



Andy Hill Cancer Research Endowment (CARE) Fund Board Meeting Minutes June 30, 2021

The following board members, constituting a quorum, were present: Elaine Albert, Leslie Alexandre, Fred Appelbaum, Cliff Berkman, Thomas Brown, David Byrd, Carol Dahl, Steve Harr, Eunice Hostetter, Jennifer Kampsula Wong, Gary Kaplan, Beth Lawlor

Board Members Absent: N/A

CARE Fund Staff Attendees: Laura Flores Cantrell, Peter Choi, Sarah Hiller, Sooyoun Park

Guest Attendees: Sandra Adix (WA State Assistant Attorney General); Allegra Calder (BERK Consulting); Erica Hallock (Empire Health Foundation, Government Affairs Liaison); Julia Terlinchamp (WA State Department of Commerce)

Wednesday, June 30, 2021, 8:30 a.m.–2:30 p.m. (PT)

1. Welcome

The meeting was called to order at 8:31 a.m. A quorum was confirmed with a roll call of the board by the Chair.

Fred Appelbaum thanked the board members for making the time to attend the CARE Board Retreat. He shared that the purpose of the retreat was to develop the strategic direction of the CARE Fund for the next two years (biennium beginning July 1, 2021, ending June 30, 2023). Fred Appelbaum reiterated the purpose of the CARE Fund as it was established in statute by the Legislature. He provided a brief summary of the four grant programs that the CARE Fund has implemented since inception. Fred Appelbaum informed the board that although he is transitioning out of the board chair role, he will continue to contribute to the CARE Fund as a board member. He then introduced Allegra Calder from BERK Consulting, the facilitator for this year's board retreat.

Allegra Calder provided a brief walk-through of the retreat schedule for the board. She initiated the retreat by asking the board to introduce themselves and share one thing they learned from the COVID-19 pandemic. Following board introductions, Allegra presented the strategic planning timeline and reviewed the process for updating the strategic plan. The discussions at this retreat will provide Allegra with sufficient direction to synthesize the board's decisions into the first draft of the strategic plan. The board will receive a draft of the strategic plan in July, with an invitation to provide feedback to Allegra by August 13. Feedback on the first draft will inform a second draft of the strategic plan. The second draft will be presented at the September 15, 2021 CARE Board Meeting to discuss outstanding issues. A final draft of the strategic plan will be available in October 2021.

2. Context Setting: CARE Fund at Year 6

Allegra reported out the themes from her one on one interviews with board members. Some common themes that arose from interviews included: a sense of accomplishment regarding the CARE Fund's track record of grants, an appreciation for staff support, as well as Commerce and the AAG's office expertise. In addition, there was strong support for the Distinguished Researchers Program and the COVID-19 Response grants. Some of the inherent challenges that board members noted were also summarized.

Allegra then moved onto the topic of values, which was a key part of last year's CARE Board Retreat, in which seven values were identified, with *health equity* and *impact* being viewed as most important. Allegra asked the board to take another look at the values through a Mentimeter exercise and rank the seven values to see if anything has changed since last year. The value that the board members ranked first in the exercise was *integrity*. Some board members interpreted *integrity* as interwoven with, or foundational to, other values such as *stewardship*, *equity*, and *impact*.

Laura Flores Cantrell presented the current organizational chart and the proposed organizational chart with the new program administrator. The board discussed the relationship among the different entities. Staff will provide a revised organizational chart at a future board meeting.

3. Break

There was a break in the retreat from 10:05–10:20 a.m.

4. Context Setting: CARE Fund at Year 6 [Continued]

Laura Flores Cantrell shared the recommendations from the Strategic Planning External Advisory Committee with the board. The Committee's process included staff interviews with a broad range of stakeholders with backgrounds in philanthropy, public policy, economic development, and public-private partnerships. Themes from the interviews were considered by the Committee in the development of recommendations to the CARE Board. There were three main recommendations to the CARE Board: 1) Support Emerging Practitioners, such as through mentorships and retention of PhD students and post-docs; 2) Increase investments in projects that are both unique to WA *and* difficult to fund from federal sources; and 3) Further define success, relevant measurable goals, and align with target allocations.

The board discussed the challenges of recruitment of grantees from diverse institutions, which is further complicated by the statutory requirements around matching funds. The board explored ideas related to evaluation metrics, including a metric(s) that would demonstrate results of investments in the "next generation" of cancer researchers. There was consensus that it would be valuable to measure the additionality of the CARE Fund investments, such as projects that may not have happened without the CARE Fund's support.

5. CARE Fund Organizational Vision

Two questions were presented for board discussion.

1) Should we be more intentional about sustaining the Fund in perpetuity? The board discussed to what degree a traditional endowment approach with a longer horizon versus a biennial planning approach should be prioritized at this time. The majority of the board supported continuing as a smaller fund within the state biennial appropriations. If, however, opportunities to grow the endowment present themselves, without requiring substantial investment in additional staff capacity, then the board would generally be supportive of pursuing those opportunities.

2) How is the board defining cancer research? How do we define and measure success? There was a suggestion from the board to broaden the definition of cancer research to encompass aspects of training. The board emphasized the recommendation made by the External Advisory Board to develop strong outcome measures that are distinct from “outputs”, perhaps including training metrics to show the impacts of investments in the next generation of cancer researchers.

6. Assessment Part 1: Current Program Mix

The board assessed the current portfolio approach and program mix as context for a discussion of whether/how the board would like to refine the CARE Fund’s grantmaking programs. Some of the ideas the board considered were: how to increase diversity of grantees, how to tell the CARE Fund’s story and increase visibility, and how to leverage real world data and evidence to support research (such as the COVID-19 Response Grants).

To provide more context for this discussion, Peter Choi (Senior Program Officer) presented a brief summary of CARE Fund grantmaking to-date. He presented a graph outlining the CARE Fund grantmaking by research category as follows: 1) *Biology*, 2) *Cause/Etiology*, 3) *Prevention*, 4) *Early Detection, Diagnosis, and Prognosis*, 5) *Treatment*, 6) *Cancer Control, Survivorship, and Outcomes Research*, and 7) *Not Categorized*.

This presentation kicked off the board discussion regarding what types of adjustments could potentially be made to the CARE Fund’s grantmaking programs. There was agreement that rather than focusing on one or two larger grants, the CARE Fund may be better suited to support recruitment, retention, and mentorship of researchers through smaller grants. Furthermore, smaller grant awards may allow for funding a greater number and range of projects. The board also explored the possibility of bold ideas that could be implemented if they wanted to attract industry investment to the CARE Fund. The board discussed how the organization could act as a catalyst to bring together industry and academia.

[Gary Kaplan left the meeting.]

7. Break

There was a lunch break during the retreat from 12:15–12:45 p.m.

8. Assessment Part 2: Finalize Portfolio Recommendations and Explore Potential Program Ideas

Julia Terlinchamp provided an update from the Department of Commerce regarding the new CARE Fund Program Administrator.

Allegra led the board in a conversation about the current funding allocations and programmatic mix. She asked how the board would make adjustments. The board was supportive of continuing the Distinguished Researchers program. There was also support for investing in the “next generation” of cancer researchers as previously discussed. The board discussed whether there were other ways the Breakthrough Research program could be restructured to better align with the goals of the CARE Fund as described by Fred at the start of the meeting.

New ideas:

Several new ideas were suggested during Allegra’s pre-meeting interviews. Allegra introduced the board to a second Mentimeter exercise to gauge which of those ideas might be exciting for the board to pursue in future grant development. As the board talked through some of these ideas, they were curious about which cancers present the greatest challenge in Washington state and perhaps using this lens as an organizing framework for (a portion of the) grantmaking. The board also discussed prioritizing learning more about levers for dismantling challenges and inequities in access to cancer care. It was emphasized that there is a gap in health services and public health-oriented applications. There was discussion of research and data relating to health policy.

In addition, Allegra asked the board to reflect on ways to elevate and include industry voices. The board discussed other cancer research grantmakers’ engagement of industry. It was suggested that investing in incubator programs (e.g., at University of Washington or elsewhere) could be a promising avenue for additional support for supporting innovation and industry. The board supported CARE Fund leading a committee/industry working group to further explore some of the ways the CARE Fund could form better partnerships with industry. The working group could include others who already fund in this arena in Washington, state agency leads working to grow the life sciences sector, board members’ organizations, universities, and others.

[Thomas Brown left the meeting.]

[Elaine Albert left the meeting.]

9. Next Steps and Closing

David Byrd, the incoming CARE Board Chair, shared a recap of the ideas from the retreat and provided closing remarks. He thanked Fred for his time and commitment as the board chair. Additionally, Laura Flores Cantrell thanked the board, outgoing and incoming board officers, staff, guests, and the facilitator. She also informed the board that Alejandra Tres, former Program Director for the CARE Fund, resigned in June and that the remaining CARE Fund staff will stay with the CARE Fund as it moves to a new Program Administrator. Allegra summarized the next steps for the development of the strategic plan and asked the board to share a reflection from the day.

With no further business, the meeting adjourned at 2:16 p.m.

I certify that the foregoing is a true and correct copy of the minutes approved by the CARE Board of Directors at a regular meeting of the board on September 15, 2021.

DocuSigned by:

Eunice Hostetter

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9/16/2021

Eunice Hostetter, CARE Board Secretary

Date