

Strategic Plan 2019-2024

Goal	Strategic Objectives	Measure of Success	Outcomes to Date (measured annually)
<p>A. Provide spirituality enhancement opportunities for members.</p>	<p>A1 NCCW prayers respond to the needs of the members for the current times</p> <p>A2 CCW Spiritual Advisors contribute to the faith formation of members</p> <p>A3 NCCW offers members the opportunity to enhance their faith formation through educational opportunities.</p>	<p>A1a) Prayers are aligned with the NCCW Mission</p> <p>A1b) Prayers address the current needs of members and issues of the times</p> <p>A2) Spiritual Advisors are aware of the prayers of the NCCW; offer spiritual exercises and faith formation events to their local CCW's; and become members of the NCCW, when permitted</p> <p>A3a) NCCW provides access to current Vatican and USCCB documents</p> <p>A3b) NCCW provides guides and other resources, whether developed by the NCCW or with permission from Catholic ministries, to assist members with Church documents showing relevance to members' lives</p> <p>A3c) NCCW makes accessible books, webinars, and other educational means, as much as possible, to assist members in faith formation</p> <p>A3d) NCCW makes available a current list of vetted speakers who have spoken at NCCW conventions</p>	

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<p>B. NCCW resources and programs meet the needs of our Church and of Society.</p>	<p>B1 NCCW provides resources to members through NCCW Commissions and Committees that address relevant issues of Society and/or current initiatives of the Church</p> <p>B2 NCCW ensures that NCCW programs are easily accessible and useable by all levels of Council</p>	<p>B1a) NCCW resources:</p> <ul style="list-style-type: none"> • Align with the NCCW Mission • Build on NCCW strengths • Are fiscally responsible • Address needs of members at all levels of Council <p>B1b) Resources address current social issues and initiatives of the Church as measured by member feedback via NCCW Commissions or directly to the NCCW</p> <p>B2a) Programs are used throughout the country by all levels of Council as measured by downloads from the member site, purchase, and feedback</p> <p>B2b) Resources are available in languages used by members, as much as possible financially and practically</p>	

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C. Ensure the future of the NCCW	<p>C1 Grow membership</p> <p>C2 Assure responsible financial stewardship through sound financial management practices and a diversified funding strategy which includes unrestricted reserve funds and an endowment fund.</p> <p>C3 Encourage leadership development</p> <p>C4 Develop NCCW strategic partnerships</p>	<p>C1a) Number of individual and affiliate members increase by 3% each year</p> <p>C1b) Number of young members increased through addition of High School and College affiliations</p> <p>C1c) Increase number of affiliated Catholic women's organizations and establish firm links</p> <p>C1d) Ensure that the diversity of American Catholic women is reflected in the NCCW</p> <p>C2a) Balanced budget all FY years covered by this plan</p> <p>C2b). Establish a reserve fund with a goal of \$200,000 in new dollars by 2021 year end</p> <p>C2c) Create an endowment fund with a minimum of \$10,000 by 2021 year end</p> <p>C2d). Increase the number of donors and cultivate bequest opportunities</p> <p>C2e) Annual audit by an accredited CPA firm</p> <p>C3a) Number of LTD events held per year</p> <p>C3d) Number of repeat Province Directors and A/D presidents (indicator of lack of leadership development)</p> <p>C4a) Ensure a contact person for each NCCW partner and establish regular 2-way contact</p> <p>C4b) Explore potential "good fit" partners for the NCCW Mission and goals and establish such partnerships</p> <p>C4c) Explore and establish partnerships that enhance NCCW's outreach to young women</p>	

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<p>D. NCCW Operations meet the scope and needs of the organization</p>	<p>D1 NCCW Office is adequately staffed and trained to meet the needs of the organization</p> <p>D2 NCCW Board of Directors is equipped to provide policy and direction for the NCCW at all times</p>	<p>D1a) Executive Director and the President of the NCCW assess the adequacy of the staff for the Mission annually, at a minimum</p> <p>D1b) The NCCW Office staff has the resources necessary to perform their job</p> <p>D1c) The NCCW staff receives an orientation, policy manual, and all necessary instruction upon hire</p> <p>D1d) The NCCW staff has the opportunity for continuing education pertinent to their work with the NCCW</p> <p>D1e) All staff receive an annual evaluation</p> <p>D2a) The NCCW Board of Directors reflects the diversity and geographic distribution of the National Council of Catholic Women</p> <p>D2b) The NCCW Board of Directors receives an orientation and materials needed to do their work upon installation and annually thereafter</p> <p>D2c) The NCCW Board of Directors is able to communicate directly with the President, Executive Committee, and staff of the NCCW</p> <p>D2d) The NCCW Board of Directors meets sufficiently (on-site or electronically) to accomplish their duties</p>	

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E. Get our Message Out!	<p>E1. Strengthen link between National and all levels of Council -Communications</p> <p>E2. Make our presence known to all relevant constituents -Marketing</p> <p>E3. Ensure all members are aware of all NCCW offers</p>	<p>E1a) Ease of communication between all levels of Council and National measured by annual feedback survey</p> <p>E1b) Include membership in national decisions when appropriate (e.g., naming our history book, strategic planning, etc.)</p> <p>E1c) Ensure that Province Directors have all that is necessary to establish strong links with A/D presidents for excellent 2-way flow of information between National and local CCW's</p> <p>E2a) Explore a marketing initiative (RFP) to include funds required, intended audience, methods of communication proposed and intended measurable result</p> <p>E2b) Staff exhibit tables and support NCCW attendance at appropriate venues to raise the profile of the NCCW</p> <p>E2c) Maintain and strengthen links between NCCW and USCCB, engaging with all USCCB offices that touch the work of the NCCW</p> <p>E2d) Ask the Episcopal Liaison if the USCCB would extend recognition of NCCW from bishops to parishes</p> <p>E3a) Open-rate of <i>NCCW Connect</i> increased</p> <p>E3b) Explore offering a digital option of <i>Catholic Woman</i> to members</p> <p>E3c) Continue to refine and promote website and measure use by installing metric</p> <p>E3d) Continue and measure NCCW's presence in Social Media</p> <p>E3e) Complete and make available a promotional video for NCCW</p> <p>E3f) Continue NCCW's presence at the USCCB, CSMG, the United Nations, and at WUCWO</p>	

