

Promoting Excellence  
Building Community  
Advancing Justice

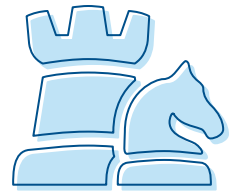
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# 2025-2030

## **STRATEGIC PLAN**



### **Strengthening Infrastructure to Maximize Engagement and Impact**

#### **EXECUTIVE SUMMARY**

Founded in 1977, the National Association of Counsel for Children led the transformation of children’s law from a cause to a profession. By establishing child welfare as a specialty practice — and by certifying attorneys through an ABA-accredited national credential — NACC has elevated the standards of legal representation for children, parents, and agencies alike. Today, NACC stands as a trusted national leader in legal and child welfare communities.

NACC provides resources to attorneys, builds a community of support for zealous advocacy, and engages practitioners in systemic policy reform. This is the impact model NACC will continue to scale to transform legal advocacy for children and families.

This seventh strategic plan continues to chart a bold path through NACC’s 50th Anniversary in 2027 and beyond. Building on the progress of past work, NACC reaffirms its commitment to excellence in legal advocacy, equity in practice, and sustainability for long-term impact. NACC also set core values to guide this work: Community, Equity and Inclusion, Excellence, Humility and Accountability, and Integrity. This plan reflects insights from NACC staff, board members, members, and lived experience experts from the National Advisory Council on Children’s Legal Representation.

Over the next five years, NACC will expand training and certification, strengthen its professional network, and lead policy reform efforts across the country. At the same time, the organization will invest in operational infrastructure, financial stability, leadership development, and succession planning to ensure a strong foundation for future generations.

### **FROM A CAUSE TO A PROFESSION. FROM A PROFESSION TO A MOVEMENT.**

# NACC

National Association  
of Counsel for Children

## CORE VALUES

COMMUNITY  
EQUITY AND INCLUSION  
EXCELLENCE  
HUMILITY  
AND ACCOUNTABILITY  
INTEGRITY

## NACC STAFF

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## NACC's Strategic Objectives

NACC reaffirms its commitment to diversity, equity, and inclusion, and retains the mission and vision statements adopted in 2021:

**NACC'S MISSION:** NACC advances children's and parents' rights by supporting a diverse, inclusive community of child welfare lawyers to provide zealous legal representation and by advocating for equitable, anti-racist solutions co-designed by people with lived experience.

**NACC'S VISION:** Every child, parent, and family is well-supported in their community and has equitable access to justice through culturally responsive, client-centered legal representation.

By 2030, NACC will achieve the following goals:

### 1. Promote Excellence in Legal Representation

- Expand in-person and online training opportunities, including a new Child Welfare Law Trial Skills Training.
- Offer multidisciplinary training to social workers, peer advocates, and more.
- Grow and update the Child Welfare Law Specialist (CWLS) program with a focus on diversity, retention, and quality.
- Publish an electronic *Child Welfare Law and Practice* (known as the "Red Book"), and develop the 5th edition of the Red Book.

### 2. Build Community Among Practitioners

- Build the pipeline of future child welfare attorneys by engaging law schools, law students, and lived experience experts.
- Support the leadership development of practitioners as agents of change, including strengthening NACC's State Coordinator Program.
- Enhance year-round member and CWLS engagement through improved tech platforms and affinity group opportunities.

### 3. Advance Justice for Children and Families

- Advance NACC's Policy Framework by co-designing reform strategies with lived experience experts and members.
- Expand NACC's Counsel for Kids Campaign to secure the right to counsel and improve the quality of legal representation of children.
- Shape the field of child and family law by developing and executing a national child welfare law appellate strategy.

### 4. Organizational Development Priorities

- Grow the annual budget by 20% by 2030 and double reserves.
- Maintain 100% board giving and fundraising participation.
- Increase staff development capacity and participation
- Develop staff leadership and succession plans

WE ARE NACC. TOGETHER WE ARE **PROMOTING EXCELLENCE,**  
**BUILDING COMMUNITY,** AND **ADVANCING JUSTICE.**