



AMERICAN BRAIN FOUNDATION

Executive Committee

October 7, 2021

10:00 a.m. CST

Video Conference Call

Committee Members	David Dodick, MN, Chair; Susan Schneider Williams, Vice Chair; James Essey, Treasurer; Shafali Jeste, MD, Secretary; Kevin Goodno, Immediate Past Chair
Staff	Jane Ransom, ED; Kim Howard

	AGENDA ITEM <i>*Indicates Board Action Needed</i>	PRESENTED BY
10:00 CST	Call to Order Approval of the April 29, 2021 Draft Minutes	David Dodick, MD, Chair
10:05	Board Chair Remarks <ul style="list-style-type: none"> • ABF Progress Report to AAN, Sept. 24 presentation • Commitment to Cures Update • Stephen Hauser Fund for MS & Neuro Immunology Research 	David Dodick, MD
10:15	2022 Budget preparation	Jane Ransom
10:30	Update from Governance Committee	Shafali Jeste, MD
10:40	Review Agenda for October 30, 2021 Board meeting	David Dodick, MD
11:00	Adjourn	

Meeting Materials:

- Draft Minutes of April 29, 2021 Executive Committee Meeting (page 2)
- ABF Progress Report to AAN (page 5)
- 2022 Goals & Objectives (page 14)
- Draft Board Agenda for October 30, 2021 (page 21)

**American Brain Foundation
Executive Committee Meeting
April 29, 2021
10:00 a.m. CT
Video Conference Call**

In Attendance: David Dodick, MD, Chair; Susan Schneider Williams, Vice Chair; Shafali Jeste, MD, Secretary; James Essey, Treasurer; Kevin Goodno, Immediate Past Chair

Staff: Jane Ransom, ED; Kim Howard, Jessica Chase (Intern)

The meeting was called to order at 10:02 a.m. CT by David Dodick.
The members approved the minutes of the March 9, 2021 meeting unanimously.

Board Chair Remarks (David Dodick, MD)

Highlights from Dr. Dodick's remarks:

- In June the Board meetings will move to a consent agenda.
- The 2022 Board meeting schedule will move to quarterly meetings, four per year. Three of them will be virtual for up to 3-4 hours and one will be an in-person two-day retreat. The one-hour board meetings will be eliminated in 2022.
- The one-hour board meeting on May 7th will include the audit report, business plan refresh, Commitment to Cures debrief, and the possible election of a new board member.
- Dr. Shafali Jeste will not be extending for another term at the end of 2021 due and Jimmy Erwin will be resigning from the Board.
- Two prospective Board members the Governance Committee is talking with are:
 - Dr. Ken Shubin Stein (He will be recommended to the Board on 5/7/21.)
 - Ralph Leslie (He will be recommended for a term starting on 1/1/2022.)
- This year's Board campaign raised over \$80,000 in annual gifts. That is \$10,000 over last year.

Following Dr. Dodick's remarks, Executive Committee members discussed the need to retain a good balance between board members with celebrity and connections, and those willing to do committee work. Members also said we should be flexible about the length of the quarterly meetings. Some may not need to last 3-4 hours.

**Update from Finance Committee (Jim Essey)
Highlights from Jim Essey:**

The 2020 Audit results were an unqualified opinion, and no adjustments were requested. There were no additional recommendations, but there was a discussion with the AAN IT Department on potential security and visibility changes.

The refreshed five-year business plan that includes the 2020 actuals, 2021 updated budget, and updated projections for 2022-2024 has been prepared. This refresh reflects the ABF's performance in 2020, the COVID-19 pandemic, and other significant positive and negative

impacts. The result is materially there is not much change in the total but the dollars to get there have been adjusted as noted below:

- The refreshed plan forecasts better fundraising results and increased grants to the AAN over the original plan from 2019. The biggest driver of these improvements is that the door was opened to raise money from pharma and medical device companies, a significant new fundraising target in July 2020.
- Unrestricted fundraising for general operations will remain more challenging than fundraising for restricted research grants because the ABF is still not well-known as well as the impacts of COVID-19 on major donor fundraising. This is why the AAN's unrestricted support is so important to our success.
- The refreshed plan addresses these issues by increasing our investments in marketing to gain public trust and making a more cautious forecast for major gifts from individuals compared to our original plan.
- The COVID-19 pandemic has taught us that we can decrease travel (\$1.9M savings) and reduce our footprint in the AAN headquarters building by working remotely (\$450K savings).
- A software switch to a new CRM in late 2020 will reduce that annual expense significantly by \$229K.
- Personnel adjustments still include adding two new staff members, but the nature of the positions have been modified and the salaries are less expensive due to outsourcing our marketing team (\$220K savings).

The staff team feels they can deliver on this plan and make the impact on brain disease that we set out to accomplish. If the relationships with the pharma companies opens even more doors than expected, maybe a year or two down the line we may feel comfortable taking up those numbers further.

A discussion followed about the importance of the AAN/ABF partnership and the critical nature of our mutual support. ABF needs to underscore that we are delivering the ROI we promised.

There was also discussion about how to continue pushing our name out through awardees such as Jim Cramer and Dr. Sanjay Gupta. Susan Schneider Williams will be speaking at an event called "Life Itself" put on by Dr. Sanjay and others. There will be 50 speakers and a highly-vetted audience of 500 people at \$4,000 per ticket. It is going to be filmed but she is not sure how that will be used. Susan plans to mention the ABF in her talk.

Dr. Dodick attended a 2-day event called Brainstorm Health, put on by CEO of Fortune and Arianna Huffington with an amazing line-up of speakers. Following the event Dr. Dodick sent them our C2C event, and he has been invited to speak at this event next year.

Ms. Williams felt our best dollars beyond our grants have been spent on marketing and hiring Yakkety Yak. They have really created a visual foundation and a level of comfort for the people we network with, and our highly visible board members have something to go out there with.

Peter Goadsby Headache Research Fund (Jane Ransom)

The Peter Goadsby Headache Research Fund document is complete, it includes \$500,000 endowed and the rest unendowed as this committee discussed. Ms. Ransom emailed a copy of the final document to everyone on the committee.

Review agenda for June 11, 2021 Board meeting (David Dodick, MD)

Ideas and suggestions for the agenda included:

- Increase Research strategy presentation to 20 or 30-minutes.
- Update Dr. Koroshetz presentation to 30 minutes to include a Q&A segment.
- Dr. Jeste plans to discuss Board recruitment strategy and wants people's feedback, this time can be reduced.
- Bring in Yakkety Yak to support Emily Christian's presentation on our Marketing Strategy and results.
- Add the Refreshed Business Plan to the financial update and include the slide on the AAN ROI.
- Ms. Howard clarified the hour meeting May 6th will cover the Refreshed Business Plan and Audit
- Highlight the financial relationship with AAN, emphasizing the partnership moving forward and that we are both in this for the long haul.
- Picard Donor Advised Fund presentation is a young man that recently created a donor advised fund with the ABF, he will share his story and what he plans to do with the fund. This will hopefully motivate our board members to promote a donor advised fund with the ABF.
- Dr. Dodick will discuss the need to educate the AAN Members about the ABF in his update.

Meeting adjourned at 10:55 a.m. CT

CHAIR:

David W. Dodick, MD, FAAN

VICE CHAIR:

Susan Schneider Williams, BFA

SECRETARY:

Shafali Jeste, MD, FAAN

TREASURER:

James A. Essey

IMMEDIATE PAST CHAIR:

Kevin Goodno

DIRECTORS:

David Eagleman, PhD

Jacqueline French, MD

Dan Gasby

James C. Grotta, MD, FAAN

Frances Jensen, MD, FACP, FAAN

Ben Lenail

Cindy McCain

Suzanne Miller

Ronald C. Petersen, PhD, MD, FAAN

Alyx B. Porter, MD

Sean Sansiveri

Martin Shenkman, CPA, MBA, PFS, AEP, JD

Ken Shubin Stein, MD, MPH, MS, CPH, CFA

EX OFFICIO DIRECTORS:

Orly Avitzur, MD, MBA, FAAN

Robert C. Griggs, MD, FAAN

EX OFFICIO,

NON-VOTING DIRECTORS:

Jane Ransom

Mary E. Post, MBA, CAE

American Brain Foundation

Progress Report

September 24, 2021

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Progress Report

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MEMORANDUM

TO: AAN Board of Directors
FROM: Jane Ransom, Executive Director
SUBJECT: *American Brain Foundation Progress Report*
DATE: September 24, 2021
CC: David Dodick, MD, FAAN, Board Chair

Thank you for the opportunity to share our progress at your September 2021 Board of Directors meeting. So far in 2021, the American Brain Foundation (ABF) is successfully tracking against scorecard metrics. We expect to achieve an overall return on investment of more than 500 percent for AAN. Our fundraising and marketing programs are both expanding financial support for neuroscience research and demonstrating the value of neurology to the public.

BACKGROUND

The AAN founded ABF as the American Academy of Neurology Research and Education Foundation in 1992. The foundation's name changed to American Brain Foundation in 2012. In 2017, ABF began directing most of its marketing and fundraising resources toward the public, with the vision of transforming into a national charity for the brain, in the same manner that the American Heart Association is the national charity for the heart. This vision for ABF was shared and endorsed by the leadership of AAN.

The basis of the partnership between our two organizations is our shared goal of raising public awareness and funding for research. AAN has supported ABF operations since the very beginning through both grant support and generous in-kind advertising opportunities in its publications. The ABF has in turn supported the AAN's research program from the beginning, granting \$33 million to research and supporting 270 early-career researchers over the years.

While we continue to fund Clinical Research Training Scholarships, we are now expanding support for high-risk, high-reward projects, such as our new \$3 million Lewy Body Dementia biomarker initiative and an initiative on neuroinflammation which is in the planning stages.

ABF's evolution since 2016 has been marked by the changed composition of our Board of Directors, which started as 100 percent neurologists and is now 50 percent neurologists and 50 percent influential members of the public.

In 2019 ABF presented a five-year business plan for 2020-2024 to AAN and asked it to invest \$6 million over the five years in ABF operations. The net outflow from AAN would be \$4.2 million because of ABF's forecast reimbursement to AAN through management fees for shared services over those years. ABF's business plan projected a net outflow of \$19 million to AAN for research and an ROI of 450% for AAN for its research program.

In addition to a strong financial ROI for AAN, there are important non-financial ROI's being created by our partnership:

- Better treatments, prevention and cures for patients
- More public influencers and leaders actively advocating for research dollars
- Greater public awareness of the value of neurologists and the neurology profession
- Growing public understanding of the need to contribute to research

The AAN agreed in principle to ABF's request, and asked for annual progress reports prior to making decisions on annual grants to the foundation. In that context, AAN granted \$1.5 million to ABF in 2020 and \$1.25 million in 2021. Today we are presenting our progress in 2021 and respectfully requesting \$1.25 million from AAN for 2022, as forecast in our business plan.

The partnership between AAN and ABF is based upon our *Principles of Joint Collaboration*, adopted by our respective boards, which have governed our relationship since 2016. To reap the most rewards from the partnership, both organizations must strive for strong communication and transparency, and for a creative collaborative relationship. That is why in 2020 we established joint AAN/ABF leadership teams at the board and staff levels.

FINANCIAL UPDATE

Business Plan Update

Our first year of business plan implementation was 2020 and results were successful. We exceeded our goals in every category. Since 2020 was also the first year of the pandemic, ABF decided, in consultation with AAN, to update our business plan early in 2021. Also, because of the pandemic, AAN decided to freeze ABF goals at 2020 levels in 2021.

We revisited the original business plan in the context of ABF's 2020 performance, the COVID-19 pandemic, and other significant negative and positive impacts on the foundation. The overall conclusion of the update is that our business plan still makes sense. The refreshed plan forecasts a 2 percent increase in total support and revenue compared to the original plan.

The refreshed plan forecasts better fundraising results and increased research grants to AAN than did the original plan from 2019. A big driver of these improvements is that AAN and ABF agreed that ABF would begin raising research money from pharmaceutical and medical device companies.

Unrestricted fundraising for general operations will remain more challenging than fundraising for restricted research grants because ABF is still not well-known, major donor fundraising has been aggravated because of the pandemic, and AAN's annual grants to ABF will continue to decline, as planned. The refreshed plan addresses these issues by increasing our investment in marketing and making a more cautious forecast for major gifts from individuals compared to the original plan.

Operating our business during the COVID-19 pandemic has taught us that we can decrease travel and occupancy expenses by using technology for some meetings with donors, having more virtual events, and working in a hybrid remote work environment. As a result, those expenses have been scaled back.

2021 Financial Update

Based upon second quarter results, ABF is forecasting a 9 percent increase in operating revenue for 2021, or \$449K. The unrestricted revenue forecast has increased to \$114K.

Our expense forecast has increased by \$260K or 5 percent. Salaries and benefits increased by \$75K, Technology expense decreased by (\$117K). Advertising expense increased by \$23K, and Grants and Awards Expense increased by \$417K due to additional research grants. Management Fee expense decreased due to giving up some occupancy at AAN headquarters.

ABF deliberately budgeted for a deficit of (\$216K) in 2021 to increase our investment in marketing and pay those costs out of our 2020 surplus. Taken together, the revenue and expense projections above result in a \$189K forecast gain with a deficit of (\$72K) which is a significant improvement.

ABF was 60 percent ahead of its development goal for the year by the end of the second quarter. It should be noted that much of ABF fundraising is for future years. The years when the money we raise can be spent are specified in agreements with larger donors. Those are mostly future years. ABF has \$11.6M in hand for future years spending on AAN research.

For 2021 AAN's Return on Investment on Research scholarships is forecast at 166% and its ROI on total funding is forecast at 503%. A note on how ROI is calculated:

- ROI for Research Scholarships is calculated by subtracting the total AAN Net Investment from the Total Grants and Awards that ABF paid out in a given year then dividing by the AAN Net Investment.
- ROI for Total Funds is calculated by subtracting the AAN Support Grant from the Total Funds Raised in a given year and dividing by the total AAN Net Investment which is the AAN Support Grant less the Management Fee ABF pays AAN.

IMPACT

Expanding Support for Research

We have increased our 2021 forecast for research grants expense by \$417K due to the addition of our new LBD initiative to the AAN's research portfolio. We are proud of these 2021 achievements:

- 18 ABF-funded CRTS's for 2022
- \$3 million LBD Biomarker Initiative in collaboration with AAN, Alzheimer's Association and MJ Fox Foundation
- New for 2022
 - CRTS in Neurologic Health Care Disparities – *New*
 - Seed Grant for DEI in Autism Research – *New*
 - LBD biomarker initiative – *New*
 - 2 CRTS's in Muscular Dystrophy – *New*
 - CRTS in FTD – *New*
 - CRTS in Migraine – *New*
 - Lawrence Brass CRTS in stroke relocating from AHA to AAN
 - CRTS in Tourette syndrome relocating from TAA to AAN

Demonstrating the Value of Neurology

ABF has made major investments in marketing this year, driving up KPIs such as website visits, email open rates and online giving dramatically. Our multiple fundraising appeals and marketing materials have been regularly distributed to the 14,000 individuals in the ABF donor base. These materials consistently give visibility to the AAN which we identify as our founder and research partner. Content is drawn from and credited to *Brain & Life*. And guest speakers for our virtual salons are regularly highlighted as AAN members.

Examples of our distributions, which include recognition of AAN and or *Brain & Life* include:

- Direct mail fundraising appeals
- Monthly newsletter
- Daily social media postings
- Website
- Annual Report
- Brand brochures
- Patient stories and videos
- Board member stories and videos
- Weekly blogs
- Stewardship mailers
- In-kind advertising in AAN publications

Our virtual Commitment to Cures fundraising gala was attended by more than 600 ticketholders this year and focused on the importance of research. Indeed, given that our main message is that people should support and fund research, ABF is always talking about the neurology researchers driving toward the discovery of treatments, prevention and cures.

2022

2022 promises to be another year of growth and impact for ABF. Leading our board forward will be:

- **Chair**, David Dodick, MD, FAAN, Mayo Clinic Phoenix
- **Vice Chair**, Ben Lenail, Rare disease activist and biotech investor
- **Secretary**, Jacqueline French, MD, New York University and Epilepsy Foundation
- **Treasurer**, James Essey, TemPositions Group

New board members will include:

- Merit Cudkowicz, MD, FAAN, Massachusetts General Hospital
- Ken Shubin Stein, MD, PhD, Columbia University
- Ralph Leslie, Northwestern University
- Alan Tisch, Atria Health Institute

An ad hoc fundraising group, including many of the new Board members, will be meeting next month to strategize over how to take ABF's fundraising and impact to the next level.

Our Research Advisory Committee will continue to collaborate with AAN's Science Committee. It will concentrate on helping to develop the CRTS program; advancing diversity, equity, and inclusion through research; year-two of our LBD initiative; and creating a new research initiative in neuroinflammation. The members of the committee are:

Robert C. Griggs, MD, FAAN, Chair
University of Rochester

Mark F. Mehler, MD, FAAN
Albert Einstein College of Medicine

Raymond Roos, MD, FAAN, Vice Chair
University of Chicago

Bruce Ovbiagele, MD, MSc, MAS, MBA, FAAN
UCSF Weill Institute for Neurosciences

Jose Biller, MD, FAAN, FACP, FAHA
Loyola University Chicago Stritch School of Medicine

Ronald C. Petersen, MD, PhD, FAAN
Mayo Clinic

Carsten Bonnemann, MD
Porter Neuroscience Research Center

Ralph Sacco, MD, MS, FAAN, FAHA
University of Miami

Jose E. Cavazos, MD, PhD, FAAN
University of Texas Health – San Antonio

Eugene Scharf, MD
Mayo Clinic

Merit Cudkowicz, MD, MSC
Harvard University & Massachusetts General Hospital

Ira Shoulson, MD, FAAN
University of Rochester & Georgetown University

Jacqueline French, MD
NYU Langone Comprehensive Epilepsy Center

Gordon Smith, MD, PhD
Virginia Commonwealth University Health System

Na Tosha N. Gatson, MD, PhD
Banner MD Anderson Cancer Center / Banner Health

Reisa Sperling, MD, MMSc
Brigham and Women's Hospital

James C. Grotta, MD, FAAN
Memorial Hermann – Texas Medical

Phyllis C. Zee, MD, PhD
Northwestern University Medical School

Walter Koroshetz, MD
National Institute of Neurological Disorders
and Stroke

ABF is planning to have a strong presence at the 2022 annual meeting in Seattle. Commitment to Cures 2022 will take place on April 6th during the meeting. **Jim Cramer** of CNBC's *Mad Money* will be our emcee. **Seth Rogen** and **Lauren Miller Rogen** will receive the Public Leadership in Neurology Award for their work in Alzheimer's. ABF's Scientific Breakthrough Award will be presented to **Dr. Stephen Hauser**.

Included in the attachments for this report is our proposed 2022 scorecard with the Key Performance Indicators, including fundraising goals, by which we will collectively monitor the ABF's progress.

* * * *

ABF could not have achieved the many advances reported in this memo without the partnership and financial support of AAN. Because of your generous support, ABF has been able to invest in the operations that made these advances possible. We thank you and are honored by our partnership with you. We look forward to a good discussion at your upcoming Board meeting.

2021 ABF Business Plan Metrics for AAN

Strategic Goal #1		FUNDRAISING			
Outcomes		Q2 2021	Threshold	Target	Maximum
1. Total funds raised					
a. Restricted		\$2,616,674	\$3,800,000	\$3,990,000	\$4,750,000
b. Unrestricted		\$495,198	\$850,000	\$892,500	\$935,000
c. AAN Support		\$1,250,000	\$1,250,000	\$1,250,000	\$1,250,000
2. Fundraising Efficiency Ratio					
a. Cost to Raise a \$1		\$0.09	\$0.12	\$0.11	\$0.10
b. Revenue Raised Per FTE		\$545,234	\$683,333	\$709,167	\$798,333
3. Charity Navigator Rating		Four Star	Two Star	Three Star	Four Star
4. Guidestar Rating		Platinum	Gold	Gold	Platinum
Strategic Goal #2		RESEARCH GRANTS			
Outcomes		Q2 2021	Threshold	Target	Maximum
5. Total Grants & Awards Funded					
a. AAN Total		\$1,491,160	\$1,800,000	\$1,800,000	\$1,800,000
b. Other Grants Total		\$130,000	\$203,000	\$203,000	\$203,000
Strategic Goal #3		PUBLIC AWARENESS			
Outcomes		Q2 2021	Threshold	Target	Maximum
6. Stakeholder awareness of the American Brain Foundation		N/A	23%	25%	27%
Strategic Goal #4		AAN/ABF PARTNERSHIP			
Outcomes		Q2 2021			
7. AAN ROI on ABF Research Grants		159%	166%	166%	166%
8. AAN ROI on Total ABF Fundraising		427%	531%	531%	531%

*2021 Scorecard is using the 2020 Threshold Goals based on direction from AAN. One exception, the AAN Support was reduced to the 2021 amount of \$1,250,000.

**American Brain Foundation
Business Plan Update 2020-2024**

	Updated 5 Year Total	Original 5 Year Total	% Variance
REVENUE			
Operating Revenue	13,807,247	14,409,228	-4%
Research Grant Revenue	20,575,103	19,308,334	7%
Total Support and Revenue	34,382,350	33,717,562	2%
EXPENSES			
Operating Expenses	13,104,558	14,072,911	7%
Research Grant Expenses	20,575,103	19,308,334	-7%
Total Expenses	33,679,661	33,381,245	-1%
Net Increase (Decrease)	702,689	336,317	109%

2022 ABF BOARD SCORECARD FOR AAN

Strategic Goal #1		FUNDRAISING	
Outcomes		2022 Goal	
1. Total funds raised			
a. Restricted		\$6,793,324	
b. Unrestricted		\$1,108,103	
c. AAN Support		\$1,250,000	
2. Fundraising Efficiency Ratio			
a. Cost to Raise a \$1		\$0.06	
b. Revenue Raised Per FTE		\$1,016,825	
3. Charity Navigator Rating		Three Star	
4. Guidestar Rating		Gold	
Strategic Goal #2		RESEARCH GRANTS	
Outcomes		Threshold	
5. Total Grant & Awards Funded			
a. AAN Total		\$3,402,000	
b. Other Grants Total		\$200,000	
Strategic Goal #3		PUBLIC AWARENESS	
Outcomes		Threshold	
6. Stakeholder awareness of ABF			
a. Average Web Visitors		15% over 2021	
b. Average Unique Web Visitors		15% over 2021	
c. Social Media Reach		25% over 2021	
d. Email Subscribers		20% over 2021	
e. Online Donations		10% over 2021	
Strategic Goal #4		AAN/ABF PARTNERSHIP	
Outcomes		Threshold	
7. AAN US Dues Paying Members who give to ABF		12%	
8. Total AAN ROI on ABF Research Grants		259%	
9. AAN ROI on Total ABF Fundraising		787%	



Goals & Objectives – 2022

STRATEGIC GOALS

Strategic Goal #1: Match the best science with the largest pool of committed donors to advance a continuum of research.

- Build the next generation of researchers through early career clinical scholarships
- Establish customized, high-reward research projects with donors and scientists around cure one, cure many themes.

Strategic Goal #2: Build the American Brain Foundation brand around our unique niche.

- Increase awareness that brain diseases are interconnected, and that curing one means curing many.
- Expand the philanthropic movement supporting research on brain disease
- Expand the ABF brand to include the position of thought leader and go-to resource for brain disease.

Strategic Goal #3: Develop full-fledged support and deepen giving from target audiences.

- Increase funding for innovative research seeking to prevent, treat or cure one or more of the 400+ diseases of the brain and nervous system.

Strategic Goal #4: Create a thriving partnership with the AAN.

- Foster a thriving partnership with the AAN to strengthen ABF's credibility, source the most high-risk and high-reward research, and ensure a high return on AAN's investment in the ABF.

Other: Ensure the health of the organization and enhance staff well-being and engagement

2022 ANNUAL GOALS

Fundraising:

- Raise \$9,151,427
 - Unrestricted: \$2,358,103
 - \$1,250,000: AAN support
 - \$1,056,796: Unrestricted Fundraising
 - \$51,308: Core Support (10%)
 - Restricted: \$6,793,324
 - Next Gen Grants: \$3,417,999
 - Next Gen Admin: \$197,750
 - Cure One Cure Many Initiatives: \$2,855,000
 - Other Restricted Fundraising: \$322,575

Research:

- Grant \$3,602,000 in scholarships and awards
 - \$3,527,000 to AAN Research Program
 - \$75,000 to other grants and awards

2022 DIVISION GOALS AND TACTICS

MAJOR GIFTS

Revenue Goal: \$920,680

Restricted: \$455,000

- Next Gen Grants: \$50,000
- Cure One Cure Many Initiatives: \$225,000
- Other Restricted Fundraising: \$180,000

Unrestricted: \$465,680

- General Support: \$417,680
- Core Support (10%): \$48,000

Objectives:

- Raise \$455,000 in restricted funds by EOY
- Raise \$465,680 in unrestricted funds by EOY
- Increase number of planned gifts where ABF is the primary beneficiary by 15% (as of 9/2021 we have 71, so increasing by 15% means 10 planned gifts)
- Reduce donor attrition to >50%

Tactics

- Increase number of planned gifts by 15%
 - Send 4 quarterly PG marketing appeals
 - Work with FreeWill and YY to optimize online PG marketing
 - Hold PG informational salon "Planning Your Legacy" with a wills/trusts expert
 - Discuss planned giving where appropriate with assigned donors
- Reduce donor attrition to >50%
 - Work on strategy using Veritus model
 - Hold 80 prospect/donor meetings

- Request upgrades from current donors whenever advisable
- Create Houston Advancement Council
- Add value by holding VIP reception for Leadership Circle members at C2C (Seth Rogen meet-and-greet?)
- Work with new board members to get one-on-one meetings with their connections; work on having them throw parties if circumstances allow

ANNUAL FUND

Revenue Goal: \$439,152

Restricted: \$33,075

Unrestricted: \$406,077

Objectives:

- Raise \$406,077 in unrestricted funds by EOY
- Raise \$33,075 in restricted funds by EOY
- Raise \$131,745 in online donations
- 12% of dues paying AAN members donating to the ABF

Tactics:

- Acquisition/renewal campaigns
 - 5 multi-channel campaigns including targeted segment of B&L subscriber list (Mar, May, Sept, Nov, Dec)
 - Giving Tuesday appeal (Dec)
 - Segment appeal lists using Target Analytics and DonorSearch data and past giving information. Personalize letters and appeal language accordingly.
 - Incorporate testing into direct mail and email campaigns
 - Solicit AAN members during Commitment to Cures, at time of their membership/gift renewal, and during year-end campaign; suppress AAN members from other campaigns
 - Monthly salons – appeals at registration, during event, and in follow-up
 - Implement and optimize mid-level strategy
- Raise \$131,745 in online donations
 - Ongoing content development driving users to ABF website
 - Increase fundraising asks in marketing content across ABF channels
 - Increase email campaigns
 - Optimize email campaigns with short, easy to read, engaging fundraising emails
 - Website improvements, including SEO
 - Instant donation pages, i.e. after downloading an e-book
- Optimize use of AAN channels for fundraising to acquire and retain AAN members through dues check off and direct donations.
 - AANe-news, Leadership Update, social channels, publications, Synapse
- Set up and promote peer-to-peer campaigns
- Focus on retaining donors
 - Report on outcomes and activities
 - Stewardship touchpoints
 - 4 multi-channel stewardship/engagement campaigns (Jan, Apr, Jun, Oct)
 - Thank-you calls to donors >\$100
 - Semi-Annual Reports (“annual report” broken into two touches)

- Solicit feedback w/ surveys (online donation confirmation page; email quarterly or biannually; welcome series)
- Continue monthly e-newsletter
- Email campaigns pulling content from blog and other programming
- Rely on VT's automation capabilities for personalized journeys, including email welcome series, event attendance follow-ups, gift anniversaries, and giving milestones
 - Increase visibility of monthly giving option; incorporate into every annual fund campaign and ongoing marketing content
- Continue to share impactful, human stories
- Update welcome series emails on a quarterly basis
- Engage with Academy staff year-round to foster connections outside of employee giving campaign
- Annual Meeting booth, for smaller-scale in-person meeting
- Corporate partnership opportunities
 - Matching gifts
 - Employee giving campaigns
 - Peer-to-peer

INSTITUTIONAL

Revenue Goal: \$6,308,249

Restricted:

- Next Gen Grants: \$3,565,749
- Cure One Cure Many Initiatives: \$2,630,000
- Other Restricted Fundraising: \$112,500

Unrestricted: \$30,000

Objectives:

- Raise \$1,527,750 from Industry towards NGRGs
- Raise \$1,933,000 from partners and foundations towards NGRGs
- Raise \$2,500,000 from Industry towards Cure One, Cure Many Initiatives
- Raise \$225,000 towards health disparities initiatives
- Increase volume of grants submitted by 25%.

Tactics:

- Engage RAC and Board to promote NGRG program to disease-specific organizations as new potential partners.
- Utilize Board and RAC connections to engage Industry and corporate donors.
- In-person and virtual meetings with Industry reps at AAN annual meeting
- Leverage grant writing help from TCG

COMMITMENT TO CURES

Revenue Goal: \$203,039

Objectives:

- Attendance of 500+
- Secure three notable celebrities to participate in the program and highlight the Public Leadership in Neurology Award (PLINA) and other awards.
- Build awareness of the ABF among the AAN membership and educate them about the ABF's work, successes, and initiatives.

Tactics:

- In-person event at Annual Meeting on April 6, 2022
- Tiered ticket levels with corresponding benefits:
 - Gala Ticket [\$150]
 - Supporting Ticket [\$250]
 - Breakthrough Ticket [\$500]
 - Gala Table [\$1,500]
 - Supporting Table [\$2,500]
 - Breakthrough Table [\$5,000]
- Connect all content to the American Brain Foundation's mission/vision
- Center fundraising in the program
- Partner with the AAN to develop new strategies for promoting C2C to AAN members
- Event Outline:
 - 6:00 to 7:00 pm – Cocktail Reception
 - 7:00pm – Welcome
 - 7:15 pm – Dinner & Program
 - Program:
 - Live musical performance
 - Researcher Feature
 - PLINA Presentation
 - ABF Update & Initiatives
 - Patient/Caregiver Story
 - Fund-a-need
 - Ambassador Award
 - Commitment to Cures Award
 - Scientific Breakthrough Award
 - Raffle winner announcement
 - 8:45 pm – Dessert Social Hour

PUBLIC AWARENESS

Goals:

- Increase average website visitors by 15%
- Increase average unique website visitors by 15%
- Increase social media reach by 25-30%
- Increase email subscribers by 20%
- Increase online donations by 10%

Tactics:

- Evolve the conversation around the need for research and our role
 - Without research, there will be no cures
 - Find more ways to demonstrate the need and make the general public care about research itself
 - Work to further explain how donations are used
- Further differentiate ABF/our approach
 - Interconnected examples and COCM examples will be important for 2022
 - Whole brain vs. disease specific approach
- Diversify our donation strategy
 - Increased focus on recurring donors
 - Better understand our current donor
 - Experiment with different tactics/strategies
- Refine our strategy for AAN/professional community
 - What are we communicating, what is our role, what do we want from them?
 - Lean into this more apt to give audience

RESEARCH

Goals:

- Grant \$3,179,665 in scholarships and awards.

Objectives:

- Grant \$2,179,665 in Next Generation Research Grants
- Grant \$1,000,000 in Cure One, Cure Many Awards
- Strengthen ABF commitment to health disparities research and diversity.

Tactics:

- Develop NGRG grant for URIM researcher.
- Incorporate diversity statement into all ABF RFAs.
- Utilize seed funding mechanism to support health disparities research and underrepresented researchers.

OPERATIONS

Goals:

Improve functional expense ratio to 83% programming

Maintain 100% staffing retention rate

Increase Diversity Awareness with team

Objectives:

Keep cost to raise \$1 at .06 and revenue raised per FTE at \$1M

Increase Executive, GOV and Research Support

Promote work/team cohesion in remote environment

Tactics:

- Review functional expense ratio's quarterly to make sure we are on track.
- Track total funds raised vs. expenses monthly, adjust as needed.
- Track staff hours, review monthly.
- Hire one new FTE (support position)
- Plan monthly team lunches and special team events.
- Plan 1 remote environment training sessions & 2 diversity training sessions

GOVERNANCE

Goals:

Governance consolidates around:

- Board renewal plan to generate the leadership ABF needs for the future
- Fundraising strategy to take ABF to a new level

Objectives:

Create strategic renewal plan and begin to execute

Establish benchmarks for high-functioning Board with Governance Committee

Develop strategic fundraising plan and begin to execute

Establish Advisory Council made up of former board members and awardees

Tactics:

Governance Committee:

- Develop renewal plan
- Obtain board buy-in
- Execute first year to secure 2023 nominees and slate
- Recommend Advisory Council to the Board

Executive Committee:

- Organize high level governance training for entire BOD
- Set goals and benchmarks

Executive Committee:

- Establish board-level structure for fundraising as needed
- Hold board members accountable for giving and fundraising



AMERICAN BRAIN FOUNDATION

Board of Directors Meeting

October 30, 2021

10:00 a.m. CT

Virtual Conference Call

Committee Members	David Dodick, MD, Chair; Susan Schneider Williams, Vice Chair; Shafali Jeste, MD, Secretary; James Essey, Treasurer; David Eagleman, PhD; Jacqueline French, MD; Dan Gasby; Kevin Goodno; Robert Griggs, MD; James Grotta, MD; Frances Jensen, MD; Ben Lenail; Cindy McCain; Suzanne Miller; Ronald Peterson, MD; Alyx Porter, MD; Sean Sansiveri; Martin Shenkman, CPA; Ken Shubin Stein, MD; Orly Avitzur, MD, President AAN; Mary Post, CEO AAN
Guests	Dr. Tarun Dua, MD, MPH – Unit Head, Brain Health, World Health Organization (WHO)
Staff	Jane Ransom, ED; Kevin Myren, CFO; Emily Christian; Julia Miglets-Nelson; Lisa Dahlberg, Liam Moore, Kim Howard

	AGENDA ITEM <i>*Indicates Board Action Needed</i>	PRESENTED BY
10:00	Call to Order <ul style="list-style-type: none"> Approval of August 6, 2021 meeting minutes Call for disclosure of conflicts of interest Consent Agenda: <ul style="list-style-type: none"> Minutes of Board Meeting of 8/6/21 Board Chair Remarks 	David Dodick, MD, Chair
10:15	Guest Speaker <ul style="list-style-type: none"> Tarun Dua, MD, World Health Organization Unit Head, Brain Health, Mental Health and Substance Abuse 	
10:40	Financial Report <ul style="list-style-type: none"> Q2 Financial Statements ending September 30, 2021 IRS 990 2022 Budget 	Jim Essey, Treasurer Kevin Myren, CFO
11:00	AAN Update	Carlayne Jackson, MD, AAN President-Elect
11:10	Commitment to Cures 2022	Sean Sansiveri, Committee Chair Emily Christian, Director of Advancement and External Relations

11:20	Break	
11:30	Ad hoc Fundraising Strategy Group <ul style="list-style-type: none"> Recommendations 	David Dodick, MD
12:00	Messaging the American Brain Foundation <ul style="list-style-type: none"> Rebrand the Brain and Brain Disease The case for research Cure One, Cure Many 	
12:45	Grant Release and Agreement	Kevin Goodno, ad hoc committee chair
1:00	Adjourn	David Dodick, MD

Meeting Materials:

- Minutes of Board of Directors Meeting of August 6, 2021 (Draft) – page
- Executive Director's Report – page
- Q3 Financial Memo & Statements ending September 30, 2021 – page