Appendix 1

Email to the HRA Membership, sent on behalf of Heather Snyder, Chair of HRA's Board of Directors and Chris Martin, HRA's Strategic Planning Committee Chair. Sent Wednesday, March 4, 2020.

Dear HRA Membership

As we are into 2020, HRA is beginning to develop our next strategic plan (to see last strategic plan, check HRA website [here](#)). We want this process to be driven by the wants and needs of the membership. To that end, we are looking to HRA members to nominate your fellow members, yourself or colleagues at your organization who want to contribute to this important process. We will strive to assemble a committee of 8-10 members that represents the diversity of HRA members and member organizations, but are also looking for other qualifications which include:

- Engagement in HRA activities (working groups, Members Meeting planning committee, etc), though not necessarily part of longstanding HRA Board leadership
- Ability to commit time to this process for the next year
- Ability to work as part of a team

In addition to nominations we ask your input in three areas:

- Recommend external firms or people who can facilitate this process?
- Share any RFP language that we can use in crafting our RFP?
- Are there external stakeholders the consultant should interview such as AAMC, Research!America, the Science Philanthropy Alliance, or specific NIH Institutes or staff?

Though you might not serve on the strategic planning committee, we value your thoughts as to the direction HRA should take over the next 5 years! Please feel free to send an email to Heather (hsnyder@alz.org) or Chris (CMartin@Kavlifoundation.org) with your thoughts on what HRA is doing well and should keep doing and what are we not doing that we should be doing, and our external firm will likely reach out as well.

Thanks so much for your commitment to HRA's success and we look forward to keeping you updated on the strategic planning process!

Best,
Heather and Chris