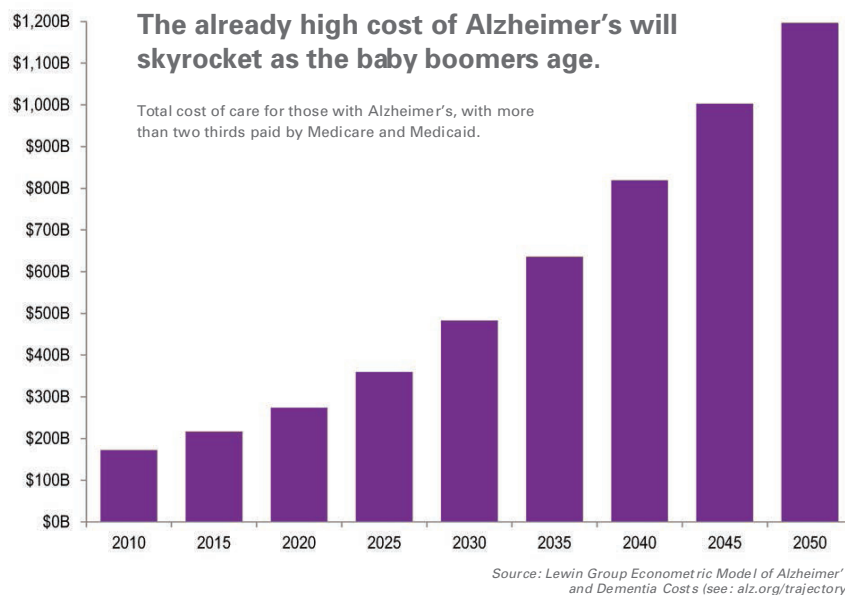


Overview:

There are more than 5 million people with Alzheimer's disease in the United States and 35 million worldwide. These numbers are expected to skyrocket to as many as 16 million and 115 million people, respectively, by mid-century. The potential of earlier diagnosis and the development of better treatments may significantly change the experience of Alzheimer's for millions of people. In the meantime, the cost of care will rise dramatically. These factors will provide unprecedented challenges and opportunities to the Association over the coming years.

In fact, never has the case for accelerated progress been more urgent. Ten thousand baby boomers turn 65 each day and the 85-plus population is one of our fastest-growing population segments. While Alzheimer's disease already costs \$203 billion in the United States alone, this number will increase to \$1.2 trillion by 2050 unless we find a way to prevent, treat or delay Alzheimer's disease in the very near future.



The Alzheimer's Association is the global leader in Alzheimer's advocacy, research and support. To enhance and strengthen this leadership position, as well as expand the depth, breadth and pace of the Alzheimer's movement, we have committed to do more.

The foundation of the FY15 – FY17 Strategic Plan is a bold, 10-year vision for the Alzheimer's disease movement, going beyond what the Association can achieve on its own. This vision, and this first of three strategic plans to accomplish it, sets clear milestones for the Alzheimer's Association to accelerate progress. While it will not be possible to achieve this vision alone, the Association has a unique role to play in changing the course of Alzheimer's and supporting millions of people living with the disease.

This collaboratively developed plan is the strategic roadmap for all parts of the Alzheimer's Association and includes the overarching Association-wide strategic objectives and priority activities on which each part of the organization and its staff will be monitored and measured. Annual strategic implementation plans and associated budgets for the national organization and chapters will be developed on the basis of this Association-wide strategic plan. In addition, each part of the organization may choose to go above and beyond the strategic plan with customized and innovative initiatives and tactics in pursuit of the 10-year vision.

Vision:

A world without Alzheimer's disease.

Mission:

To eliminate Alzheimer's disease through the advancement of research; to provide and enhance care and support for all affected; and to reduce the risk of dementia through the promotion of brain health.

Core Values:

The Alzheimer's Association's core values are forged by our commitment to the highest ethical standards and drive our priorities, commitments and organizational decisions. Our reputation is the ultimate asset, and these core values guide our behaviors, judgments and how we accomplish our mission:

Integrity:

We assure and maintain transparency in our relationships with each other and with our various constituencies.

Commitment to Excellence:

We lead through innovation, maximize technology to its fullest and relentlessly increase our knowledge.

Inclusiveness:

We operate in a spirit of inclusiveness by providing opportunities and forums for our many stakeholders to be represented and heard across activities throughout the Association.

Diversity:

We vigorously encourage and welcome the power of diversity, especially those who have been underserved or under-represented.

Consumer Focus:

We seek to understand, learn from and meet the needs of individuals with Alzheimer's disease, their families and caregivers.

Accountability:

We keep our commitments and make measurable progress to achieve our mission.

10-Year Vision:

In 2012, the organization undertook a strategic assessment process to look at the external environment and internal capacity and potential in order to determine what is necessary to change the trajectory of Alzheimer's disease and to support people living with Alzheimer's today and in the future. As a result of this collaborative, organization-wide work, a bold, 10-year vision for research and care and support was created. This three-year strategic plan seeks to both continue critical current work while laying the groundwork for achieving this longer-term vision. The most critical vision lever identified as part of the strategic assessment process was a rapid acceleration in fundraising leading to doubling revenue in the next five years.

Three-Year Strategic Objectives and Priority Activities:

The Association has identified five strategic areas that are decidedly interdependent in order to achieve the 10-year vision and fulfill our mission. Each is a priority and will be strategically implemented throughout the Association in a variety of ways. Each objective has a single overarching strategic outcome which will move forward the mission of the Alzheimer's Association and move progress toward the 10-year vision. Progress on strategic objectives will be achieved through priority activities.



10-Year Vision

Research

The Association will contribute to research breakthroughs that are life-changing for people with Alzheimer's disease by driving the international research agenda. This includes developments across treatment, diagnosis/detection and prevention, and requires ongoing advances in tools, processes and systems that will facilitate breakthroughs.

The three-year priorities identified to achieve this 10-year vision are:

- *Make research funding an Association-wide priority.*
- *Dramatically advance Association-wide fundraising for research.*
- *Conduct nationwide, dedicated research campaigns.*
- *Engage chapters in research fundraising.*
- *Complete the push for funding to the field by funding Alzheimer's Impact Movement (AIM)¹ and increasing awareness and policy efforts.*
- *Explore and test opportunities for international fundraising.*

Care and Support

The Association will contribute to a dramatic increase (e.g., to 90 percent) in the accurate and timely diagnosis of people with Alzheimer's disease and other dementias and a significant increase in the number of people with dementia and their caregivers who receive affordable, high-quality care and support (e.g., to 80 percent of people with the disease).

This 10-year vision requires collaborating with others in the field, as the task is too large to be done only by the Association. Implementation requires a three-stage transition, which will begin in this strategic plan period (FY15 – FY17).

The three-key priorities identified to achieve the 10-year vision are:

- *Identify, create and provide a set of evidence-based signature care and support programs.*
- *Set standards for high-quality care and support across the "continuum of care," within the Association and across the broader field.*
- *Ensure standards are adopted by the field.*

¹ *The Alzheimer's Impact Movement (AIM) is a nonpartisan, nonprofit advocacy organization working in strategic partnership with the Alzheimer's Association to make Alzheimer's disease a national priority. AIM is the Alzheimer's Association's only sister organization. Organized as a 501(c)(4) organization, AIM supports the advancement of the Alzheimer's Association public policy goals, complementing the Association's efforts by using advocacy tools and communications that the Alzheimer's Association, as a 501(c)(3) organization, cannot.*

Vision-Critical Levers

In order to achieve this vision, the three primary levers the Association must use to their fullest potential are increasing revenue, advancing public policy and growing concern and awareness.

- The strategic assessment process resulted in a specific, five-year revenue goal for the entire Association. The two-part goal is 1) to at least double revenue to \$450 million by 2019 and 2) to develop an Association-wide culture (including boards, staff and volunteers at national and chapters) that fully embraces, prioritizes and invests in fundraising as an essential key to the success of the mission. Revenue streams identified to “double down” in order to achieve this goal are:
 - Continue to grow Walk to End Alzheimer’s® and add a second signature event.
 - Grow major and intermediate gifts.
 - Grow planned giving.
 - Begin building necessary capabilities and alignment to grow corporate engagement.
 - Develop case for and pilot reimbursement opportunities.
- It was further recognized that neither the research nor the care and support vision would be possible to achieve without further significant advances in public policy and advocacy activity, primarily at the federal level.
- While noticeable advances have been made in growing concern and awareness, a transition to increased personal and societal concern about Alzheimer’s as a major public health issue, as well as heightened awareness of the Alzheimer’s Association, were embraced as absolutely necessary to achieve progress toward the vision and strategic objectives.

Diversity and Inclusion

Diversity and inclusion are not only core values of the Alzheimer’s Association, but initiatives to increase diversity and inclusion are also key tactics necessary to reach both the Association’s 10-year vision and associated three-year objectives. Therefore, an assessment process for diversity and inclusion was conducted concurrent to the strategic assessment process.

As a result of this nationwide, collaborative process four priority populations were identified using the following criteria: percentage of U.S. population 10 percent or greater; disproportionate impact of Alzheimer’s disease; ability to access through established networks and trusted community leaders; evidence of engagement through volunteering, donating or advocating; and experience of health care disparities due to lack of access, income, cultural barriers or discrimination. Three of these four priority populations identified for outreach and engagement through this FY15–17 strategic plan are African-Americans, Hispanic/Latinos, and the Lesbian, Gay, Bisexual and Transgender (LGBT) community. Women will be addressed as a priority segment in the champions media target and as a critical marketing segment across priority activities.

Activities for diversity and inclusion to support strategic plan objectives are outlined in the next section. Data collection will be available in the following areas: donors, event participants, program participants, advocates and research participants (TrialMatch®, International Society to Advance Alzheimer’s Research and Treatment (ISTAART), Alzheimer’s Association International Conference® (AAIC®) attendees and grant recipients).

Diversity and Inclusion

The following activities will be conducted to further diversity and inclusion impact throughout all five strategic objectives.

Priority Activities:

1. Collect and report diversity data through the strategic plan dashboards to establish baselines.
2. Fully implement partnerships with at least one leading organization related to each priority population.
3. Provide nationwide support for implementation of priority activities for three priority audiences as appropriate and implement at least one initiative to increase outcomes in one priority activity in each chapter.

Increasing Concern and Awareness

Three-Year Strategic Objective:

Continue commitment to strengthen the momentum of the Alzheimer's disease movement by increasing concern about Alzheimer's disease; increasing unaided awareness of the Alzheimer's Association in the Champions audience by 50 percent; and increasing constituent engagement through activities to support all strategic objectives.

Priority Activities:

1. Double media impressions naming the Alzheimer's Association through creative utilization of integrated media, including emerging media, to consistently communicate key messages and calls to action to target audiences in local markets and nationwide.
2. Increase constituent engagement via the Association's largest channels to actively drive outcomes related to all strategic objectives.
 - a. Increase visits to online properties including alz.org and social media channels.
 - b. Increase eNews subscriptions.
 - c. Increase the number of active grassroots advocates.
 - d. Increase the retention of mass-market event participants and donors while continuing to grow the number of participants.

Advancing Public Policy

Three-Year Strategic Objective:

Steadily increase the Association's influence with policymakers to achieve effective implementation of the National Alzheimer's Plan and established federal and state policy priorities. Accomplish this by executing strategies to develop knowledgeable, professional, productive relationships with state policymakers; mobilizing Alzheimer's advocates in a comprehensive, coordinated and activist-oriented plan to engage their members of Congress; and through the political activities of a respected and growing sister organization, the Alzheimer's Impact Movement.

Priority Activities:

1. Increase state priority-driven meetings between Association representatives and members of state government

nationwide by 50 percent each year, beginning from a state-specific baseline scaled by the population of each state, and report quarterly on progress toward achieving the Association's policy priorities for the state.

2. On the federal level, develop a growing, volunteer-powered Alzheimer's Congressional Team for each member of Congress by supporting the Ambassador that is in place for every member. This is to be accomplished through the addition of at least one advocacy leader who has committed to serve in a defined Alzheimer's Congressional Team role.
3. Double federal Alzheimer's Congressional Team actions in order to steadily strengthen relationships with their designated member of Congress.
4. Support the growth of the Alzheimer's Impact Movement to a sufficient scale and scope to enable AIM to become a highly effective and influential organization.

Enhancing Care and Support

Three-Year Objectives

Increase the number of service contacts provided through quality measured Association programs and services directly delivered through chapters and the national organization through alz.org and the Contact Center by 50 percent.

Conduct an assessment to identify appropriate standards and evidence-based programs to ensure delivery of quality care, including supportive and diagnostic services. The results of this assessment will lead to collaboration with others within the broader dementia related field to achieve outcomes.

Priority Activities

1. Increase the number of service contacts provided through the Common Program Plan by 15 percent.
2. Increase nationwide referrals from professional health care providers to the Association by X percent (not to exceed 10 percent of chapter-specific baseline).
3. Based on the outcome of the assessment, identify two standards supporting quality care and conduct research on three programs.

Accelerating Research

Three-Year Strategic Objective:

The Alzheimer's Association continues to be the respected leader and largest non-profit funder in advancing international Alzheimer's research. We are committed to maintaining our leadership role in convening, collaborating and coordinating to advance research and to playing a significant role in the direction and funding of research into the care, cure and prevention of Alzheimer's disease through the expansion of private and public funding efforts, domestically and abroad.

Priority Activities:

1. Accelerate research funding through the Alzheimer's Association International Research Program

to \$70 million by the final year of this plan, growing funding by \$10 million in FY15, \$20 million in FY16 and \$40 million in FY17, through a nationwide campaign targeting the additional audience of research-interested donors who have not yet fully engaged with the Association, and by engaging chapters in research education and fundraising and support of local research projects approved by the Alzheimer's Association Medical and Scientific Advisory Council.

2. Expand the Alzheimer's Association international leadership role as convener to collaborate and coordinate Alzheimer's research activities through AAIC, the Alzheimer's Association Research Roundtable, ISTAART, the National Plan to Address Alzheimer's Disease, Alzheimer's & Dementia, The Journal of the Alzheimer's Association and other programs.
3. Grow nationwide clinical studies recruitment efforts that accelerate study enrollment and transform recruitment for Alzheimer's disease across the country.
4. Explore international fundraising efforts to support the International Research Program.

Growing Revenue Support of the Mission

Three-Year Strategic Objective:

Achieve significantly greater Association-wide mission impact by growing contributed revenue by an average of 8 percent per year and additional growth through the nationwide research campaign toward the five-year goal of doubling all Association revenue to \$450 million by 2019, through the development of an Association-wide philanthropic culture (including boards, staff and volunteers at national and chapters) that fully embraces, prioritizes and invests in partnerships, fundraising and revenue growth priorities as essential keys to the success of the mission.

Priority Activities:

The organization will commit to working in partnership to rapidly accelerate revenue growth by an average of 8 percent each year through full implementation of the following priority activities.

1. Invest new resources to significantly grow Walk to End Alzheimer's®, identify and begin to implement a new nationwide second signature event, expand planned giving marketing, launch nationwide research campaign and engage corporate relationships to support all appropriate activities.
2. Fully implement major and intermediate giving program and corporate initiatives to realize full potential in all geographies and build pipeline for future growth.
3. Sustain direct marketing, general development, relationship events and foundations revenue.
4. Create and implement a set of organizational best practices to ensure growth of a philanthropic culture.