GOAL I:
People have effective treatment choices and solutions to the challenges of living with MS

STRATEGY 1:
Expand investments and worldwide collaboration to accelerate research

RESEARCH ANSWERS QUESTIONS TO ADDRESS UNMET NEEDS
Achieved through:

- Investments in MS research
  - FY16 goal target:
    - $53.9 million in MS research investments
  - FY16 strategy target:
    - 5% increase in MS-related patent applications = 9,364

- Patent applications and clinical trials of novel approaches for all forms of MS
  - FY16 strategy target:
    - 5% increase in MS-related patent applications = 9,364

- Clinical trials testing new solutions
  - FY18 plan-end goal target:
    - Increase in clinical trials (over FY15 year-end)
      - 10% increase in relapsing MS = 320
      - 20% increase in progressive MS = 212
      - 10% increase in wellness approaches and symptom management = 170

Q3 PROGRESS

$40.1 million
INVESTMENT IN MS RESEARCH

Highlights & Notations

- Research investment is projected to be $50 million versus a budget of $53.9 million. This investment has been intentionally decreased due to the FY16 revenue projection being under budget.

- Patient-Centered Outcome Research Institute (PCORI) committed $19.6 million for studies comparing the benefits and risks of MS therapies to help people make informed choices

- The FDA approved Zinbryta™ (daclizumab) as a therapy for adults with relapsing forms of MS

- Antihistamine, clemastine, showed evidence of stimulating myelin repair in a small phase II MS trial

- 2016 John Dystel Prize for MS Research went to Claudia Lucchinetti at the Mayo Clinic

- Clinical trials data from Multiple Sclerosis Outcome Assessments Consortium made available for the first time to qualified researchers

- Positive results from two studies of bone marrow-derived stem cells in people with aggressive, relapsing MS

- A phase 2 trial of anti-LINGO, an approach to repair myelin, did not improve physical function cognitive function, or disability, despite an earlier positive trial
GOAL I:
People have effective treatment choices and solutions to the challenges of living with MS.

STRATEGY 2:
Seize opportunities and build pathways with government, communities, and the private sector so people with MS get what they need

ADVOCACY RESULTS IN NEW AND EXPANDED RESOURCES
Achieved through:
- Increased engagement with policy decision-makers
  - FY16 goal targets:
    - 20% increase of District Activist Leaders\(^1\) = 251
    - Grassroots\(^2\) relationships (reporting will resume in FY17)
- New and expanded resources
  - Ongoing goal/strategy target:
    - Legislation and regulations adopted at the state and/or federal level
- Constituent retention and acquisition
  - FY16 goal targets:
    - Increased number of activists (target in development)
    - Increase activist engagement from (target in development)

Q3 PROGRESS
Progress on Federal Priorities
- MS Activists sent 4,546 letters to the Senate, as part of a successful advocacy effort to remove language in the Senate Defense Authorization bill that would threaten MS research through the Congressionally Directed Medical Research Program (CDMRP). The Senate voted to protect the CDMRP, by a vote of 66 to 32.
- New cosponsors for key Society federal legislation were added:
  - Advancing Research for Neurological Diseases Act: 12
  - Legislation improving access to complex rehabilitation technology: 8
  - Legislation improving access to complex rehabilitation technology accessories: 37

Progress on State Legislative Activity
- The Society worked on and supported 82 Unified State Policy Agenda\(^3\) bills and issues

Great to see the U.S. Senate taking some action to protect MS Research. This only happens when people make sure that they contact members to inform them how important the issue is to them.”
– Tim the MS Bear Facebook Page

DISTRICT ACTIVIST LEADERS

<table>
<thead>
<tr>
<th>Total Activists</th>
<th>Year-to-Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>269</td>
<td>25</td>
</tr>
<tr>
<td></td>
<td>3%↑ IN Q3</td>
</tr>
<tr>
<td></td>
<td>29%↑ YEAR-TO-DATE</td>
</tr>
</tbody>
</table>

113,976
Total Activists
Reflects the total number of people signed up in the grassroots network, regardless of action taken

29,030
Engagements
Defined as taking action by sending action alerts within Q3

These state legislatures do not meet in 2016: Montana, Nevada, North Dakota, Texas
GOAL I:
People have effective treatment choices and solutions to the challenges of living with MS.

STRATEGY 3:
Influence, lead and collaborate to expand resources to ensure access to healthcare

HEALTHCARE MEETS INDIVIDUAL NEEDS
Achieved through:
• People with healthcare that meets their needs
  • FY16 goal targets:
    • Institutional Clinician Training Awards and Individual Fellowships\(^4\) expand MS healthcare workforce
    • 10% increase in number of Partners in MS Care\(^5\) = 278
  • FY16 strategy targets:
    • Targeted healthcare providers participate in MS-related education
    • 50% of Partners in MS Care make referrals to the Society using referral form = 800 referrals

Q3 PROGRESS

Individual Clinical Fellowships
Fellowships that address clinical gaps in MS care

Institutional Clinician Training Awards
Multi-year centers focused on MS clinical training

Partners in MS Care

274 TOTAL
6 NEW

2% \(\uparrow\) IN Q3
9% \(\uparrow\) YEAR-TO-DATE

308 NEW REFERRALS
to the Society

Centers for Comprehensive Care: 127
Neurologic Care: 68
Rehabilitation: 38
Mental Health: 41

Healthcare Access Highlights
• Society wellness programs: 80% plan to make a change based on what they learned; 93% would recommend the program to others
• Society social programs: 87% would recommend program to others; 90% see the Society as trusted partner; 68% were able to engage in an activity they would not normally be able to
• Wellness webinar series (in collaboration with Can Do MS): 78% plan to make a change

… attending class with Maria felt like coming home...like a missing piece of my life was put back. I’m really happy to have this practice back in my life with even more understanding of how it can positively impact my life."

– Anonymous Wellness Program participant
GOAL II:
People affected by MS connect to the individuals, information and resources they need to move their lives forward

STRATEGY 4 & STRATEGY 5:
• Connect people affected by MS to one another and share life experiences and solutions
• Connect people to information and resources so that they can take fully informed actions

PEOPLE WITH MS ARE CONNECTING EARLIER IN THEIR MS JOURNEY
Achieved through:
• People newly diagnosed who report knowledge of the Society and connect
  ▪ Ongoing goal targets:
    • Increase in people newly diagnosed connecting online (targets in development)
    • More people get information they need when they need it through Knowledge Is Power® (KIP)

Q3 PROGRESS

<table>
<thead>
<tr>
<th>TOTAL</th>
<th>5,427 Newly diagnosed MSconnection.org members</th>
</tr>
</thead>
<tbody>
<tr>
<td>NEW</td>
<td>219 Newly diagnosed MSconnection.org members</td>
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<tr>
<td>4% ↑ IN Q3</td>
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<tr>
<td>18% ↑ YEAR-TO-DATE</td>
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</tr>
<tr>
<td>734</td>
<td>Newly diagnosed individuals contacted the Information Resource Center</td>
</tr>
<tr>
<td>34,400</td>
<td>Newly diagnosed webpage views</td>
</tr>
<tr>
<td>28,392</td>
<td>KIP program more digitally accessible and more personalized, leading to nearly 400% increase in online KIP visitors over FY15</td>
</tr>
</tbody>
</table>

“I’m new to MS and the MS community. I love the support, examples, stories, and helpful advice and guidance I have received so far. Your story really helped me come up with the decision to go back to school and finish my Master’s Degree in Business Management.”

– Stephanie, MSconnection.org member
People affected by MS are connecting to the Society for what they need when they need it

Achieved through:

• Lasting connections through Society channels
  o FY16 goal targets:
    • Self-help group leaders and members are more deeply engaged, and gaps in support are intentionally filled
    • 10% increase in number of MSconnection.org7 online community groups = 435
  o FY16 strategy targets:
    • People connect to others with similar experiences for support and to reduce isolation
    • 20% increase in social media followers
    • Maintain 40% social media engagement

Q3 SOCIAL MEDIA ENGAGEMENT*

Engagement = actions taken in response to Society posts (e.g. likes, comments, retweets), divided by total number of social media followers

Average engagement rates: Facebook business pages = 2%, Twitter top 25 brands = .07%, Instagram top brands = 4%

GOAL II:
People affected by MS connect to the individuals, information and resources they need to move their lives forward

Q3 PROGRESS

Society groups connectors

MS Friends
38 volunteers connected to 779 callers per month, 136 new/unique callers per month

Peer Connections
65 volunteers connected to 123 new peers, 82 ongoing peers through online or phone connection

MSConnection.org online community groups

456 total
14 new
3% ↑ in Q3
15% ↑ year-to-date

Self-help groups by state

MSCONNECTION.ORG

TOTAL
1,129
15
1,144

IN Q3
NEW

1,144

Year-to-date

TOTAL
1,129
NEW

Social media followers

46% ↑ year-to-date

1–5
21–30
6–10
31–40
11–20
41+

Self-help groups by state

MSCONNECTION.ORG online community groups

TOTAL
456
14
470

Year-to-date
GOAL II:
People affected by MS connect to the individuals, information and resources they need to move their lives forward

PEOPLE FIND THE CONNECTIONS THEY NEED TO LIVE THEIR BEST LIVES

Achieved through:

• Lasting connections through Society channels
  ○ FY16 goal targets:
    • 20% growth in MSconnection.org membership = 43,000
    • MSconnection.org engagement (targets and metrics in development)
  ○ FY16 strategy target:
    • 10% increase in MSconnection.org connections

Q3 PROGRESS

MSconnection.org

<table>
<thead>
<tr>
<th></th>
<th>Total Members</th>
<th>Total Connections</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>TOTAL MEMBERS</strong></td>
<td>41,093</td>
<td>33,177</td>
</tr>
<tr>
<td>NEW MEMBERS</td>
<td>1,697</td>
<td>727</td>
</tr>
</tbody>
</table>

- **4% ↑** IN Q3
- **14% ↑** YEAR-TO-DATE
- **2% ↑** IN Q3
- **7% ↑** YEAR-TO-DATE

“When I called, I felt lost, alone & hopeless... By the end of the call, I felt better emotionally, not quite as lost & not at all alone.”

– Anonymous caller, Information Resource Center

Appendix on page 13
GOAL II:
People affected by MS connect to the individuals, information and resources they need to move their lives forward

PEOPLE FEEL BETTER EQUIPPED TO MOVE THEIR LIVES FORWARD
Achieved through:
• People reporting satisfaction/quality of connections made
  ○ Ongoing goal targets:
    • Minimum 95% satisfaction with MS Navigator services
• People take action as a result of receiving the information and/or resources they need
  ○ FY16 strategy target:
    • MS Navigator services lead to action (target in development)
    • Email click-throughs (target in development)

Q3 PROGRESS
How satisfied are you with the service you received from the National MS Society?

- Yes/Very Much So: 95%
- Neutral: 4%
- No: 1%

I have a place for support where I can find solutions.

- Agree/Somewhat Agree: 74%
- Neutral: 15%
- Disagree/Somewhat Disagree: 11%

Did you or do you plan to take action based on the information we provided?

- Yes: 84%
- No: 9%
- Other: 7%

Actions Taken / Planned

- Connect to others with similar experiences for support or other needs
- Share information with someone affected by MS
- Attend a program
- Talk with your doctor about information provided
- Make a plan to change a particular situation or incorporate some of the things discussed
- Share information with a family member or friend
- Contact a referral

60,413 eNews click-throughs
GOAL III:
Individuals and organizations are mobilized to generate resources that accelerate progress and maximize impact

STRATEGY 6:
Accelerate revenue growth and increase resources

WE BUILD CAPACITY AND EFFECTIVELY GENERATE AND DEPLOY RESOURCES TO FUND THE STRATEGIC PLAN

Achieved through:
• Revenue goal met or exceeded
  • FY16 goal targets:
    • Individual giving will grow by 5%, raising $32.1 million
    • Walk MS will grow by 4.9% raising $48.8 million
    • Bike MS will grow by 6.5% raising $87.4 million
  • FY16 strategy targets:
    • MuckFest MS will grow by 13% raising $3.61 million
    • Challenge Walk MS will grow by 8.9% raising $3.8 million

Q3 PROGRESS

Revenue Sources

Highlights & Notations
• Individual Giving revenue currently exceeds budget by $2.74 million
• Walk MS revenue is down 3.9% or $1.7 million from FY15. Staff is working on post event follow-up, including letters and emails focusing on milestones, matching gifts and outstanding donations.
• Our largest ride, Bike MS Houston to Austin, has experienced declining participation (both teams and team size) and revenue (down by $4 million), as well as Bike MS Colorado (participation decline of 8% and revenue decline of 5%), both largely due to the impact of the energy industry.
• All other rides combined are down about 7% or $1.4 million, with Bike MS registration down overall 12%. More than 47 rides remain, some being our largest, where we are focused on teams and top fundraiser activation.
• Teamwork among staff across markets continues to drive corporate relationship expansion, new teams, and revenue growth among Society National Teams
• Aretha Franklin headlined the Musical Moments concert to support the Society, raising over $1.5 million
GOAL III:
Individuals and organizations are mobilized to generate resources that accelerate progress and maximize impact

STRATEGY 7:
Engage each person and organization in the MS movement at their highest level

WE HAVE ENDURING RELATIONSHIPS THAT EXCEED CONSTITUENT EXPECTATIONS

Achieved through:

- Constituent retention and acquisition
  - FY16 goal targets:
    - Increase number of mid-level donors (targets in development)
    - Increase number of major donors (targets in development)
    - Special event & individual giving retention & acquisition (targets in development)
    - Top level rating among organizations that rate and rank nonprofits, instilling constituent/donor trust and confidence in the Society special event and individual giving retention and acquisition (targets in development)
  - FY16 strategy target:
    - 100% of offline donor transactions managed by the Constituent Information Center

Q3 PROGRESS

| MID-LEVEL DONORS ($1,000–$9,999): | 12,280 | 5,341 |
| MAJOR DONORS ($10,000+): | 874 | 328 |

Highlights & Notations

- $3 million multi-year gift from Ed Dowd for the Personal Advocate Program
- $1.35 million awarded from the Hilton Foundation for The Marilyn Hilton MS Achievement Center at UCLA
- Over $1 million in bequests received from 8 estates
- Walk MS participation is down over 25,000 participants and 2000 teams so acquisition of new participants and teams will be critical in FY17. Year-round cultivation plans are in place to include centralized emails 30 and 60 days post event that focus on the impact fundraising dollars make.
- A Bike MS digital media campaign is currently focused on acquisition through targeted advertising and is positively impacting retention as well. Bike MS retention is currently up, likely due to improved operational reports, utilization of event-specific portfolios and increased focus on relationship development.
- The Constituent Information Center is expediting data management work across all Bike MS and Walk MS focus markets to ensure positive constituent experience, support post event marketing efforts and improve event retention rates.

NATIONAL HEALTH COUNCIL

HIGHEST LEVEL RATING

The National MS Society meets the highest standards of accountability, ethical practice, organizational effectiveness, and good public stewardship

100% of offline donor transactions managed by the Constituent Information Center

Acquisition & Retention

- Bike MS retention: 68.6% (64.4% in FY15 Q3)
- Walk MS retention: 45.6% (45.6% in FY15 Q3)

- MuckFest MS retention: 66.8% (63.6% in FY15 Q3)
- Challenge Walk MS retention: 27.9% (24.5% in FY15 Q3)

Appendix on page 13
GOAL III:  
Individuals and organizations are mobilized to generate resources that accelerate progress and maximize impact

STRATEGY 8:  
Equip volunteers and staff with tools and resources to achieve desired results

STAFF AND VOLUNTEERS ARE SUPPORTED SO THEY ARE MOBILIZED, FULLY ENGAGED, POWERFUL & EFFECTIVE LEADERS

Achieved through:

• Employees and volunteers aligned with the Strategic Plan and have the ability to develop and expand influence
  ○ Goal target:
    • Track and manage alignment plan status: Red, yellow, green

Q3 PROGRESS

Constituent Relationship Management (CRM)*: Yellow/Green
• Currently evaluating pacing prioritization of the CRM tool implementation, which may change pace or scope of this project (yellow)
• 100% of offline donations are being processed through Constituent Information Centers (green)

Development: Yellow/Green
• Challenged by current staff alignment to deploy talent to our best revenue growth potential (yellow)
• On track for staff alignment in FY17 for all Development staff (green)

Finance: Green
• Denver processing center almost fully staffed and 17 chapters have migrated to it. Two more chapters will migrate in July and another two in August.
• New York processing center is staffed and chapter migrations are underway. Houston will begin processing for chapters in July with all chapters migrated by the end of August.
• Society budgeting process underway targeting National Board approval by September 9
• Continue work to transition to one employer identification number (EIN) effective FY17

Human Resources: Green
• Leading the work in staff alignment throughout the organization
• RFP conducted for Society medical and dental benefits plan. Further discussions will take place with finalists at the end of July.
• Staff leadership participating in diversity and inclusion exercise
• Preparing for Department of Labor changes relating to overtime pay effective December 1

GREEN STATUS:
Milestones to achieve outputs are within 0–29 days of plan. Budgeted/non-budgeted resources must also be less than 5% of the total project expense, or less than $50,000 (whichever is greater).

YELLOW STATUS:
Two or more milestones to achieve outputs are between 30–60 days past plan due date.

RED STATUS:
One or more milestones to achieve outputs is more than 60 days past plan due date, and/or implementation date is delayed by more than 60 days.
GOAL III:
Individuals and organizations are mobilized to generate resources that accelerate progress and maximize impact

Information Technology: Green
- Conduct cyber security evaluation and enhance Society’s preparedness relating to disaster recovery
- Data warehouse transition continued, fully supported by Society staff

Legal and Risk Management: Green
- Conduct RFP for insurance broker
- Select new software with mobile capabilities for incident tracking

Marketing: Green
- Implementation is underway and on track for all Society creative and materials production, including MSConnection newsletters; roles finalized and positions are being filled.
- Alignment teams now working in areas of: social marketing, digital marketing, digital experience (particularly the online fundraising experience), and PR and media relations.
- A fully aligned (FY18 vision) marketing organizational chart has been drafted and communicated for planning

Services: Green
- Work is continuing define an FY17 scope of services that would be available to all people with MS regardless of location
- Chapter developed programs have been inventoried and a process is in development to tweak each program for greater impact, consider for society-wide use or phase out thoughtfully
- A detailed services organizational chart has been developed, Vice Presidents hired and additional work underway to develop job descriptions and post positions

GREEN STATUS:
Milestones to achieve outputs are within 0–29 days of plan. Budgeted/non-budgeted resources must also be less than 5% of the total project expense, or less than $50,000 (whichever is greater).

YELLOW STATUS:
Two or more milestones to achieve outputs are between 30–60 days past plan due date.

RED STATUS:
One or more milestones to achieve outputs is more than 60 days past plan due date, and/or implementation date is delayed by more than 60 days.
1. **District Activist Leaders** build and foster critical, lasting relationships with their elected officials (in their legislative districts) that will help the MS movement influence policy issues at the federal, state and local level. District Activist Leaders serve as the liaison between the Society and their local MS community.

2. A **Grasstops volunteer** is someone who has a close, personal connection with a local official, a state or federal legislator or official, an individual serving at a key government agency, or an influential staff person for any of the above figures. From time to time, grasstops volunteers may be called upon to leverage relationships on behalf of the Society and our mission, and/or facilitate an introduction with Society staff.

3. **Unified State Policy Agenda** is a platform of issues from which the Society advocates in all states.

4. **Fellowship opportunities for healthcare providers** —
   - **Institutional Clinician Training Award**: Five-year awards to mentors and institutions to provide training for board-certified/eligible neurologists and psychiatrists in MS specialist care. Training will include new and follow-up patient consultations and treatment under the supervision of an MS specialist physician along with participation in a multidisciplinary team, lectures, and professional meetings.
   - **Individual Fellowships**: One-year, post-residency MS clinical fellowship program designed to train board-certified/eligible neurologists or psychiatrists in specialized MS clinical care. This 12-month program provides fellows with the opportunity to perform new patient consultations and follow-up evaluations under the supervision of an MS specialist.

5. The **Partners in MS Care** program recognizes and acknowledges committed healthcare professionals whose practices improve access to high-quality care for people with MS to live their best lives. Partners include healthcare professionals in the areas of neurology, mental health and rehabilitation, as well as sites that provide multidisciplinary healthcare.

6. **Knowledge Is Power** (KIP) is an introduction and guide to living with MS for those who are recently diagnosed or have a loved one who was recently diagnosed.

7. **MSconnection.org** is a social networking website and online community for people living with MS, their loved ones and experts to connect in a safe and secure environment.

8. **Constituent Relationship Management** is a term that refers to practices, strategies and technologies that the Society leverages to engage each person and organization in the MS movement at their highest level through a seamlessly connected constituent experience.

9. The **Constituent Information Center** is a centralized operation with the staff expertise and focus to maintain high standards of excellence with our constituent information. The Information Center manages donor and team gifts made through the mail, at chapter offices or at events and then translates this donor and gift information into our database so we maintain a history of a donor’s giving over time. The Center also manages the acknowledgment of these gifts in conjunction with staff at chapters.

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