



# Our Path to a Brighter Future

2023-2026 Strategic Plan



# Charting a Path of Purpose

At the heart of our mission at Nurture the Next lies the understanding that *parenting matters deeply*. It is a profound responsibility that transcends generations, shaping the lives of children and leaving an indelible mark on the future. Our transformative journey began in 1984, and in a few short years, we were the statewide chapter of Prevent Child Abuse America. Since then, we have championed the prevention of child abuse and neglect, implementing research-based programs that bring about positive change in the lives of multiple generations within the sanctuary of their own homes.

Our last strategic plan led us into uncharted waters, with a worldwide pandemic that disrupted life as we knew it. It posed unprecedented challenges for everyone, particularly parents who faced the daunting task of juggling work, childcare, and virtual schooling. We draw inspiration from the tenacity and resilience our families and communities demonstrated during those difficult times. Thus, a major focus of this strategic plan will be *to improve access to our services and offer innovative programming that evolves alongside the needs of the families and communities we serve*.

As we reflect on our past accomplishments and look to the future, we recognize the need to embrace change and amplify our impact beyond direct service. Over the next three years, Nurture the Next will focus on strategy, casting a wider net in advocacy. We will expand our reach beyond our immediate communities, *advocating for policies and systems that prioritize the well-being and development of every child*. By leveraging our experience and expertise, we will drive meaningful change on a larger scale, fostering a brighter future for generations to come.

Celebrating our upcoming 40-year anniversary in 2024 marks a significant milestone in our journey. It is a testament to the unwavering dedication of our staff, supporters, and partners who have nurtured our growth and impact. In this new chapter, Nurture the Next will *launch an annual fund, inviting individuals and organizations to join us in our mission*. This fund will empower us to deepen our programmatic impact and explore innovative avenues to nurture the next generation.

To achieve our ambitious goals, we understand the importance of cultivating a team that is passionate, dedicated, and inspired. Nurture the Next will work diligently to *become an organization that people aspire to be a part of. We will offer competitive salaries, attractive benefits, and a culture that is second to none, attracting top talent and fostering an environment of excellence*. By investing in our team, we are investing in the families we serve, as our collective efforts have the power to transform lives.

We are confident that, together with our supporters, we will forge ahead, nurturing, empowering, and shaping the next generation. Our commitment remains unwavering because every child deserves the opportunity to thrive. Join us as we continue on this transformative journey, creating a better future for children and families alike.



## **United by our Mission**

*To create a future for children and families filled with promise and prosperity.*



## **Aligned by our Vision**

*To see all children in Tennessee living in safe, stable, nurturing families and communities.*



## **Guided by our Values**

*Be open. Remain curious.  
Lean into it.  
Do the right thing.  
Embrace, share, and celebrate.  
Have each other's back.  
Reach high. Do better.*

**To achieve the strategic goals outlined in this plan, Nurture the Next will follow the leadership of the Board of Directors and Executive Team.**

## **Board of Directors**

*Star Card*

*Patrick Charles*

*Stephanie Congers*

*Joel DeFoor*

*Gino DeSalvatore*

*Pat Farrell*

*Amy Goode*

*Jessica Howard*

*Rosemary Hunter*

*Tony Jones, Chair*

*Meg McWhorter*

*Charlane Oliver*

*Jon Perkins*

*Greer Redden*

*Joe Saig*

*Chad Shaw*

*Bella Shelton*

*Kirk Stanley*

*Erik Srickland*

*Clif Tant*

*Mark Tinsey*

*Mario Vangeli*

*Ashley Webber*

*Mary Beth West*

*Dan Williamson*

*Kelly Ann Woods*

*Kinika Woods*

*Kristen Davis, President & CEO*

## **Executive Leadership Team**

*Kristen Davis, President & CEO*

*Melanie Scott, Chief Development Office*

*Katherine Snyder, Chief Financial Officer*

*Heather Thompson, Chief Human Resources Officer*

*Jennifer Vaida, Chief Strategy Officer*

# AUTONOMY

Our central strategic goal, "Path to Autonomy," is our plan to raise \$1.5 million annually by 2026. This pursuit of financial independence is not merely about sustaining the organization but also ***is fundamentally about empowering us to support the families we serve more dynamically.*** Currently, restrictive state funding and a lack of independent financial support hinder our ability to respond to emerging needs nimbly and to provide comprehensive, wrap-around support. By navigating this **Path to Autonomy**, we are setting a course for increased agility in our services, ***enabling us to adapt quickly and innovatively to the evolving challenges facing Tennessee families.*** This added flexibility will allow us to broaden our impact and foster deeper, more meaningful community engagement, amplifying the positive outcomes for families and children in our care.

## Strategic Goals

- Execute plan created by the development consultant finalized on July 1. This plan will help us reach this big ask, and includes launching an annual fund to celebrate our 40th anniversary
- Hire additional development personnel with the expectation that they develop relationships within eastern and middle Tennessee to raise at least \$500,000 per person by year three. See growth in where funds originate with additional staff.
- Increase the ask for all board members to a get/give total of \$5,000 annually.
- Work with the internal communications team to improve external communication with potential donors, family foundations, and stakeholders.
- Develop success stories for publication.
- Engage all employees and board members in helping share the narrative of Nurture the Next. Staff participate in the launch of the Annual Fund.

# RESILIENCE

On our "Path to Resilience," we are shaping a future where programming excellence and parental engagement are twin pillars of transformative family outcomes. In the face of adversity, resilience thrives, and it is this power we seek to instill in the families we serve.

***We envision a Nurture the Next that is not just a provider of services but an architect of change, reshaping our organizational structure and driving innovation to construct more resilient, responsive, and robust programming.*** As part of this transformative journey, **Innovate the Next™** emerges as a beacon of our adaptability and innovation – our commitment to ***relentlessly explore, experiment, and enhance our programs***. Our vision on this path extends beyond mere service enhancement; it encompasses a culture of resilience within our team, our families, and our communities, seeding empowerment that blossoms into a thriving, resilient future for every child in Tennessee.

## Strategic Goals

- Reorganize the Programming Department to better serve Nurture the Next communities and staff members. Examine regional teams to increase capacity for parent involvement and staff efficiencies.
  - Chief Strategy Officer oversees Parent Partnerships.
  - In-Home Visitations: Review individual expectations by county and home visitors and hold team members accountable for HFA Guidelines. Evaluate birth rate by county and create opportunities for home visitors to contribute to the overall mission based on modified home visiting case weight. Determine which standards for HFA and DOH we are able to adhere to while also being innovative (ties to A). Create opportunities for equity among team members regarding how the work is completed.
- Increase the programming team leader's ownership of their roles and responsibilities, holding them accountable for the decision-making process related to improving the programming outcomes.
- Work with the HFA national office to be an influential voice in what is working and what is not working to improve overall outcomes for our families.
- Continue to improve enrollment procedures to reduce friction in the application process.
- Innovate the Next™: Innovate the Next is a new initiative that will evaluate new programming for Nurture the Next, create a beta test, and study the results to implement effective, sustainable services. Design opportunities for innovation to add to existing programs and create additional ones.

# UNITY

Navigating the "Path to Unity," sets our sights on fostering a deeper, more impactful engagement with parents, caregivers, and partners. This isn't simply about increasing our client base but also about forging an interconnected web of support for Tennessee's families. **To us, unity signifies a robust alignment of diverse stakeholders rallying around the shared vision of empowering our families.** As we restructure our Communications Department and develop new partnerships, we are not just disseminating information; rather, **we are weaving threads of connection, bridging gaps between need and assistance, awareness and action, potential and actuality.** This positions us not only as a provider of services but as a conversation leader, a broker of partnerships, and a catalyst for communal change. Our vision is a future where every OB/GYN, every health clinic, every city official, and every team member is not just aware but actively engaged in the shared mission of empowering families, thereby becoming the resonating voice for the children of Tennessee.

## Strategic Goals

- Hire a Director of Communication whose focus will be increasing engagement at the parental level and also working with the Development Team to increase engagement with potential funders.
- Reorganize the Communication Department with a focus on increasing in-person, online, and event engagement by one hundred percent.
- Partner with parent healthcare givers such as health clinics, hospitals, OBYGYNS, and health insurance companies to bring awareness to the programs offered by Nurture the Next. Create effective pathways to referral into programs from medical providers, exploring existing systems that are already in place as potential pilot projects.
- Work with the local, county, and city government officials and agencies to increase awareness and provide them with the necessary information to pass on to parents or caregivers.
- Become the voice of children of Tennessee.
- Develop a plan to make data more accessible to team members and government officials.

# EXCELLENCE

On our "Path to Excellence," **Nurture the Next is committed to cultivating a team that embodies the highest standards of professionalism, expertise, and impact.** We envision an organization where excellence permeates every facet, propelling us to new heights of transformative service. Through strategic initiatives, we are creating an environment of seamless collaboration, clear accountability, and effective communication, optimizing our internal processes for peak efficiency and innovation. **By fostering a culture of continuous learning and growth, we empower our team members to acquire the skills, knowledge, and qualities needed to excel in their roles.** We recognize the significance of fair compensation and are dedicated to aligning remuneration with market value, valuing and appreciating the contributions of our exceptional team. Our vision on this path is to be an exemplary organization known for our excellence, resilience, and unwavering dedication to enhancing the lives of who are on our team and for those we serve.

## Strategic Goals

- Do an internal reorganization to streamline processes and build stronger communication between teams and individuals.
- Build an accountability program for supervisors to better hold employees accountable for the defined expectations for their job.
- Enhance the onboarding process to provide new employees with the necessary situational knowledge of the organization's values and behavioral norms.
- Implement a training program to have all employees meet the programming standards, financial literacy, emotional intelligence, and leadership qualities necessary to thrive in their roles.
- Do a compensation review of all positions within Nurture the Next and develop a plan to hit fair market value within 18 months of the start of the Strategic Plan.
- Use an annual engagement survey to adjust culture to better meet the needs of the organization and staff members.

# INFLUENCE

Venturing along the "Path to Influence," we aspire to significantly reduce child abuse in Tennessee by amplifying our expert voice and our federal, state, and local impact. ***This is not merely about getting a seat at the table, but includes shaping the conversation, informing the decisions, and steering the policies that directly affect the families we serve.*** With a dedicated Chief Strategy Officer and a Program Officer committed to data and research, our path to influence charts a course towards evidence-driven advocacy and policy influence. At the heart of this mission is the belief that our expertise, combined with a grassroots approach and meaningful partnerships, can cultivate an ecosystem of support and enact systemic change. On this path, we become more than a service provider – ***we are change-makers, advocates, and influencers, driving forward a vision where informed policy, committed partnerships, and grassroots mobilization converge to safeguard the well-being of every child in Tennessee.***

## Strategic Goals

- Appoint a Chief Strategy Officer, whose mission will be to positively increase Nurture the Next influence on the factors that hold individuals from becoming the parents they strive to be.
- Utilize a Program Officer position to accumulate and collect data and research to help the organization, federal, state, and local government officials and agencies make better-informed decisions on how to reduce child abuse in Tennessee.
- Develop a grassroots effort utilizing parent leaders and partners to influence state and local government officials and agencies, community providers of parental care, and others on the small steps that can be taken to reduce the mistreatment of children.
- Move the Parent Leadership Partnership Program under the Chief of Strategy Officer to help with grass roots advocacy. Utilize these positions to survey current participants to gauge interest in additional opportunities to influence programs and advocacy.
- Continue to provide technical assistance to the Department of Child Services and Department of Health to Inform policy decision-making.
- Develop partnerships with like-minded organizations to better advocate for the children of TN.



**We're raising the next generation, together.**

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