



Leading the Way:

NACPA's Plan for Growth and Relevance for Today's Church

2017-2020

Mission

The National Association of Church Personnel Administrators promotes leadership in Human Resources, Finance and Administration that models Gospel values, promoting justice in the workplace.

Association's Vision

NACPA's members, board and staff must be leaders in providing quality standards of effective human resource practice, education and service. We believe that the Church should model employment relationships that promote human dignity. We believe that those employed by the Church should participate in decisions that affect them and should receive just compensation.

Values

Our values encompass respect for all persons; inclusive, supportive relationships; ethical conduct; the dignity of work and commitment to excellence.

Strategic Plan Objectives:

Objective 1

Ensure a bright future for NACPA, one that demonstrates organizational vibrancy and business results. This will be measured by membership growth, effective and timely communication and annual member survey to assess performance.

Strategy 1 -

Increase active membership at an annual growth rate of 5% per year for the next 3 years.

- Tactic 1 – Reactivate lapsed members through direct communication and information on the organization's relevance
 - Validate that the lapsed members are still practicing in the field
 - Initiate a phone campaign to reach and update on the current benefits of NACPA
 - Assess the value of a limited offer “special renewal rate”
- Tactic 2 – Identify new prospects using the data from the Kenedy Directory and web sites identifying diocesan contacts, religious orders

and non-Catholic religions that are like-minded to the mission and values of NACPA

- Direct mail to the bishops and religious-order leaders outlining the benefits of NACPA -- what is new with NACPA and what NACPA can do for their diocese or order
- Tactic 3 – Develop and execute timely communications and newsletters with current members on relevant human resources issues
 - Assemble a Task Force to identify topics and writers for NewsNotes that are published semi-annually
 - Identify and execute appropriate social media that best suits NACPA members and can be effectively managed by staff or via a cost-effective consultant
- Tactic 4 – Develop a series of timely updates (Tidbits) on information and articles on relevant to church administration, finances, and HR topics

Strategy 2

Complete annual member surveys to insure that membership is actively engaged in guiding the organization through input on program performance and insights on relevant topics for NACPA to address; i.e. continue to validate organizational relevance and responsiveness.

- Tactic 1– Complete an annual member survey prior to the convocation using relevant questions for comparison and trend tracking
- Tactic 2– Distribute evaluations at the convocation to assess relevancy of topics, quality of speakers and suggested topics and speakers for future convocations
- Tactic 3– Report the survey results at the annual convocation, with the opportunity for open discussion with members

Objective 2

Be the premier organization in providing learning and growth opportunities for those in church human resources functions. This will be accomplished by the creation of a workshop series, the development and execution of webinars based on relevant and timely topics and expansion of consultant resources focused on increasing professional services to the organization. This will be measured by the following metrics:

1. Number of individual internal and external resources
2. Consultant productivity
3. Number of professional service engagements and revenue generated
4. Number of workshops
5. Number of workshop attendees
6. Evaluations completed on the workshops.

Strategy 1

Create a series of workshops for presentation in person and online focusing on relevant topics in a changing human resources environment.

- Tactic 1– Survey members to determine most compelling issues for workshops
- Tactic 2– Consider producing the series online for further outreach and participation
- Tactic 3– Explore collaboration on a workshop series with business schools at Catholic colleges and universities

Strategy 2

Be the premier organization in providing learning and growth opportunities for the human resources and administrative functions.

- Tactic 1 – Assemble a design team to recommend and develop workshop content
- Tactic 2 – Create a series of workshops for presentation in person and online focusing on relevant topics in a changing human resources environment
- Tactic 3 – Develop and execute webinars based on relevant and timely topics, such as:
 - Relevant legislative and regulatory issues facing the HR community
 - Basics of HR management
- Tactic 4 – Increase personnel and human resources development services, to include:
 - Lead Profile (Describe)
 - Strategic planning to integrate HR services into other diocesan offices
 - Customized based on ministries
 - Personnel Management
 - Handbook assessments/critique/review
- Tactic 5– Engage with other church and secular associations to enhance visibility of NACPA and to increase and leverage collaboration

Strategy 3

Develop and execute webinars based on relevant and timely topics.

- Tactic 1– Create a webinar committee to lead the assessment and development process
- Tactic 2 – Members to identify issues of importance
- Tactic 3 – Develop a cost effect format using state- of- the- art technology for education and cost efficiency
- Tactic 4– Collaborate with vendors for support and outreach
- Tactic 5– Schedule one webinar in conjunction with the convocation and feature the keynote speaker.

Strategy 4

Expand consultant resources focused on increasing professional services to the members.

- Tactic 1– Assess the use of external partnerships and in-house staff for consulting services and contract fulfillment, using the following criteria:
 - Capability of the resource pool
 - Depth of resources
 - Cost of services
 - Net income and value added to NACPA
- Tactic 2 – Actively market consultant services to the Catholic Church and other denominations

Strategy 5

Enhance all salary compensation surveys with relevant, timely and robust data.

- Tactic 1– Develop a three-year cycle for conducting and publishing surveys based on membership feedback and researchers' suggestions (National Diocesan Personnel and Priests' Compensation Survey, Religious Institutes and Catholic Organizations Staff Compensation Survey and Catholic Parish Staff Compensation Survey)

Objective 3

Enhance the Organizational Culture by increasing the association's engagement of members by initiating regular regional gatherings for information sharing and collaboration, engaging the membership in volunteer leadership roles, establishing a committee of the board to identify volunteer opportunities and more fully engage the membership in the health and growth of the organization. This will be measured by the following metrics:

- Number of gatherings
- Number of attendees
- Post gathering evaluations and feedback
- Number of members who volunteer and how they serve.

Strategy 1

Initiate regular gatherings for information sharing and collaboration

- Tactic 1– Analyze the member base and, based on numbers, determine five cities for regional meetings in 2017 and identify five more for 2018.
- Tactic 2 – Use regional meetings to further connect with arch/dioceses and religious orders in the area. Invite local the ordinary to participate in part of the meeting. Schedule one or more sessions to include business manager, pastors and principals/presidents. Arrange visit to diocesan office to meet personally with HR director.

- Tactic 3 – Initiate a pilot meeting to test the format, content and participant interests; to include board members and staff to work with the host to finalize agenda for future meetings
(A variety of formats may be tested, such as video conferences and in-person gatherings)

Strategy 2

Engage membership in volunteer leadership roles.

- Tactic 1– Establish a committee of the board to identify volunteer opportunities and more fully engage the membership in the health and growth of the organization
- Tactic 2– Survey members to determine their current volunteer activities and interests
- Tactic 3– Use the website to serve as a clearinghouse for volunteer activities and sign up
- Tactic 4– Feature photos and stories recognizing volunteers on the website
- Tactic 5– For 2018, establish NACPA Volunteer Awards