

Operating Revenue & Expenses

	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>
Revenue						
AANI Support	\$ 1,100,000	\$ 950,000	\$ 750,000	\$ 650,000	\$ -	\$ -
Grants & Gifts	1,055,157	1,280,399	1,826,167	1,982,437	3,542,864	3,610,760
Released from Restrictions	1,326,434	1,999,500	1,848,502	1,548,502	1,124,189	947,502
Total Revenue	3,481,591	4,229,899	4,424,669	4,180,939	4,667,053	4,558,262
Expense						
Awards/Grants	1,456,434	1,682,000	1,842,000	1,647,000	2,027,000	1,832,000
Program	642,643	783,511	801,807	667,220	709,888	678,063
Fundraising	817,844	1,174,192	1,170,797	1,237,987	1,281,106	1,377,954
Management	564,670	590,196	610,065	628,732	649,059	670,245
Total Expenses	3,481,591	4,229,899	4,424,669	4,180,939	4,667,053	4,558,262
Net Change	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>
Revenue Per FTE	\$870	\$1,057	\$1,106	\$1,045	\$1,167	\$1,140
Fundraising Efficiency	\$0.23	\$0.28	\$0.26	\$0.30	\$0.27	\$0.30
Functional Expenses						
Program	60%	58%	60%	55%	59%	55%
Fundraising	23%	28%	26%	30%	27%	30%
Management	16%	14%	14%	15%	14%	15%



Bob Carter, CFRE

Chief Executive Officer

Bob Carter is one of the world's most respected, experienced and recognized experts in the areas of Institutional Strategy and Philanthropy. During the past four decades, Bob has helped strengthen a variety of organizations throughout the world by helping them overcome challenges and capitalize on opportunities to be successful.

Bob and his colleagues concentrate on building dynamic teams to deliver specific services that meet the unique needs of charities and donors. His service as member and chair of numerous not-for-profit boards lends firsthand experience to his governance counsel.

Bob established Bob Carter Companies in 2011 and currently serves as the President & CEO. Prior to forming the Bob Carter Companies, Bob spent three years as a Senior Advisor for Changing Our World and Omnicom Nonprofit Group. Before this, Bob spent 26 years with Ketchum, one of America's largest fundraising consulting companies. The last 15 years with Ketchum, Bob was the President & CEO.

Prior to joining Ketchum in 1981, Mr. Carter served as Vice President for University Relations at The Catholic University of America; Director of Development for Arts and Sciences and Engineering, and Associate Director of Annual Giving at The Johns Hopkins University; Assistant to the Headmaster at the Gilman School in Baltimore; and both taught and organized the development office at The Boys' Latin School in Baltimore. He has decades of experience in development and capital/endowment campaigning.

Board Membership

Bob is Chair-emeritus of the Association of Fundraising Professionals (AFP) International Board of Directors. Bob is also a current Board member of the National Aquarium where he serves as Board Chair; and serves as Chair-emeritus at The Mote Marine Laboratory. He is a past board member of Indiana University Lilly Family School of Philanthropy; and he also chaired the boards of Gateway Rehabilitation Center, the e-Philanthropy Foundation and the Boys' Latin School.

Bob has also served on the Saint Stephen's Episcopal School and Malcolm Parcel Foundation boards, is a past member of the Board of Directors of the Giving Institute, formerly the American Association of Fundraising Counsel (AAFRC) and the AFP Foundation. He is a member of the USA Advisory Board of PlaNet Finance, a microfinance organization headquartered in Paris with operations globally.

Bob frequently serves as a lecturer and presenter for Columbia University's Masters in Philanthropy Management courses, the Council for Advancement and Support of Education (CASE), AFP and the Association for Healthcare Philanthropy (AHP) and has published articles for professional journals.

Client Experience

Some of the clients Bob has provided counsel to include:

12th Man Foundation of Texas A&M University
Academy of Motion Picture Arts and Sciences Foundation
All Children's Hospital
American Horticultural Society
American National Red Cross
Archbold Biological Station
Auburn University
Ave Maria University
Baltimore, Maryland Zoo
Barrow Institute, London
Berkeley Preparatory School
California State University, Monterey Bay & Fresno
Calvert School
CARE International
Casady School
Casa de la Amistad
Cincinnati Children's Hospital and Medical Center
Cleveland Museum of Art
Diocese of Wilmington
Feeding America
Flight 93 National Memorial
Fundación ABC
Garrison Forest School
GAVI, London
GBMC, Baltimore
Global Network for Neglected Tropical Diseases
Green Templeton Colleges, Oxford, UK
IEB, Madrid
John Muir Health System

CARTER

L'Universite' Sciences Po, Paris
Ludwig Maxmillon University, Munich
McDaniel College
McDonogh School
Monterey Jazz Festival
Mote Marine Laboratory
National 4-H Council
National Geographic Society
Pennsylvania State Museum
Pennsylvania University System
Saint Stephens Episcopal School
Sarasota Memorial Hospital Foundation
Shady Side Academy
Smithsonian Institution
St. Christopher's Hospital
Stevenson School
Sunset Center for the Arts
Texas Children's Hospital
The Baltimore Symphony
The Big Sur Land Trust
The Children's Home of Pittsburgh
The Global Fund
The National Aquarium in Baltimore
The National Park Foundation
Universidad de Monterrey (UEM)
University of Texas at Dallas
USA Swimming Olympic Team
US-Mexico Foundation
USS Missouri Memorial Association, Hawaii
Wadsworth Athenaeum
Westtown School
World Vision

Personal

Bob is a graduate of the Boys' Latin School and the Johns Hopkins University. He and his wife, Carol, live in Anna Maria, Florida and his sons, Travis and Trent, and their families live in Naples, Florida.



Lela Diaz

Executive Vice President

Lela has extensive experience in international fundraising including major gifts and campaigns with an excellent track record of success. Partnering with volunteers, staff and donors to accomplish mission critical fundraising objectives around the world.

Lela joined Bob Carter Companies in 2012 and became Executive Vice President and Partner in 2014. She leads the companies work overseas, which has included the Education Above All Foundation, an initiative of Her Highness Sheika Moza Bint Nasser of Qatar, University of Monterey Mexico, Direct Relief International, The US Mexico Foundation and the Wahdwan Initiative for Sustainable Healthcare in India. Lela also has played a key role on the Maryland Food Bank, Big Sur Land Trust, Stevenson School and the Knoxville Museum of Art.

Before joining Bob Carter Companies, Lela most recently served as the Senior Associate Director of Philanthropy with the Nature Conservancy – Illinois Field Office. In this role she was responsible for developing significant support for global conservation priorities while helping to restart a development program.

Prior to joining The Nature Conservancy, Lela helped develop the Strategic Gifts Initiative at Feeding America for the \$500 million Campaign for a Hunger Free America directed to individuals and family foundations capable of considering gift commitments of \$1 million or more. The initiative closed \$15.1 million in gift commitments in its first full year. Lela was personally responsible for \$4.5 million of this result.

Additionally, Lela has served as campaign counsel to a variety of non-profit organizations around the country, including the San Francisco Opera, Northwestern Memorial Hospital and Viewpoint School in Calabasas. Lela has also held positions at Access Living in Chicago where she completed an \$18 million campaign 2 years ahead of schedule and at American Red Cross as a disaster relief coordinator and CPR instructor.

Lela is committed to giving back to the sector and is currently serving as mentor for AFP. She earned a Bachelor of Arts degree from the University of Southern California and a Masters Certificate from Loyola of Chicago in the Advanced Study of Philanthropy. Lela is currently based out of Los Angeles but has also resided in San Jose, Costa Rica and London, England.



ROLES, RESPONSIBILITIES, & EXPECTATIONS OF AMERICAN BRAIN FOUNDATION BOARD OF DIRECTORS

Introduction

In meeting the goals and objectives of the organization, the ABF Board of Directors has a duty to manage the business and affairs of the organization in accordance with the articles of incorporation, bylaws, organizational policies, and Minnesota law.

The Board of Directors has the principal responsibility for fulfillment of the ABF's mission and the legal accountability for its operations. This means that as a group the Board is in charge of establishing a clear organizational mission, forming the strategic plan to accomplish the mission, overseeing and evaluating the plan's success, hiring a competent executive director and providing adequate supervision and support to that individual, ensuring financial solvency of the organization, interpreting and representing the neurologic field, and instituting a fair system of policies and procedures for human resource management as applicable to organizational operations.

Expectations of Directors

Dedication to the ABF's Mission & Goals: Demonstrate genuine interest, engagement, and/or experience in the vision, mission, goals and values of the American Brain Foundation.

Capacity and Propensity to Give: Demonstrate the ability and willingness to make a significant financial contribution, and/or to provide personal contacts and influence to help the ABF achieve its mission and goals. Including the following expectations:

- Each Director will consider the ABF a philanthropic priority and make annual gifts that reflect that priority
- So that the ABF can credibly solicit contributions from other foundations, corporations, organizations, and individuals, all Directors will make an annual contribution that is commensurate with their financial ability
- Each Director will utilize their time, industry and/or personal contacts, and other resources to educate and make "asks" of prospect organizations, corporations, and individuals

Willingness to Represent the ABF: Promote the philanthropic opportunities of the ABF to AAN members, volunteers, the public, the philanthropic community, corporations and others, by articulating the ABF's mission, goals, and activities. Including:

- Being a steward and an ambassador of the vision and mission; actively informing others about the ABF
- Encouraging support of the ABF and its research endeavors
- Participating in ABF-sponsored events & activities

Bring Governance Skills: Experience in governance and policy development, which includes providing strategic direction, monitoring organization effectiveness, overseeing financial and budgetary issues, and determining critical programmatic directions. Including:

- Contributing to the strategic leadership of the organization
- Suggesting possible nominees to the Board who can make significant contributions to the vision, mission and governance of the ABF
- Understanding real and perceived conflicts of interest

Commitment to Working Cooperatively: Work in partnership with fellow directors and staff with varying viewpoints and backgrounds to reach consensus on complex problems and issues.

Including:

- Maintaining clarity of the role of the Board and each director, as a part of the whole
- Participating in committee and other delegated work of the Board
- Willing to ask the “tough questions” and contribute to respectful and productive dialogue

Responsibilities and Duties of Directors

In carrying out their responsibilities, MN law imposes on directors the fiduciary duties of care, loyalty, and obedience. MN courts have held that the law imposes the highest standard of integrity on the bearers of these duties.

Duty of Care:

Directors of MN nonprofit organizations must discharge their duties in good faith, in a manner the trustee reasonably believes to be in the best interests of the organization, and with the care an ordinarily prudent person in a like position would exercise under similar circumstances. This requires directors to take the time necessary to make informed business judgments. It includes regularly assessing: Do we receive enough information? Do we question management? Do we seek external advisor assistance? Are we satisfied with responses? Responsibilities related to the duty of care include:

- Regularly attending Board meetings (at least two face-to-face and one via teleconference annually) and important related meetings
- Making a serious commitment to participate actively in committee work
- Volunteering for, and willingly accepting, assignments, and completing them thoroughly and on time
- Staying informed about Board and committee matters, preparing well for meetings, and diligently reviewing minutes and reports
- Getting to know other Board and committee members, and building a collegial working relationship that contributes to consensus
- Actively participating in annual Board and committee evaluation and planning efforts
- Protecting, preserving, investing and managing the ABF's property consistent with donor restrictions and legal requirements.
- Staying informed about the organization's mission, services, policies, and programs

Duty of Loyalty: Directors have a duty of loyalty to the ABF; to act honestly and in good faith. A director should put the good of the organization first and avoid engaging in transactions with the organization from which the trustee (or their family) will benefit. Inherent in this duty is a director's responsibility to make appropriate disclosures under the ABF's conflict of interest policy and to understand and adhere to the duty of confidentiality.

Duty of Obedience: Directors have a duty to familiarize themselves with and follow the ABF's governing documents (articles of incorporation and bylaws), to carry out the ABF's mission and to assure that funds are used for lawful purposes. Also, directors must comply with state and federal laws that relate to the ABF and the way in which the ABF conducts its business.



2017 BOARD COMMITMENT LETTER

I agree to serve as a member of the Board of Directors of the American Brain Foundation, ("the Foundation") from January 1, 2017 to December 31, 2017.

As a member of the Board of Directors, I agree to:

Ensure Healthy Governance

- Abide by the Bylaws and Articles of Incorporation of the Foundation.
- Attend all regular meetings of the Board unless prior notice is given.
- Serve on at least one board committee.
- Review and approve the annual budget.
- Avoid any conflict of interest or appearance of a conflict.

Lead Strategically

- Ensure strategic planning / thinking.
- Monitor and evaluate programs, outcomes, impact and performance.
- Act as an ambassador of the Foundation in the community.

Assure Financial Stability & Develop Funding Sources

- Give a significant annual personal gift of a minimum of \$1,000.
- Play a significant role in the Foundation's development program by participating in one of the following:
 - Fundraising Event(s): (Please check one or more)
 - Sell 10 tickets or purchase or secure a sponsorship_____
 - Volunteer to host a fundraising event _____
 - Development: Work with staff to identify and contact large individual donors, corporations or foundations.
- Ensure accountability to donors and funders.
- Read and interpret financial statements.

I agree that if I am unwilling or unable to fulfill this agreement as a member of the Board of Directors of ABF, I will give notice of resignation to the Chair of the Board or promptly seek another remedy.

Printed Name

Signature

Date

Eugene Leonard Scharf, MD

I. CONTACT INFORMATION

Mayo Clinic
Department of Neurology
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Rochester, MN 55905
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Phone: 507-284-3358

After July 1st, 2016
University of Rochester Medical Center
Department of Neurology
601 Elmwood Avenue
Rochester, NY 14642
Eugene_scharf@URMC.Rochester.edu

II. EDUCATION:

<u>HARVARD UNIVERSITY</u>	Cambridge, Massachusetts
Faculty of Arts and Sciences	8/1997 – 6/2001
Bachelor of Arts, Psychology <i>cum laude</i>	

<u>UNIVERSITY OF VERMONT</u>	Burlington, Vermont
Post-Baccalaureate Premedical Program	5/2006 - 8/2008

<u>COLUMBIA UNIVERSITY</u>	New York, New York
College of Physicians and Surgeons	8/2008 - 6/2012
Doctor of Medicine	

III. PROFESSIONAL EXPERIENCE

UNIVERSITY OF VERMONT	Burlington, Vermont
Laboratory Technician	11/2006 -8/2008
Department of Neurobiology and Neurology, Health Research Science Facility	

COLUMBIA UNIVERSITY	New York, New York
Resident Advisor	10/2009 - 6/2012
Housing Office – student representative for the medical school housing office during non-business hours. Duties included lockouts, service requests, event planning, emergencies.	

MAYO SCHOOL OF GRADUATE MEDICAL EDUCATION	Rochester, Minnesota
Internship , Internal Medicine	6/2012 - 6/2013
Resident Physician , Department of Neurology	6/2013 – 6/2016
Chief Resident	7/2015 – 6/2016
Contractor physician , Neurology outreach clinic	7/2014 – 7/2015
Bureau of Prisons	
Federal Medical Center. Rochester, Minnesota	

UNIVERSITY OF ROCHESTER	Rochester, New York
Vascular Neurology , Clinical Fellowship	accepted 7/2016-7/2017

IV. TEACHING ACTIVITIES

2013-14	Mayo Medical School. Instructor, neurological exam.
2014-15	Neurology Morning Report: facilitator. Department of Neurology, Mayo Clinic Hospitals
2014-15	NeuroImage of the Week, monthly contributor. Department of Neurology, Mayo Clinic
8/3/2015	Neurosurgery Resident Grand Rounds, “Instructive cases from morning report” Rochester MN
1/25/2016	Mayo Clinic Department Grand Rounds: Clinical Pathological Conference
5/9/2015	Mayo Clinic Department Grand Rounds: Research presentation
5/2016	Mayo Medical School. Instructor, basic neuroscience course.

V. GRANTS & RESEARCH

2012	Department of Neurology Research Committee, Mayo Clinic – “Therapeutic potential of human IgMs”
2015	Safety and Efficacy Study of the Medtronic CoreValve® System in the Treatment of Severe, Symptomatic Aortic Stenosis in Intermediate Risk Subjects Who Need Aortic Valve Replacement (SURTAVI).– Medtronic. Sub-investigator

VI. QUALITY IMPROVEMENT

2014-15	Neurology residency quality improvement initiative, project leader.
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VII. VOLUNTEER

2015	Community outreach to educate on Cerebrovascular Disease	Rochester, MN
2014	Habitat for Humanity	Rochester, MN
2006-8	Hospice Volunteer Services, - Respite Provider	Middlebury VT

VIII. ADVOCACY

2009	Medical Society for the State of New York, State Lobby, 2009 attendee	Albany, NY
2013	ACP Minnesota Delegate National Lobby Day 2013, attendee	Washington, DC
2014	AAN Palatucci Leadership Forum, advocate	San Diego, CA
2015	AAN Neurology on the Hill, MN Delegate	Washington DC
2016	AAN Neurology on the Hill, MN Delegate	Washington DC

IX. PROFESSIONAL MEMBERSHIP

Mayo Clinic Internal Medicine Resident Committee	2012-2013
American Academy of Neurology, resident member	2013 – current
American College of Physicians, resident member	2013 – current

American Medical Association, resident member	2012 – current
Society for Vascular Interventional Neurology, resident member	2014 – current
Society for Neurointerventional Surgery, resident member,	2014 – current
American Academy of Neurology	
Consortium of Neurology Residents and Fellows -Chair	2015 – current
Resident Stroke Center Representative Mayo Clinic Hospitals Rochester, MN	2015 – current
Resident education committee, resident representative	
Mayo clinic graduate school of medical education	2015 – current
Mayo Clinic Enterprise Neurology education committee, member	2016 – current

X. LICENSURE

Minnesota State Medical License, unrestricted. 2013- current.
New York State Medical License, unrestricted 2016 - current.
DEA registered.

XI. AWARDS & HONORS

2012 AAN Medical Student prize for excellence in Neurology
2016 AAN Enhanced Resident Leadership Scholarship
2016 Mayo Clinic Henry W. Woltman Award for excellence in clinical neurology
2016 Mayo Clinic Department of Neurology Chief Resident Award

XII. BIBLIOGRAPHY

ABSTRACTS

1. 2012 Minnesota American College of Physicians: Tick tock, Heart block! Lyme carditis with 1st degree AV block presenting as syncope. Minneapolis, MN
2. 2012 Minnesota American College of Physicians: To close or not to close: cortical stroke in a 40 year old patient with patent foramen ovale. Minneapolis, MN
3. 2014 "A natural human IgM modulates interferon gamma stimulated CNS immune response in rat primary mixed glia." American Neurological Association, annual meeting, Baltimore, MD
4. 2014. "Clinical, demographic, and survival data in autopsy proven Pick's disease." The 9th International Conference on Frontotemporal Dementia. Vancouver, BC
5. 2015. "Endovascular retrieval of mycotic thrombus and internal carotid artery stenting in angioinvasive rhino-cerebral-orbital mucormycosis" American Neurological Association, 2015 Annual meeting.
6. 2016. "Utility of Brain MRI in infective endocarditis" American Academy of Neurology Annual Meeting
7. 2016 "Are Repeated CSF Examinations Useful in Evaluating Hematological Malignancy in Neurological Disease?" American Academy of Neurology Annual Meeting

8. 2016 “Educational intervention reduces utilization of low-value testing in cerebrovascular inpatients: An example of rapidly implementable quality improvement.” American Academy of Neurology Annual Meeting

PUBLICATIONS

1. Scharf E, May V, Braas KM, Shutz KC, Mao-Draayer Y. Pituitary adenylate cyclase-activating polypeptide (PACAP) and vasoactive intestinal peptide (VIP) regulate murine neural progenitor cell survival, proliferation, and differentiation. *J Mol Neurosci.* 2008;36(1-3):79-88.
2. Knight JC, Scharf EL, Mao-Draayer Y. Fas activation increases neural progenitor cell survival. *J Neurosci Res.* 2010;88(4):746-757.
3. Soltys J, Knight J, Scharf E, Pitt D, Mao-Draayer Y. IFN-beta alters neurotrophic factor expression in T cells isolated from multiple sclerosis patients - implication of novel neurotensin/NTSR1 pathway in neuroprotection. *Am J Transl Res.* 2014;6(3):312-319.
4. Scharf EL, Cloft HJ, Wijdicks E. Mucor Thrombus. *Neurocrit Care.* 2015.
5. Scharf EL, Kramer CL, Rabinstein AA. Hemorrhage or Ischemia? The Importance of 'Spotting' it Right. *Neurocrit Care.* 2015;23(1):113-115.
6. Scharf EL, Hanson CA, Howard MT, Keegan BM. Serial cerebrospinal fluid examinations to diagnose hematological malignancy causing neurological disease. *J Neurooncol.* 2016.
7. Scharf EL, Jones LK, Jr. Opinion and Special Articles: "Physician debtor". *Neurology.* 2016;86(3):e29-31.
8. Scharf EL, Fugate JE, Hocker S. Extensive mobile thrombus of the internal carotid discovered after IV thrombolysis: What do I do now? *The Neurohospitalist* **IN PRESS accepted 6/2016**
9. Jones LK, Jr. Raphaelson M, Becker A, Kaloides A, Scharf EL. MACRA and the Future of Value-Based Care *Neurology Clinical Practice* **IN PRESS accepted 6/2016**

10. Chakraborty T, Scharf EL, Rabinstein AA, DeSimone D, Abdelghani ER, Baddour LM, Wijedicks E, Wilson W, Steckelberg JM, Fugate JE. Utility of Brain MRI in Management of Infective Endocarditis *Neurology* **IN REVIEW**
11. Scharf EL, Cohen AL, Jones A, Martinez-Thompson J, Pichler M, Nozile-Firth K, Clark S, Jones LK, Jr., MD. An educational intervention reduces utilization of low-value testing in cerebrovascular inpatients: An observational study of a rapidly implementable quality improvement. *The Neurohospitalist* **IN REVIEW**
12. Scharf EL. The Neurologist's Blessing *Neurology* **IN REVIEW**