

STRATEGIC PLAN

2024 - 2026



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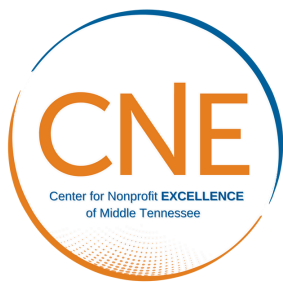
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EXECUTIVE SUMMARY

VISION

A thriving Middle Tennessee community elevated by the impact of sustainable nonprofits

MISSION

To equip and empower nonprofits to excel

VALUES

Accountability

Collaboration

Excellence

Innovation

Integrity

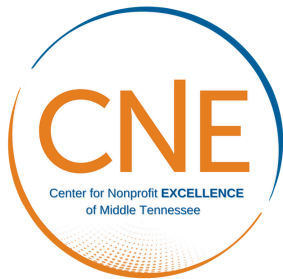
Transparency

The **Center for Nonprofit Excellence of Middle Tennessee** (formerly known as **Center for Nonprofit Management**), founded in 1986 by the local United Way, has been a champion, partner, and advisor to non-profits throughout the middle Tennessee region for nearly **40 years**.

In early 2024, CNE engaged SEI Consultants Paige Bigham and Alicia Wilson to facilitate its **strategic planning process** under the guidance of CNE's new CEO, **Meagan Flippin**.

The following report outlines CNE's strategic focus areas and plans through 2026.

This plan was developed with the input of more than **300 stakeholders**, including members, community partners, funders, staff, board members, and consultants.



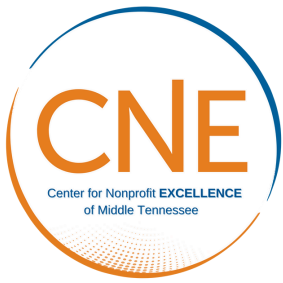
EXECUTIVE SUMMARY

CNE will **CARE** for our stakeholders:
Communicate, Appreciate, Respond, and Engage.

CNE serves as a
Champion, Advisor, and Partner to the non-profit community.

IDEA (***inclusion, diversity, equity, and access***)
is at the foundation of our work.





KEY OBJECTIVE:

Define and enhance our brand identity, messaging, and positioning in the market to increase visibility and recognition.

STRATEGIES:

- 1 Develop strategic partnerships with other organizations to enhance visibility and profile.
- 2 Increase engagement and impressions across all digital marketing channels.
- 3 Establish and roll-out new brand identity.
- 4 Develop robust marketing materials that effectively communicate CNE's value, including usage of testimonials and data.
- 5 Enhance relationships with traditional media to further increase CNE's visibility and awareness.



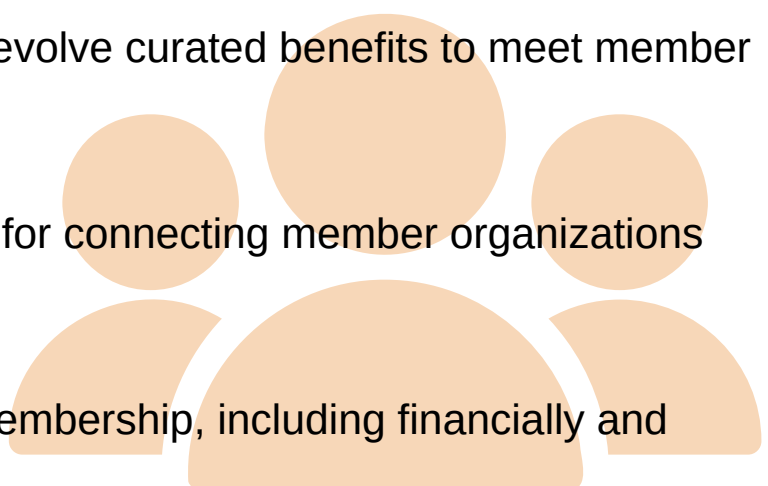
MEMBER ENGAGEMENT & VALUE

KEY OBJECTIVE:

Strengthen relationships with our members, enhance their experience and membership value, and increase their involvement and satisfaction with our offerings with a goal of increasing the number of members by 5% annually.

STRATEGIES:

- 1 Create engagement plan to support and promote members.
- 2 Regularly solicit feedback from members on their experience and needs and respond/adjust accordingly.
- 3 Increase networking and communication opportunities for members to connect with one another.
- 4 Enhance and continuously evolve curated benefits to meet member needs.
- 5 Develop sustainable model for connecting member organizations with subject matter experts.
- 6 Enhance accessibility for membership, including financially and geographically.





PROGRAMS & LEARNING

KEY OBJECTIVE:

Revive valuable previous programs and develop innovative programs and initiatives that align with our mission and meet the evolving needs of the nonprofit community.

STRATEGIES:

- 1** Increase and diversify workshop topics, formats, and instructors and ensure offerings are effectively described to ensure appropriate participation.
- 2** Enhance peer-to-peer learning opportunities and support talent development for emerging nonprofit professionals.
- 3** Develop strategic alignment with funders and relevant programming.





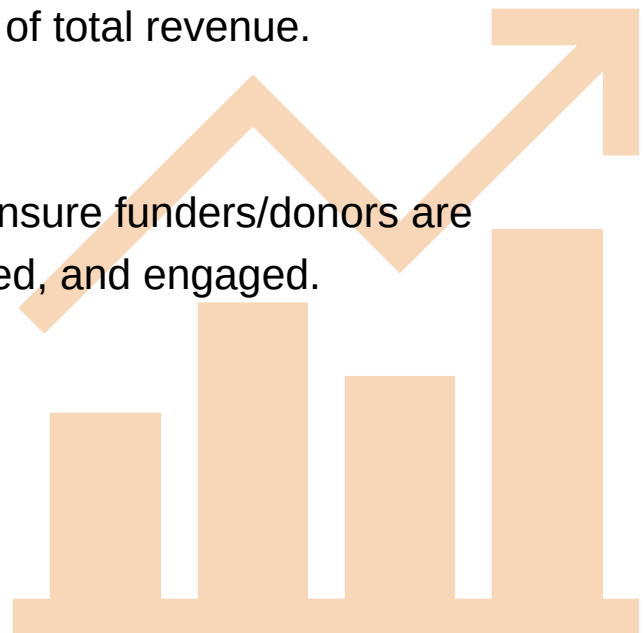
REVENUE DEVELOPMENT & FINANCIAL SUSTAINABILITY

KEY OBJECTIVE:

Set fundraising goals and strategies to secure the financial resources necessary to support our mission and growth with a goal of increasing revenue 5% annually.

STRATEGIES:

- 1** Pursue new funding opportunities/sources annually.
- 2** Ensure revenue portfolio is diversified with no one source accounting for more than 20% of total revenue.
- 3** Develop stewardship plan to ensure funders/donors are communicated with, appreciated, and engaged.





OPERATIONS, GOVERNANCE & CULTURE

KEY OBJECTIVE:

Streamline processes, enhance efficiency, and implement best practices to drive operational excellence across all areas of the organization. Foster a positive organizational culture rooted in our core values, promoting inclusivity and employee engagement. Ensure effective governance and shared leadership through engaged volunteer leaders.

STRATEGIES:

- 1 Ensure sound, consistent, and efficient operations throughout the organization.
- 2 Ensure proper planning and forecasting by using data to make informed decisions.
- 3 Enhance employee experience and professional development opportunities.
- 4 Consistently develop and engage board members and volunteer leaders.

