



The National Council of Catholic Women acts through its members to support, empower, and educate all Catholic women in spirituality, leadership, and service. NCCW programs respond with Gospel values to the needs of the Church and society in the modern world.

Strategic Plan 2019-2024/ Updated
10-28-2020

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>	<p>All prayers are aligned with the NCCW Mission.</p> <p>The NCCW Centennial Prayer was created for this year and a Centennial Hour of Prayer Service Program and Guide.</p> <p>A collection of prayers for Spiritual Advisors has been added to the NCCW digital collection, including a Prayer Service for Installation and Pin Presentation.</p> <p>USCCB's Walking with Mom's A Year of Service Program has been promoted to all members. Links to the summary and reflections on Evangelii Gaudium have been placed on the NCCW website Faith Formation page.</p> <p>Books are reviewed in Catholic Woman magazine. Partner webinars and event are promoted via eblast to all NCCW members.</p> <p>This list is currently under review.</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>	<p><i>President Jean Kelly has asked commission chairs to promote all resources we currently have on our website focusing on mentoring, prayers and bringing awareness of Council to parishes. NCCW initiated a Pen Pal Program with inmates partnering with the Order of Malta.</i></p> <p><i>Resources have been shared from the USCCB regarding voting in the election to be held in November. Forming Consciences for Faithful Citizenship and Civilize It have been shared with the members.</i></p> <p>All resources are available for download on through the member only portal.</p> <p>All resources are available in English and most in Spanish.</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 2021year end 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>	<p>Membership drives have been effective and need to continue. Covid has put a Constraint on meetings where membership could have been obtained.</p> <p>There was an increase in one High School affiliate. The Education Committee is currently preparing a mailing to colleges.</p> <p>Contact was made with current women's organizations and confirmed current President's contact information</p> <p>There was a big change this year in what we were able to do. Spending was put on hold and a Sustainability Campaign was started to make up some of the difference in lost revenue from not holding convention due to Covid19.</p> <p>The establishment of a reserve fund and endowment has been put on hold due to the Covid19 Pandemic to focus on a sustainability campaign.</p> <p>Not possible this year</p> <p>Requests were made for additional sponsorships for the 2020 convention.</p> <p>The annual audit was completed June 2020</p> <p>LTD developed several virtual events at no cost to our members</p> <p>There is one repeat Province Director however we do not have data regarding diocesan presidents.</p> <p>The NCCW president currently works with the partners and is in contact with them during the year. A new CRS contact person was assigned in June.</p> <p>This has been placed on hold due to the Covid19 Pandemic.</p> <p>The Education Committee is gathering data to reach out to college groups.</p>

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D. NCCW Operations meet the scope and needs of the organization	<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>	<p>In May 2020 the Executive Committee discussed staffing and made the decision to keep staff levels as is until it is financially necessary to make adjustments. This is currently under review.</p> <p>The NCCW server was transferred to a cloud-based platform and all staff members received a new laptop to create better flexibility to work offsite.</p> <p>There were no new staff members in 2020.</p> <p>Due to COVID 19 all staff development was postponed until 2021.</p> <p>Staff members receive ongoing analysis and input on their work performance.</p> <p>The Board of Directors is comprised of members who represent the entire geographical footprint of the United States of America.</p> <p>A ZOOM training session was held in August 2020</p> <p>All forms of communication are utilized between the President, Executive Committee and NCCW staff including, teleconferencing, video conferencing, email, telephone and in person meetings</p> <p>The Board of Directors met in January 2020 in person and via video conferencing (ZOOM) in May 2020. Due to the Covid 19 Pandemic no meeting was held in August 2020.</p>

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<p>E. Get our Message Out!</p>	<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>	<p>The annual survey has been postponed at this time due to the Covid19 Pandemic.</p> <p>No national decisions were made due to the Covid19 Pandemic.</p> <p>Province directors have access to custom live links to access all data regarding membership for their respective province.</p> <p>At this time a marketing campaign is not financially feasible.</p> <p>Advertising space has been purchased on Facebook, as well as Catholic Digest and partner event publications.</p> <p>NCCW exhibited at the Catholic Social Ministry Gathering and MidAtlantic Congress but all others on hold due to pandemic (National Catholic Educational Association and Ignatian Family Teach In)</p> <p>The NCCW President is working with a USCCB liaison in the Pro-Life Department to foster the Walking with Moms in Need Initiative and domestic violence awareness.</p> <p>The NCCW President:</p> <ul style="list-style-type: none"> • keeps in contact with the USCCB Episcopal Liaison. • Presented a 5 minute "We Are NCCW" video at the Bishop's conference • invited all Bishops to the NCCW 2020 reception at convention which will now be held in 2021. <p>The Connect may be sent to an individual using different emails depending on positions held, usually only one is opened. Province Directors are actively promoting the Connect with their affiliates and Diocesan Presidents.</p> <p>All Catholic Woman past issues are available online via the members only portal.</p> <p>The website is updated regularly to keep all content current. At this time the cost of an analytic program is not cost affective.</p> <p>NCCW continuously updates all social media accounts including, Facebook, Twitter, and LinkedIn. We created a YouTube Channel in 2020 and have placed educational information and webinars for all public access.</p> <p>The new 5-minute video will be available for the 2020ne Convention.</p> <p>The NCCW President attended the USCCB meeting in November 2019 and the Executive Committee attended the USCCB Pro-Life Mass and Reception in January 2020. NCCW was present as a vendor and sponsor for the Catholic Social Ministry Gathering. All UN meetings have been cancelled due to the Covid19 Pandemic. WUCWO meetings are being held via video conference and are attended by the NCCW WUCWO representative.</p>