



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.

2/7/2022

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>A1a) (same as before)– All prayers are aligned with the NCCW Mission</p> <p>A1b) The Prayer to Love: Healing Racism was created</p> <p>A2) Spiritual Advisor Magazine Subscriptions were encouraged which includes access to online resources. Events were held via Zoom in many CCW's where Spiritual Advisors also participated including conventions and meetings.</p> <p>A3a) An overview of Fratelli Tutti was created and is on the website along with links to several documents</p> <p>A3b) A link to Laudato Si resources from Catholic Climate Covenant is on the website</p> <p>A3c) (same as before) Books are reviewed in Catholic Woman magazine. Partner webinars are sent via eblast to all NCCW members such as those from Catholic Mobilizing Network, Catholic Relief Services, Georgetown University, etc.</p> <p>A3d) List is available on the Members Only Site</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>B1a) The Introduction to NCCW was updated and is available to all members. A Pandemic Novena was produced and prayed during this time. All current resources were promoted, and the Pen Pal Program and Mentoring were continued from the previous year.</p> <p>B1b) A Resolution on Healing Racism was presented at Convention</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) All resources are available in English and most in Spanish. Resources are translated into Spanish when feasible.</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>C1a) We have not made this goal but are losing 10% of our membership per year despite membership drives and FB encouragement. Covid has not helped but this will need to be a priority at all times.</p> <p>C1b) These numbers have remained the same. A middle school program was added with hopes of encouraging girls at a younger age to participate in NCCW activities.</p> <p>C1c) All affiliations were contacted and invited to convention. Knights of Peter Claver auxiliary and Catholic Daughters were in attendance, Catholic Women's League of Canada sent greetings read by a representative from the Military Council.</p> <p>C1d) Diversity is evident in our members</p> <p>C2a) Not all expenditures were used due to the Pandemic and a hold on traveling and meeting.</p> <p>C2b) We continue to collect monies for the sustainability campaign and have created the Decade Club to replace the Birthday Club which was completed in 2020.</p> <p>C2d) Requests for yearend contributions were made.</p> <p>C2e) Annual audit was completed in March of 2021</p> <p>C3a) Several LTD presentations were held via Zoom, and it was passed to charge \$10 for each person attending a Zoom presentation in the future.</p> <p>C3b) 3 Province Directors continued their term due to not being able to meet during the year and have an event where a new PD could be mentored and voted on the board. There is no data for the A/D presidents.</p> <p>C4a) The president and executive director work with the partners and are in contact with them during the year.</p> <p>C4b) The President and Executive Director is always on the lookout for potential partners. This has not been successful during the Pandemic.</p> <p>C4c) The Education Committee has produced a new Middle School Program.</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>	<p>D1a) The Executive Director has worked closely with the staff to ensure all work can be completed Efficiently and accurately.</p> <p>D1b) Equipment was purchased to accommodate Zoom calls at the Board of Directors meeting</p> <p>D1c) There were no new hires in 2021</p> <p>D1d) Covid has not made this possible but the opportunity in the future is there</p> <p>D1e) The Executive Director evaluates the office staff.</p> <p>D2a) The Board of Directors is comprised of members who represent the entire geographical Footprint of the United States of America</p> <p>D2b) An orientation is presented to the Board of Directors annually and all materials are available to them on the website.</p> <p>D2c) All forms of communication are utilized between the Board of Directors with the President, Executive Committee and NCCWstaff including, teleconferencing, video conferencing, email, telephone and in person meetings</p> <p>D2d) The Board of Directors met in January 2021, May2021, and August 2021.</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>E1a) A survey was sent from Faith Catholic, and one will be sent to members in 2022.</p> <p>E1b) No national decisions were made due to the Covid19 Pandemic.</p> <p>E1c) Province directors have access to custom live links to access all data regarding membership for their A/D councils.</p> <p>E2a) At this time a marketing campaign is not financially feasible.</p> <p>E2b) Most venues were virtual or canceled during Covid.</p> <p>E2c) The NCCW President works with the USCCB Liaison to promote any initiatives that we are able to promote.</p> <p>E2d) Since the USCCB meetings have gone virtual and NCCW did not have a representative at the meeting this was tabled.</p> <p>E3a) The Connect was changed to have shorter articles from each commission and was renamed to The President's Pen. This will hopefully increase the open rate.</p> <p>E3b) All Catholic Woman past issues are available online via the members only portal.</p> <p>E3c) 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>E3d) NCCW continuously updates all social media accounts including, Facebook, Twitter, and LinkedIn.</p> <p>E3e) There is a 3-minute video from 2019 but the 5-minute video was not able to be finished due to the recording studio closing during the Pandemic.</p> <p>E3f) USCCB meetings were held virtually and NCCW did not have a presence June 2020, November 2020 or June 2021. The president attended the CSMG conference virtually. The United Nations held all meetings virtually as well as WUCWO which our representative attended.</p>