan, Anita, Darron, Eva, Inmaculada, Mike, Vickie, Ed, Raghu, Maggie, Abiodun**

**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

*Center staff are aware of similar attacks at peer nonprofits across the region and country. Changes were made to the Center website to counteract bots that have been made more effective through AI and continuous advancement, and the Center's IT and security vendor, Results Technology, was consulted. Essentially, security improvements are attempting to match the pace and innovation of bad actors, many of whom are now fully automated. The Center board has had an excellent record of not responding to phishing attempts – please keep this up and remember that there is never any urgent Center business that would not have been discussed live at a board or committee meeting. Moreover, the Center operates a governance structure to reduce risk and urgency, and delegates appropriate actions accordingly. Pleas for immediate help or action are categorically false.*

**III. Committee Reports**

**Finance Report**

Tresia Franklin, Treasurer

- **Vote:** Accept July 2025 financial statements
  - July 2025 financial statements

*(Attachments 1-4)*

*Starting with the income statement: total income – shows behind by \$381k, Line 4310, funds released from restriction, a lot of this is the ethical AI money, also, not drawing down Francis Chair dollars, and timing issues for the Harman grant. This accounts for 2/3 of the issue.*

*Donations, restricted, we are behind by \$101k – while donations are always a concern, and we hope the event in a week will help, we always want to watch that.*

*Expenses – salaries, open Chair position, which will be filled in, then effective spending on the other items. We are behind by \$101k, but the items discussed cover that.*

*We are positive overall because of investment income, but you can't take much comfort in the market due to ups and downs.*

*Line 1210 – grants receivable – this is the Harman Fund – this \$750k will go away; next line of \$111k in receivables - \$35k in pledges, and \$27k in bills in arrears.*

*Endowments still comprise about \$6.5 million, which provides some stability.*

*Tresia moved on behalf of Finance Committee to accept the July 2025 financial statements; Alan second; no questions nor discussion; motion carried.*

### **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.

*We are in informal discussions with candidates; if you have candidate referrals, please send them to Maggie, Karen, Steve, or James for additional processing.*

*We are proposing to move the leadership positions to 1-year appointments, to encourage participation and make the role less daunting; then, the Vice Chair is the “heir apparent,” and codifies moving from Vice to full Chair. Steve explained the rationale for changing the timing of the officer terms – the commitment was 6-years, and in these days, that is a long commitment, so shortening makes sense. But, with Mark’s total resignation and not becoming Chair in the next year, that was a leading reason to make this change now. The revisions need to be approved by the Governance Committee, then, an electronic vote, so that we can enact the results at the November board meeting.*

*Everyone should expect a virtual vote.*

*Alan – is there a one-page roles/responsibilities that we could send to potential board members. We will update and circulate this. Alan has some ideas at Children’s Mercy and some attorneys.*

*Eva reached out to an individual who is an attorney and has immense HR experience.*

*Steve notes we would like to get those open positions filled by the end of the year, if possible.*

### **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)

*Rob states we are doing well with the event, which is only 8 days away. On Monday, she updated that we are 69% to goal; sold 140 tickets; capacity for 250. We are in the last few days to push it, and we have 109 seats to fill. \$62k pledged (\$69k as of the board meeting).*

*Great venue to bring potential board members.*

*Steve thanked Abby and other staff. Rob states hats off to Abby and her team – she is giving him the tools that makes it easy for him to pass along. If you can, make use of them.*

### **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)

*We have two candidates who have accepted the co-Chair approach. They will be working with James and the board to frame their focus and goals and objectives; waiting on final logistics in waiting on signing the Professionals Services Agreement.*

*We expect the agreement process to be complete either this week or next.*

*Steve thanked Eva and the task force for their extensive extracurricular service.*

*One of the things we would like to do is form an ad-hoc committee to assist as this plan becomes something we are working through.*

***If you have interest in working with them, please contact James or Steve as soon as practical.***

**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)

*Steve thanked Maggie for leading the board meeting in July.*

*Tresia moved; Inmaculada seconded; no questions nor discussion; motion carried.*

**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

*We are having continuing work around TPOPP – most know that this is Transportable Physician Order of Patient Preference. John Carney worked with the board about 11-12 years ago to create a document that outlines the patient's wishes and follows them, regardless of level of care. When they arrive at a facility, there is already an order documenting what the patient wants done. Steve knows of a number of cases where there was no document and they coded and didn't want that done.*

*This was a bi-state initiative because KC is in two states; this is a POLST-like document; all developed through conversations with medical and other professionals, but without governmental legislation. It has been housed at the Center ever since the document was tailored for Missouri and Kansas.*

*As the sponsoring organization, we are responsible for the forms, and for facilitating education (which largely happens through a cadre of volunteers who do this work in both states); the most recent big push has been in Missouri, where there was a statute change to state that TPOPP is equivalent to the "purple form" – OHDNR.*

*The Center has not felt it is in our best interests to sponsor, so John has personally assisted in transitioning to a new administrative organization. Steve has been assisting, due to familiarity and personal interest.*

*They have found the KS Medical Society will be the sponsoring organization, and will make an agreement with national POLST; they have found funding to assist with holding the documents, and support part-time work of a staff member.*

*Continuing to work with MO State Medical Association, to encourage them to work with the KS Medical Society; we are at a point where we should formally vote to transition the sponsorship of TPOPP to the KS Medical Society, and MO State Medical Association, should they be involved.*

*Motion to authorize KS/MO TPOPP transitions to KS Medical Society; Eva moved; Raghu seconded;*

*Tresia asked what precipitated the transition? James explained lack of resources and capacity with no funding; motion carried.*

### **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.

*How many hours per week? James responded 8. Is she required to be on-site? James replied that, no, we are continuing our virtual approach, and she is initially being assigned to some of our newest contracts, to be their "assigned bioethicist," and some of those are outside of the KC area. Tresia mentioned the magic word is scalable and if we can make the model work to achieve scale, we'll have much greater possibility*

- 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.

*Tresia – Harman is eliminating Gloria as a program? James responded that, yes, they are providing her with a little funding through the end of the year, but the returned grant funds will be redirected entirely.*

*Staffing impact? James described Odessa moving to the Francis Chair work, starting on October 1.*

*Steve notes how much has gone on behind the scenes on this; trying to work and figure out how to move forward over multiple meetings; Also, Odessa has been highly engaged and involved, so they thank the staff for all of their work.*

- 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)

*Eva spoke about opportunity and the model*

*AI is focused heavily on reimbursement and payment reform, so if this is impacted.*

*Steve asked Anita if she thinks that if we cannot maintain Lindsey on a part time or PRN basis, if there are people who may be available with an ethics background with interest in AI?*

*Anita – a couple of possibilities. Anita notes she was not hired for her AI experience, but her background was a major plus; many health systems are strapped with cash right now, so agreements are limited – she thinks contracts would be at the higher levels, governance levels, that required that expertise; otherwise, they are using in-house expertise because there is not a lot of expertise in this area. They do have a CSTI group that provides consultants in this area, and one may be available locally. Anita does not know what the market is like. If Lindsey is able to serve in a contract role, at least for an interim period, we could see how that may work. In deregulation, there is limited investment in this area.*

*Vickie – she hopes Lindsey knows how much the board appreciates what she has done.*

*Tresia – as we look at increased cost, do we have escalation strategies? We do have automatic increases, and are increasing prices, but the reduced revenues and increased uncertainty in healthcare leads to approx. \$10k entry point; it takes too many contracts at \$10k to make sustainability comfortable, and the staff is acutely aware of this issue.*

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

*Steve wanted to close on a high note – the Breakfast of Champions will be a great event; even though we are in these difficult times, we have an outstanding opportunity to have a very positive event next week.*

**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](#)



**Center for Practical Bioethics Finance Committee Meeting**  
**Monday, November 10, 2025, 8:30 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

**AGENDA**

**I. Call to Order/Welcome** Steve Salanski, Board Chair

**II. 2026 Budget, including benefits and insurance policies** Tom Ross and James Stowe

**Vote:** Recommend approval of the 2026 budget, including staff benefits and insurance policies.  
(Attachment)

**III. Final Draft Audit/Form 990** James Stowe, Tom Ross, and Brandy Gray

**Vote:** Recommend approval of the 2024 Audit and IRS Form 990 and filing of the Form 990 with the Internal Revenue Service. (Attachments)

**I. Review Financial Statements** Tom Ross and James Stowe

- September 2025 Statements (Attachments)

**Vote:** Recommend acceptance of the presented financial statements.

**II. Adjourn**

**Next Finance Committee Meeting:**  
**TBA upon approval of 2026 board and committee meeting dates and times**

**Meeting notes:**

**I. Meeting opening**

Steve, filling in for Tresia who was traveling, called the meeting to order, noting that the discussion would primarily come from James and Tom.

## **II. Budget Review, Revenue Strategies, and Budget Details**

James and Tom discussed the budget, noting a decline in revenue due to the loss of the Harman Foundation grant and changes in ethical AI funding. They recommended provisional acceptance of the budget, with plans for further review and validation by supporting strategies. James highlighted reduced staffing aligns with the new numbers and mentioned aspirational goals for revenue, including increased earnings from Ethics Services and a one-time draw from the Flanigan Endowment. The budget aims for a zero balance, with a small margin of \$8,500, and does not account for investment earnings.

James and Tom discussed the budget draft provided by Supporting Strategies, highlighting planned endowment distributions that were significantly less than the previous year, as this budget does not heavily rely on the Foley fund to remain balanced. James proposed a new grant of \$75,000 and potential work on difficult discharges in collaboration with the Kansas City Medical Society Foundation. They also discussed a Foley draw of \$13,000 and an increase in earned revenues due to mature marketing efforts and new contracts. James mentioned a one-time distribution from the Flanigan Endowment and the allocation of unspent Francis dollars to cover Odessa's salary in 2026.

James proposed salary increases of 4% for most staff and 6% for promotions, with a 3% increase for himself, while noting that the executive committee could adjust these figures, including zeroing out his increase, if needed. He also mentioned a 7.5% increase in health insurance premiums, which Raghu confirmed was consistent with industry trends. James explained that Blue Cross was identified as the best option for health insurance after consulting with a third-party broker, and he recommended proceeding with the current plan. The discussion concluded with a brief overview of expenses, including the continuation of contracts for Trudy, Lindsey Jarrett, and a consultant bioethicist. Steve confirmed that the Francis Co-Chairs were also classified as independent contractors.

James presented the 2026 budget as, in many ways, a straightforward continuation of 2025 expenses with minor adjustments for inflation. James highlighted cost-saving measures in administrative and travel expenses and proposed joining regional chambers of commerce at a cost of \$1,700 annually. A significant new expense was the planned website revision, estimated at \$25,000, which James emphasized as a priority despite budget constraints. Tom clarified that most of the website expenses would be capitalized, improving the P&L statement. James also discussed the business pipeline, noting several small wins outside the KC market and a potential large renewal with KU, which he is actively pursuing with Robert Fulbright. The committee expressed appreciation for the clear presentation and requested copies of the KU proposal for review, which James will supply.

## **III. Budget Approval and Review Planning**

The Finance Committee reviewed and approved the proposed budget, with Raghu making a motion for approval pending final calculations that confirmed positive cash flow. Tom and his team, including Brandy and Brynna, will review the budget classifications for any needed adjustments before presenting a simplified version to the board for Wednesday's meeting.

## **IV. 2024 Audit and IRS Form 990 Review**

The finance committee reviewed the organization's audit report and 990 tax filing, with Tom explaining key financial metrics and highlighting a clean audit opinion. The committee discussed the public support percentage, which Steve inquired about, and Tom clarified that the organization was within a safe range.

Eva moved to recommend acceptance of the 2024 audit and IRS Form 990 to the full board of directors. No questions nor discussion, motion carried.

**V. Financial Statements and Reports**

The committee also reviewed the organization's financial statements for the nine months ending in September, noting some unfavorable variances but also significant investment income. Eva made a motion to accept the financial statements, which Mike seconded, and the committee agreed to move these documents to the board meeting on Wednesday for final approval.



## Center for Practical Bioethics Executive Committee Meeting

**October 8, 2025**

**8 AM Central | 9 AM Eastern | 6 AM Pacific**

### **Location: Zoom Conferencing**

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

### **By Phone:**

646 931 3860 US

301 715 8592 US (Washington DC)

312 626 6799 US (Chicago)

646 558 8656 US (New York)

**Meeting ID:** 952 829 8699

### **Minutes**

**Attendance: Steve, Tresia, Eva, Rob, Maggie  
James**

- I. Call to Order/Welcome** Steve Salanski, Chair
- II. Strategic Opportunities and Operational Considerations** Steve Salanski and James Stowe
  - A) Ethical AI Funding Update
    - Agreement with Lindsey to assist with Kauffman grant
    - Submitting OpenAI, "People First" grant
    - Submitting grant to Kauffman Foundation with Kansas Health Institute and UMKC on study about AI impact on workforce and economic mobility
  - B) Cash Flow and Reserves – continual monitoring
  - C) Francis Chair Recruitment Update
    - Professional Services Agreements have been signed
  - D) Harman Grant Update
    - Work has concluded; final invoices are in-process as is return of unused funds
  - E) Other recommendations/ideas

### **V. Adjourn**

**Next Executive Committee Meeting: December 10, 2025 (8:00 AM, Central)**

## A. Summary

### 1. Ethical AI Funding and Transitions

The meeting focused on funding updates and strategic planning for ethical AI initiatives. James reported that Lindsey's contract would end on October 16th, with a transition to a Kauffman grant partnership with i.c. Stars, while multiple funding opportunities were being pursued including an OpenAI People First Grant and a Kansas Health Institute study on AI's impact on the workforce. The Kansas Hospital Association submitted a rural health funding proposal through the Patterson Foundation, with James noting that if successful, it could provide much-needed support to hospitals and clinics.

### 2. Bioethics App Development Initiative

Norberto shared Steve Wood's suggestion to develop a bioethics app that could leverage AI to address consumer concerns nationwide. Steve, known for his consumer-focused approach, proposed using existing data and case studies to create an app that would provide guidance on bioethical issues. The group discussed forming an ad hoc committee with board members and AI experts to explore this idea further, considering various AI technologies and how they could be tailored to meet their specific needs.

The group discussed exploring AI solutions, particularly focusing on ethical AI tools for clinicians. James noted that AI companies might be receptive to ethics-focused initiatives, and suggested opportunities in using large language models to assist with ethical dilemmas. Norberto raised the possibility that clinics and hospitals are already considering AI solutions, and James mentioned the rapid adoption of AI tools by physicians for diagnostics and clinical decisions. Tresia emphasized the need to monetize these ideas. James wondered if some of the value to the Center would be helping with awareness and marketing about the Center's acumen as well as demonstrating the need through an app to engage with a bioethicist. Engaging with this technology directly will also help to cultivate internal understanding, perhaps readying the Center for additional opportunities and innovation.

The board discussed the potential development of an AI-powered app to expand their reach and attract new members, with Norberto suggesting a subscription-based model similar to Perplexity. Steve and James noted that funding would be necessary to develop such a product, and Steve emphasized the importance of aligning any new initiatives with their mission. The group agreed to explore the idea further by forming an ad hoc committee to evaluate the pros and cons, with Steve suggesting they identify 3-4 board members willing to meet and discuss the project.

### 3. AI Business Development Strategy Discussion

The team discussed the need for a business development strategy to promote their AI capabilities, with Steve suggesting forming a group to present ideas at the next board meeting. Maggie raised concerns about Lindsey's role as a subject matter expert rather than a salesperson, while Eva emphasized the importance of human curation in AI tools and highlighted the competitive market. The group agreed they were late to the market but needed a strong business developer to frame a strategy for increased visibility and traction.

### 4. Strategic Planning and Revenue Growth

The board discussed several key topics including marketing strategy, financial challenges, and board recruitment. James reported that while the organization is experiencing tight cash flow, Clinical Ethics Services remains a strong

revenue source, though they need to update their website and pricing strategy. The board agreed to pursue a multi-pronged marketing approach including testimonials, video content, and improved digital presence.

5. Board recruitment and administrative updates

Regarding board recruitment, they have six candidates for four open positions, with particular attention to maintaining relationships with key organizations like KCU and University Health while considering the timing of major organizational changes. The conversation ended with discussion of the upcoming Flanigan Lecture and Harman Grant activities.



**Center For Practical  
BIOETHICS**  
**Governance Committee Meeting**  
**Friday, October 31, 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, Anita Ho, **Eva Karp, Inmaculada de Melo-Martin**

Board Chair: **Steve Salanski**

Staff: **James Stowe**

**1. Note: August 8, 2025 Minutes accepted at most recent Board meeting**

**2. Bylaws Amendment**

- a. **VOTE:** Recommend approval of changes made to Article 4, Sections 4.2, 4.7, and 4.8, concerning board officer terms, expectations, and wording clarification.

*Maggie summarized the simple bylaws edits that Steve and James worked on over the summer. These help to make leadership roles on the board less daunting and clean up some outdated language.*

*Karen moved; Eva seconded; no questions nor discussion; motion carried*

*James reported that he would send an email to the full board following this morning's meeting so that we would meet the prescribed review period for bylaws amendments.*

**3. Board Recruitment**

- a. Board Candidates

CEO recommendation to pursue the following candidates (in no particular order):

- i. Spencer Hardwick (University Health)

- ii. Mary Katherine Flanigan (UnitedHealth Group)
- iii. KCU Appointee
- iv. KU Appointee (with an MD or JD)

If we have more seats open than currently expected, then:

- i. Spencer Hardwick (University Health)
- ii. Mary Katherine Flanigan (UnitedHealth Group)
- iii. KCU Appointee
- iv. KU Appointee (with an MD or JD)
- v. Gordon Kelley, MD (AdventHealth)

*The committee discussed the recruitment approach and how to handle “reserved” board seats for important institutional partners. We discussed potential partners and their level of engagement with the Center as well as potentially qualified individuals.*

*There were several questions about national reach of candidates and how important it would be to have more national-level perspectives versus the hyper-local slate of nominees that has been presented.*

*Steve noted that James needs to confirm with Anita and Ed about serving a 3<sup>rd</sup> term.*

*Otherwise, the committee recommended interviewing Spencer Hardwick, seeking clarity from Marc Hahn on our recommended KCU appointees, and further investigate who from KU would be most appropriate.*

*The Committee discussed the rising importance of Advent Health, and the potential need for a corporate representative (Clearwater, FL), rather than a local representative.*

*Eva noted that a chief legal officer at Hallmark (JD) has interest in the role, and may be a nice selection if we have not identified.*

*Karen mentioned Dr. Mutter, who has ethics training and interest, and works on the East coast, bringing a more national view.*

#### **4. Officer Slate**

- a. **VOTE:** Recommend 2026 Board Officer Slate
  - i. Immediate Past Chair – Steve Salanski
  - ii. Chair – Maggie Neustadt
  - iii. Vice Chair – Karen Johnson
  - iv. Secretary – Eva Karp
  - v. Treasurer – Tresia Franklin

*The 2026 officer slate was presented. Inmaculada moved to recommend the slate to the full board; Eva seconded. Steve raised the discussion point that although his 3 terms will elapse by January, the bylaws allow additional service to fulfill the Immediate Past Chair role on the board. If the proposed bylaws amendments from this meeting are approved by the board, that would mean an additional year of service beyond his term limits. The Committee expressed enthusiasm for retaining Steve's input and expertise for as long as possible. Motion carried.*

*Maggie and Karen adjourned the meeting.*

**Next Meeting Friday, December 12, 2025  
8 AM Central | 9 AM Eastern | 6 AM Pacific**



## Center for Practical Bioethics Resource Development Committee Meeting

**October 1, 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, Steve**

**Staff: James, Abby, & Trudi**

## **AGENDA**

### **I. Call to Order/Welcome**

Rob Ayala-Flores, Chair

### **II. 2025 Events Update**

Abby Gast-Watterson and Trudi Galblum

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

- Total raised
- Thank you calls – 20 or less identified for a phone call
  - Volunteers and process

B) Flanigan Lecture: November 12, Jazz and Bioethics

C) Next year's annual event: Thursday, September 24, 2026, *save the date!*

### **III. Donor Cultivation**

Abby Gast-Watterson and Trudi Galblum

A) Small donor appreciation event (Looking for December date)

### **IV. Development Data Report**

A) Most recent data highlights

Abby Gast-Watterson and James Stowe

### **V. Standard process for pledges**

James Stowe

A) Booking, counting, and publicly communicating

### **VI. Adjourn**

**Next Committee Meeting: December 3, 2025 (8:00 AM, Central)**

### **I. Summary**

### **II. Event Donations and Financial Update**

Abby presented a report on the recent event, highlighting a significant increase in donations from 11 to 95, along with earnings of \$69,096, which included \$52,499.69 in net income. The group discussed the

slight overspend in printing costs and noted that some sponsorship and donation pledges were still pending, with around \$11,514.50 in individual donations and \$6,100 in sponsorship pledges remaining.

### **III. Fundraising Event Success Analysis**

The team discussed the success of a recent fundraising event, which attracted 132 attendees out of 159 tickets sold. They highlighted the strong performance in securing new individual donors, with 45 fresh new donors contributing. The event was particularly successful in engaging younger donors and reconnecting with past sponsors. American Century stood out as a top sponsor, bringing 18 people and making substantial contributions. The team agreed to gather more detailed information about new donors for future events and to consider adding demographic questions to post-event surveys.

### **IV. Fundraising Event Follow-up Planning**

The team discussed follow-up actions for a recent fundraising event. Norberto suggested that table captains share preliminary success numbers and organization information with their guests, which Abby agreed to support logistically. The group also planned to make thank you calls to donors, with Abby providing a script and dividing contacts by donation amount. Trudi emphasized the importance of these connections for potential future donations and involvement, while Abby estimated the calling task could be completed in 30 minutes or less.

### **V. Ethics Fund Usage and Board Support**

The group discussed the use of funds for ethics consultation, with James explaining that the revenue isn't restricted and is used to cover the center's work, including pro bono services. Abby agreed to share information with colleagues after the meeting. The conversation then shifted to board participation and financial support, where James acknowledged errors in communication regarding pledge counting. In consultation with Supporting Strategies, and several national nonprofit best-practices manuals, a new internal policy has been developed and implemented to count these types of donations. In the future, it will be easier to explain the new process, and to help board members strategically apply their donations to support broader fundraising activities.

### **VI. Flanigan Lecture Event Planning**

The team discussed plans for the upcoming Flanigan Lecture featuring Dr. Smith, which will be held at the Gem Theater between the jazz and baseball museums. They plan to arrange activities including a visit to the baseball museum and lunch at Arthur Bryant's, with Ryan and Cassie managing Dr. Smith's schedule. Abby created a Google Form to collect contacts for potential local politicians and community leaders to invite to the event, aiming to attract 100-150 attendees, with a maximum capacity of 500. James noted that there has been significant interest in the virtual event from out-of-town registrants, and Norberto suggested reaching out to diverse groups in the 18th and Vine District.

The group discussed outreach efforts with Trudi reporting on contacts made with various jazz organizations and potential venues. They explored inviting additional groups like the Mutual Musicians Foundation, Kansas City, Kansas Community College Jazz program, and UMKC jazz ensemble. The event is expected to cost around \$5,500, including venue fees and food, with funding coming from general funds. They also discussed plans for a potential fundraising component where James suggested incorporating a story about Sister Rosemary's impact and the event's connection to her work.

### **VII. Fundraising Event Growth Strategies**

The group discussed fundraising strategies, noting that attendees at their recent Breakfast of Champions event preferred using QR codes over envelopes for donations. They observed that other organizations have successfully grown their fundraising events by maintaining consistent venues and formats while gradually increasing their asks and adding new elements. Abby shared an example of a similar event that grew from 150 to over 400 attendees and increased its fundraising goal from \$50,000 to \$170,000 over five years by refining their approach and inviting notable speakers. The group agreed

to consider these strategies for their upcoming events, including a potential college basketball experience and their annual event scheduled for September 24th, 2026.

#### **VIII. December Donor Appreciation Event Planning**

The team discussed plans for a small donor appreciation event in December, aiming to host 20 donors and an equal number of board members and staff at KCU, pending confirmation. Trudi suggested considering private homes as venues, noting that hosting such events can be challenging but provides a valuable opportunity for connection. James and Norberto agreed that an intimate setting would be appropriate for small donors, while Abby emphasized the event's purpose of fostering donor engagement and potential future contributions.

#### **IX. Pledge Process and Event Alignment**

The team discussed implementing the aforementioned new process for pledges and contributions, aligning with best practices and nonprofit guidelines. James and Abby explained that multi-year pledges will now be tied to specific events, with contributions counted and represented at the time of the event rather than being carried forward. Steve shared his experience with a three-year commitment at the 40th anniversary, highlighting the need for better recognition of board members' contributions during events. The group agreed to develop a strategy in January to encourage board giving, including potential end-of-year matches and event-specific sponsorships. They also planned to discuss the success of the Flanigan event at their next meeting on December 3rd.



## Ethics Services Growth Report

*Prepared by Cassie Shaffer Johnson, Ethics Services. October 2025.*

In implementing strategic input offered by the Board, the Center's Ethics Services Department demonstrated substantial growth during the current fiscal year, underscoring the increasing recognition of the Center's value and expertise among partner organizations.

### Contract Growth

- **Contract revenue increased by 41%**, rising from **\$249,903 in 2024 to \$351,470 in 2025**.
- This growth reflects both expanded engagement with existing partners and the **addition of five newly or re-acquired contracts in 2025** (Hutchinson Regional, Lawrence Memorial, Midland Health, Phelps, Stormont-Vail) reinforcing the Center's leadership in clinical ethics.
- **Projections for 2026 indicate contract revenue on track to meet or exceed 2025 levels even before new growth. With the addition of five new contracts at current averages, total revenue is projected to increase by 14–17%, reaching approximately \$400,000–\$410,000. This represents an overall 60–65% growth in ethics services revenue since 2024, a clear reflection of the expanding demand for and impact of the Center's work.**
  - In 2025, the Center enacted the planned staffing approach to ensure that capacity keeps pace with partner demand.
  - The John B. Francis Co-Chairs were recruited with specific emphasis on the ability to expand our clinical ethics menu of services and leverage important word-of-mouth referrals and visibility at the national level.
- Ongoing operational improvements — including streamlined consult reporting, optimized contract management, and enhanced communication with partner organizations — have strengthened efficiency and client satisfaction.
  - Key changes in routine review and processing of aged receivables brought most clients to current, and increased confidence that anticipated revenue would be realized.

- Ordered touchpoints with clients and key leaders have clarified needs, opportunities for improvements, and partnering on initiatives or projects of mutual concern.

This performance highlights the Center’s strategic importance and the measurable return on investment generated through our team’s leadership, innovation, and operational excellence.

### **Ethics Committee Consortium (ECC) Revitalization and Growth**

This year marked the successful reinstatement of the Ethics Committee Consortium (ECC) - a quarterly gathering of ethics committee members designed as a forum for shared learning, collaboration, and advancing best practices in clinical ethics. The ECC had been inactive for several years due to declining participation and lack of coordination. In 2025, the meetings were reestablished with strong organizational structure, clear deliverables for contracted partners, and renewed engagement. Over three quarters, **attendance increased by 133%**, rising from 21 to 49 participants, reflecting the growing value and relevance of the Consortium to member institutions. Cassie organized and managed each meeting, with Ryan presenting and leading discussions, ensuring high-quality programming that strengthened ethics collaboration, reinforced contractual value, and enhanced visibility across partner organizations.

### **Ethics Dispatch Revitalization**

In 2025, the **Ethics Dispatch** was revitalized to deliver timely, practical insights in clinical ethics. Cassie and Ryan produced a full year of monthly articles, driving increased readership and positive partner feedback. The Dispatch now serves as a key deliverable that strengthens visibility, reinforces our role as a trusted ethics resource, and adds value for contracted partners.

### **Ethics Consult Trends**

Ethics consultations over the past year most frequently involved questions of **patient code status** and **best-interest determinations**, reflecting the complex decision-making faced by care teams and families. Additional consults addressed **non-beneficial treatment (futility)** concerns, **communication challenges**, and **moral distress among clinicians**. Together, these trends highlight the ongoing need for ethics support in navigating end-of-life decisions, treatment goals, and team communication.

### **Conclusion and Next Steps**

Careful relationship management, and exceeding partner expectations will help to support future growth. We are confident the approach is reasonably scalable, and the team

continues to emphasize quality of partnerships and impact over quantity. A focus on data-based decision making and strategy continues to emerge, allowing more focused deployment of resources and insights into our partners' needs that have not been possible in the past.

We are also continuing to emphasize integration of our efforts across the Center as a whole, strengthening our offerings and bringing appropriate skills and experiences to our partners. Our commitment is to avoid endeavors that will not bolster our efforts or advance our core work.

That this growth has been experienced in a time of high national uncertainty and reduced spending in healthcare in general is a testament to the business model and approach.

Our 2026-2027 goals and objectives will reflect perceived areas of opportunity and will help to identify the resources and activities necessary to realize them. The Department looks forward to continued Board oversight and input as we build our practice and advance our mission.



## 2026 Board Important Dates

Approved by Board Resolution: November 12, 2025

### 2026 Board-Staff Retreat

**Dates:** Friday, April 24 at 11:45 am – 5 pm CT with Board and Staff Social to follow in the evening (Tentative: Karen Johnson’s residence). Please reserve 5:30 pm for this social.

Saturday, April 25 at 8 am – Noon CT

**Location:** In Person – The AAFP headquarters is located at [11400 Tomahawk Creek Parkway, Leawood, KS 66211-2672](#) or Zoom meeting -- <https://us02web.zoom.us/j/9528298699>

### 2026 Board Meetings

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

Jan 14            Mar 11            May 13            Jul 8            Sep 16            Nov 18

**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>

\*Meeting time subject to Chair review

### 2026 Board Committee Meetings

#### Executive Committee

**Dates:** Second Wednesday of the month opposite Board meetings, time TBD

Feb 11            Apr 15            Jun 10            Aug 12            Oct 14            Dec 16

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

#### Finance Committee

**Dates:** Thursday before every board meeting, time TBD

Jan 8            Mar 5            May 7            Jul 2            Sep 10            Nov 12

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

#### Governance Committee

**Dates:** Second Friday of every other month, time TBD

Feb 13            Apr 10            Jun 12            Aug 14            Oct 9            Dec 18

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

#### Resource Development Committee

**Dates:** First Wednesday of the month opposite Board meetings, time TBD

Feb 4            Apr 15            Jun 3            Aug 5            Oct 7            Dec 2

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

### 2026 Center Events

#### Breakfast of Champions

**Date:** September 24, 2026

Updated 11/11/25