

COMMUNITY FORWARD: STRONGER TOGETHER

CSC STRATEGIC PLAN 2026-2029



Our Mission

Cancer Support Community/Gilda's Club uplifts and strengthens people impacted by cancer by providing support, fostering compassionate communities, and breaking down barriers to care.

Our Vision

Everyone impacted by cancer receives the support they want and need throughout their experience.

Our Core Values



Commitment to Excellence

CSC is committed to *evidence-based practice and organizational excellence* in mission delivery.



An Essential Part of Care

CSC believes that caring for the whole person and family is an essential part of quality cancer care and that all people affected by cancer should be made aware of and have access to psychosocial care as part of cancer treatment and survivorship.



No Charge for Services

CSC endeavors to provide as many programs as possible at no charge to our members/participants.



Collective Wisdom & Individual Experience

CSC encourages members/participants to share their own experiences and expertise because it creates collective wisdom that in turn enriches the community as a whole.



Empowerment Through Community

CSC believes that members/participants can become empowered to improve their health and well-being through opportunities in a community setting in which they gain knowledge, control, and a connection to others.

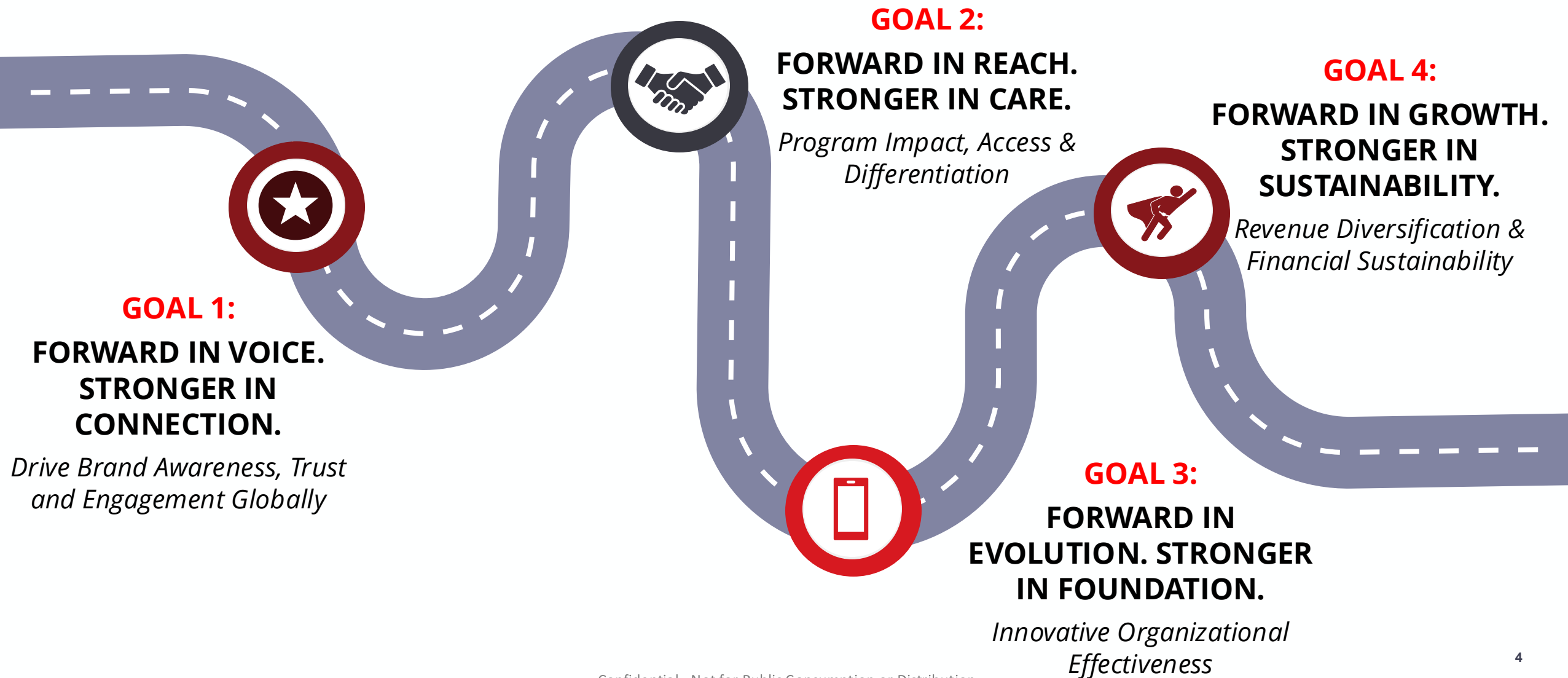


Respectful and Inclusive

CSC is respectful and welcoming to all people touched by cancer with diverse backgrounds and perspectives. Members/participants are invited to “come as you are” in an environment that welcomes humor, honors learning, and encourages meaningful exchange with others.

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Goal 1: Drive Brand Awareness, Trust & Engagement Globally

Build a unified, trusted, and recognizable CSC brand that drives awareness, engagement, and connection across all audiences and markets.

Strategy 1

Unified Brand Experience, Governance & Adoption

Strategy 2

Brand Awareness & Demand Generation

Measurement and Key Performance Indicators

1. Increase Brand Awareness by 14% over 2025 baseline (5% increase in 2026, 4% increase in 2027, 3% increase in 2028, 2% increase in 2029).
2. Increase People Engaged by 14% over 2025 baseline (5% increase in 2026, 4% increase in 2027, 3% increase in 2028, 2% increase in 2029).

Goal 1: Drive Brand Awareness, Trust & Engagement Globally

Build a unified, trusted, and recognizable CSC brand that drives awareness, engagement, and connection across all audiences and markets.

Strategy 3

Clear & Differentiated Value Proposition

Strategy 4

Integrated Storytelling, Insights & Impact

Measurement and Key Performance Indicators

1. Increase Brand Awareness by 14% over 2025 baseline (5% increase in 2026, 4% increase in 2027, 3% increase in 2028, 2% increase in 2029).
2. Increase People Engaged by 14% over 2025 baseline (5% increase in 2026, 4% increase in 2027, 3% increase in 2028, 2% increase in 2029).

Goal 2: Program Impact, Access & Differentiation Across The Continuum

Build high-impact, accessible programs that distinguish CSC's unique value and reach all people impacted by cancer.

Strategy 1

**High-impact Signature Program
Investment & Network Partner Alignment**

Strategy 2

Research & Impact Infrastructure

Measurement and Key Performance Indicators

1. Increase Mission-related Engagement by 14% over 2025 baseline (5% increase in 2026, 4% increase in 2027, 3% increase in 2028, 2% increase in 2029).
2. Expand US partnership coverage from 66% to 75% of states. Sustain global representation.

Goal 2: Program Impact, Access & Differentiation Across The Continuum

Build high-impact, accessible programs that distinguish CSC's unique value and reach all people impacted by cancer.

Strategy 3

**Corporate & Health System Referral
Partnerships**

Strategy 4

**Digital & Virtual Program Modernization &
Access**

Measurement and Key Performance Indicators

1. Increase Mission-related Engagement by 14% over 2025 baseline (5% increase in 2026, 4% increase in 2027, 3% increase in 2028, 2% increase in 2029).
2. Expand US partnership coverage from 66% to 75% of states. Sustain global representation.

Goal 3: Innovative Organizational Effectiveness

Build the internal systems, culture, and infrastructure to scale impact sustainably and innovatively using tools and digital support.

Strategy 1

**Strategic Prioritization &
Resource Allocation**

Strategy 2

**People, Culture, Leadership
& Skills Development**

Strategy 3

**Technology Modernization for
Organizational Effectiveness**

Measurement and Key Performance Indicators

1. Employee Engagement Commitment $\geq 80\%$
2. Employee Sustainable Talent Retention $\geq 80\%$

Goal 4: Revenue Diversification & Financial Sustainability

Build a resilient, balanced, and growing revenue base that supports CSC's mission and long-term impact.

Strategy 1

Revenue Diversification and Growth

Strategy 2

Integrated National & Network Funding Model

Measurement and Key Performance Indicators

1. Increase total revenue to \$12.5M by 2029.
2. Expand the non-pharma revenue pipeline and strengthen financial sustainability by adding 25 new active corporate partners, 10 new active foundation partners, and transitioning 50 mid-level donors (\$1,000–\$4,999) to major donors (\$5,000+) by 2029.

Goal 4: Revenue Diversification & Financial Sustainability

Build a resilient, balanced, and growing revenue base that supports CSC's mission and long-term impact.

Strategy 3

**Strategic Expansion of Industry and
Corporate Partnership**

Strategy 4

**Sustainable & Predictable Revenue
Model**

Measurement and Key Performance Indicators

1. Increase total revenue to \$12.5M by 2029.
2. Expand the non-pharma revenue pipeline and strengthen financial sustainability by adding 25 new active corporate partners, 10 new active foundation partners, and transitioning 50 mid-level donors (\$1,000–\$4,999) to major donors (\$5,000+) by 2029.

KPI Dashboard

GOAL 1	GOAL 2	GOAL 3	GOAL 4
Increase Brand Awareness by 14% over 2025 baseline.* <i>(5% increase in 2026, 4% increase in 2027, 3% increase in 2028, 2% increase in 2029)</i>	Increase Mission-related Engagement by 14% over 2025 baseline.* <i>(5% increase in 2026, 4% increase in 2027, 3% increase in 2028, 2% increase in 2029)</i>	Employee Engagement Commitment ≥80%*	Increase total revenue to 12.5M by 2029.
Increase People Engaged by 14% over 2025 baseline.* <i>(5% increase in 2026, 4% increase in 2027, 3% increase in 2028, 2% increase in 2029)</i>	Expand US partnership coverage from 66% to 75% of states. Sustain global representation.	Employee Sustainable Talent Retention ≥80%*	Expand the non-pharma revenue pipeline and strengthen financial sustainability by adding 25 new active corporate partners, 10 new active foundation partners, and transitioning 50 mid-level donors (\$1,000–\$4,999) to major donors (\$5,000+) by 2029.

KPI Addendum



**CANCER SUPPORT
COMMUNITY**
COMMUNITY IS STRONGER THAN CANCER



**GILDA'S
CLUB**

GOAL 1	GOAL 2	GOAL 3	GOAL 4
Increase Brand Awareness by 14% over 2025 baseline (<i>5% increase in 2026, 4% increase in 2027, 3% increase in 2028, 2% increase in 2029</i>).* *Measure with Annual Survey (to set 2026 baseline). As Quarterly Proxy (and to set against a 2025 baseline), measure with Overall Reach (Total number of people exposed to our brand across channels, including viewers of web, social media, earned & unearned media, and LLM citations).	Increase Mission-related Engagement by 14% over 2025 baseline (<i>5% increase in 2026, 4% increase in 2027, 3% increase in 2028, 2% increase in 2029</i>).* *Mission-related Engagement = Mission-related Touches/Reaches (with Educational Impressions, LLM search + Partner Engagement.)	Employee Engagement Commitment ≥80%* *as measured by Quarterly Engagement Survey & used as continuous feedback loop to drive continuous improvement.	Increase total revenue to \$12.5M by 2029.
Increase People Engaged by 14% over 2025 baseline (<i>5% increase in 2026, 4% increase in 2027, 3% increase in 2028, 2% increase in 2029</i>).* *Measure number of people who take meaningful action that indicates deeper awareness or intent (Website engagement, email signups, event registration/attendance, helpline/chat initiations, social media engagements).	Expand US partnership coverage from 66% to 75% of states. Sustain global representation.	Employee Sustainable Talent Retention ≥80%* *measured as eligible FT & PT employees who have completed 90 days of employment. Separations may be excluded based on approved criteria including retirement, performance-based termination, restructuring, and temporary role completion.	Expand the non-pharma revenue pipeline and strengthen financial sustainability by adding 25 new active corporate partners, 10 new active foundation partners, and transitioning 50 mid-level donors (\$1,000–\$4,999) to major donors (\$5,000+) by 2029.