

CNIM

Center for Nonprofit
Management



2022

Strategic Direction and Funding Requirements

Providing business advisory education, leadership, events, and resources to promote a strong and successful social sector.

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MISSION

We amplify the impact of nonprofits and their partners.

VISION

A connected community equipped to realize our greatest opportunities

VALUES

Respect + Integrity

We celebrate individuals as whole people with diverse perspectives and unique needs. We engage and include each person with unconditional positive regard.

Healthy Growth + Balance

We value intentional, continuous growth and learning. We let go of the things that do not serve us well.

Diverse Collaboration

We embody the power of working together, as a team, a sector, and a community. We include everyone at the table.

Clear Communication

We are proactive and responsive. We embrace the hard work that creates positive change and focus on the path to the solution.

Beliefs

1

Change starts with individuals who have the tenacity and heart to work in our sector.

2

Nonprofits grow when they have access to tools and resources.

3

Growth compounds when we find strength in cross-sector collaboration.

4

A community that understands and values the unique expertise within, and challenges faced by, the nonprofit sector expands its progress.

5

We must continue to become an inclusive, anti-racist, multi-cultural organization that values human diversity in all forms.

6

We have a responsibility to listen and engage with community at all levels to gain insight and increase connections.

7

Data and feedback are essential to learning and for ensuring that our efforts stay relevant to nonprofits and the community.

Strategic 3-Year Goals and Objectives

Goal 1: CNM equips nonprofits and their leaders to operate effectively and increase mission success.

Objective: *By 2024 CNM will have enhanced engagement with existing members and demonstrated relevance and accessibility to other diverse nonprofits increasing involvement and driving new membership.*

Goal 2: CNM works to connect nonprofits effectively to each other and partners to improve community results.

Objective: *By 2024 CNM will have developed and deployed a framework that builds capacity among participants in shared collaborative efforts and community organizing.*

Goal 3: CNM is viewed as a leader, demonstrating the value of nonprofits as part of a vibrant community.

Objective: *By 2024 CNM demonstrates increased positive brand awareness as an effective representative of the nonprofit sector among leaders within and beyond the sector.*

Goal 4: Increase diverse revenue streams to support mission objectives and ensure the future of CNM.

Objective: *By 2024 CNM will have materially increased total income including contributions and earned revenue by at least 10%.*

Goal 5: Operate as a high-performing nonprofit demonstrating commitment to the highest standards of internal effectiveness and efficiency in finance, data systems, human resources, board development and administration.

Objective: *Become accredited by the Nonprofit Standards for Excellence Institute.*

2021-2022 Core Programming: Process and Planning



Welcomed nearly

800

members for another year of partnership.



Offered

91

workshops and hosted over

1,800

attendees.

85 capacity-building courses are scheduled for 2022.



Partnered with the Mayor's office to further a **community safety and gun violence prevention collaborative** that includes over 25 grassroots, minority-led nonprofits.



Hosted a mix of community convenings, including 10 community-wide Town Halls, 9 CEO Conversations, 12 Young Nonprofit Professional events, and 26 Community Conversations. Through these events, we **connected more than**

3,000

attendees.



Distributed

\$36,000

in scholarships for nonprofit staff to take CNM workshops through our MatchGrants, Young Nonprofit Professionals, and Sam Howard Empowerment Fund programs.



Crafted a **DEI commitment statement and key objectives** to provide guidance during CNM's equity journey.



Connected thousands of hopeful candidates to

2,700+

job openings on Tennessee's #1 nonprofit job board.



Began designing a **streamlined and accessible model for our consulting program**, to be rolled out in 2022. We are assessing this process through CNM's participation in one of our own programs, the Innovation Catalyst.



Launched an **updated Nonprofit Economic Impact Study** in partnership with the research arm of the Nashville Chamber of Commerce.

Strategic Initiatives and Events

“Employee pay is typically one of the largest expenses on a company’s income statement — and with good reason.

Pay drives financial performance, efficiency, and productivity and helps to attract and retain the best talent. Plus having a diverse talent pool can significantly improve financial performance.

Yet organizations still pay women and people of color less than white men for the same work — and this earnings gap compounds over time.”

AMI BARNARD-BAHN
Harvard Business Review:
“How to identify, and fix, pay inequality at your company”

Meeting our members’ most requested need: Nonprofit Compensation Study

This research and reporting project, planned in partnership with Elevate Consulting, seeks to meet CNM’s most requested need: a nonprofit compensation study that guides nonprofit leaders and their boards in **determining fair and competitive staff compensation** and benefits packages.

The goal of this initiative is not only to provide market data but also to shine a light on the meager and often unsustainable standard of living experienced by nonprofit workers. This is especially prevalent within historically marginalized communities and a primary focus of the study is to **identify and analyze wage disparities** for these populations and advocate for change.

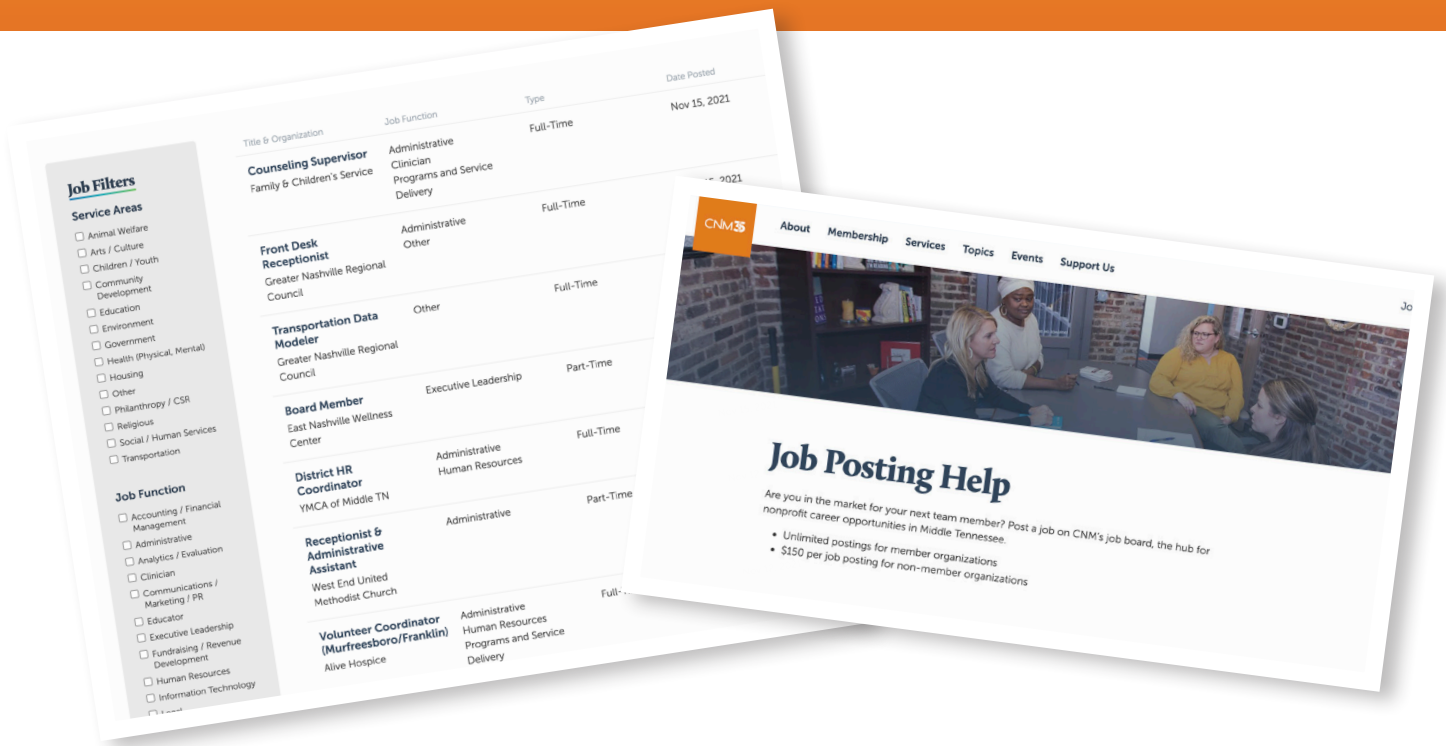


Impact investment

\$45,000 to cover Elevate Consulting’s fees, CNM staff time, associated overhead, and compensation study marketing and distribution.



Strategic Initiatives and Events



Nonprofit Jobs and Board Seats: Tennessee's No. 1 Listing Site

With 50,000 hits a month, CNM's nonprofit job board is the No. 1 resource for sector employment. In 2021 alone, CNM posted over 2700 nonprofit jobs to our job board." Our members asked and we listened — new for 2022 will be the addition of board positions. This initiative is an important part of CNM's commitment to promoting and growing a diverse and equipped leadership pipeline in Nashville's nonprofit sector.



Impact investment

\$50,000 covers the costs of CNM staff time, workshop facilitators, coaches, consultants, and associated overhead. Partial investments at \$5,000 increments are welcomed.

“As the economy moves to an employee driven workforce, the work CNM does to be the go-to for job seekers in our sector is invaluable. Thank you for helping great people find us!”

MARSHA EDWARDS
CEO of Martha O'Bryan Center



Strategic Initiatives and Events



Salute to Excellence

Salute to Excellence is a chance to pause, recognize the hard work of our nonprofit sector, and commend the cross-sector collaborations that allow us to face our community's struggles with heart and resilience. In its 28th year, Salute distributed \$220,000 to finalist nonprofits.

The response was greater than ever: We saw a 66% increase in organizations that applied and 58% increase in applications (191 organizations, 329 applications) and over 500 attendees in the virtual space! In addition, we received 101 applications for the People's Choice Award, which were voted on by over 1,300 community members.

Award Categories

- *The Frist Foundation Innovation in Action Award*
- *The Frist Foundation Team Building Award*
- *The Frist Foundation Revenue Development Award*
- *TrustCore CEO of the Year Award*
- *SunTrust Now Truist CFO of the Year Award*
- *The Memorial Foundation People's Choice Leadership Award*
- *KraftCPAs Board Member of the Year Award*
- *Diversified Trust New Generations Award*
- *The Erie Chapman Foundation Radical Loving Care Award*
- *Piedmont Natural Gas Sustainable Practices Award*
- *United Way of Greater Nashville Community Impact Award*



Impact investment

Our 2022 event fundraising goal is \$500,000 with \$275,000 distributed to award-winning nonprofits, roughly \$150,000 in event production and administration, and the remainder supporting CNM's staff, membership programming and associated overhead.

Strategic Initiatives and Events



CEO Conversations

CEOs have faced a never-ending list of challenges these past two years, as have many. CEO Conversations offer an opportunity to gather to discuss new and ongoing leadership topics in a way that provides space for honest and innovative problem-solving. The events offer tools, resources, education, and camaraderie and are focused on supporting nonprofit leaders in their greatest needs.

Sessions have included topics such as:

- *Reimagining Justice in Philanthropy*
- *Advancing Inclusion Through Strategic Alliances*
- *Rethinking Nonprofits: Spaces & Resources in COVID-19 and Beyond*

Brand exposure and storytelling benefits associated with this event series are wide-ranging.



Impact investment

\$20,000 for staff time, panelist honoraria, and associated virtual and in-person overhead. Partial investments at \$10,000 increments are welcomed.

Strategic Initiatives and Events



Town Hall Series

Developed during the onset of the pandemic, CNM's monthly Town Halls bring cross-sector leaders together to address immediate and pressing challenges. The series provides a platform to learn from each other and from expert panelists.

Special guests have included Mayor John Cooper, executives from HCA, AllianceBernstein, Amazon, HCA, nonprofit leaders from YMCA, Martha O'Bryan Center, and topic experts to offer guidance and resources. Not least, the events provide support and camaraderie for community leaders as we grapple with incredible adversity during the continuing pandemic, offering emotional support to ensure your organization can be #NonprofitStrong.

Throughout the series, 29% of our topic expert panelists have been leaders of color, better representing the voices in the communities served by many nonprofit organizations.

2022 TOPICS

CNM member orientation, three sessions of Meet the Funders, Salute to Excellence Call for Entries, and more.

2021 TOPICS

Covid-19 vaccine information, event planning in a pandemic, Meet the Funders, impact reporting, and the economic impact of local nonprofits.



Impact investment

\$25,000 for staff time, facilitator honoraria, and associated overhead. Partial investments at \$5,000 increments are welcomed.

Strategic Initiatives and Events

Young Nonprofit Professionals (YNP)

The Young Nonprofit Professionals event series is a free networking group composed of diverse Middle Tennessee young professionals supporting or working in the nonprofit sector.

Our objective is to provide an inclusive space where emerging leaders can share resources, encouragement, and learning opportunities.

Session topics cover issues such as 'How Young Leaders Can Advance DEI in the Workplace,' Building Trust and Influence Through Persuasive Communication,' and 'Landing a Raise and Promotion During a Pandemic'.

For 2022, at least two of our 10 YNP gatherings will be in-person events, and eight will be virtual!

“Getting involved with YNP was one of the best professional moves I’ve made since my wife and I made the move down here last June. I feel like I’ve found my true purpose in the professional world. In January I brought my own nonprofit Music City Test Kitchen into existence. I’m thankful for the connections I’ve made through Young Nonprofit Professionals, and I’m excited for the connections I’ll make in the future.”



KALEB WISCHMEIER
Owner of Music City
Test Kitchen



Impact investment

\$15,000 for staff time, panelist honoraria, and associated virtual and in-person overhead. Partial investments at \$5,000 increments are welcomed.

CNM's Innovation Catalyst

The Innovation Catalyst (iCat) is a dynamic program built to help nonprofit organizations develop new initiatives that improve their sustainability and mission impact.

Following a competitive application process, CNM and our partners at CauselImpact select a small cohort of organizations that are ready to commit the time, effort and resources needed to support meaningful innovation.

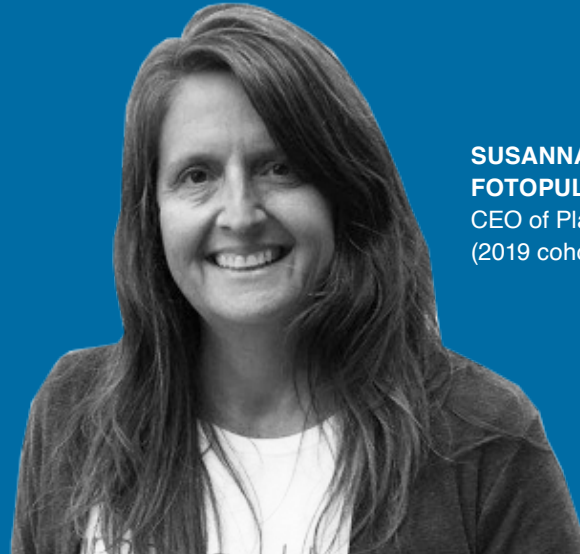
Every cohort benefits from nine months of integrated group training, consultation, and individual support in social venture development, culminating in a dynamic final pitch to potential investors to complete the program.



Impact investment

\$71,500 allows six organizations to participate including costs associated with CauselImpact's work, CNM staff time, mid-term and final pitch events, and associated overhead. Partial investments at \$5,000 increments are welcomed.

“Probably the most surprising thing about the overall process was just its depth and intensity. We knew we needed some of these things but we didn't understand the degree to which we did.”



SUSANNAH FOTOPULOS
CEO of Plant the Seed
(2019 cohort)

2021 PARTICIPANTS

- Faith Family Medical Center
- Healing Arts Project, Inc.
- Nashville Adult Literacy Council
- Project Return, Inc.
- Rural Health Association of Tennessee
- CNM

PROGRAM ALUMNI

Nashville Humane Association started a two-prong social enterprise providing affordable pet training courses and opening a retail shop with new pet owner “starter kits.”

Nashville Food Project created a social enterprise to provide long-term contract meal prep and delivery for other nonprofit organizations who are providing services to people who live with hunger or food insecurity.

Nashville CARES developed an in-house pharmacy for clients to access affordable medication in a safe and trusted environment.

The Urban League and CNM: Scholarships for Nonprofit Leaders of Color

A 2017 national study found that 87% of executive directors or presidents of nonprofit organizations and foundations were white. CNM's goal is to increase the number of nonprofit leaders of color in our sector through strategic partnerships and initiatives.

CNM is committed to fostering a diverse leadership pipeline through the new Sam Howard Empowerment Fund (SHEF). A joint initiative between the Urban League of Middle Tennessee (ULMT) and CNM, the fund is designed to support emerging and established leaders of color in the nonprofit with professional development opportunities, including CNM workshops and executive coaching matches.

Launched in March 2021, we received double the projected applicants, and demand continues to grow. Contributed support is crucial to meet the long-term goal of promoting and growing a diverse pipeline of nonprofit leaders in Nashville and Middle Tennessee.

“Leadership can be a very lonely place. And when you’re not able to be vulnerable without a certain level of repercussions, it can be very challenging. And so to listen to other experiences that sounded like mine allowed me a level of awareness that I was right where I needed to be, when I needed to be, and doing what I was supposed to do. I want to just emphasize that it was just an amazing experience for me. It not only provided me safety and simplicity, it provided me with a support system that I didn’t even know that I needed.”



KARA JAMES
Co-Founder and
Executive Director
of The F.I.N.D. Design



Impact investment

\$25,000 covers the costs of workshops, executive coaching, facilitator fees, CNM staff time, and associated overhead.

Equity Initiatives

Equity-Related Workshops

In 2021, DEI workshops were attended by 450 nonprofit leaders. Our education department increased DEI content in our coursework by 40%, featuring DEI modules and content in 42 (roughly 50%) of our regularly scheduled workshops. Workshops specifically related to DEI include DEI in Your Board Recruitment, Understanding Identity & Unconscious Bias, Inclusive Leadership, and Becoming an Inclusion Ambassador.



Impact investment

\$50,000 for REI's program content and facilitation costs, CNM staff time, and associated overhead. Partial investments at \$5,000 increments are welcomed.



RACIAL EQUITY INSTITUTE (REI)

This year, CNM will begin working with REI for half- and two-day trainings using the groundwater metaphor, designed to help practitioners at all levels internalize the reality that we live in a racially structured society. That is the basis of racial inequity.

The conclusion is based on three observations:

- 1 Racial inequity looks the same across systems
- 2 Socio-economic difference does not explain the racial inequity
- 3 Inequities are caused by systems, regardless of people's culture or behavior

Equity Initiatives

Community Conversations: Bi-Weekly Discussions Around Race, Culture, and Inclusion

CNM's 'Community Conversations' event series brings people from diverse backgrounds together to examine systemic biases and engage in change-making discussions. During bi-weekly virtual and in-person events, topics related to equity, justice, and inclusion across the board are brought to the table by expert facilitator and CNM staffer, Dawn Stone. Versed in hosting and guiding meaningful and disruptive conversations, she invites historically marginalized groups to the table.

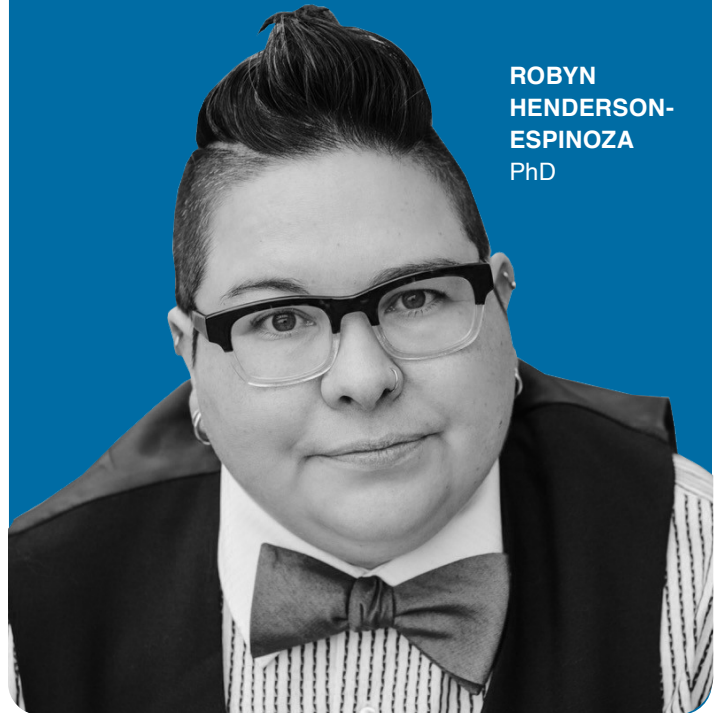
Sample 2021 topics included Equity & Access in Education, LGBTQ+ Conversations on Policies & Lived Experiences, Sustainability & Networking for Change, and Community Engagement & Movement Building.



Impact investment

\$150,000 to support staff time, facilitator honoraria, event execution, and associated overhead. Partial investments are welcomed.

“Conversations are necessary and foundational for communities to thrive. When we are able to lean into our collective differences through community conversations, we are better able to sense and feel into the kinds of differences that we need to embrace, in order to become the kinds of communities we imagine emerging!”



ROBYN
HENDERSON-
ESPINOZA
PhD

Community Conversations: Days of Convening

In 2022, CNM will host educational and intensive 'Equity Conferences,' featuring cohort and panelist-style conversations around topics of equity, justice, and inclusion. These differ from the Community Conversations listed above in that they include intensive daytime and evening components that dive deep into important discussions touching on race and cultural identity.

Equity Conferences

1. Blackout
2. Asian Pacific Islander
3. All Nations
4. Hispanic and Latin American



We amplify the impact of nonprofits
and their partners with your support!

AMAZON
BANK OF AMERICA
BELMONT UNIVERSITY
BKD CPAS & ADVISORS
BLUECROSS BLUESHIELD OF TENNESSEE
BONE MCALLESTER NORTON
CAT FINANCIAL
DIVERSIFIED TRUST
THE FRIST FOUNDATION
GOOGLE FIBER
FOURTH CAPITAL BANK
HCA HEALTHCARE
HCA/TRISTAR HEALTH
THE HEALING TRUST
HUB MID-SOUTH
INGRAM INDUSTRIES
JACKSON NATIONAL LIFE
KRAFT CPAS
LBMC FAMILY OF COMPANIES
THE MADDOX FUND
THE MEMORIAL FOUNDATION
NASHVILLE ELECTRIC SERVICE
NISSAN AMERICA
PIEDMONT NATURAL GAS
PINNACLE FINANCIAL PARTNERS
PNC BANK
REGIONS BANK
SUNTRUST NOW TRUIST
STUDIO BANK
UNITED WAY OF GREATER NASHVILLE
VANDERBILT UNIVERSITY