Envision 100: 1925-2025 and beyond
Strategic Framework

Simplify (optimize utilization of resources)

**Goal 1A:** Improve organizational effectiveness and operational efficiencies
- Strategic driver 1 -- Move to a lifecycle management structure for all chapters
- Strategic driver 2 -- Ensure tools and resources to support chapters (within the lifecycle structure) are in place

**Anticipated Future State:** It will be simple to establish and run/manage a chapter; resources will be streamlined, utilized, and tracked.

**Goal 1B:** Recruit and retain professional staff and national volunteers
- Strategic driver 1 -- Ensure the right complement of people, organizationally aligned, to drive strategic success
- Strategic driver 2 -- Establish a leadership pipeline
- Strategic driver 3 -- Ensure explicit opportunities for ongoing leadership/skill development for staff and national leaders

**Anticipated Future State:** A high-performing leadership culture with clear responsibilities and roles supported by well-developed training will permeate; a strong partnership between staff and volunteers will exist throughout national leadership; there
will be an intentional focus on getting the right people in the right place to serve the organization with high-quality leadership.

**Impact** (grow membership opportunities and expand capacity)

**Goal 2A:** Increase opportunities for more mothers/daughters to become members of National Charity League, Inc.
- Strategic driver 1 -- Establish a clearly articulated 5-year growth plan for both new and existing chapters
- Strategic driver 2 -- Ensure ease of recruitment, access, and support for new members
- Strategic driver 3 -- Examine ways for delivery of the NCL Experience beyond the existing chapter model

**Anticipated Future State:** The sponsorship model will be replaced with strong prospective member education and intentional provisional integration and support; an innovative and nimble chapter model will have been developed to allow the most people possible to participate.

**Goal 2B:** Develop strategic partnerships to meet communities needs
- Strategic driver 1 -- Align national philanthropies with NCL core experience and vision/mission

**Anticipated Future State:** We will have an intentional and strategic portfolio of philanthropies with whom we partner; each partnership in the portfolio will be explicitly connected to advancing our programming and/or mission.

**Goal 2C:** Build out and diversify revenue to support and sustain programming and services
- Strategic driver 1 -- Develop a board-approved fundraising plan with annual targets
- Strategic driver 2 -- Move toward NCL being a philanthropy of choice for member financial investment

**Anticipated Future State:** Grow the donor base from 344 current donors to 4000 donors by 2025.

**Enhance** (build stakeholder engagement)

**Goal 3A:** Elevate the membership experience
- Strategic driver 1 -- Simplify and standardize the national core programming
- Strategic driver 2 -- Evaluate programs regularly for relevancy and effectiveness
○ Strategic driver 3 -- Launch a robust and compelling national Sustainer program

**Anticipated Future State:** Our national core programming will be standardized and simple for chapters to deploy and consistently supported at a national level; programs will be regularly evaluated for relevancy and effectiveness; it will be very clear how members can stay engaged in membership over a lifetime and the value proposition for membership beyond the 6-year core programming will be compelling.

**Goal 3B:** Build relationships that expand brand awareness and increase external support for the vision and mission of NCL, Inc.

○ Strategic driver 1 -- Position NCL as a strategic national thought leader with mission-aligned organizations

○ Strategic driver 2 -- Elevate national brand awareness

**Anticipated Future State:** Brand awareness will be pervasive such that members and key stakeholders effectively act as consistent brand ambassadors and are able to articulate a shared understanding/messaging of how we serve and impact communities, including Ticktockers seeing the impact they make and our philanthropies articulating NCL’s impact on their organizations. We will have partnered strategically with other organizations that explicitly connect to advancing our programming and/or mission.