CHARTER
OF
BUSINESS DEVELOPMENT AND MARKETING COMMITTEE
OF
THE MAYO CLINIC BOARD OF TRUSTEES

Approved by the Board of Trustees:  August 8, 2014
Approved by the Business Development Committee:  November 12, 2015
Approved by the Board of Trustees:  February 19, 2016
Approved by the Business Development Committee:  February 16, 2017
Approved without revisions by the Business Development Committee:  November 9, 2017
Approved by the Board of Trustees:  February 16, 2018
Approved With Revisions by the Business Development & Marketing Committee:  November 8, 2018
Approved by the Board of Trustees:  February 15, 2019
**ROLE**
The role of the Business Development and Marketing Committee (the “Committee”) is to provide oversight and guidance for Mayo Clinic’s business initiatives that extend Mayo Clinic’s clinical, research, educational and administrative knowledge and capabilities beyond the traditional delivery models for patient care, research and education. In addition to monitoring the performance and strategy for Mayo Clinic’s portfolio of business activities that are extensions of the core business, the Committee will be responsible for review and endorsement of new business initiatives that require debt financing or meet the criteria outlined in the Charter of the Finance and Investment Committee for capital and operating commitments that require approval of the Board of Trustees.

The Committee will include a Marketing Subcommittee (the “Subcommittee”) charged with oversight and guidance on execution of the brand vision and positioning for Mayo Clinic – ensuring that internal and external stakeholders know the meaning and purpose of Mayo Clinic and that the strategies that support the brand vision and positioning are aligned with the business plan and strategic goals of the organization.

**MEMBERSHIP**
The Membership of the Committee and Subcommittee shall be appointed annually by the full Board of Trustees upon the recommendation of the Chair of the Board of Trustees.

**AUTHORITY**
The Committee and Subcommittee shall have the resources and authority necessary to discharge their Responsibilities including the authority to retain outside counsel or other experts or consultants as deemed appropriate.

**RESPONSIBILITIES**
The principal responsibilities and functions of the Committee are as follows:

1. Annually review Mayo Clinic’s Business Development performance to ensure that business development activities are accretive to the Mayo Clinic mission and vision, well aligned with Mayo Clinic’s strategic priorities, and meet key performance metrics established for the business.

2. Annually review and approve the proactive business development strategy and decision criteria, targeted product and service lines, and targeted institutional strategic alliances.

3. Review, provide oversight and make related recommendations to the Board of Trustees regarding business initiatives that meet the relevant thresholds and which extend Mayo Clinic’s clinical, research, educational and administrative knowledge and capabilities beyond the traditional
delivery models for patient care, research and education.

4. Review and recommend to the Board of Trustees incremental investments that meet Board-level approval thresholds in established business development activities in order to expand, establish new product/service lines and/or extend services to new markets. Recommend policies to the Board of Trustees as appropriate with respect to business development at Mayo Clinic.

5. Advise the Board of Trustees on other business development matters as appropriate.

The principal responsibilities and functions of the Subcommittee are as follows:

1. Provide oversight and make recommendations to the Board of Trustees related to execution of brand, public affairs and marketing strategies for Mayo Clinic.

2. Ensure that a sound and successful strategy is in place so that internal and external stakeholders know the meaning and purpose of Mayo Clinic and the promise of the brand.
   - Ensure alignment of the strategy with the business plan and strategic goals of Mayo Clinic – our actions, decisions, the messages we disseminate and the business opportunities we pursue should all be on point with the brand positioning.

3. Advise the Board of Trustees on particularly high-profile uses of Mayo Clinic’s brand as appropriate.

**Policies and Procedures**

**Business Development and Marketing Committee Confidentiality Policy:** All matters discussed at the Committee and Subcommittee are strictly confidential. All Committee and Subcommittee members must sign a standard Mayo Clinic Business Confidentiality Agreement. Additionally, Committee members may need to sign project specific confidentiality agreements.

The Committee and Subcommittee are governed by the same rules regarding meetings, action without meetings, notice, waiver of notice, quorum and voting requirements as are applicable to the Board of Trustees.