

## Speaking Role 1: State of the Society

---

**Date:** January 12, 2:30 p.m.

**Speaking time:** Up to 30 minutes

**Role:** This is your opportunity to discuss the state of our organization, where we've been, where we are today, and a bit about where we're going.

### Key Points:

- *We're not looking in the rearview mirror, but going forward with confidence.*
- *Together, we are creating a stronger American Cancer Society – so we can bring about the cancer end game.*
- *You are our organization's storytellers – our impact is so much more powerful if you tell our story.*
- *We are standing on the shoulders of giants ... but WE right here, NOW, today, are the next generation of giants.*

## Introduction

---

- Good afternoon! Let me first start by offering my thanks to Rob Youle.
- Rob and I have served on the Board together for many years. He has been an outstanding leader and instrumental in not only leading this organization through transformation but in reinventing our ACS Board.
- Rob has chaired most of the major Board Committees and did double duty during his term as Board Chair by serving as the Chair of the Search Committee.
- Let me also say how excited I am as your CEO to be partnering with Scarlott Mueller. (*Congratulate Scarlott*)
  - As I was reflecting recently on my time as a Board member and Board Chair I realize how thankful I am for *timing*.
  - Leaders like Pamela Meyerhoffer, Rob Youle, Scarlott Mueller, and next year's chair Arnie Baskie have all certainly raised the bar tremendously, I would not have wanted to follow them.
- When you are a 100+ year organization, you collect quite a few stories (we even have a history book just about us, believe it or not).
  - You might consider me as not only your CEO, but as your Chief Storyteller.



- So, I want to spend part of this time in my first “state of the Society” address celebrating the accomplishments we have seen in 2015 ... and to share a just a few stories about some amazing people, both volunteers and staff, who have achieved remarkable results.
- I also want to spend time with you today sharing some thoughts for the future. Tomorrow Starts with You is a fitting theme for the Summit, because the fact is that YOU are our next generation of change-agents ... of difference-makers.
- We’re so fortunate that we have more than a century of great work that got us where we are today.
  - As the volunteer and staff leaders of the world’s largest voluntary health organization fighting cancer, you are accomplishing incredible work, every single day.
  - TODAY, and going forward, it is those of us in this room who will chart the course for the future ... write the next chapter in our story. And I know it will be a great one. Together, we can make a huge difference.

## **Our Story Today: Highlights from 2015**

---

- I’d like to begin by sharing with you just a few highlights of what I think we’ve accomplished together since I came on board in April.
  - I’ve spent my first 8+ months on the job listening, learning, and focused on several **priorities**. We’ve made some terrific progress toward all of these priorities. **(SLIDE)**
- **Strategic planning process**
  - We’ll share more about the growth strategies and other recommendations that came out of our Strategic Planning Process in our next session, but this has been a big priority for me.
  - We have a strong framework to implement this year that will help us chart a course back to more impact and growth.
  - We delivered this on schedule with input from all across the organization and it was unanimously approved by the Board.



- **Volunteer/Staff engagement**

- People – our volunteers and staff – continue to be my #1 priority.
- That’s why launching our Staff and Volunteer Engagement Study this past year was so important to setting us on the right path.
- The participation rates we had from staff and volunteers were truly unequalled (nearly 100 percent of staff and 16 percent of volunteers), and the feedback you all shared was thoughtful and valuable. (You provided nearly 4,600 comments!) **(SLIDE)**
- Today we are working on action plans to address the key themes from the staff results of the survey: processes and tools, collaboration, and career advancement and recognition. And teams are continuing to work across the enterprise on ways to address issues raised in the survey.
- We are also working on actions plans to address the key themes that emerged from the volunteer survey: keeping volunteers better informed, fostering an environment for diversity of opinion, creating an environment of innovation, and evaluating volunteer service.
- To address these volunteer engagement opportunities, we have asked the workgroups already established by the Board Task Force on Volunteer Engagement to take on this work and develop recommendations.
- I look forward to keeping you updated as this work evolves, AND we will be conducting another engagement survey later this year to evaluate our progress.
- We also completed the design and staffing for our new enterprise Volunteer Care Center, which will officially launch in the first quarter of this year.

- **Improved Customer Experience (SLIDE)**

- You’ve heard me say that creating a better experience for our customers – being better at listening to them – is one of the top priorities for me, and must be for our organization.
- The customer (our volunteers, donors, supporters, and participants) has got to be at the center of everything we do. By providing that exceptional, consistent experience, we’re able to deliver our mission with greater relevance, greater impact, and that’s going to help us reach our goals of becoming the charity – and the partner – of choice.
- I personally heard so many stories of improved customer experience this past year ... stories like:



- In the California Division, the **Bakersfield Relay For Life** (a \$1 million event for many years), had one of the highest customer satisfaction scores in the country in 2015, at **90 points**. That's a great accomplishment – but it's even greater when you consider its scores jumped from **66 points** in just one year!
- And the Mid-South Division saw a giant jump in their **Making Strides customer experience scores** this year – and about a \$1 million jump in dollars raised – after taking an all-hands-on-deck approach to customer experience. After a drop in 2014, their 7-point score increase has them leading the ranks in 2015.
- These are just two examples and there are many more.
- You never know how customer experience is going to impact our mission.
- We're going to be focusing on improving our customer experience across the enterprise and integrating this into all we do – as a way of doing business. You'll hear more about this in March.
- **Hiring a Chief Development Officer**
  - I also told you that hiring a chief development officer was a priority for me, and I'm so pleased that we brought on **Sharon Byers** in 2015.
  - Sharon brings close to 30 years of relevant experience in creating national brand and growth strategies at Coca Cola and is a rock star in her field.
  - I'm so excited about the experience, energy, and excitement she's bringing to the Society and what she's already accomplishing in her short time on board.
  - This new role is going to be critical for the Society because we have so much opportunity in this area from diversifying our revenue portfolio to creating new strategic partnerships and alliances – Sharon is a great asset to our team.
  - You will be hearing from Sharon during our general session tomorrow morning. Sharon will you please stand so that everyone can put a face to a name. *(Have Sharon stand)*
- **Corporate relationships/major donors**
  - I am very excited about Sharon joining the team as another major priority is building Corporate relationships and Major donors. We know we can't bring cancer under control on our own. The private sector will be particularly crucial.



- That's why I've spent a lot of my time with this group, and with major donors, this year – and I'll continue to do so in 2016. We've seen some great successes in 2015 with this work:
  - We brought together corporate leaders from across the nation at our CEOs Against Cancer national conference in D.C. back in September. This group includes more than 350 members in 17 active CEOs Against Cancer chapters that represent a powerful network that includes some of the most prominent names in business today.
  - Thanks to the generosity of the Anthem Foundation, Lee Jeans, the National Football League, and Walgreens, the CHANGE program invested **\$6.7 million in 2015** to promote health equity and reduce cancer screening disparities within underserved communities. Our corporate partners' support has enabled us to invest \$26.8 million in 350 CHANGE grants since 2011, providing more than 518,000 low- or no- cost cancer screenings, and helping more than 1 million people with information and care.
  - We strengthened relationships with key partners like **Extended Stay America**, which has donated more than 45,000 hotel rooms through its Keys of Hope program, providing free and deeply discounted hotel stays to cancer patients who face the financial challenges and stress of receiving lifesaving treatment far away from home. And this year, they agreed to a new commitment of 100,000 free hotel nights for patients over the next 2 years. This partnership has allowed us to dramatically increase our ability to meet patients' needs when traveling for treatment.
  - And we saw great successes with new partnerships, like one with Carnival Cruise Line down in Florida, whose first-year corporate Relay For Life event almost quadrupled their \$50,000 goal, hitting almost \$200,000!
  - Out in California, the San Francisco Soiree also blew their goal out of the water, raising nearly \$920,000, which was \$400,000 over goal. Thanks in large part to the success of the sold-out event, the California Division exceeded its gala goal by more than 3%.
- **Innovation**
    - Innovation is another priority for me; we have a team at the enterprise level devoted to promoting innovation.



- In 2015, the Society’s Enterprise Innovation team began work to revamp the Society’s “do it yourself” fundraising platform. As a result, 2016 will launch new tools to help donors around the world more effectively raise funds for us – on their own terms.
- The Society is also taking a leadership role in the evolution of global nonprofit innovation. With leadership from the Enterprise Innovation team, we’ve brought together a council of more than 20 national nonprofit organizations who are working to find solutions for some of the nonprofit industry’s toughest challenges.
- **Greater mission impact**
  - I’ve saved the best for last, so to speak, because ALL of that work contributes to this last priority – which is why we’re all here: to have a greater impact on our lifesaving mission.
    - You’ll be hearing more from our Chief Medical Officer, Otis Brawley, and Chief Cancer Control Officer Rich Wender, later this week, about what specifically we’re accomplishing in mission.
  - But I want to mention a few highlights we’ve seen this year.
    - This year we opened our **32<sup>nd</sup> Hope Lodge in Salt Lake City** – and it’s already in demand. As of December it was at 90 percent occupancy.
      - Our network of Hope Lodge facilities has provided 4 million nights of free lodging since 1984, saving the 550,000 patients and caregivers who stayed with us \$466 million.
      - We’re also in the process of expanding this network – both nationally and globally.
      - In fact, in December we received a **\$10 million** commitment from the Richard M. Schulze Family Foundation for our **Houston Hope Lodge** capital campaign in the form of a challenge grant. (That brings Dick Schulze’s total commitment to ACS to \$28.2 million (with \$19.8 in current matching gift campaigns in Jacksonville and Houston).



- This year we continued work we began in 2014 through a historic collaboration with Stand Up To Cancer to fund a \$20 million research “Dream Team” focused on lung cancer. The scientist selected to be a part of the “Dream Team” was announced this past April.
- Our 80 by 18 campaign is continuing to have a big impact. Nearly **600** organizations have signed the 80% by 2018 pledge, and that number continues to grow each month.
- In October, we released new **breast cancer screening guideline** recommendations for women at average risk, after reviewing evidence since the last guideline was released in 2003. This new guideline provides women with guidance – and control – over their health decisions.
- And just recently we celebrated the **biggest legislative win for cancer research** in more than a decade, as Congress passed a budget deal that will help put lifesaving research back on track after years of flat or decreased funding. This was a big win for ACS CAN, which organized a comprehensive campaign in support of this effort. You will hear more about this from ACS CAN President Chris Hansen and his team tomorrow afternoon.

## Our Story Today: The State of ACS

---

We’ve made some great progress this year and accomplished some incredible, lifesaving work. But the truth is, we’ve still got some major issues that we have to address.

Our story today is one of an organization that must focus on 3 key things: **(SLIDE)**

### 1. Increasing our **relevance**

- Our founders created an organization that was the *only* cancer fighting organization in the US for a very long time. (*example of how ACS was perceived by your generation growing up vs. your daughters’*)
- But today, of course, we are in a very different place.
- We are certainly not the only cancer-fighting organization in the US. We compete for people’s hearts and people’s dollars like never before.



- We need to ask ourselves how we set ourselves apart as an organization -- how we LEAD and rise to the top, the way that we should.

## 2. Growing **revenue to have more impact**

We've worked hard over the past year – and made some great gains in revenue. But a few preliminary highlights of our 2015 work show us that we still have work to do:

- The 2015 Making Strides event season proved successful and expect year end revenue to represent a **4% increase**.
- A strong fall quarter for Relay has enabled the organization to surpass year-end forecasts to close the 2015 year at approximately **\$284,000,000**, representing an **9.4% decrease** over last year. Contributing to the efforts are the Divisions' "finish strong" fall activities and the new Relay holiday keepsake rolled-out this year, which has raised approximately \$250,000 to-date.
- Overall income from golf is expected to be up **2%**, and gala will remain flat compared to 2014, which is significant based on the 10% growth in Gala from 2013-2014.
- This is coupled with the next challenge ...

## 3. Reducing operating **expenses**

- To increase our relevance and impact, we must be even better stewards of the hard earned trust and investment people make in our mission and organization to deliver even greater results.
  - Similar to 2015, the 2016 plan also includes significant resources for revenue growth and strategic investments.
- These 3 priorities are very real challenges. But I believe we are ready and able to address them. And we already have people leading the way.
- We are fortunate at the Society to have so many people in our staff and volunteer ranks who embody "excellence":
- *Caring* more than others think is wise
  - *Risking* more than others think is safe



- *Dreaming* more than others think is practical, and
- *Expecting* more than others think is possible

People like:

**Neva Weber** (*volunteer*) (*Knee-vah*) (**SLIDE**)

- **Neva Weber** is always at her Making Strides walk before the sun comes up. If you need her to speak at an event ... hang up posters downtown ... wear a pink wig ... or sing “Happy Birthday” to a crowd full of people ... she’s in.
- Neva, who’s from Westport, Connecticut, believes that “A person who saves one life saves the world.” And as our number one Making Strides Against Breast Cancer fundraiser in the country for both 2014 and 2015 – or “Pacesetter” – she’s certainly doing her part.
- Neva knows the impact of breast cancer all too well – and so do her husband and two children. She has metastatic breast cancer. “For the rest of my life I will have breast cancer. Sooner or later it will kill me,” she says.
  - Neva has already benefited from breast cancer treatments supported by Society-funded research. She supports the Society in part because of how much money goes directly to research.
  - “My feeling is, the more money we bring in, the longer I stay alive, and the longer other people stay alive,” she says. “I want to live to be able to see my grandchildren.”
- She believes in the power of setting goals – high ones. Her first goal as a Making Strides volunteer was to make Pacesetter. “I reached that goal in a couple of days,” she says. “I kept raising.”
  - That year Neva raised \$25,000. This past year Neva raised more than **\$114,900**, and her team, the “Westport Babes,” is also the #1 fundraising team in the country with more than **\$133,300** raised! Since 2010, she’s raised about **\$450,000**.



- But Neva doesn't just set high goals for herself. She encourages others to do the same, cheering on other Strides participants to reach Pacesetter status and giving them tips on how to get there.
  - "Don't be afraid to put yourself out there," she tells people. "Take deep breaths and smile. The worst anyone can say to you is no."
  - But that's a line she clearly doesn't hear very much herself.

**Stacy Matseas (volunteer) (SLIDE)**

- In case you think Neva is alone in her incredible efforts to raise money through Making Strides to support our lifesaving work – let me briefly tell you that also here today is another of our top Pacesetters in the nation, **Stacy Matseas**.
  - Stacy first got involved with Making Strides in 2000 when her best friend was diagnosed with breast cancer – and has also turned that life-changing experience into a game-changing one for the American Cancer Society.
  - She has been a Road to Recovery driver since 2003 and was the top Making Strides fundraiser in the country for many years, up until 2014. Stacy and her team have raised more than \$1.5 million over the past 15 years.

**Kerri Whetzel (staff) (SLIDE)**

- Eastern Division staff member **Kerri Whetzel** never thought her decision to invite someone on a tour of a Patient Navigation site would lead to a 7-figure grant.
  - But that's what happened when she "opened the door" for someone from the Bristol Meyers Squibb foundation to get involved with the Society: the Foundation awarded the American Cancer Society a **\$1.25 million** grant that will advance lung cancer screening rates in areas of high need.
- And that's not the only 7-figure grant Kerri was involved last year. She also helped facilitate the relationship for a 4-year, **\$1.6 million** grant from the **Merck Foundation** to support navigation to reduce disparities.
  - "You have to believe," she says. "My goals push for the moon. You never know what could happen."



- Kerri attributes these successes to strong collaboration within the ACS team, staying focused, and being customer-centric above all else.
  - Anthony Marino, senior director, corporate relations, agrees. “Kerri is extraordinary in so many ways,” he says. She “Always takes a customer-first approach, and truly listens to their needs and wants.
  - Kerri says, “The secret to opening doors is having conversations. You have to build trust and loyalty. Just reaching out to them and keeping in touch. Customer service. Letting them know they’re part of the ACS family.”

**Karen Woldahl, Nucor Steel (volunteer) (SLIDE)**

- **Karen Woldahl** is doing her part to grow the ACS family from her home in Decatur, Alabama.
  - When she started a Relay For Life team at her company, Nucor Steel Decatur, back in 2003, she didn’t realize she would go on to help grow Relay not just in her community – but throughout Nucor Steel, the largest steel producer in the US, with 23,000 employees.
- Her first year, Karen’s team raised \$3,000. Since then, they’ve raised about \$2 million, all told.
  - And they’ve shared that tremendous success. Karen’s helped start and grow other Relay teams at Nucor Steel, helping to almost double the number of teams involved, to 23 company-wide.
  - “We keep infecting more and more people with that purple passion,” she says.
- She’s been so successful that Nucor Steel is today part of our Relay Corporate Team Program, and has contributed more than **\$5 million** since 2003.
  - We’ve also recently been able to establish a relationship with their corporate office – and that office has decided to participate in an ACS payroll deduction campaign, and given us an opportunity to promote Relay to their managers nationwide.
  - And that’s a pretty big deal, since Nucor has a “no solicitation” policy, which means we needed help from an employee like Karen just to get in the door.
- As for Karen, she’s focused on the mission. She Relays in memory of her mom, who she lost to cancer a few years ago.



- And she makes sure her team represents ACS well in her company and her community. That photo on the slide is her team at the Hope Lodge in Birmingham, where they volunteered, serving the guests dinner.
  - “We’re not always just asking people for money,” she says. “That itself has opened doors to people.”
  - She’s connected colleagues to Society patient service programs like NCIC, Hope Lodge, and Look Good...Feel Better.
  - “To me, that’s why we’re doing this,” she says. “To help people that we know are going through it, and to hopefully raise enough money that we can find a cure and not have to do this anymore.”
  
- We have several of these individuals with us here today: **Neva, Stacy, and Karen** – will you all please stand? (*LEAD APPLAUSE*)
  
- Your stories are humbling. Your stories are inspiring. Your stories are simply overwhelming.
  
- And these stories are just a few examples of the many, many incredible people doing incredible work out there to further our lifesaving mission.
  - I’m sure as I was speaking, other stories came to your minds – stories of people you’ve met in *your* communities, in *your* work with ACS. You may have even thought, “Well gosh, why isn’t Gary mentioning THAT person instead?”
  - I wish I had enough time to tell you *all* the great stories right now. But our meeting simply isn’t long enough. I can’t share all of our stories. But YOU can.
  - You’re here to learn how you can open doors to our future. And storytelling is a powerful tool to help you do just that.

### **CEO Goals For 2016**

- My priorities of increasing relevance, growing revenue, and reducing operating expenses will continue to drive our planning. In addition, just yesterday, I shared my own “CEO goals” with the Board.

- I want you to know that as your CEO these are the specific goals for 2016 that I will be held accountable for achieving.

**(SLIDE)**

- **Drive Financial Performance:**
  - Meet/exceed revenue target with emphasis on public support.
  - Meet/exceed operational deficit reduction target.
  - Increase net margin of core properties.
  - Create standardized financial/management reports.
- **Lead Implementation of the Strategic Plan:**
  - Increase relevance. Establish Research as top mission priority.
  - Increase operational effectiveness.
  - Diversify revenue portfolio.
  - Develop key capabilities and competencies.
- **Lead Creation of a Customer and Donor Centric Culture:**
  - Champion purpose driven and performance oriented.
  - Embrace enterprise mindset.
  - Ensure transparent, aligned, accountable and disciplined management.
  - Strengthen operational rigor.
- **Increase Volunteer and Staff Engagement:**
  - Empower volunteers and staff to lead.
  - Implement and assess actions from engagement survey.
  - Operationalize Volunteer Care Center. (engage, educate and train)
  - Improve engagement scores and ratings.
- **Increase Leadership and Influence:**
  - Partner with leadership volunteers and staff to sustain and grow critical relationships.
  - Cultivate relationships with targeted CEO's and high net worth individuals.
  - Continue to establish and cultivate personal connections and relationships with leadership volunteers across the country.



- Engage with the Atlanta business community to promote ACS awareness and support.
- From these goals, your Senior Staff leadership at our Global Headquarters and in the Divisions will be asked to develop cascading goals, so that we are completely aligned as an organization:
  - With what we are going to achieve as individuals,
  - and with an understanding of what we will be held accountable to deliver.
  - You are my #1 priority. You are the difference makers. We can't do this without you. And we can't do this unless we're all on the same page.

## **Our Story Tomorrow/CLOSING**

---

- We also have some amazing stories to tell in our past and we should celebrate them.
- The truth is, we owe a lot to our organization's founders and from people like our ACS Honorary Life members, who have provided great leadership in the past and continue to do so today. We are truly standing on the shoulders of giants. People like:
  - George Atkins
  - Terry Fontham
  - Doug Kelsey
  - Cynthia LeBlanc
  - Pamela Meyerhoffer
  - Marion Morra
  - John Seffrin (former CEO)
  - Stephen Sener
  - Alan Thorson
  - Rich Wender (Chief Cancer Control Officer)
- Thank you all for being here and for your leadership: PAST – PRESENT – AND FUTURE.
- To all of you: I hope you leave here this week armed not just with facts and figures and energized about what we're doing to save more lives from cancer.
  - I hope you leave ready to take that next step. To share YOUR story and the stories of the people you know who have been touched by cancer and by the ACS.
  - It is these stories – YOUR stories – that open doors.
- Together, **we will create a stronger American Cancer Society – so we can bring about the cancer end game.**



- We are at a tipping point in the cancer fight. More people are surviving cancer than dying from it.
- Today, the risk of death from cancer is more than 20% lower than it was just two decades ago. (That 20 percent translates to 500 lives saved every single day.)
- We are a renewed, reenergized, and refocused ACS: We simply can't continue to address old challenges the same ways we have before.
- We must be **one team**, with **one fight** to achieve our one objective. We all have to be aligned and committed.
- And our purpose is very clear. All of us – every one of us in this room, and watching online – must be focused, aligned, and deliberate in our resolve to **end pain and suffering from cancer** once and for all.
  - Why? Because **the end of cancer starts here**. We need to **save more lives faster**. Real people are counting on us in this room and watching online today. It is within our grasp.

“Twenty years from now you will be more disappointed by the things that you didn't do than by the ones you did do. So throw off the bowlines. Sail away from the safe harbor. Catch the trade winds in your sails. Explore. Dream. Discover.”

- I want to encourage you today to sail away from the safe harbor. Don't look back. The history book is closed. Tomorrow doesn't start with the leaders of yesterday. It starts with YOU.
  - Let's go forward with confidence.
- It's clear we are accomplishing some incredible work together. Our stories, on their own, are inspiring.
  - But when you put them together, they are a force like nothing else on this earth. They are the stories that make us the American Cancer Society.

Gary M. Reedy  
2016 ACS Nationwide Volunteer and Staff Leadership Summit  
January 12-14, 2016



- We have some work to do this year. We always do. But I believe together, we can and will create a stronger American Cancer Society.
  - And together, we can bring about the cancer end game – and bring this disease under control as a major public health problem.

Thank you.