



Strategic Planning Committee
 Meeting of August 14, 2017
 9:45 a.m. EST/8:45 a.m. CST/7:45 a.m. MST/6:45 a.m. PST
 By Telephone Conference Call
Call-in number: 866-740-1260
Access code: 9286317
Chair: 4040

The purpose of the Strategic Planning Committee (SPC) is to develop and monitor the execution of the Foundation's strategic plan, on behalf of and in consultation and collaboration with the ABF Board, executive staff and ABF stakeholders. The SPC will identify key strategic goals and establish outcome metrics. The SPC may recommend course corrections or revisions to the ABF's mission, metrics and vision from time-to-time.

Committee Members	Lisa Shulman, MD, Chair; Kevin Goodno, <i>ex officio</i> ; Jeffrey Rosenfeld, MD; Martin Shenkman, CPA; A. Gordon Smith, MD; Ben Utecht	
Staff	Jane Ransom, <i>ex officio</i> ; Natalie Baumgartner	
	AGENDA ITEM	PRESENTED BY
8:45 CST	Welcome and review objectives for today's meeting <ul style="list-style-type: none"> Review Board Scorecard for 2017, 3rd Quarter Frame generative question(s) for the Board meeting of October 15 	Lisa Shulman
8:50	Approve minutes from August 14, 2017 meeting	
8:55	Updated ScoreCard	Jane Ransom
9:05	Discussion <ul style="list-style-type: none"> Insights and issues to the Board of Directors for Board review of scorecard 	Lisa Shulman
9:30	Business model ideas for October 15 Board meeting	Jane Ransom
9:50	Adjourn	



**American Brain Foundation
Strategic Planning Committee Meeting
August 14, 2017**

**9:45 a.m. EST/8:45 a.m. CST/7:45 a.m. MST/6:45 a.m. PST
By Telephone Conference Call**

In attendance: Lisa Shulman, MD; Jeffrey Rosenfeld, MD; Martin Shenkman, CPA; Ben Utecht

Staff: Jane Ransom, Shelly Collins Rucks, Natalie Baumgartner

Excused: Kevin Goodno; A. Gordon Smith, MD

- 1) Welcome and introduction of attendees: Dr. Shulman welcomed everyone and discussed the agenda and objectives for the meeting.
- 2) Frame generative questions for the Board: Ms. Ransom explained that the Strategic Planning Committee's role is to frame the big picture questions for the Board. To establish this role, the Strategic Planning Committee Report will be scheduled early in the agenda to set themes for discussion. Longer Board meetings will be dedicated to answering generative questions created by the Strategic Planning Committee.
- 3) Approval of Meeting Minutes from April 17, 2017: Dr. Shulman requested committee approval for the previous Strategic Planning Committee's meeting. Approval was unanimous.
- 4) Summarized Shared Documents:
 - a) Updated Scorecard: Ms. Ransom walked the board through the Strategic Goals individually.
 - i) Strategic Goal #1: Ms. Ransom explained that the Scorecard had been updated to segregate crowdfunding measures from grant making. There are currently eight projects on the crowdfunding site with nine projects in the pipeline. The amount of money raised from the crowdfunding site has not had huge changes, but the Foundation is expecting a marketing plan to be completed by the end of this month.

For grantmaking, the Foundation has given out over \$1 million, which will continue to increase.

- ii) Discussion: The committee wanted to understand the importance behind separating crowdfunding and grant making. They raised concerns that these measures seemed confusing as the "amount raised in crowdfunding" seemed like a benchmark, whereas "money granted" seemed like a result. One is documenting how much money the Foundation brings in. The other is documenting how much money is being sent out. The Committee acknowledged that the crowdfunding and research

grants are linked, but that it seemed like a confusing strategic goal. They suggested reframing Strategic Goal #3 to incorporate grant making, and it was agreed that Strategic Goals 1 and 3 needed continued work.

- iii) Strategic Goal #2: Ms. Ransom explained that the Foundation will be measuring Stakeholder awareness for 2017 through a survey, which will be directly comparable to the benchmarking survey created in 2016. The Foundation will create a survey based on some of the research by Weber Shandwick to better understand public awareness around the Foundation. These surveys will become annual measurements.

Ms. Ransom described increased site traffic and users on the Foundation's website with 150 conversions from visitor to donor.

- iv) Discussion: Dr. Shulman expressed interest in better understanding how to track where visitors are coming from. Ms. Rucks explained that the Foundation is not currently tracking where visitors are coming from, but may be able to in the future.
- v) Strategic Goal #3: Ms. Ransom stated that the Foundation has exceeded the restricted giving goal and is half-way to its unrestricted goal. The total number of gifts requested and amount requested from major donors has also exceeded its threshold. Ms. Ransom is optimistic that the Foundation will meet its threshold goal of AAN and public donors.
- vi) Strategic Goal #4: Ms. Ransom explained that the number of AAN/ABF staff donating is currently at 36 percent, but that the threshold goal of 50 percent seems attainable with the upcoming Employee Giving Campaign. A recent update on the number of awards signed, there are now nine signed, which will likely get us to the threshold and move us beyond it.
- vii) Discussion: Dr. Shulman opened the group up for discussion with questions about the marketing plan timeline. Ms. Ransom addressed this by explaining that the Foundation had recently hired a firm to create a marketing plan by the end of the month.

The Committee continued discussions by highlighting Strategic Goal #3, which seemed like a daunting number. They suggested creating a ratio of operational funding versus dollars spent on the mission as a benchmark for how much of unrestricted funding goes toward operations.

Ms. Ransom stated that outcomes we are seeing in Strategic Goal #3 suggests that new thinking is needed about our business model. The Foundation's relationship with the Academy may need a new model somewhere between completely dependent or completely independent. The Foundation is having successes with restricted funding, and the Academy is benefiting from that. The Committee agreed that the Board would need to continue discussing this relationship.

Adjourn meeting at 9:32 am.

ABF Board Scorecard – September 2017

Strategic Goal #1	Research & Crowdfunding: Construct a virtual platform to match the best science with the largest pool of committed donors to advance a continuum of research.			
Outcomes	Actual	Threshold	Target	Max.
#1, A: Crowdfunding				
1. Number of peer-reviewed proposals posted on crowdfunding platform	8	10	25	50
2. Number of crowdfunding/website donors	<i>NA (214)</i>	<i>Benchmarking during 2017</i>		
3. Amount raised in crowdfunding	<i>NA (\$11,270)</i>	<i>Benchmarking during 2017</i>		
#1, B: Grant making				
1. Money granted for CRTS/CSDA's	<i>NA (\$931,329)</i>	<i>Benchmarking during 2017</i>		
2. Money granted through crowdfunding	<i>NA (0)</i>	<i>Benchmarking during 2017</i>		
3. Total Scientific and Other Awards	<i>NA (\$187,802)</i>	<i>Benchmarking during 2017</i>		
4. Total money granted to defeat brain disease	<i>NA (\$1,119,131)</i>	<i>Benchmarking during 2017</i>		
Strategic Goal #2	Public Engagement: Build the ABF brand around our unique niche.			
Outcomes		Threshold	Target	Max.
1. Stakeholder awareness ⁱ		<i>See endnote</i>		
2. Increased site traffic ⁱⁱ		<i>Benchmarking during 2017</i>		
a. Users	a. 32,491	50,000	75,000	100,000
b. Pageviews	b. 106,656			
a. Increased site conversion (from visitor to donor)	<i>NA (214 conversions; 0.01%)</i>	<i>Benchmarking during 2017</i>		
Strategic Goal #3	Philanthropy: Develop full-fledged public support and deepen giving from AAN members			
Outcomes		Threshold	Target	Max.
1. Total funds raised				
a. Restricted	a. \$2,857,744	--	\$ 480,000	\$ 937,000
b. Unrestricted/Operating	b. <u>\$841,833</u>	<u>\$1,350,000</u>	<u>\$1,350,000</u>	<u>\$1,350,000</u>
TOTAL	c. \$3,699,577	\$1,350,000	\$1,830,000	\$2,287,000
2. Major donor pipeline value				
a. Number of major donors solicited	a. 28	a. 20	a. 30	a. 40
b. Gift amount asked	b. \$5,927,500	b. \$250,000	b. \$500,000	b. \$1,000,000
3. Number of new donors	632	900	990	1188

4. Number of donors				
a. AAN members	a. 835	a. 1,830	a. 2,013	a. 2,416
b. Public	b. 351	b. 450	b. 495	b. 594
Strategic Goal #4	A Thriving Partnership: Align the goals and leadership of the AAN and ABF.			
Outcomes		Threshold	Target	Max.
1. Number of AAN members who are aware of the ABFⁱⁱⁱ		<i>See endnote – measured annually December 2017</i>		
2. Number of AAN members donating to the ABF	835	<i>See 4a above.</i>		
3. Number of AAN staff donating to the ABF	35%	50%	70%	90%
4. New money raised for AANI research agenda- i.e., projected # of CRTS/CSDA awards signed by the end of the year.	10 (\$2,539,999)	10 ^{iv}	12	14

ⁱ **Brain Disease - Public Understanding.** Baseline and benchmark were developed by our former marketing firm. Currently determining how we will take measurements in the future.

Baseline: 59.64%

Benchmark: 64.9% ± 4.23%

ABF - Public Awareness. Baseline and benchmark were developed by our former marketing firm. Currently determining how we will take measurements in the future.

Baseline: 3.27%

Benchmark: 6.33% ± 2.15%

ⁱⁱ **Targets were developed from traffic on former website during FY 2016.** “Conversions” include both donors to the general fund and and crowdfunding donors.

ⁱⁱⁱ **ABF - AAN Awareness.** Baseline and benchmark were developed from Insights Study of AAN members in 2016 during strategic planning. We are planning to have the study updated in early 2018 so that we can compare 2016 and 2017.

Baseline: 77%

Benchmark: 80.29% ± 2.62%

^{iv} The threshold number was suggested to us by the Academy when the ABF took over a portion of CRTS fundraising. Staff is currently instructed to not add new CRTS's unless they are paid for fully, including indirect costs, by other organizations.