

# NCJW Strategic Direction 2016-2021

*“The challenges facing an increasingly complex society have never been greater. We must be fully aware that strong motivation and good intentions are not enough. NCJW is forging a new path—leadership training. Volunteers throughout the country are being taught to develop action programs and problem-solving techniques with expertise equal to the most sophisticated corporate planners.”*

*— Hannah G. Solomon*

## **What is the goal of this plan?**

To ensure that NCJW is as relevant and impactful today and tomorrow as it was 122 years ago.

## **How will we accomplish this goal?**

- By creating consensus and a shared sense of purpose around NCJW’s desired impact.
- By aligning all programs and advocacy.
- By creating an implementation plan with a built in mechanism for monitoring benchmarks and outcomes.

## **Our Hypothesis**

*If we fully align, coordinate, and integrate NCJW’s organizational priorities, services and operations, then NCJW’s grassroots network will thrive, our national presence will intensify, more funds will be raised and our impact will be more potent.*

## **NCJW’s Mission and Vision**

### **Impact**

Advance social and economic justice for all women, children, and families

### **Niche**

Faith-based progressive Jewish women’s organization with strong grassroots

### **Overarching Strategy**

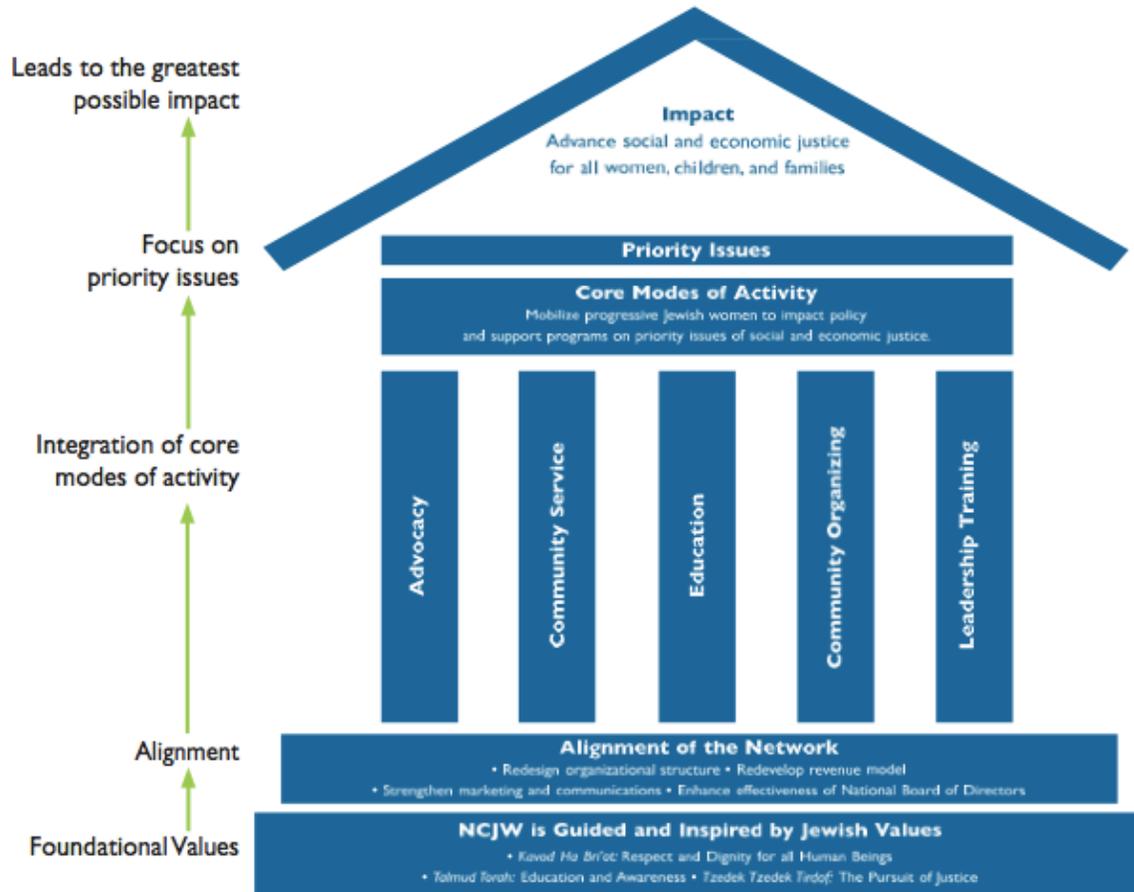
Mobilize progressive Jewish women to impact policy and support programs on priority issues of social and economic justice

### **Mission Statement**

The National Council of Jewish Women (NCJW) is a grassroots organization of volunteers and advocates who turn progressive ideals into action. Inspired by Jewish values, NCJW strives for social justice by improving the quality of life for women, children, and families and by safeguarding individual rights and freedoms

# NCJW's Theory of Change

## 1 NCJW'S THEORY OF CHANGE: CREATING OUR NEW HOME



## NCJW Strategic Goals and Strategies

### **Goal 1: Mobilize Progressive Jewish Women to Impact Policy and Support Programs on Priority Issues.**

1. Align the entire network across its education, advocacy, and community service programs.
2. Create a robust training program focused on advocacy, community organizing, and leadership development.
3. Expand strategic partnerships/alliances.
4. Develop and maintain a high level of expertise that aligns the network on the organization's key priority issues and programs.
5. Be viewed as the leading progressive, women's faith-based voice on the organization's priority issues.
6. Be recognized for our ability to promote awareness, mobilize action, and affect legislation on NCJW's priority issues.

### **Goal 2: Redesign NCJW's Organizational Structure**

1. Design a staff structure to support local affiliates, geographic hubs, and the National offices.
2. Determine whether our work necessitates National offices in Washington, D.C. and New York City. (Currently, each office holds a lease that will expire in 2018.)
3. Build stronger affiliates, closely networked through geographically based hubs committed to one unified vision and NCJW's priority issues and programs.
4. Deliver tailored consulting on fundraising, governance, communications, financial planning, and leadership development to build affiliates' capacity.
5. Implement a system-wide customer service program to optimize the ways in which National interacts with affiliates, and to ensure that stakeholders experience the organization in positive and productive ways.
6. Develop an active pipeline of progressive Jewish women.

### **Goal 3: Redevelop NCJW's Financial Model**

1. Collect preliminary data to inform decisions regarding a new revenue model.
2. Engage the network in determining the best revenue model and method of managing the change.

### **Goal 4: Strengthen NCJW's Marketing and Communications**

1. Create a vivid, credible, distinctive, and compelling brand identity as the leading progressive, women's faith-based voice on the organization's priority issues.
2. Develop a communications plan that addresses the needs of the organization as a whole: affiliates, geographic hubs, and National.
3. Develop the technology and infrastructure to support powerful and effective communications internally and externally.

### **Goal 4: Enhance Effectiveness of NCJW's National Board of Directors**

1. Increase the Effectiveness and Efficiency of the National Board of Directors.
2. Design a Revised Nominating Process for its Board of Directors.
3. Create an Advisory Board.
4. Address Key Governance Issues at March 2017 Convention.

## NCJW's Work in Israel

- Align NCJW's work in Israel with its organization-wide priority issues.
- Articulate NCJW's unique space within the progressive Jewish women's movement in Israel and in the United States.
- Integrate content on Israel into all NCJW priority issues.
- Fund all of NCJW's work in Israel (including the Israel Grants Program) through the general operating budget.
- Ensure that all affiliates create at least one program per year focused on NCJW's Israel work.