

Strategic Planning Committee

Meeting of August 15, 2016

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**

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*The purpose of the Strategic Planning Committee (SPC) is to develop, on behalf of and in consultation and collaboration with the ABF Board, executive staff, and broader ABF community, a five-year strategic plan for the foundation. In doing so, the SPC will review and recommend revisions to the ABF's mission and vision as necessary, as well as identify key strategic goals that the ABF should focus on over the next five years.*

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**Committee Members:** Lisa Shulman, MD, Chair; Kevin Goodno *ex officio*; Jane Ransom *ex officio*; Jeffrey Rosenfeld, MD; Martin Shenkman; Gordon Smith, MD; Ben Utecht

AGENDA

8:45 CST Welcome and review objectives for today's meeting (*Lisa Shulman*)

- Review/revise draft Board Score Card
- Revise committee statement of purpose

8:50 ABF Score Card (*Jane Ransom*)

9:30 Revise committee statement of purpose (*Lisa Shulman*)

*The purpose of the proposed revision is to add the committee's added role of monitoring the results of strategic plan execution. Draft proposal::*

*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. In doing so, the SPC will identify key strategic goals and establish the metrics through which progress will be measured. On the basis of this work, the SPC may recommend course corrections or revisions to the ABF's mission and vision from time-to-time.*

9:40 Future meeting dates/times (*Lisa Shulman*)

9:45 Adjourn



**American Brain Foundation Strategic  
Planning Committee Meeting June 13,  
2016  
Teleconference Call**

**Call to order:** June 13, 2016 at 8:49 a.m. (Central) by Dr. Shulman, Chair

**In attendance:** Kevin Goodno; Jeffrey Rosenfeld, MD; Lisa Shulman, MD, Chair; Gordon Smith, MD

**Staff:** Kristi Benson; John Hutchins, JD; Jane Ransom; Suzi Sherman

**Excused:** Martin Shenkman; Ben Utecht

1. **Welcome and introduction of attendees:** Dr. Shulman welcomed everyone and discussed the agenda and objectives for the meeting.
2. **Report on leadership meeting with AAN/ABF:** Conference call occurred in May and attendees included Jane Ransom, Kevin Goodno, Cathy Rydell and Drs. Griggs, Smith, Cascino and Sacco. The group identified ways in which to resolve conflicts to ensure the success of the foundation.

Jane and Cathy are creating a Memorandum of Understanding (MOU) to be finalized after the June Board meeting. The MOU will identify essential areas for collaboration which include: research, fundraising, marketing, and advocacy. The MOU will not prescribe in detail how the organizations will collaborate around these areas—that will be done at the staff level. The MOU will be shared with the Board to review and provide feedback on, but it will not need to be voted on by the Board.

3. **Strategic plan narrative:** The narrative is to be used internally only for the Board to vote on—not to be distributed to the public. The appendix will include all of the reports prepared by the consultants.

**Rocket slide:** Jane provided a 5 year timeline for the execution of the strategic plan using a rocket launch analogy. The 4 stages and highlights from each stage are below, [click here to review the Rocket slide](#) for full details.

- a) Pre-launch and countdown
  - a. Beta version of crowdfunding site – Envision the crowdfunding site being the ABF's signature program over the next few years. ABF staff and committees will work closely with marketing firm to develop a marketing strategy for the beta site to attract attention from researchers and donors to start receiving support immediately. To get fundraising momentum started, suggestion to highlight projects that would guarantee "early wins", i.e. post CRTS's on the

site as that program is already well established and funding is essentially guaranteed.

- b. Brand refresh
  - c. Fund 10 CRTS's
  - d. Finalize MOU
  - b) Lift off
    - a. Launch final version of crowdfunding site
    - b. Ambassador Program in place
    - c. Fund 11 CRTS's
  - c) Optimize trajectory
    - a. Implement signature program
    - b. Fund 12 CRTS's
  - d) In orbit
    - a. ABF is elf-sustaining—funding our own operation costs
    - b. Provide research funding to partner organizations
    - c. Fund 12 CRTS's
- 4. Draft metrics:** The committee reviewed and provided feedback on the drafted metrics that measure the process and success of 4 strategies.
- a. Research clearinghouse
    - i. Recommendation to add metrics around # of proposals received, # of new researchers, and # of projects that involves research across diseases
  - b. Public engagement
    - i. Will add placeholder for metrics to be added based on the marketing firm's recommendations
    - ii. Also add metric around brand recognition among AAN membership and fundraising community
  - c. Philanthropy
    - i. "Major gift pipeline value" metric will measure number of meetings/contacts with donors/prospective donors, gift potential, etc. Will define this more explicitly.
    - ii. Will add metrics around the measurement of awareness
  - d. Aligned leadership
    - i. Will add more metrics once the MOU is in place

Still need to determine how to set non-fundraising goals. For example, how do we set the goal for looking at amount of money granted by research level on the continuum? Will continue to work with each committee to determine how best to set these goals.

Jane will work the committee's suggestions into the plan and send out a new draft in the next few days. The updated plan will be presented at the June 23/24 Board meeting. Adjourned at

9:45 a.m. CST.

**ABF Board Score Card – 2017**

**Research Clearinghouse:** Construct a virtual platform to match the best science with the largest pool of committed donors to advance a continuum of research.

Outcomes	Target
1. Number of peer-reviewed proposals posted on crowdfunding platform	
2. Number of crowdfunding donors	
3. Amount of money granted to defeat brain disease	

**Public Engagement:** Build the ABF brand around our unique niche.

Outcomes	Target
1. Stakeholder awareness and engagement	
2. Increased site traffic	
3. Increased site conversion (from visitor into donor)	

**Philanthropy:** Develop full-fledged public support and deepen giving from AAN members

Outcomes	Target
1. Total funds raised	
2. Major donor pipeline value	
3. Number of new donors	

**Aligned Leadership:** Create a thriving partnership with the AAN

Outcomes	Target
1. New money raised for AANI research agenda	
2. Number of AAN members donating to the ABF	
3. Number of ABF donors active in supporting AAN advocacy	



## **GOALS & STRATEGIES WITH SAMPLE PERFORMANCE INDICATORS**

### **GOALS**

- I. **CORE BUSINESS MODEL**: Create a community to support research in brain disease.
- II. **CULTURE OF PHILANTHROPY**: Build an environment that meets the needs of donors to advance the ongoing health of the Foundation and defeat brain disease.

### **STRATEGIES**

1. **Research Clearinghouse**: Construct a virtual platform to match the best science with the largest pool of committed donors to advance a continuum of research.
  - A dynamic research platform that fosters valuable fresh connections- where researchers pitch their best ideas to donors, where donors advance their own research concepts, where patient advocacy groups connect with new untapped populations, where the power of crowdfunding propels research forward.
  - *A continuum of research from training fellowships, to career development awards, to high-risk/high-reward studies to the unique X-Prize attracting venture capital to fundamentally change the landscape of brain disease. The X-Prize will be awarded to the first team to reach the audacious goal of delaying the onset or progression of a major neurological disease.*

#### **SAMPLE PERFORMANCE INDICATORS**

- ***For Research Clearinghouse***
  - **Sample Process Metrics**
    - Establish beta version of research clearinghouse platform
    - Test beta version and make adjustments in final platform plan
  - **Sample Success Metrics**
    - # of New Donors Monthly
    - Crowdfunding donations vs. major gifts
    - Likes/shares/follows/re-tweets
    - Media attention
- ***For All Funding of Brain Disease Research***
  - **Sample Process Metrics**
    - Handover process for CRTS fundraising complete
  - **Sample Success Metrics**
    - \$ amount granted by the ABF for research
      - By research level on the ABF continuum
      - By disease/disorder
    - Partner organization participation
      - By # of partners involved
      - By amount of \$ leveraged



2. Public Engagement: Build the ABF brand around our unique niche.

- The whole brain approach: *A cure for one brain disease is a cure for many.*
  - *The ABF is promotes key research for your grandmother with dementia, your uncle with stroke and your close friend with MS. Your ABF donation touches all of us since different brain diseases share common mechanisms.*
- ABF's collaborative relationship with the AAN "all-star team"
- Signature projects to "seize the moment" and promote research for timely topics (concussion, CTE, dementia, brain health).
  - Attracting the public to our brain disease clearinghouse is our top priority
- An awards program – the "Nobel Prizes" of brain disease builds upon the ongoing AAN awards program.

***SAMPLE PERFORMANCE INDICATORS***

- Sample Process Metrics
  - 18 month plan for marketing research clearinghouse in place
- Sample Success Metrics
  - Percentage of new donors coming through research clearinghouse
  - \$\$ amount raised through research clearinghouse

3. Philanthropy: Develop full-fledged public support and deepen giving from AAN members.

- Capacity Building
  - Add additional staff to support growth
- Base of Support
  - Increase giving to the Annual Fund
  - Identify national foundations with an interest in brain research and advocacy
- Branding
  - Confirm a strong unique case for support
  - Look to broaden brand awareness of the ABF
  - Develop public facing messaging and platforms to raise funds beyond AAN membership
- Culture of Philanthropy
  - Create a collaborative culture of philanthropy in partnership with the AAN

***SAMPLE PERFORMANCE INDICATORS***

- Sample Process Metrics
  - ABF Case for Support strengthened for use in multiple publications
  - ABF brand refresh complete
  - Ambassador Program plan in place
  
- Sample Success Metrics
  - Total funds raised
  - Major gift pipeline value
  - Number of major gifts closed
  - Number of annual giving donors
    - annual average gift size
    - donor retention rate
  - \$\$s raised for Clinical Research Training Scholarships
  - Overall cost to raise a dollar

4. Aligned Leadership: Create a thriving partnership with the AAN.

- Align organizational ABF/AAN goals and strategies to foster a high-performing “win-win” environment with incentives for working together.
- A structured AAN/ABF relationship with expectations and incentives for communication, synergy, transparency and trust.
- Mutually beneficial transparent policies to facilitate communication, governance, fundraising and finances.

***SAMPLE PERFORMANCE INDICATORS***

- Sample Process Metrics
  - ABF/AAN Memorandum of Understanding completed
  
- Sample Success Metrics
  - New money raised for AANI research agenda
  - # of AAN members donating to the ABF
  - # of ABF donors active in supporting AAN advocacy (e.g., Telestroke)