



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

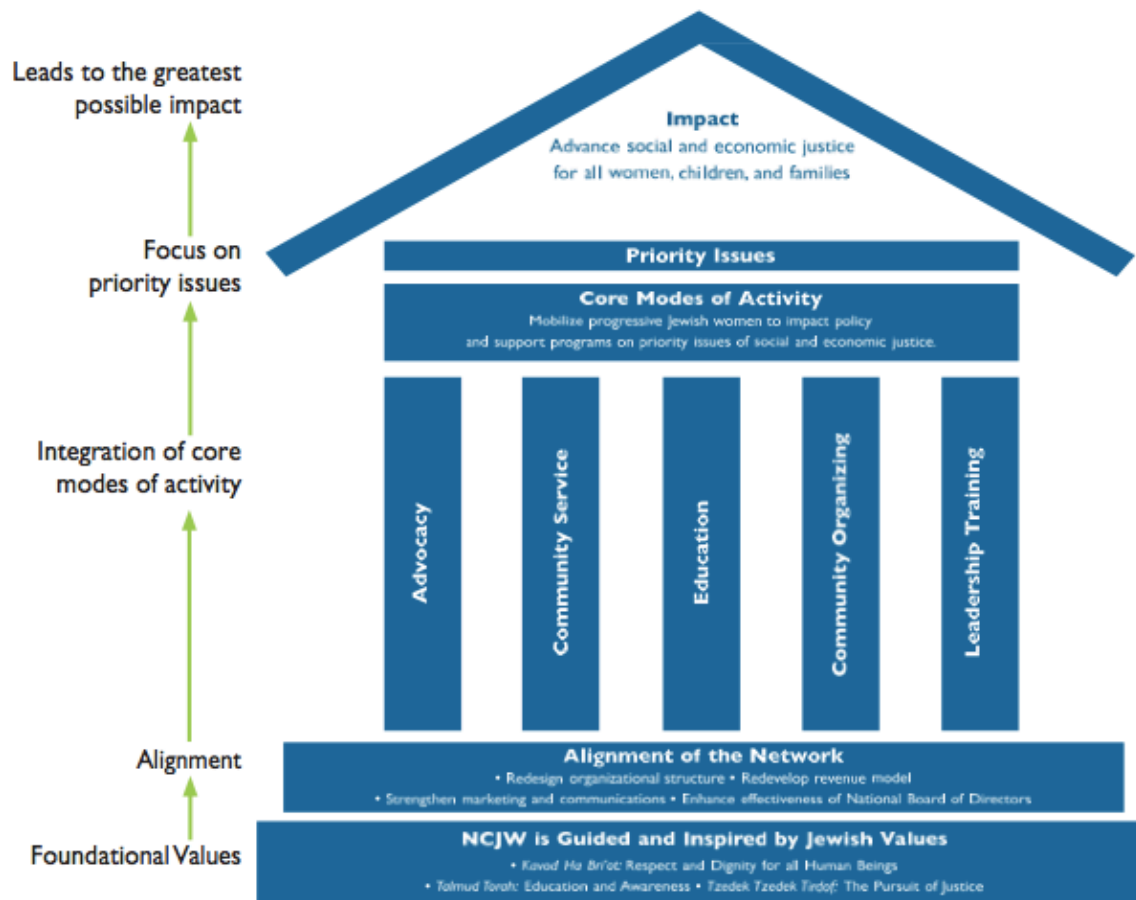
Mobilize progressive Jewish women to impact policy and support programs on priority issues of social and economic justice

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.

Priority Areas (2016-2017)

- Financial Model | Fundraising | Membership
- Community Engagement
- Communications

Progress on Strategic Goals and Strategies

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

Strategies and Tactics	Progress: As of Quarter 3, FY'17	To be Completed
Community Engagement		
Engage <i>Join for Justice (Join)</i> for community organizing training to promote increased grassroots engagement	<ul style="list-style-type: none"> ➤ 3 sections participating in JOIN initiative - - Essex, LA and Pittsburgh ➤ Sections have received two trainingsessions (one at their location and one at Convention) and ongoing technical assistance from NCJW staff and JOIN trainer. ➤ Campaigns are underway in all three sections ➤ Evaluation in progress 	October, 2017
Convene Executive Directors to provide input and feedback into strategic implementation	➤ Meeting held September 19-21 in NYC; all 11 EDs participated	Done Held September 2016
Explore alternative membership models and their relationship to financial model, and explore and prioritize new and existing target audiences	<ul style="list-style-type: none"> ➤ Spoke with national membership organizations to learn about alternative models ➤ Consulted with EDs at Convening ➤ Presented draft membership model at Convention 	In progress
Determine future role of FANs and SAC	<ul style="list-style-type: none"> ➤ FANs will be phased out. SAC will be reconstituted ➤ Planning meeting for "Community Engagement Advisory" Council 	March, 2017
Washington Operations		
Conduct resolutions process for 2017-2020 triennium	➤ Resolutions materials sent to sections with submissions rec'vd by 9/19/16	Done Convention 2017
Assess SPA network/Make recommendations/Implement	➤ To start in October-December, 2016	January- March 2017
Review and codify process for determining priority issues, and recommend issues for new triennium	➤ In preliminary stages of conversation.	May, 2017

Provide training on priority issues	➤ List of trainings	Ongoing
Form strategic partnerships -map alliances/coalition partners @ national, state and local level -identify and prioritize new alliances	<ul style="list-style-type: none"> ➤ Mapping of alliances/strategic coalition partners at state and local level ➤ Any strategic partnerships you want to highlight? Or can just say – Form strategic alliances and leave open. 	<p>Done</p> <p>Ongoing</p>
Israel		
Update plan for Israel <ul style="list-style-type: none"> - Set goals - Staffing (NY and Israel) - Communication needs - Section engagement - Fundraising Broader engagement	<ul style="list-style-type: none"> ➤ Consultant Dina Charnin hired to coordinate Mazer grant ➤ Researchers chosen ➤ Dafna fund matching Mazer grant 	March 2017-Phase I March 2018-Phase 2
Evaluate and make recommendation for IGP. Implement plan.	➤ In progress	November, 2016
Make recommendation for FY '18 Trip to Israel	➤ Trip will be held in conjunction Mazer symposium and Jewish Women's Funds Convening, March, 2018	March, 2018

Goal 2: Redesign NCJW's Organizational Structure

Strategies and Tactics	Progress: as of Q3, FY'17	To be Completed
Alignment		
Define hub goals and structure	➤ Decision to pause on implementation of HUBs	TBD
Create and implement section alignment	➤ Community service and advocacy/initiative surveys completed	Done
Infrastructure		
Conduct technology audit and make recommendations	➤ Immediate need for dbase clean-up (Raiser's Edge and Outlook)	Pending resources
Create assessment process, identify tools and implement process for 3 projects	<ul style="list-style-type: none"> ➤ Developing evaluation plans for JOIN, Exodus and Benchmark ➤ Continue to expand the evaluation planning process to other NCJW initiatives 	October-December 2016
Evaluate office space and make recommendation	<ul style="list-style-type: none"> ➤ Volunteer leader appointed ➤ Space/staff structure planning discussions held ➤ Decision made to move office to DC 	March, 2017

Goal 3: Redevelop NCJW's Financial Model

Strategies and Tactics	Progress: as of Q3, FY'17	To be Completed
Financial Model		
Review alternative models, draft model alternatives, obtain feedback and test model	<ul style="list-style-type: none"> ➤ Compiled financials of top 20 sections ➤ Met with 52+ opinion leaders for input on financial model ➤ Prepared four alternative financial models reviewed at senior team retreat ➤ Hybrid model discussed with EDs ➤ Model shared with section leaders at Convention 	July, 2017
Fund Development		
Update development plan	<ul style="list-style-type: none"> ➤ Draft plan completed and reviewed by Development committee 	October, 2017
Create new fundraising model	<ul style="list-style-type: none"> ➤ Joint fundraising model presented at Convention ➤ Pilots to be selected and implemented ➤ Fundraising model being developed as part of financial model 	March, 2017 July, 2017
Identify new fund development opportunities	<ul style="list-style-type: none"> ➤ Ongoing 	Ongoing
Create and implement planned giving plan	<ul style="list-style-type: none"> ➤ Update? 	Update
Membership		
Create new membership model	Update?	

Goal 4: Strengthen NCJW's Marketing and Communications

Strategies and Tactics	Progress: As of Q3, FY'17	To be Completed
Create communications plan (internal and external)	<ul style="list-style-type: none"> ➤ Focus has been on website. 	June 2017
Implement communications plan	<ul style="list-style-type: none"> ➤ Update? 	Ongoing
New messaging/branding	<ul style="list-style-type: none"> ➤ Update? ➤ Website presentation at November board meeting and Convention 	June, 2017
Plan for 125 th Anniversary	<ul style="list-style-type: none"> ➤ Preliminary discussions held Update? 	January, 2017

Goal 5: Enhance Effectiveness of NCJW's National Board of Directors

Strategies and Tactics	Progress: As of Q3, FY'17	To be Completed By
Create advisory board	<ul style="list-style-type: none"> ➤ Move to July 2017 start 	October-December 2017
Update bylaws to reflect NY non-profit revitalization act requirements and other changes	<ul style="list-style-type: none"> ➤ Bylaws changed received from sections ➤ Bylaws committee to submitted recommended changes to delegate body for voting at Convention. ➤ New bylaws passed 	March 2017
Increase effectiveness of the national board	<ul style="list-style-type: none"> ➤ Job descriptions for Board developed and circulated ➤ NNC recruited new board members ➤ Board members installed at Convention 	Done