

NCJW FORWARD

**Building for the future.
Building for impact.**

**National Council of Jewish Women
FY25–FY30 strategic plan
Revised in August 2026**

ncjw National Council
of Jewish Women

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SETTING THE STAGE

It’s hard to believe how much the founding story of NCJW still resonates with us today.

In 1893, Hannah G. Solomon was invited to organize a delegation of Jewish women at the Chicago World’s Fair. But when she arrived, she wasn’t handed a platform — she was handed a coffee pot. So she walked out.

Turned away by the women’s organizations of her time because she was Jewish, Hannah built something new. She founded National Council of Jewish Women — a place for Jewish women who refuse to be sidelined.

From day one, NCJW has been a force for change, answering the Torah’s call: **Tzedek, tzedek tirdof.** Justice, justice shall you pursue.

NCJW has stepped up in the past. We can and must step up again to meet the moment. That’s why we’re launching our new strategic plan, the most ambitious transformation in our 132-year history, **NCJW Forward: Building for the Future, Building for Impact.**

NCJW Forward is a bold recommitment to our mission and values. With it, NCJW will meet its call with power and purpose, starting with an audaciously bold goal to engage one million changemakers across the country to join us in improving the lives of women, children, and families in the US and in Israel.

NCJW Forward is all about IMPACT. It is based on three simple, game-changing objectives that will aid the organization in powerfully influencing and driving policies that improve the lives of women, children, and families:

- **ALIGN** all advocacy efforts with strategic priorities.
- **ADVANCE** the organization’s staffing and infrastructure.
- **ACTIVATE** changemakers across the country.

Together, we will meet our changemakers where they are, creating an even more powerful movement — not only in Washington, DC, but in statehouses, on school boards, at synagogues, and in courtrooms all across the country.

When Jewish women lead with courage, conviction and vision, we don’t just imagine a better world. **WE MAKE IT REAL.**

We envision a world in which Jewish women lead the way to ensure women, children, and families are supported and safe.

In order to achieve our 5-year vision, NCJW has launched NCJW Forward. More than a strategic plan, NCJW Forward is a blueprint for deeper impact in the United States and Israel across our key focus areas:

Demanding reproductive freedom

Every person should have the freedom to make decisions about their own body and access the care they need. NCJW fights to protect and expand access to the full spectrum of reproductive health care — including birth control, IVF, abortion care, miscarriage care, and prenatal care. Through advocacy, education, litigation, and public engagement, we're working to ensure reproductive freedom for everyone.

Advancing economic opportunity

Economic security shouldn't depend on your gender, family structure, race, or zip code. NCJW advances policies that help all people thrive, including equal pay, paid family and medical leave, affordable childcare, accessible health care, and support for caregivers. We work to build an economy that values care, expands opportunity, and gives every family the chance to succeed.

Safeguarding civil rights

Every person deserves equal protection, equal opportunity, and equal dignity under the law. NCJW works to combat antisemitism and other forms of hate while defending civil rights, protecting democracy, expanding voting access, and advancing gender equality. We believe strong institutions and equal justice are essential to a thriving society.

Fostering safer communities

Everyone deserves to feel safe — in their schools, places of worship, neighborhoods, and public spaces. NCJW works to reduce gun violence, strengthen community safety, and build a future where every person is protected, respected, and able to live free from fear. We partner with advocates and policymakers to advance solutions that create safer communities for all.

Our updated approach is bold by design.
It trades duplication for alignment, isolation for connection, and burnout for sustainability.
It doesn't accept the status quo.
And it places leadership, Jewish learning, and advocacy at the center of everything we do.

Building for the future. Building for impact.

NCJW Forward is built on three simple yet impact-driven objectives — **ALIGN, ADVANCE, ACTIVATE** — working in concert to make our 5-year vision a reality.





IMPACT

policies and practices to improve the lives of women, children, and families



NCJW Forward is more than a plan.

It is a promise to reimagine what a Jewish feminist movement can do when optimized. Our vision is to **transform advocacy into impact, leadership into power, and urgency into long-term change.**

NCJW Forward envisions a future of greater impact in which we:

- **Align** advocacy efforts nationwide — across the NCJW grassroots network in the US and in Israel.
- **Activate** 1 million changemakers through focused, strategic, and accessible campaigns.
- **Advance** refreshed organizational systems and structures to ensure a sound and enduring future.

Through this plan, NCJW will promote values and actions that drive policies to improve and advance the lives of **women, children, and families** while cultivating leaders that will advocate for these policies at **local, state, national, and international levels.**

We will streamline and focus our work so that it is more successful and has greater impact. Over the next five years, NCJW Forward will focus on the following key areas:

- Demanding reproductive freedom
- Advancing economic opportunity
- Safeguarding civil rights
- Safety in our communities

Using NCJW Forward as the blueprint for the next five years, **by 2030 NCJW will have:**

- Influenced **state and national policies** that tangibly improve lives.
- Built a **new field structure** and **regional staffing model** to support stronger local advocacy.
- Engaged **1 million changemakers** advancing the NCJW mission through advocacy, leadership development, and communications.
- Launched the **NCJW Center for Leadership**, focused on cultivating leadership by supporting the skills, community, and experiences of women in the US and Israel.
- Introduced new tools and methodologies for updated and accessible **advocacy actions that enable broad, accessible engagement from anywhere.**
- Delivered high-impact **experiences, training, and expertise** in policy, community building, immersive programming, and coalition work.
- Created **blueprints for success** — scalable, replicable advocacy and leadership models across states and communities.





ALIGN

all advocacy efforts with strategic priorities
for more targeted impact

- Prioritize a clear, laser-focused approach to advocacy on critical policy issues in four focus areas each year: **demanding reproductive freedom, advancing economic opportunity, safeguarding civil rights, fostering safer communities.**
- Launch **coordinated campaigns** that integrate local, state, federal, and Israel-based advocacy.
- Provide **expertise and training on policy issues** to enhance policy impact at the national, state, and local levels.
- Create **consistent messaging**, branding, and storytelling tools to strengthen our collective voice.
- Partner with **local councils** to set local advocacy strategies.
- Create the **NCJW Impact Circle**, composed of influential donors, leaders, and other stakeholders to serve as strategic advisors.
- Lead and participate in **coalitions and partnerships** to influence and impact policy change while raising the visibility of NCJW.
- Advance an NCJW **leadership pipeline** for the future.
- Ensure **deeper impact in Israel** with a renewed focus on advocacy.



ADVOCACY FOCUS

NCJW remains committed to championing policies that support women, children, and families while defending democracy and upholding justice. With NCJW Forward, the organization will have an intensified focus on advocacy campaigns that will significantly deepen our influence on policy decisions at the local, state, and national levels in the US and in Israel. To achieve this, NCJW will:

- Deliver **cutting-edge campaigns** that focus on four key advocacy areas.
- Work with its **nationwide field operation** to bolster local engagement, advocacy, and communications efforts.
- Provide **expert guidance and training** on policy issues to NCJW leaders nationwide.
- Develop and engage **partnerships** that coincide strategically with each of the key campaigns.
- Create **focused pathways for state policy work**, built upon the four key issue areas.
- Strengthen the **impact of NCJW in Israel** by leveraging advocacy efforts that address issues vital to Israeli society.



DEMANDING REPRODUCTIVE FREEDOM

Protecting health, dignity, and bodily autonomy

Every person should have the freedom to make decisions about their own body and access the care they need. NCJW fights to protect and expand access to the full spectrum of reproductive health care — including birth control, IVF, abortion care, miscarriage care, and prenatal care — without political interference. Through advocacy, education, litigation, and public engagement, we’re working to ensure reproductive freedom for everyone.

Through NCJW Forward, we will strengthen, scale, and sustain our reproductive health, rights, and justice work.

Over the next 5 YEARS, we will:

- Lead bold, coordinated campaigns to expand abortion access and protect it where it is under attack — in statehouses, in Congress, and in the courts.
- Mobilize and train advocates across the country to engage in rapid response and proactive legislative action.
- Expand reproductive health education efforts, building on the success of campaigns like Jews for Abortion Access and programs like Repro Shabbat and Rabbis & Jewish Clergy for Repro.
- Build coalitions across faiths and movements to shift the narrative on abortion as a fundamental right and a Jewish value.
- Equip Jewish women and allies with the tools to testify, lobby, and organize in their own communities.
- Invest in the next generation of Jewish reproductive justice leaders through leadership pipelines and experiential advocacy opportunities.
- Expand our digital reach to educate millions on the intersection of reproductive freedom, democracy, and gender equity.



ADVANCING ECONOMIC OPPORTUNITY

Building security for women, children, and families

Economic security shouldn’t depend on your gender, family structure, race, or zip code. NCJW advances policies that help all people thrive, including equal pay, paid family and medical leave, affordable childcare, accessible health care, and support for caregivers. We work to build an economy that values care, expands opportunity, and gives every family the chance to succeed.

Through NCJW Forward, we will expand our work on family economic security, stability, and dignity.

Over the next 5 YEARS, we will:

- Mobilize nationwide campaigns for universal, affordable childcare that meets the needs of every family.
- Champion comprehensive paid family and medical leave at the state and federal levels.
- Defend and strengthen federal basic needs programs — from SNAP and WIC to housing assistance and Medicaid.
- Organize Jewish communities to advocate for living wages and fair workplace policies that reflect our values of dignity and justice.
- Equip grassroots leaders to tell their stories and influence policy debates in Congress, statehouses, and local governments.
- Partner with coalitions and movements across the Jewish communal landscape and beyond to fight for economic equity, bringing a distinct Jewish feminist voice to the table.
- Educate the public about the moral and economic case for investing in families and the consequences of failing to do so.

SAFEGUARDING CIVIL RIGHTS

Defending individual and collective rights, broad equality, and democratic institutions

Justice must be more than words on paper. It must be lived out in the places where people work, care for their families, and seek fairness under the law. NCJW fights to close the gender pay gap, advance workplace policies that support caregivers, and ensure women’s long-term economic security. We also know that our legal system shapes these opportunities. Our tradition teaches us *lo ta’asu avel bamishpat* or “do no injustice in matters of judgment.”

Through NCJW Forward, we will defend democracy, advocate for fair courts and laws that protect rights, and hold those in power accountable.

Over the next 5 YEARS, we will:

- Defend voting rights and expand access to the ballot, advancing reforms that make our democracy more representative, inclusive, and responsive to the people.
- Protect the independence and integrity of our courts and educate and mobilize advocates around the critical role the judiciary plays in safeguarding our rights and freedoms.
- Defend LGBTQ+ rights and gender equality, working for the full participation of LGBTQ+ people, women, and other marginalized communities.
- Protect and strengthen fundamental civil rights and liberties, challenging policies that undermine equal protection
- Build coalitions across faiths, identities, and movements to defend democratic institutions and advance a society in which everyone has equal protection and equal opportunity under the law.



FOSTERING SAFER COMMUNITIES

Fighting antisemitism and hate, preventing gun violence , and keeping communities safe

Every person deserves to live free from fear. Yet antisemitism, racism, misogyny, and other forms of hate continue to threaten our communities. As Jewish feminists, we must combat hate against Jews and women — and all people — and remember that our safety is bound up with the safety of others.

Through NCJW Forward, we will expand our ability to confront hate wherever it arises.

Over the next 5 YEARS, we will:

- Confront antisemitism and strengthen Jewish communal safety, ensuring Jewish people can gather, worship, learn, and live openly and without fear.
- Lead bold, coordinated campaigns to prevent gun violence, advancing policies that reduce access to firearms.
- Mobilize Jewish communities to take action against antisemitism, hate, and gun violence, equipping advocates to organize, testify, tell their stories, and influence policymakers.
- Address the deadly intersection of hate and access to guns, advancing policies that help prevent antisemitic, extremist, and other hate-fueled violence.
- Equip Jewish institutions and community leaders with tools and resources to advocate for policies that make their communities safer.
- Build coalitions across faiths and communities targeted by hate and violence, recognizing that protecting Jewish communities and building safety for all are deeply connected.
- Bring a distinctly Jewish feminist voice to the fight for safer communities, grounded in our commitment to protecting life and ensuring everyone can live free from violence and fear.

NCJW AND ISRAEL

Fortifying a feminist bridge between the United States and Israel

As a proud American, Zionist, feminist organization, we are committed to improving the lives of women, children, and families — not only in the US but also in Israel. Our work in Israel reflects our core values of gender equity, human dignity, and justice, building on decades of partnership with Israeli feminist leaders and organizations.

Through NCJW Forward, we will reinvest in our Israel portfolio with renewed energy, clarity, and purpose. We will work with focus to advance democracy in Israel, following the lead of NCJW allies and prioritizing support of their initiatives. And, guided by shared values, we will lead with clarity and compassion, building bridges across borders and deepening our collective impact on Jewish life.

Over the next 5 YEARS, we will:

- Strengthen advocacy efforts in Israel that reflect our core values and align with our work in the US.
- Build on our history with Connecting for Impact by focusing our convening power through signature gatherings that unite feminist leaders and organizations across Israel’s diverse communities.
- Offer immersive, mission-driven experiences for American Jewish women to engage directly with our Israeli partners.
- Partner with Tel Aviv University to enhance the impact of the NCJW Women and Gender Studies Program.
- Raise awareness across our US network about our work in Israel.



A GENDER LENS ON WAR, A FEMINIST VOICE FOR ACTION

When Hamas launched its brutal October 7 attack on Israel, the world looked away from the stories of women. NCJW did not. We stepped in and, with storytelling and advocacy, ensured that the sexual violence committed by Hamas was not ignored and that policy leaders around the globe were called to act and to hold perpetrators accountable. NCJW Forward calls on us to continue this work.

NCJW impact:

- Launched Voices for Hostages within 24 hours of the war, mobilizing more than 10.8 million people to call for the release of hostages.
- Organized Hear Our Voices, a special session at the United Nations, with Ambassador Gilad Erdan, Sheryl Sandberg, and Secretary Hillary Clinton, to draw global attention to the use of sexual assault as a tool of war.
- Hosted a congressional roundtable to brief lawmakers.
- Advocated for humanitarian aid to civilians in Gaza and Israel.
- Called for a negotiated deal to bring the war to an end.

RESULTS

More than 700 people filled the room for the Hear Our Voices event held at the United Nations, and 80.5 million people were reached through earned media. As a result, news outlets stopped referring to “the alleged” sexual violence by Hamas on October 7 and treated it as fact.

When others were silent, NCJW led. When women’s voices were dismissed, we amplified them. When the world demanded action, our community showed up strategically, morally, and Jewishly. NCJW Forward will continue to build on this powerful momentum.



ADVANCE

an updated organizational model
for more strategic impact



STAFFING AND STRUCTURE

- Attract and retain **top talent** for a new regional staffing structure to support NCJW priorities at the state and local level.
- Invest in building and strengthening a **nationwide field operation**.
- Develop internal **leadership pipelines** that cultivate and elevate Jewish feminist talent at every level of NCJW.
- Ensure **equitable, competitive compensation** and benefits and transparent career pathways.
- Identify and support **professional, locally based staff** in key locations nationwide.
- Establish **local councils** in communities to serve as the frontline, strategic, volunteer-based leadership of our movement.
- Develop the **NCJW Center for Leadership** to strengthen the skills and power of Jewish women to make change.

TECHNOLOGY AND INFRASTRUCTURE

- Invest in **technology, tools, and infrastructure**.
- Centralize **administrative operations** (finance, HR, legal, IT) within the national office to create greater efficiencies and generate cost-savings across the organization.
- Invest in **systems and platforms** for mobilizing, educating, and communicating that meet prospective NCJW changemakers and engage them where they are.
- Expand the use of innovative online **advocacy tools** that will engage grassroots NCJW changemakers from across the country.
- Generate **cutting-edge communications** and provide traditional and digital media support and training to engage and motivate changemakers.
- Expand **fundraising** at the local level through the involvement of Local Leadership Councils and support from the NCJW development team.





STRONGER CAPACITY TO DELIVER



A key aspect of NCJW Forward involves a national operation — grounded in a strong field operation — with greater capacity to deliver.

- **Enhance strategic alignment** with more consistent policies, practices, and messaging for a more unified approach.
- **Improve efficiency and resource allocation** by centralizing administrative functions like finance, HR, legal, and IT to reduce redundancies and streamline workflows.
- **Leverage specialized expertise** from communications and policy experts to ensure that policy positions are well-researched and actionable for local leadership.
- **Strengthen collective impact** with high-quality educational programming and centralized digital advocacy campaigns that mobilize supporters and facilitate rapid responses to critical issues.

A national operation with the capacity to deliver is not just about size and scale. It's about strategically structuring NCJW to harness its resources, leverage expertise, and amplify its mission for greater impact.



A FLEXIBLE STRUCTURE FOR THE FUTURE

A streamlined and professionalized structure that honors our legacy while enhancing community and clarity

To make the greatest possible impact, we know our structure must be effective and financially sustainable both locally and nationally. In forming NCJW Forward, NCJW leadership received feedback from and met collectively and individually with 2,500 stakeholders and hundreds of local section leaders to discuss a new structure designed to offer flexibility and respect for local autonomy while building a more united organization with greater impact.

NCJW is offering clear, supported pathways that allow each existing section to choose the path that best fits its mission, community, and future vision. Each section has more than 2 years — from July 2025 through December 2027 — to make its decision and move forward with clarity and confidence.

Beginning in July 2025, sections were given the opportunity to choose from one of three paths:

- **PATH 1: INTEGRATE** into NCJW and benefit from being part of a national movement.
- **PATH 2:** Become an NCJW **AFFILIATE**, for sections that meet specific criteria and wish to continue operating largely as they do now.
- **PATH 3: DISAFFILIATE** from NCJW and choose to operate independently.

It is our hope that, whatever path is taken, each community continues working toward our shared goals, thereby strengthening our movement. We will also pursue expansion in communities where Jews are prominent and the NCJW movement is likely to flourish and have impact.

NCJW FORWARD | ALIGN • ADVANCE • ACTIVATE





A NEW MODEL FOR FIELD SUPPORT AND OPERATIONS



NCJW will launch a field operation with regional staff to provide local communities with more support. The NCJW national team will provide field staff with HR, IT, and finance support while policy and communications experts provide advocacy and issue expertise — all while honoring the unique character, needs, and priorities of each local community.

The regional map considers current NCJW locations, growth opportunities, and budget. Field staff will be hired through FY30, with anticipated locations noted in bold below.

West: Alaska, California, Hawaii, Idaho, Montana, Nevada, Oregon, Washington, Wyoming

Southwest: Arizona, Colorado, New Mexico, Utah

Midwest: Iowa, Kansas, Minnesota, Missouri, Nebraska, North Dakota, South Dakota

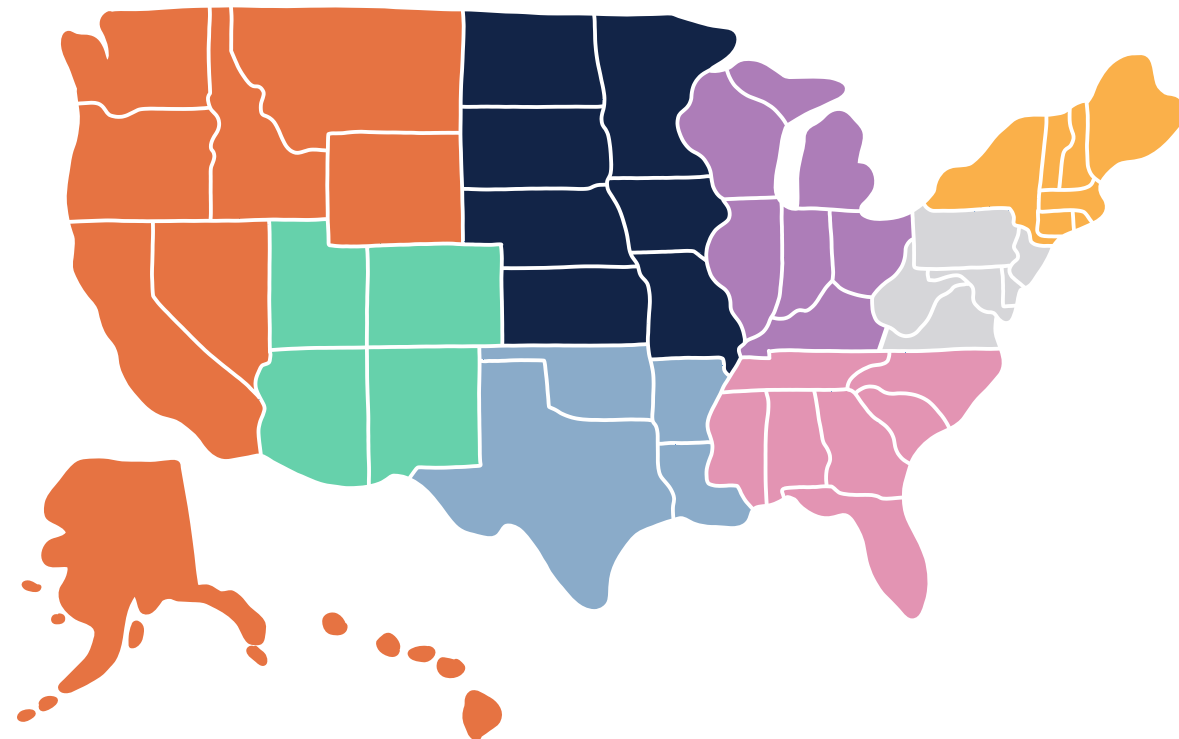
South: Arkansas, Louisiana, Oklahoma, Texas

Southeast: Alabama, Florida, Georgia, Mississippi, North Carolina, South Carolina, Tennessee

Great Lakes: Illinois, Indiana, Kentucky, Michigan, Ohio, Wisconsin

Mid Atlantic: Delaware, DC, Maryland, New Jersey, Pennsylvania, Virginia, West Virginia

Northeast: Connecticut, Maine, Massachusetts, New Hampshire, New York, Rhode Island, Vermont





ACTIVATE

changemakers across the country
for greater collective impact

- Engage, bolster, and activate **1 million changemakers** for real-world action.
- Support changemakers in **all 50 states**.
- Meet supporters where they are — on their phones, on their computers, at their desks, or in their homes — offering **multiple ways to engage** with NCJW.
- Host **impactful events and educational programs** virtually and in person, at the local and national level.
- Enhance **local presence and identity**.
- Align **community service** with core advocacy priorities.
- Strengthen engagement with our **work in Israel**.
- Offer unique **immersive experiences** in the US and Israel.
- Launch the **NCJW Center for Leadership**, offering leadership development in unique ways not provided by other Jewish or women's organizations.



CENTER FOR LEADERSHIP

Innovative leadership development and training programming

It's time to prioritize investing in building the skills, networks, and confidence of Jewish women leaders. NCJW is making this a top priority with the launch of our new Center for Leadership. Through innovative leadership and training programming, we will prepare the next generation of changemakers — a multi-generational community of Jewish women and allies — with the tools they need to lead at every level.

Participants will:

- Build skills to navigate and transform male-dominated systems.
- Cultivate relationships that sustain bold leadership.
- Deepen Jewish learning as a source of strength and strategy.
- Gain the tools to take up space, effectively and unapologetically.

From city councils to campus movements, across the US and Israel, this effort is about giving women what they need to change the world and live out their values — with strength and purpose.

NCJW FORWARD | ALIGN • ADVANCE • ACTIVATE



Training for all levels of leadership

The NCJW Center for Jewish Women's Leadership will offer programs that combine practical skills with Jewish feminist values, giving both first-time advocates and seasoned organizers the tools and confidence to lead with clarity and purpose.

The Center will be an inclusive, multi-generational space where mothers, daughters, aunts, and mentors can learn together, share perspectives, and strengthen their bonds while developing as leaders in their communities, schools, and workplaces. Below are some course examples.

ON ADVOCACY

ADVOCACY 101: VOICES IN ACTION – THE BASICS OF GRASSROOTS CHANGE

Focused on grassroots advocacy, this course covers how policy change happens, what it means to organize within a Jewish feminist framework, and how to effectively use your voice to influence decision-makers.

Key Topics:

- Grassroots advocacy and why it matters
- Understanding the policy process at local, state, and federal levels
- How to meet with lawmakers and craft persuasive messages
- Jewish values behind public action

ADVOCACY 201: BUILDING POWER – ORGANIZING FOR IMPACT

This course is for advocates ready to deepen their organizing skills to lead local campaigns, mobilize communities, and engage in effective coalition work — all while navigating real-time policy threats and opportunities.

Key Topics:

- Campaign planning and goal-setting
- Relational organizing and volunteer mobilization
- Coalition strategy: how to build and lead with partners
- Reproductive justice, antisemitism, and economic equity as entry points

ADVOCACY 301: LEADING THE MOVEMENT – STRATEGIC ACTION FOR SYSTEMIC CHANGE

Designed for experienced advocates, this advanced course equips participants to lead sustained movements for change. Dive into the mechanics of legislative strategy, media engagement, and long-term movement-building.

Key Topics:

- Legislative strategy and power mapping
- Spokesperson training: media, messaging, and public speaking
- Leadership in coalitions during moments of crisis
- Sustaining advocacy over time: combating burnout and fostering resilience



Center for
Leadership



ON RESILIENCE AND POWER BUILDING

JEWISH RESILIENCE: ROOTED AND RISING – FOUNDATIONS OF SPIRITUAL AND CULTURAL STRENGTH

Explore the Jewish texts, stories, and traditions that have sustained our people for generations. This foundational course helps participants name and nurture their own sources of resilience, especially as Jewish women and allies navigating injustice and antisemitism.

Key Topics:

- Jewish teachings on resilience, from the Exodus to Esther
- Rituals and practices for grounding in hard times (Shabbat, mourning, joy)
- How *kehilla* (community) and mutual care are core to Jewish survival
- Naming personal resilience: Where do we find strength today?

CONTEMPORARY LEADERSHIP: POWER WITH PURPOSE – LEADING IN COMPLEX TIMES

This course is for those already leading in some capacity — on local councils, in coalitions, other organizations, or online — who want to sharpen their skills and align their work more closely with the NCJW mission. We'll explore how to navigate complexity, build coalitions, and center equity.

Key Topics:

- Values-based leadership through conflict
- Navigating identity, politics, and power dynamics
- Building inclusive teams and fostering shared ownership
- Jewish feminist case studies in movement leadership

ON BUILDING CONNECTION AND BELONGING

CONNECTION AND ENGAGEMENT: BUILDING BELONGING AND MOVEMENT

This course explores what makes people *stay*, not just show up. Participants will learn how to foster deep connection, build community, and move people from passive attendance to active leadership — with Jewish tradition as the guide.

Key Topics:

- From participation to purpose: building relationships, not just registration
- Jewish values of *areyvut* (mutual responsibility) and *brit* (sacred commitment)
- Incorporating reflection, ritual, and Torah to deepen meaning
- Designing for multi-generational engagement and diverse access points

The impact of NCJW Forward will extend far beyond the next five years, laying the foundation for generational change through a bold, inclusive, and justice-centered vision.

This plan is how we'll get there. Picture this:

A young Jewish woman running for school board

Through the NCJW Center for Jewish Women's Leadership, a 28-year-old Jewish woman in Seattle participates in an NCJW training cohort. She gains skills in campaign strategy, public speaking, and values-based leadership. With mentorship from seasoned NCJW advocates, she decides to run for her local school board. When elected, she works to ensure policies reflect equity, inclusion, and reproductive health education, changing the trajectory of her district.

A grandmother takes digital action

In Oklahoma City, a grandmother of three opens her iPad at her kitchen table. She receives an urgent action alert from NCJW about a federal budget vote threatening food assistance programs. With one click, she emails her representatives. Alongside thousands of others mobilized the same day, her action helps block devastating cuts. She tells her granddaughter, "This is how Jewish women protect our families."

A coalition blocks an abortion ban

In Missouri, NCJW local councils work with partners to fight a proposed 6-week abortion ban. Regional staff coordinate strategy; Rabbis for Repro mobilize to testify in the legislature; and Repro Shabbat helps shift the narrative across Jewish communities. The NCJW communications team amplifies stories in the media, and advocates flood the statehouse. The bill is stopped in committee — a victory shaped by NCJW's coordinated field, faith, and advocacy power.

A longtime NCJW leader fights antisemitism

In Colorado, an NCJW section president confronts antisemitic incidents in her city. With new staff support and tools from NCJW Forward, she organizes a community forum bringing together multifaith leaders. She partners with local officials to expand hate crime reporting while advocates push for state-level prevention funding. The Jewish community there, once isolated, now feels like part of a national movement — stronger, connected, and never alone.

This is the future we can build. Together.

NCJW FORWARD 5-YEAR TIMELINE FY26: SETTING THE STAGE

INVESTMENT

- Hire key personnel
 - Regional leads
 - National advocacy strategy
 - Finance and operations
 - Development and communications
- Build organizational infrastructure
- Update technology and operational systems
- Update data technologies and outreach platform
- Scale up processes and agreements for integration and affiliation

OUTCOMES

- NCJW presence in high-priority states; professional staff supporting 5 states
- First cohort of sections integrated and first NCJW affiliates confirmed
- Programs built around advocacy focus areas
- US and Israel advocacy programs launched and unified strategy promoted
- Immersive Israel journey hosted for American Jewish women



FY27: CONTINUING THE INVESTMENT

INVESTMENT

- Launch the NCJW Center for Leadership
- Build new NCJW advocacy tools
- Begin building new website
- Hire key personnel
 - Regional organizers
 - Communications team
- Launch NCJW Impact Circle

OUTCOMES

- Second cohort of sections integrated and remaining affiliates confirmed
- New prospective NCJW locales identified in 3 states
- NCJW structural model groundwork underway
- NCJW regional directors hired in 3 regions
- NCJW Center for Leadership pilot cohort selected
- New tools to digitally engage NCJW changemakers launched

FY28: EXPANDING IMPACT

INVESTMENT

- Grow in key states
- Continue building the regional network
- Identify and expand partnerships
- Grow NCJW Center for Leadership offerings
- Evaluate progress and craft recommendations for strategic plan
- Develop marketing plans for state reach
- Determine expansion for relationship with Tel Aviv University

OUTCOMES

- NCJW regional personnel hired in remaining 3 regions
- NCJW Impact Circle growth and development
- Legislative assessment completed and strategic victory paths identified
- Digital outreach plans launched in key states
- Local council advocacy plans completed

FY29: STRENGTHENING SYSTEMS AND STRATEGY INVESTMENT

INVESTMENT

- Identify strategic plan advisory committee
- Solidify plans for state- and local-level marketing
- Increase data collection and targeting efforts
- Design scalable advocacy toolkits and branded assets for nationwide use
- Assess new locations for expanded reach

OUTCOMES

- NCJW Forward progress assessed by new Strategic Plan Advisory Committee
- New cohort launched in NCJW Center for Leadership
- Development and experimentation with marketing tools
- Minimum of one immersive NCJW journey held in the US



FY30: REALIZING THE VISION

INVESTMENT

- Develop large-scale NCJW convening live-streamed in the US and Israel
- Build on regional momentum to grow power of NCJW
- Study and share strategic plan updates and reports

OUTCOMES

- Assessment of NCJW changemaker growth completed
- Advocacy campaign plan assessment completed
- Financial model assessment completed
- New NCJW leadership pipeline population assessment and plan completed



We thank the NCJW sections and staff — and all who provided input — to this document and its foundational research. NCJW Forward was written by Jake Green, vice president of strategic communications, and Ellen Buchman, vice president of engagement and leadership, with input from the NCJW strategic plan implementation task force chaired by Paula Garret, board director. Girl on the Roof edited and designed the document with input from Jody Rabhan, NCJW chief executive officer, and Liz Schroyer, strategic planning consultant. The vision for NCJW Forward was guided by Sheila Katz.



Building for the next 130 years.

For more than a century, NCJW has shown the world what's possible when Jewish women lead. We have organized in the face of silence, created where others excluded, and risen every time we were told to shrink.

This is our moment to go deeper, act smarter, and organize bigger than ever before. We're not just preparing for the next 130 years. We are shaping them.

NCJW Forward is a blueprint for the future of Jewish feminist leadership. It centers advocacy, invests in people, and builds power across all 50 states and in Israel. It meets changemakers where they are and gives them the tools to grow.

This plan has been built with you. Your input, vision, and lived experience have helped lay the foundation for what's next. No matter who you are, we hope you will see yourself — and your community — in the future NCJW.

Together, we will build the future — not just for ourselves, but for every generation to come.

As our sages taught: "It is not your duty to finish the work, but neither are you free to desist from it." (Pirkei Avot 2:16)

And so, we begin.
Again.

CONCLUSION



NCJW
FORWARD

**Building for the future.
Building for impact.**

ncjw National Council
of Jewish Women

ncjw.org/forward