national council on aging

STRATEGIC PLAN AT A GLANCE:
AN OVERVIEW OF OUR 2026-2032 DIRECTION

From improving lives to *creating the conditions* for all to age well.

Our mission: to create the conditions for all to age well today and into the future.



OUR SOCIAL IMPACT GOAL

100 million

happier, healthier birthdays by 2040

Our vision: a just and caring society in which each of us, as we age, lives with dignity, purpose, and security.

WHY NOW

The moment we must meet

America is aging faster than ever, and many people are doing so with fewer resources and support systems while living longer. Climate change, AI, caregiving gaps, and economic instability affect older adults deeply—and unequally. Yet aging remains an invisible issue in many national conversations.

75+ years
of impact for older adults

40 million
lives improved—goal reached early

OUR SHIFT

Changing the odds, not just beating them

Personal tools alone can't solve the deep-seated challenges—poverty, isolation, health disparities, and policy gaps—that keep too many from aging well. NCOA is committing to go further.

Improving lives	helps people beat the odds.
Creating the conditions	changes the odds altogether.

OUR FRAMEWORK

What do we need to age well?

Health
Universal access to health promotion and disease prevention

Economic Well-Being
Financial stability and choices that support dignity and independence

Community Connection
Belonging, relationships, and engagement that enrich our lives

Safety
In-person and online environments where people can live securely

Creating the Conditions for All to Age Well

HOW WE'LL GET THERE

Three strategic priorities

Highlights from the full plan. Each priority carries measurable 2032 targets that build toward our 2040 goal.

1 Lead the national conversation on what it takes to age well

Give the country a shared definition of aging well—and use it to shift how policymakers, media, and new allies think and invest.

SO THAT

Aging becomes integrated into broader national priorities—guiding investment and systems change beyond the traditional aging network.

2 Strengthen communities and advocate for change

Work where people live—building local capacity, backing new solutions, and bringing proven programs to more communities.

SO THAT

More older adults—regardless of geography or background—can access proven supports for health, economic security, and well-being.

3 Secure mission-driving partnerships, resources, and capabilities

Build an organization strong enough to deliver—with resilient funding, strong leaders, and data that shows what's working.

SO THAT

NCOA can clearly show the value of its work—and stay aligned to long-term system change.

WHAT THIS LOOKS LIKE

Digital access for older adults

IMPROVING LIVES

Helping thousands of older adults get access to digital tools—important, and it fills gaps.

CREATING THE CONDITIONS

Building an inclusive, nationwide infrastructure that ensures digital access for all older adults—closing the gap for good.

PARTNER WITH US

Where funders and partners fit

The plan is built on collaboration. It calls for partners to help:

- Co-develop solutions as new champions for aging, beyond the traditional aging network.
- Establish and grow the Aging Innovation Fund.
- Scale proven programs through community-based and cross-sector partnerships.
- Build a diversified, resilient funding base that advances systems change.

Contact us at: partnerships@ncoa.org

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