

NAACP

STRATEGY REFRESH 2022-2027





**WHAT
HAPPENED
TO THE
NAACP
GAME
CHANGERS**

We celebrate the significant progress achieved by our organization since the 'game changer' strategy was created in 2011.

Eleven years have passed. During that time, the world around us has changed dramatically. Multiple crises have demanded an ambitious, global response. Increased uncertainty and worldwide calls for racial justice have compelled us to evaluate the previous strategy, the current landscape, how it has transformed, and to reflect on our ability to respond in meaningful ways.

We know the most effective community-based organizations refine their strategies as conditions change and new lessons are learned. We appreciate the evolving needs of our constituents and their lived experiences. With this in mind, we have sunset the term 'game changers.'

In 2021, we launched our ambition to build a new foundation for the future of the Association. Key elements of this plan included:

- refreshed *Mission, Vision, and Values* statements;
- adoption of a *Theory of Change* clarifying our community aspirations;
- commitment to progress in five core issue areas;
- defining our '*DNA*'—the purpose that grounds our work; and
- new goals set by our President and CEO.

The new strategies guide our efforts and expand on the Association's historic work; launch four new Centers of Innovation; and articulate three cross-cutting approaches: racial equity, civic engagement and supportive policies and institutions.

Our journey is not about starting over but *building on our legacy*.

We *see hope* for the future through this new strategic approach.

OUR JOURNEY

NAACP 'game changers' are introduced to address major areas of inequity facing African Americans.

The NAACP National Board of Directors announced a 501(C)(4) "parent" structure, affirming our role as an advocacy organization, not a service organization. This marks a strategic shift in how we create change.

President and CEO Derrick Johnson began his tenure.

A 2019-2022 Strategic Plan emphasized power building. Elections work and political engagement are underscored as 'our most powerful tool to fight discrimination and achieve greater equity.'

The strategy maintains a focus on the game changers.

The country makes historic investments and looks to the NAACP for leadership in the wake of twin pandemics: COVID-19 and racism. In response, the strategy office is created to scale impact.

The NAACP National Board of Directors unanimously approved the adoption of a refreshed mission and vision, marking a new chapter in NAACP history. Together with a new set of values, a theory of change, our defined DNA, a clear focus on enduring commitments, and a 7-point advocacy model. We refer to this collective as our **cornerstones**.

NAACP launches a new strategy. Introducing four new Centers of Innovation, C-HOPE expands the Association's historic work and embeds cross-cutting approaches focused on racial equity, civic engagement and supportive policies and institutions.

2011

2017

2019

2020

2021

2022

**WHAT
YOU
NEED
TO
KNOW**



OUR MISSION

Our mission is to achieve equity, political rights and social inclusion by advancing policies and practices that expand human and civil rights, eliminate discrimination and accelerate well-being, education, and economic security of Black people and all persons of color.

OUR VISION

We envision an inclusive community rooted in liberation where all persons can exercise their civil and human rights without discrimination.

OUR VALUES

Collaborative

We are inspired by community and believe in the innate power of people working together intergenerationally to drive change.

Committed

We acknowledge and learn from the past as we chart a new future with an unwavering commitment to racial equity and justice.

Ethical

We act with integrity and maintain focus on values, the greater good, and mutual respect.

Transparent

We are honest brokers and engage with authenticity around our goals, strategies, and practices.

Visionary

We are global thinkers, problem-solvers, innovators, and disruptors with a strong vision for what's possible.



OUR THEORY OF CHANGE

We are committed to a world without racism where Black people enjoy equitable opportunities in thriving communities. Our work is rooted in racial equity, civic engagement, and supportive policies and institutions for all marginalized people.

OUR DNA

Our purpose is grounded in three approaches woven deeply into the fabric of who we are. Collectively, we refer to them as our 'DNA,' and we embed them affirmatively in all our work.

Racial equity is the presence of opportunity and systems that ensure fairness and justice, where race does not determine or predict life outcomes. We work to make the pie bigger—equitably redistributing and growing opportunities and resources, and empowering communities to dismantle the structures that limit one's ability to thrive.

Our collective impact is more powerful than what any one of us can do, alone. When diverse people come together to problem solve, we create more innovative, inclusive, and productive solutions. We fuel **civic engagement**—connecting and amplifying community voices with a focus on voting, voting rights and political advocacy.

Our work seeks to influence the formation of public policy to create more equitable and **supportive policies and institutions**—moving toward a just society and addressing systemic racism.

ENDURING COMMITMENTS

We are committed to tackling hard problems and we invest our time, attention, and resources where inequity is pervasive and limits opportunity for Black people and other communities of color.

Our enduring commitments are long-standing, mission-driven priorities.



C-HOPE

Introducing our new Centers of Innovation

- Center for Health Equity
(health and well-being)
- Center for Opportunity, Race and Justice
(inclusive economy; race and justice)
- Center for Education Innovation
(education innovation)
- Center for Environmental and Climate Justice
(environmental and climate justice)

The centers bring together NAACP expertise: issue-area leads, policy strategists, lobbyists, marketing and communications specialists, researchers and state advocates to implement our ambitious goals.

Each center leads a portfolio of work aligned to our enduring commitments.

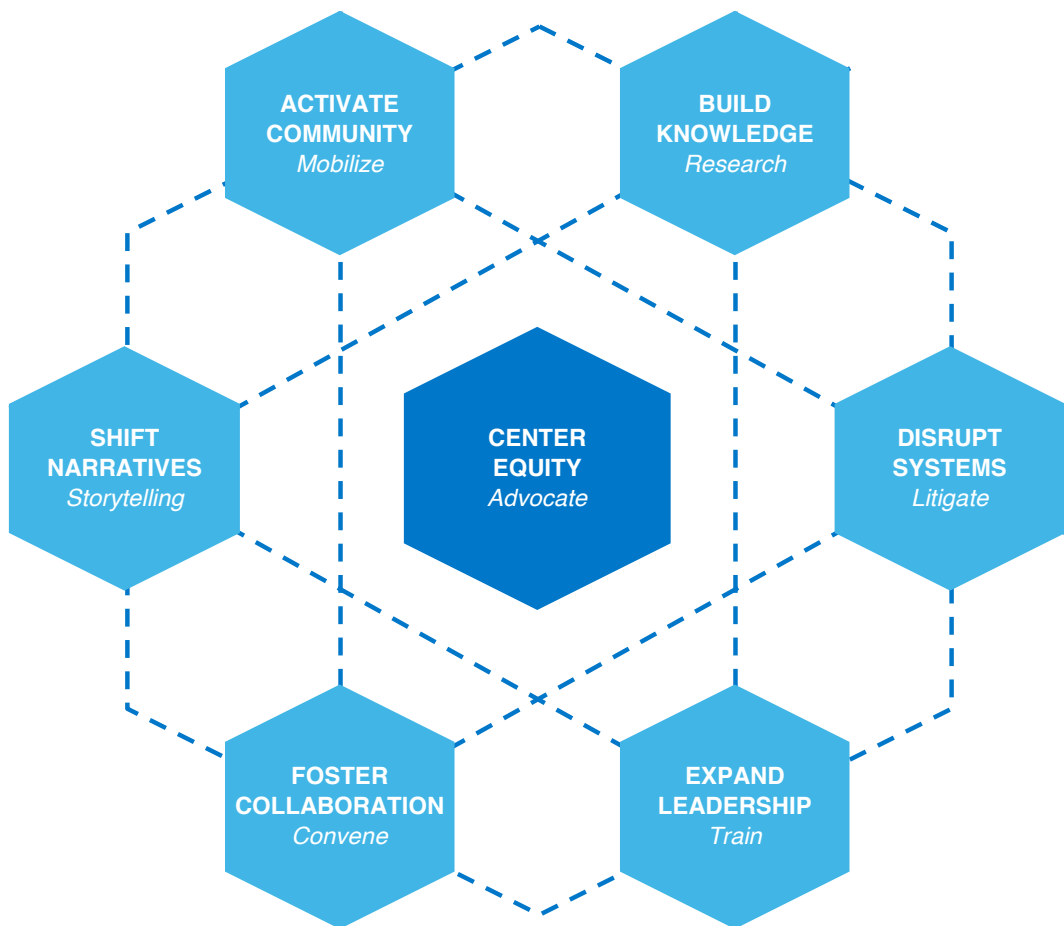
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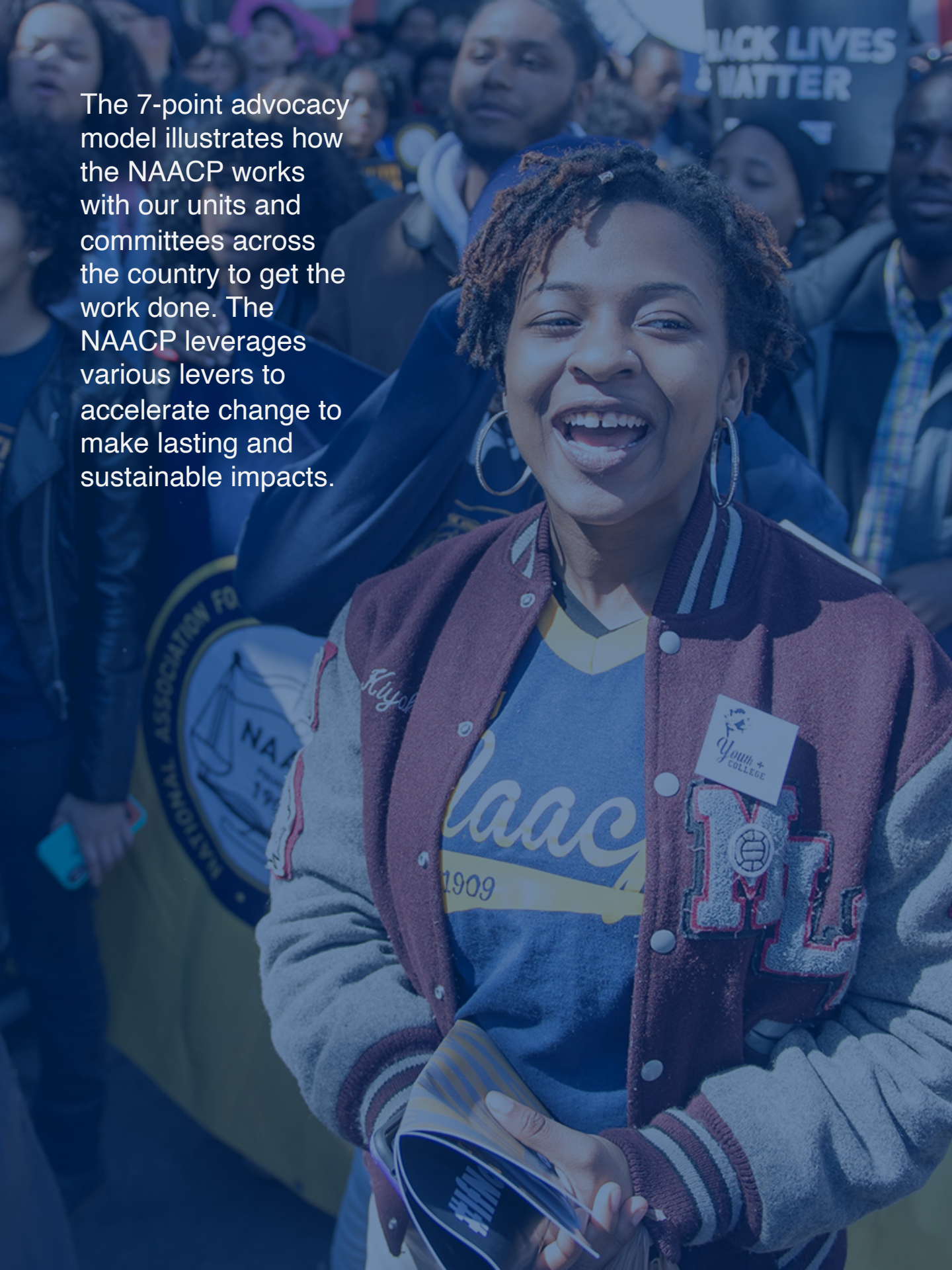
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NAACP 7-POINT ADVOCACY MODEL



The 7-point advocacy model illustrates how the NAACP works with our units and committees across the country to get the work done. The NAACP leverages various levers to accelerate change to make lasting and sustainable impacts.



THE BIG

**MISSION
VISION
VALUES**

THEORY OF CHANGE

DNA

C-HOPE

**ADVOCACY
MODEL**

PICTURE

This

is how

it all

stacks

up.

HOW DO WE BRING THE NEW STRATEGY TO LIFE?

To aid in the adoption of the new strategy, we will:

- ▶ Work to build awareness at all levels of the NAACP;
- ▶ Provide education and tools on key concepts to NAACP Stakeholders;
- ▶ Generate commitment from State Conferences and Units to embrace this new approach;
- ▶ Encourage dialogue;
- ▶ Learn our language and the ‘elevator speech’—the strategy is called **C-HOPE** and is focused on five enduring commitments that build on our legacy work; and
- ▶ Collaborate and make change happen.

F

A

Q

Q: Why are we refreshing the strategy?

A: In 2021, the President and CEO set forth a plan for growth. The strategy refresh is one objective in achieving his ambition for the organization. To that end, the ‘cornerstones’ were developed, creating a robust framework to accelerate our work.

Q: What happened to the ‘game changers?’

A: While we are no longer using the term ‘game changers,’ we continue to build on our legacy work. In the new strategy, long-standing priorities are defined as ‘enduring commitments.’ The focus here is on complex systems (as it has always been) and how they impact Black lives.

Three cross-cutting approaches are constants; their fingerprint can be found on nearly everything we do. Thus, we have named these approaches our ‘DNA.’ The focus here centers people and building power.

Here is the new language that describes our intention:

Enduring Commitments				
Education Innovation	Environmental & Climate Justice	Health and Well-being	Inclusive Economy	Race and Justice

DNA (approaches)		
Racial Equity	Civic Engagement	Supportive Policies and Institutions

Q: How can I learn more about the new NAACP Centers of Innovation?

A: You can learn more about C-HOPE by engaging National Staff. We are excited to share this collateral with you and to answer your questions.

Q: What changes were made to the mission and vision?

A: See the table below.

	Previous	Current
Mission	To ensure the political, educational, social and economic equality of rights of all persons and to eliminate racial hatred and racial discrimination.	To achieve equity, political rights and social inclusion by advancing policies and practices that expand human and civil rights, eliminate discrimination, and accelerate well-being, education, and economic security of Black people and all persons of color.
Vision	To ensure a society in which all individuals have equal rights without discrimination based on race.	We envision an inclusive community rooted in liberation where all persons can exercise their civil and human rights without discrimination.

The table below organizes the refreshed mission into an **identity statement**, a storytelling format to better convey our intent.

What	Our mission is to achieve equity, political rights and social inclusion
How	by advancing policies and practices
Why	that expand human and civil rights, eliminate discrimination, and accelerate wellbeing, education, and economic security
Who	of Black people and all persons of color.

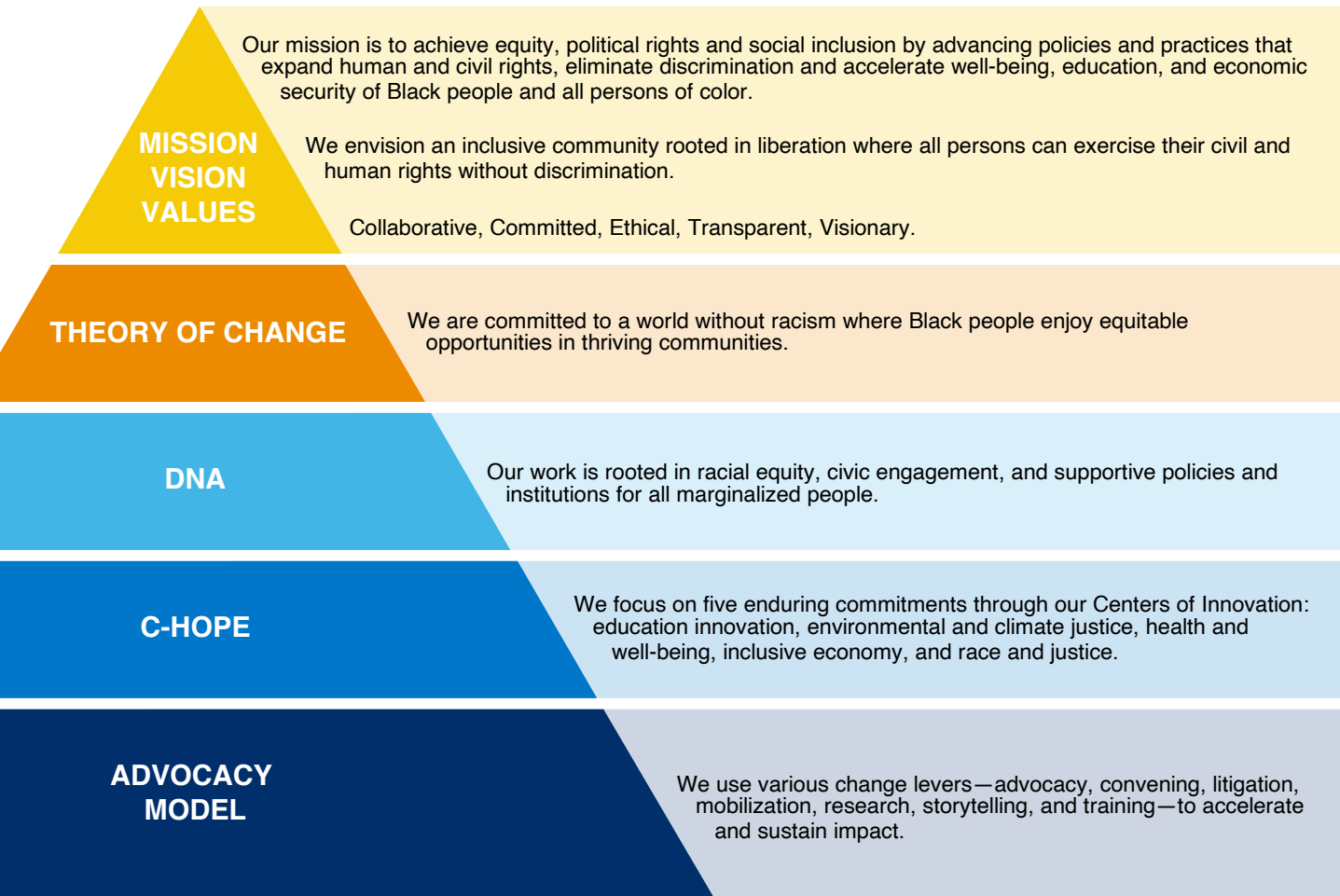
Q: What is the purpose of organizational values?

A: The values represent our core beliefs and what we stand for as an organization.

Q: What is the 7-point advocacy model?

A: The 7-point advocacy model is representative of the primary actions the NAACP takes through its leaders in communities to accomplish the work to make impactful change. It is an action-based framework, centering equity.

HOW DOES THIS ALL TIE TOGETHER?





GIVEN THESE CHANGES, WHAT'S NEXT?

The National Office will pull together training sessions to walk through the strategy refresh. Additionally, the National Marketing and Communications Team will provide guidance on updating state conference and unit websites and other collateral to reflect these exciting changes.



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