



Strategic Planning Committee
 Meeting of February 12, 2018
 11:00 a.m. EST/10:00 a.m. CST/9:00 a.m. MST/8:00 a.m. PST
 By Telephone Conference Call
Call-in number: 866-740-1260
Access code: 9286317

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
5 min.	Welcome and review objectives for today's meeting	Lisa Shulman
	<ul style="list-style-type: none"> Review final Board Scorecard for 2017 Frame question(s) for Board meeting of February 12 	
	Approve minutes from January 18, 2017 meeting	Lisa Shulman
10 min.	2017 Scorecard	Lisa Shulman, Jane Ransom
25 min.	Proposed 2018 Scorecard	Jane Ransom
10 min.	Discussion <ul style="list-style-type: none"> Insights and issues for the Board of Directors meeting of February 12, 2018 	Lisa Shulman
10 min.	Governance Committee thoughts about role of Strategic Planning Committee	Gordon Smith
	Adjourn	



**American Brain Foundation
Strategic Planning Committee Meeting
January 8, 2018**

**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;
A. Gordon Smith, MD; Ben Utecht**

Guest: Tasha Ostendorf

Staff: Jane Ransom, Shelly Collins Rucks, Natalie Baumgartner

Excused: Kevin Goodno

- 1) Welcome and introduction of attendees: Dr. Shulman welcomed everyone and discussed the agenda and objectives for the meeting.
- 2) Approval of Meeting Minutes from October 9, 2017: Dr. Shulman requested committee approval for the previous Strategic Planning Committee's meeting. Approval was unanimous.
- 3) Updated Scorecard: The Scorecard has been updated to include red, yellow, or green color blocks to highlight goals that are just under the threshold (yellow), goals that are quite a bit under the threshold (red), or goals that are at or above the threshold (green).
 - a) **Strategic Goal #1:** The number of peer reviewed research projects on the crowdfunding site is just under the threshold, with the remaining goals in this section being benchmarked. The Committee acknowledged that the crowdfunding site has had a soft roll-out, and the goal was an educated guess. In hindsight, perhaps the goal for posted projects should have been a benchmarking goal. In addition to the projects posted on the website, we have 11 LOIs and one approved project in the pipeline.

The Committee discussed strategies for building momentum on the crowdfunding platform, including the posting of CRTS and CSDA grants showing partner contributions as "already funded." This will happen after the awards are announced in late January.

The Committee also wondered about balance. Should we be doing bigger campaigns with fewer projects on the site, or vice versa. In addition, there was discussion about a crowdfunding campaign in MS for the Weizmann Institute in March.

- b) **Strategic Goal #2:** The stakeholder awareness through site traffic is showing good numbers that have exceeded our goals for this year and beyond. The threshold and maximum were based on last year's website numbers.

We are seeing some progress on the issue of “conversion,” which refers to a website visitor converting into a donor by making an online donation. Our rate conversion rate increased from 0.65% to 0.75% in the last quarter. The average conversion rate for a nonprofit is 1.1%.

- c) **Strategic Goal #3:** The Foundation is ahead in raising funds for the research agenda, having succeeded its maximum goal for the year. There has been a substantial increase in operating funds raised over the last quarter, however, overall, we are still behind in this area.

The number and amount of major donor requests is in maximum territory, and the number of new donors is slightly under threshold, though this number may change when our final numbers for December are tallied. The number of AAN donors has improved, but is still significantly under the threshold goal, but the number of public donors acquired is ahead of the threshold goal.

- d) **Strategic Goal #4:** The number of AAN staff donating to the Foundation is at 51%, slightly above threshold. The Foundation has also met its threshold goal for funding AAN research.

Dr. Shulman offered that the Scorecard is going well, especially when considering that targets were not set with full knowledge of what might be reasonable. It is a good start for the Foundation.

Ms. Ransom stated that the biggest takeaway from this year’s Scorecard is the contradiction between the Unrestricted and Operating funds. The Foundation will be presenting a sustaining donor model program to the Board in Orlando, which is a strategy for improving operating revenue.

The Committee wanted to understand if there would be more discussion at the Board meeting of the idea of directing honoraria toward operating costs. AAN donors will understand the need for operational support more than most. The AAN will need to be brought into that discussion because there are currently opportunities to restrict donations to specific AAN programs on the form.

- 4) Measuring member and public awareness of the Foundation and our mission: Tasha Ostendorf, a trained neuroscientist and statistician for the AAN, introduced herself and discussed two surveys underway to measure awareness of the Foundation and our cause.

- a) **Member Survey:** A survey was sent in December to 1000 members. The response rate has been low, with 43 have responses. The reasons include that members are more likely to respond to surveys that related directly to their day-to-day practice; and it wasn’t possible to conduct this survey as a pop-up on the AAN website due to the new website roll-out.

The Committee discussed alternatives to the current survey distribution, such as having members complete the survey during dues check-off. Ms. Ostendorf mentioned that this

is when AAN leadership normally has their survey to gain information for their Board Scorecard. They get a good response rate from this method. Ms. Ransom suggested that the Foundation might tack on a few questions. Other tactics discussed were offering an incentive, such as tickets to the Foundation's gala, use of the annual meeting app, or paper surveys at the annual meeting.

- b) **Public Survey:** The survey vendor that the Foundation is using is very like SurveyMonkey, but more sophisticated. It can be branded, and allows the Foundation to purchase respondents from the public. The questions used can be found in the meeting materials.

The Foundation has received 500 responses already, and the panel has been live for only one week. There is a previous survey created by a different vendor, but it will be possible to benchmark data alongside their findings.

The Committee wanted to understand why the Foundation included questions about disease versus illness. Ms. Ransom explained that this was a question that was raised by the fundraising staff, who find that public donors sometimes related to different wordings.

The Committee also found the language in question five confusing and might not allow the widest number of respondents to relate brain diseases with a broader description. They suggested that we avoid abbreviations, but include them with long-form diseases or illnesses.

- 5) 2018 Board ScoreCard: The Foundation discussed the next steps for the 2018 Board Scorecard. The Compensation Committee has already selected incentive goals for 2018. These will be dropped into a draft 2018 Scorecard. For the remaining goals, she will suggest goals and provide a rationale. The Committee will finalize the scorecard at its February meeting.

Adjourn 9:45 am C.T.

ABF Board Scorecard 2017 – Final

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	January 8, 2018	February 8, 2018	Threshold	Target	Max.
#1, A: Crowdfunding					
1. Number of peer-reviewed proposals posted on crowdfunding platform	9	9 ⁱ	10	25	50
2. Number of crowdfunding/website donors	316	317	Benchmarking during 2017		
3. Amount raised in crowdfunding	\$17,630	\$17,630	Benchmarking during 2017		
#1, B: Grant making					
1. Money granted for CRTS/CSDA's	\$888,249	\$888,249	Benchmarking during 2017		
2. Money granted through crowdfunding	0	0	Benchmarking during 2017		
3. Total Scientific and Other Awards	\$179,802	\$179,802	Benchmarking during 2017		
4. Total money granted to defeat brain disease	\$1,068,051	\$1,068,051	Benchmarking during 2017		
Strategic Goal #2	Public Engagement: Build the ABF brand around our unique niche.				
Outcomes			Threshold	Target	Max.
1. Stakeholder awareness			Survey 2018 coming		
2. Increased site traffic ⁱⁱ			Benchmarking during 2017		
a. Users	a. 41,733	a. 41,733			
b. Pageviews	b. 156,317	b. 156,317	50,000	75,000	100,000
3. Increased site conversion (from visitor to donor)	316 conversions; 0.75%	317 conversions; 0.75%	Benchmarking during 2017		
Strategic Goal #3	Philanthropy: Develop full-fledged public support and deepen giving from AAN members				
Outcomes			Threshold	Target	Max.
1. Total funds raised ⁱⁱⁱ					
a. Restricted/Research	a. \$3,817,553	a. \$3,918,400	--	\$ 480,000	\$ 937,000
b. Operating	b. <u>\$845,006</u>	b. <u>\$924,531</u>	<u>\$1,350,000</u>	<u>\$1,350,000</u>	<u>\$1,350,000</u>
TOTAL^{iv}	\$3,662,559	\$4,843,931	\$1,350,000	\$1,830,000	\$2,287,000
2. Major donor pipeline value					
a. Number of major donors solicited	a. 63	a. 63	a. 20	a. 30	a. 40
b. Gift amount asked	b. \$5,958,500	b. \$5,958,500	b. \$250,000	b. \$500,000	b. \$1,000,000

3. Number of new donors	824	926	900	990	1188
4. Number of donors					
a. AAN members	a. 1,332	a. 1,462	a. 1,830	a. 2,013	a. 2,416
b. Public	b. 746	b. 833	b. 450	b. 495	b. 594
TOTAL	2,078	2,295	2,280	2,508	3,010
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 ABF^v			<i>See endnote – measured annually December 2017</i>		
2. Number of AAN members donating to the ABF	1,332	1,462	<i>See 4a above.</i>		
3. Number of AAN staff donating to the ABF	51%	51%	50%	70%	90%
4. Money raised for AANI research agenda-<i>i.e.</i>, projected # of CRTS/CSDA awards signed by the end of the year.	13 (\$3,469,995)	13 (\$3,469,995)	10	12	14

ⁱ 11 LOIs have been approved; 1 project approved, but waiting for required documentation before posting on the crowdfunding site.

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

ⁱⁱⁱ By Development for future and current years.

^{iv} The total funds raised does not include the AANI Operating Grant.

^v Insights Study in progress to compare member awareness between 2016 and 2017.

Proposed ABF Scorecard – 2018 First Quarter

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 approved for posting on the crowdfunding platform*		10	20	40
2. Number of crowdfunding/website donors		317	326	333
3. Amount raised in crowdfunding		\$110,000	\$113,300	\$115,500
#1, B: Grant making				
1. Money granted for CRTS/CSDA's**		\$1,530,109	\$1,576,012	\$1,606,614
2. Money granted through crowdfunding		\$80,000	\$82,400	\$84,000
3. Total Scientific and Other Awards**		\$179,802	\$185,196	\$188,792
4. Total money granted to defeat brain disease		\$1,789,911	\$1,843,608	\$1,879,407
Strategic Goal #2	Public Engagement: Build the ABF brand around our unique niche.			
Outcomes	Actual	Threshold	Target	Max.
1. Stakeholder awareness of what Brain Disease is		28%	31%	33%
2. Stakeholder awareness of the American Brain Foundation is		Benchmarking for 2019		
3. Increased site traffic				
a. Users		a. 50,000	a. 51,500	a. 52,500
b. Pageviews		b. 160,000	b. 164,800	b. 168,000
4. Increased site conversion (from visitor to donor)		0.75%; 375 conversions	0.77%; 397 conversions	0.81%; 406 conversions
Strategic Goal #3	Philanthropy: Develop full-fledged public support and deepen giving from AAN members			
Outcomes	Actual	Threshold	Target	Max.
1. Total funds raised		\$3,400,000	\$3,502,000	\$3,570,000
a. Operational Goal (Financial Organizational Health)		\$1,525,741	\$1,571,513	\$1,602,028
2. Major donor pipeline value (Individuals / organizations)				
a. Number of major donors solicited	a.	a. 63	a. 65	a. 67
b. Gift amount asked	b.	b. \$5,958,500	b. \$6,137,255	b. \$6,256,425
3. Number of new donors		926	990	1188
4. Number of donors*		2,295	2,363	2,409
Strategic Goal #4	A Thriving Partnership: Align the goals and leadership of the AAN and ABF.			
Outcomes	Actual	Threshold	Target	Max.
1. Number of AAN members who are aware of the ABF		69%	72%	74%
2. Number of AAN members donating to the ABF		1,462	1,505	1,535
3. Number of AAN Board members donating to the ABF		74%	77%	79%
3. Number of AAN staff donating to the ABF		51%	54%	56%
4. Value of signed commitments for AANI research agenda- i.e., projected # of CRTS/CSDA awards signed by the end of the year		12	13	14

Basis		
Threshold	Target	Maximum
2018 Incentive	2 x's Threshold	2x's Target
2017 Actual	3% over Threshold	5% over Threshold
Staff Goal	3% over Threshold	5% over Threshold
2018 Budget	3% over Threshold	5% over Threshold
2018 Budget	3% over Threshold	5% over Threshold
2018 Budget	3% over Threshold	5% over Threshold
Total of #1 B Threshold	3% over Threshold	5% over Threshold
2017 Actual	3% over Threshold	5% over Threshold
2017 Actual	3% over Threshold	5% over Threshold
2017 Actual	3% over Threshold	5% over Threshold
Goal established by staff	3% over Threshold	5% over Threshold
2017 Actual	3% over Threshold	3% over Threshold
2018 Incentive	3% over Threshold	5% over Threshold
Uncommitted Grant	3% over Threshold	5% over Threshold
2017 Actual	3% over Threshold	5% over Threshold
2017 Actual	3% over Threshold	5% over Threshold
2017 Actual	3% over Threshold	5% over Threshold
2017 Actual	3% over Threshold	5% over Threshold
2017 Actual	3% over Threshold	5% over Threshold

*These metrics were set by the Compensation Committee for the 2018 Incentive Plan

** Threshold based on contracts signed for 2018. Expenditures will not exceed threshold.