



NH Center for  
**NONPROFITS**

# Strategic Plan

**July 1, 2017 – June 30, 2020**

***Adopted: 6/8/17***

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# INTRODUCTION

*Dear Friends and Supporters of the NH Center for Nonprofits,*

*I'm delighted to present a new Strategic Plan for the NH Center for Nonprofits.*

*Early on in our work, the Board of Directors clarified the need to be creative and bold in our planning process in order to envision how the Center could reach a new level of impact. To operate effectively in the dynamic and quickly changing world we all live in now, we knew our plan had to position us to be nimble, thoughtful and transparent.*

*In the following pages you'll see the result. We've developed a strategic framework that sets out priorities for our work. We've identified what's most important as we move forward, so that the staff and Board can develop work plans and promote activities that reflect these priorities.*

*In order to ground ourselves in the fundamental values that underlie our work, we articulated our guiding principles. We're confident that these principles will help us stay focused on what is most important in our work ahead.*

*We also developed a Strategy Screen, a series of questions to ask ourselves about new opportunities or ideas. Using this approach will allow us to be deliberate and consistent as we make decisions about what work we undertake to realize our priorities.*

*While I'm proud of the Center's Board and staff who contributed to this planning process, we certainly didn't do this alone. We engaged key stakeholders in an initial planning retreat, and then turned to our constituents to ask what they thought of the priorities we were considering. These contributions were invaluable in making sure our Strategic Framework reflects the priorities and needs of the nonprofit sector in New Hampshire.*

*Thank you to everyone who contributed to our efforts. We're excited to get to work!*

**Grace Mattern, Board President**  
June 8, 2017

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# MISSION AND GUIDING PRINCIPLES

## Mission

The New Hampshire Center for Nonprofits **strengthens and gives voice** to the state's nonprofit sector through **leadership, collaboration, and learning opportunities**.

## Guiding Principles

*In everything we do we will strive to...*

- Demonstrate **integrity**, fiscal responsibility, transparency, and **excellence** in order to build and maintain public **trust** in the sector.
- Advance an **organizational culture** that values and empowers our employees, recognizing that they are vital to fulfilling our mission.
- **Respect** the knowledge and experience of our members and partners and use that wisdom to sustain **continuous improvement** and **learning** for and across the sector.
- **Value** the role of nonprofits, regardless of their size, field, or mission, in strengthening and enriching our communities.
- **Engage** for-profit companies, government entities and funders as **partners** with nonprofits to promote the well-being of the state's communities.
- **Adapt** and **respond** to changes and opportunities in the landscape to ensure that our programs and communications are **relevant** and **impactful**.

# STRATEGY SCREENS

## Purpose and Use

The Center seeks to integrate a values-driven, realistic and strategic mindset into all of the choices and decisions we make. One of the tools we will use to assist us in this is the Strategy Screen. The purpose of the Screen is two-fold: 1. To help us have strategic conversations when evaluating our options; and, 2. To make our decision-making criteria transparent to our constituents.

Prior to pursuing any major new initiative we will evaluate it using the questions below to guide our decision making process.

## Strategy Screen

Criteria marked with an \* are imperatives. If an initiative does not meet all of the imperative criteria, we will not pursue it.

1. Does it advance or support our mission and values? \*
2. Do we have the capacity to do it well? \*
3. Does it address a clear need or demand from our constituents? \*
4. Does it contribute to our overall financial sustainability\*: For example...
  - Does it have a dedicated funding stream that is sufficient to cover its costs; and/or
  - Will it break even within three years; and/or
  - Is it accompanied by a clear articulation of what we will we stop doing/spending so that we can focus those resources on this initiative?
5. Will it have a strong, positive impact on our constituents?
6. Will it have a high Impact to Effort Ratio over time?
7. Is this something the Center is uniquely positioned to do?
8. Is the timing right for this initiative?
9. Does it reinforce the Center as essential to the health and well-being of the sector and state?
10. Is the level of risk associated with doing this acceptable?

# PRIORITIES FOR OUR WORK

## One: Practice what we preach by building the Center’s organizational capacity to achieve our mission.

### Why Is This A Priority?

Like every nonprofit, we need a strong, healthy organization so that we can not only chase our mission but achieve it. We have no shortage of ideas for ways in which we could advance the sector, but they will only be possible if we have a solid financial base, talented people and a strategic approach to decision making.

### What Strategies Will We Use To Advance This Priority In The Next Three Years?

1. **Hone Our Business Model.** Invest in revenue strategies that ensure that we have sufficient and sustainable resources to advance our mission.
2. **Support and Sustain Our Employees.** Foster an organizational culture that makes the Center a great place to work and enables our employees to continue to do the high caliber work on which everything else depends.
3. **Use A Strategic Lens.** Integrate a values-driven, realistic and strategic mindset into all of the choices and decisions we make.
4. **Maximize Our Board.** Recruit and retain a cross-sector Board that keeps us grounded in our constituents and helps us identify and cultivate relationships with leaders throughout the state.

## Organizational Capacity

- Business Model
- Employees
- Strategic Lens
- Board

**Two: Provide organizational leaders with the tools, information and training they need to get real and lasting results.**

**Why Is This A Priority?**

Leadership matters. We hear it from our members and partners, and see it consistently reinforced in research. A strong Board-staff team is integral to nonprofit effectiveness. The Center has become a “go-to” resource for leadership teams. They count on us to provide easy to access, reliable information and practical tools.

It is also clear that cultivating the next generation of nonprofit leaders is becoming increasingly urgent as more and more of our current leaders reach retirement age. As we look to the future it is essential that we continue to find smart, creative ways to intentionally engage the next generation of leaders and to continue to provide our constituents with the tools they need to achieve their missions.

**What Strategies Will We Use To Advance This Priority In The Next Three Years?**

1. **Provide Tools and Information.** Provide easy access to relevant, curated, real-life tools and information.
2. **Equip a Deeper “Bench” of Leaders.** Expand our work with leaders to include the people who will serve as the next generation of board and staff leaders.
3. **Capitalize on the Power of Partnerships.** Identify smart, new ways to work with other capacity builders to provide outstanding professional development opportunities to more people throughout the state.

**Information and Training**

- Tools and Information
- Deeper Bench of Leaders
- Power of Partnership

## Three: Champion the work of organizations whose bottom line is the vitality and wellbeing of the people and communities of New Hampshire.

### Why Is This A Priority?

As a statewide, member organization, the Center is uniquely positioned to leverage the power of our combined voices, build relationships and advocate for sector-wide issues. Working together we can raise awareness, engage new champions and advocate for policies that maximize nonprofits' ability to fulfill their missions.

We also recognize that nonprofits play a key role in building a strong economy, ensuring that everyone in New Hampshire has the opportunity to reach their potential, preserving and protecting our natural and cultural resources, and building strong communities. Ultimately, New Hampshire's future vitality depends on our ability to work together across sectors. We need each other.

### What Strategies Will We Use To Advance This Priority In The Next Three Years?

1. **Leverage the Voice of Our Members.** Leverage the collective power of our members to give voice to the value and impact of the sector.
2. **Forge Cross-Sector Connections.** Forge strong cross-sector relationships with funders and business leaders, working together to advance the common good.
3. **Advocate.** Advance local, state and federal policies that impact the sector as a whole.

### Champion the Work of Nonprofits

- Leverage Our Members
- Cross-Sector Connections
- Advocacy

# APPENDIX

## Board of Directors

Borja Alvarez de Toledo, Child and Family Services of NH  
Chris Conroy, Heartwood Media  
Sara Kobylenski, Upper Valley Haven  
Ken Koornneef, Nobis Engineering  
Grace Mattern, *Board President*  
Jim Miller, Granite State College, *Board Treasurer*  
Kimberly Pecora, Nathan Wechsler & Company  
Jeanine Tousignant, Jeanine & Company, *Board Vice President*  
Alan Reische, Sheehan Phinney Bass + Green, *Board Secretary*  
Susan Scacchi, Tree Care Industry Association

## Staff

Carrie Bean, Resource & Data Assistant  
Deborah Clark, Information & Technology Director  
Stephen Donahue, Member Services Coordinator  
Laurette Edelmann, Assistant Director  
Kathleen Reardon, Chief Executive Officer

Elissa Margolin, Public Policy Consultant

## Strategic Planning Committee Members

Deborah Clark, Staff  
Grace Mattern, Board  
Jeanine Tousignant, Board  
Jim Miller, Board  
Kathleen Reardon, Staff  
Kathy Bogle Shields  
Sara Kobylenski, Board

## Special Thanks to Kick-Off Retreat Guests

Kathy Beebe, Executive Director HAVEN Violence Prevention  
Teri Bordenave, Co-founder and Consultant, The Thalia Group  
Lee Bruder, Consultant, Lee Bruder Associates  
Simon Delekta, Senior Program Officer, New Hampshire Charitable Foundation  
Diane Fitzpatrick, CEO, Manchester Boys & Girls Club  
Joseph Murray, Vice President of Public Affairs, Fidelity Investments  
Margaret O'Brien, Chair, Labor & Employment Practice Group, Devine, Millimet & Branch, PA

## Strategic Planning Consultant

Peggy Kieschnick, Kieschnick Consulting Services [www.kieschnickconsulting.com](http://www.kieschnickconsulting.com)