

Strategic Planning Committee

Meeting of June 13, 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

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.

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

Guests (observers): ABF Strategic Planning consultants, ABF staff, John Hutchins, Tim Engel

AGENDA

- 8:45 CST Welcome and review objectives for today's meeting (*Dr. Shulman*)
- Report in on leadership meeting between AAN/ABF
 - Provide feedback on draft strategic plan narrative
 - Provide feedback on draft performance indicators
- 8:50 Report on leadership meeting between AAN/ABF (*Kevin Goodno*)
- 9:10 Draft strategic plan narrative (*Jane Ransom*)
- 9:30 Draft metrics (*Lisa Shulman*)
- 9:45 Adjourn



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BRAIN
FOUNDATION®**

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Minneapolis, Minnesota

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**AMERICAN BRAIN FOUNDATION
STRATEGIC IMPLEMENTATION PLAN
2017-2021**

**American Brain Foundation
2017-2021 Strategic Implementation Plan**

DRAFT

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Appendix B—Philanthropic Assessment Report, prepared by Carter

Appendix C—American Brain Foundation Strategic Evaluation, by Henrichs & Associates

Appendix D--2016 American Brain Foundation Priorities Survey:
Report on Results, prepared by American Academy of Neurology

Acknowledgements

The Board of Directors gratefully acknowledges the leadership and generosity of board members, volunteers, organizations and staff in the development of our strategic implementation plan.

Strategic Planning Committee

Lisa M. Shulman, MD, FAAN, Committee Chair
Kevin Goodno, JD
A. Gordon Smith, MD, FAAN
Ben Utecht
Jane Ransom, ABF Executive Director
Jeffrey Rosenfeld, MD, PhD, FAAN
Martin Shenkman, CPA, MBA, PFS, AEP, JD

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| | |
|---------------------------------------|---|
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RSNA Research and Education Foundation
Rheumatology Research Foundation
College of American Pathologists Foundation
American Academy of Family Physicians Foundation
American Heart Association
American Cancer Society
Arthritis Foundation
Epilepsy Foundation
National MS Society
Alzheimer's Association
Michael J. Fox Foundation
The ALS Association
Autism Speaks
American Brain Injury Association

Staff

Jane Ransom, Executive Director
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Lauren Ross, Sr. Manager Major Gifts
Marlys Weyandt, Manager Annual Fund
Kristi Benson, Associate Development & Administration

2017-2021 Strategic Implementation Plan

Purpose of This Plan

To create a road map for implementing the American Brain Foundation's strategic directions.

Our Strategic Direction

With more than 50 million Americans suffering from neurological diseases, the American Brain Foundation wants to substantially increase its impact. Accordingly, the ABF Board of Directors has determined that the Foundation must build upon its traditional support of young investigators by extending funding to include higher risk, cutting-edge medical research, and more innovative and creative ideas to speed the development of cures for brain diseases.

Virtually all medical research funding sources, such as government entities, take an incremental approach toward finding cures, leaving gaps in funding for higher risk research. Grants are awarded on a disease-by-disease basis. The ABF has the freedom to fund across the spectrum of inter-related brain diseases.

As it moves toward this innovative funding model, the ABF must also “go public”—i.e., go beyond the relatively small cohort of neurologists who have historically supported the Foundation and appeal to the public to support its mission. The American public understands “Cancer” as a single medical challenge, while at the same time understanding that there are many different forms of cancer. While there are >400 brain disorders, many share common disease mechanisms leading to neurodegeneration and injury. Therefore, the ABF has the potential to rally public support around “Brain Disease” as an umbrella term, while supporting work focused on individual brain disorders ranging from Alzheimer's disease to multiple sclerosis to concussion and beyond. If we cure one, we will cure many.

Guiding Principles

The ABF Board of Directors adopted these principles as the guide to our planning process.

1. Honor and build upon the ABF's past achievements
2. Be bold, but verify—audacious goals, but fundable, data-driven and achievable in scope
3. Make new friends, but keep the old—make the shift to public support while valuing our relationship with traditional supporters

4. Enthusiasm for our vision “Cure Brain Disease”
5. Independence from *and* thriving partnership with the AAN

Focus of Strategic Implementation Planning

For this plan the Board will work on three focus areas.

1. **Research:** To define the need, niche and scope that the ABF will fulfill as a grant-making foundation.
2. **Fundraising:** To recommend a fund development strategy that is both rooted in an analysis of our fundraising potential and aligned with our programmatic goals.
3. **Business Model:** To establish a sustainable business model.

A Snapshot of the Future – The ABF in 2021

Based on the above focus areas, a snapshot of our future emerged:

- *In 2021* the ABF is a national voice for brain health and a dynamic force for bringing researchers and donors together to defeat brain disease.
- The ABF’s core business platform is a virtual clearinghouse featuring a broad selection of fundable proposals—submitted by scientific investigators from throughout the world—on research seeking to prevent, treat or cure one or more of the 400+ diseases of the brain and nervous system.
- Donors of all types come directly to this comprehensive virtual clearinghouse to search out and contribute to specific projects which appeal to them, often because of their personal or institutional stake in a particular disease. These donors are inspired to know that all of the research under the ABF’s umbrella offers them hope. This is because the Foundation accepts fundable research proposals which include a solid case for how their discoveries may potentially be applied beyond a specific disease to other brain diseases.
- The ABF is a grant making public charity whose major program is funding research grants. From time to time the ABF may choose to focus over a multi-year period on one or two strategic initiatives. The foundation also manages donor advised funds, which may be restricted to a variety of other purposes within the realm of brain disease research and education.
- The ABF’s unique research partnership with the American Academy of Neurology (AAN) is another powerful draw for donors. Donors have great

confidence in their investments knowing that the ABF has access to the best and brightest minds—the world’s largest association serving neurologists and the neuroscience community—to source the most high-risk and high-reward research cutting across various diseases of the brain.

- At any given time the ABF plans to have one or more multi-year strategic initiatives in play. For the past five years, the central initiative has been developing the brain disease research hub/clearinghouse. Now the Foundation is turning toward developing a multi-million dollar national research prize (aka X-Prize) to fundamentally change the landscape of brain disease. The prize will be awarded to the first team to reach the audacious goal of delaying the onset or progression of a major neurological disease.

Strategic Implementation Plan

VISION

To cure brain disease.

MISSION

To bring researchers and donors together to defeat brain disease.

GOALS

1. **Core Business Model:** Create a community to support research in brain disease.
2. **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) 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.
 - b) *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.

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

- a) The whole brain approach: *A cure for one brain disease is a cure for many.*

The ABF 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.

- b) ABF's collaborative relationship with the AAN "all-star team"
- c) Signature projects to "seize the moment" and promote research for timely topics (concussion, CTE, dementia, brain health).
- d) An awards program – the "Nobel Prizes" of brain disease builds upon the ongoing AAN awards program.

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

- a) Growing annual fund
- b) Robust major giving
- c) Virtual clearinghouse

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

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

Appendix



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)