



SUPPORT CENTER

2022 - 2025

STRATEGIC PLAN

A woman with her hair in a bun, wearing a dark top and a white lanyard that says "P Party 2022", is smiling and holding a small cup. The background is filled with many balloons in shades of red and white. To the left, a sign in a wooden frame reads "Friday's down at Montzown BBQ" with a logo, "Ethan Eubanks' Early Tymes Jazz Band", "6-9pm", and "No Cover".

ARTICULATING OUR VISION

OUR STRATEGIC PLANNING PROCESS

allowed us to see the evolution of our organization's values and commitments over the course of the last several years. Many staff and board retreats, trainings, and frank conversations enabled us to question and revisit our "why" for our mission to empower organizations to transform their leadership and management and accelerate positive social change. When formulating our mission 5 years ago, we had made certain assumptions about "positive social change" that didn't specifically address the "isms" that we face everyday—racism, sexism, ableism.

Over time we leaned into the learning, questioning, vulnerability, and dialogue that can foster reflection and changes in practice. We are grateful for the dialogue that helped us to

name challenges in our work, such as anti-Blackness or the gatekeeping that excludes talented leaders of color from board and staff leadership positions. Such deliberations require trust, familiarity, empathy, and a willingness to listen. While we have begun the longer-term work of reimagining our organization and our programs in light of our vision for social change, we will need help along the way. We hope that you—our extended community—will let us know if our work fails to live up to our vision or if you see an opportunity to do more. Call us in.

The following organizational mission, vision, values, diversity, equity, and inclusion objectives, and supporting definitions were adopted by the Support Center board in December 2021. Our diversity, equity, and inclusion task force also recommended

a meaningful financial investment in concrete action items for FY2022 and beyond as a part of our budgeting process to ensure accountability and to make the necessary investments in our learning and growth together.

At the conclusion of the process, we resolved that our mission would remain largely the same: to empower nonprofits and social enterprises to transform their leadership and management. The difference, however, is a far more specific articulation of our vision for social change. That vision imagines more equitable access to resources, opportunities for those most directly impacted to lead, and the freedom to question how we have always done things. That vision and the accompanying commitments imagine the evolution of our organization, our community, and our programs in the years to come.



MISSION AND VISION

OUR MISSION

To empower nonprofits and social enterprises to transform their leadership and management and advance our vision for social change.

OUR VISION

for social change is tied to the envisioned outcomes for our work.

Specifically, we envision a society where:

- Coalitions and organizations have the resources needed to understand and address inequities.
- Boards and their organizations work towards identifying, retaining, and advancing more diverse leadership.
- Communities and the people most directly impacted lead and represent organizations and coalitions.
- Support Center, our partners, and clients hold each other and themselves accountable to understanding the systems that perpetuate inequities across health, wealth, happiness, safety, and security.
- We expect to bring our authentic selves to work, regardless of race, sexual orientation, ability, age, national origin/ethnicity, appearance, and gender.
- We design and adopt new ways of operating that question the practices of a white dominant culture.



OUR VALUES





- We believe there should be equitable access to our training, consulting, and coaching, regardless of race, sexual orientation, ability, age, national origin/ethnicity, appearance, and gender.
- We believe that we are stronger together and that people and organizations are more successful when they prioritize collaboration over competition. We work to reframe zero sum thinking, invest in field-building, and pursue opportunities to share knowledge with our peers and partners.
- We believe that capacity-building work requires the courage to be vulnerable and open to change. We accompany organizations through this work by meeting them “where they are,” practicing deep listening, and developing long-term and honest relationships.
- We believe that continuous learning and co-creation is part of our journey together. By blending the expertise of our capacity builders with the insights of the organizations we work with, we are able to support organizations and develop our practice together. We innovate, refine, and evaluate our programming through these experiences.



A large crowd of people is gathered for a protest or rally. In the foreground, a person holds a sign that reads "FUND THE COLA". The background shows a large, ornate building and other city structures. The entire image has a red tint.

DIVERSITY, EQUITY, AND INCLUSION COMMITMENTS

AS AN ORGANIZATION, SUPPORT CENTER IS COMMITTED TO:

- Elevating diversity of thought, backgrounds, lived experiences, and talents and being responsive to the communities we serve.
- Aspiring to more equitable practices and policies in the way we serve our clients, community, staff, and board.
- Building an environment that is not only inclusive but also provides each member with a deep sense of belonging.
- Prioritizing justice and equity and understanding and confronting long-standing practices of bias and exclusion, including addressing anti-Black racism.
- Partnering with leaders and organizations to prioritize justice and equity by building their capacity and ability to access resources in an equitable way.
- Striving to convert our personal learnings into actions and acknowledging that continuous evolution is a step in the process of effecting real change.
- Identifying barriers to participation in our programs and working to improve access and accessibility.





STRATEGIC PRIORITY AREAS



PARTNERSHIPS

➤ COLLABORATIONS

Leverage existing and identify new strategic collaborations to advance our mission, support our vision for social change, and influence the field. We will prioritize collaborations that expand our access to broader and more inclusive networks.

➤ GRANTMAKER PARTNERSHIPS

Expand existing and secure new funder partnerships that reflect multi-year engagements with long-term, transformational impact. We will pursue funding partnerships that promote inclusivity and address barriers to access.



TALENT

ACCESS

➤ CAREER PATHWAYS

Create on-ramps for new capacity builders that allow for exposure, experience, networking, and career ladders.

➤ NEW CAPACITY BUILDING PRACTITIONERS

Create consulting, coaching, and facilitation opportunities for a new generation of capacity builders.

➤ INTEGRATED AND DIVERSE COMMUNITY OF PRACTICE

Develop a networked, collaborative, and inclusive community of practice with new and established consultants, navigators, and facilitators in line with our vision for social change.

➤ EXISTING TALENTS

Promote the growth and engagement of Support Center's staff, board, and advisors as a part of our talent development strategies.

➤ SMALL ORGANIZATIONS

Expand access to programs for small organizations that primarily serve Black, Indigenous, and People of Color (BIPOC) populations.

➤ BIPOC LEADERS

Expand access to leadership programs for BIPOC leaders.

➤ BIPOC-LED ORGANIZATIONS

Expand access for organizations with BIPOC leadership to Support Center's and partners' capacity building programs.

➤ FUNDERS, POLICY MAKERS, INFLUENCERS

Drive greater investment that address barriers to access for BIPOC leaders and small organizations serving BIPOC populations.

A group of approximately 15 diverse individuals, including men and women of various ethnicities, are gathered at a construction site. They are all wearing white hard hats and holding silver shovels. Some are dressed in business attire, while others are in more casual work clothes. They are standing on a dirt and gravel surface, with a large concrete wall and a piece of construction machinery visible in the background. The scene is captured in a teal-tinted monochrome style. Overlaid on the center of the image is the text "OPERATIONAL PRIORITY AREAS" in a large, bold, white, sans-serif font.

OPERATIONAL PRIORITY AREAS

INFRASTRUCTURE

➤ EQUITY LENS

Review existing Support Center program areas, processes and partnerships to advance our vision for social change.

➤ TRANSPARENCY

Finalize a strategic framework for decision making. Screen new opportunities based on adopted strategic framework.

➤ ACCOUNTABILITY

Ensure accountability to Support Center's diversity, equity, inclusion and belonging commitments.

➤ REPRESENTATION

Prioritize representation and perspective with an eye towards greater inclusion as our community of staff, board, advisors, and consultants evolves.

SUSTAINABILITY

➤ FUNDING BASE

Expand funding across grants, individual fundraising, and fee-for-service to fund current and new programs with the support of the Board and Leadership Council, advisors, and current partners.

➤ EQUITY

Ensure that client fees and staff and consultant compensation are equitable and consistent with the market.

➤ PRICING GUIDELINES

Balance financial sustainability with formalized processes for sliding fee schedules.

➤ SUSTAINABILITY STRATEGIES

Implement longer-term funding strategies.

➤ AWARENESS

Strengthen Support Center's profile and stature through more effective marketing, communications, and advocacy.

We owe a debt of gratitude to a coalition of fellow capacity builders—Ahead of the Curve—that established a diversity, equity, and inclusion working group in 2017 that afforded us opportunities to learn and question our work. We are indebted to our national membership organization, the Alliance for Nonprofit Management, that has evolved as an anti-racist membership organizations of capacity builders. We would also like to thank the Building Movement Project for an initial self-assessment in 2018 that helped to jumpstart the conversation, and our friends at the Strategy Group and BCT Partners who helped us to articulate our vision for social change.

And we thank our board, staff, consultants, navigators, and facilitators who have committed their time and demonstrated a willingness to learn, evolve, question, take risks, and speak out when we misstep as an organization or can be a more vocal ally in the broader movement for justice. We would also like to thank the Building Movement Project for an initial self-assessment in 2018 that helped to jumpstart the conversation, and our friends at BCT Partners who helped us to articulate our vision for social change. We would also like to thank Badass Animal Rescue, Clay Art Center, Red Hook Art Project, and Ironbound Community Center for allowing us to use images in this strategic plan.

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