



NATIONAL  
CORRECTIONAL  
INDUSTRIES  
ASSOCIATION

## **2025-2026 Strategic Plan**

***Approved by the NCIA Board of Director on 4/14/25***

### **Introduction**

The National Correctional Industries Association (NCIA) was founded in 1941 and is dedicated to promoting excellence in Correctional Industries.

NCIA serves the Correctional Industries (CI) community throughout the United States and abroad as the primary resource for Correctional Industries' best practices. NCIA provides networking, professional development and resources needed to create successful reentry outcomes.

The NCIA Executive Committee is responsible for the actionable items identified in the Strategic Objectives and Strategies of this Plan.

### **Vision**

**Maximize Correctional Industries potential to transform lives and communities**

*NCIA's Vision Statement evolved from our shared beliefs and values and forms the foundation for the Association's Mission Statement.*

### **Mission**

**Educate, connect and grow Correctional Industries to improve public safety, operations and successful reentry**

### **Tagline**

**"Working on the Inside – Succeeding on the Outside"**

### **Values**

- |               |                  |
|---------------|------------------|
| ✓ Integrity   | ✓ Collaboration  |
| ✓ Growth      | ✓ Innovation     |
| ✓ Inclusivity | ✓ Sustainability |

## **Strategic Objectives and Strategies**

### **STRATEGIC OBJECTIVE #1: Promote the benefits of Correctional Industries**

- a. Partner with stakeholders to promote NCIA's mission and values with an emphasis on reentry success
- b. Educate the public through multiple communication platforms
- c. Create and strengthen partnerships with correctional agencies, professional associations, and other stakeholders
- d. Expand engagement with CI Leaders
- e. Promote the value of NCIA's memberships

### **STRATEGIC OBJECTIVE #2: Advance best and promising practices**

- a. Develop and promote the *Correctional Industries: Reentry-Focused Performance Excellence* Best Practices to CI organizations and stakeholders
- b. Ensure best and promising practices have a significant emphasis on safety, security and reentry
- c. Collect and share relevant studies

### **STRATEGIC OBJECTIVE #3: Provide professional development**

- a. Expand specialized professional development offerings
- b. Ensure educational workshops, webinars and e-learning courses are relevant and available
- c. Identify additional educational partners and resources
- d. Foster networking opportunities for CI Leaders

### **STRATEGIC OBJECTIVE #4: Ensure Sustainability**

- a. Maintain, develop and expand revenue sources
- b. Analyze operations, investments and financial statements to maximize efficiencies
- c. Sustain the Operating Reserve
- d. Contribute annually to the Long-Term Investment Portfolio