



CNM
Center for Nonprofit
Management

ANNUAL REPORT 2021

**We connected.
We empowered.
We amplified impact.**

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A Note from Our CEO

A year of challenges, learning, and growth



This year was an exciting period of growth and change for CNM. Like many of our members, 2021 was one of the most challenging years for our organization but also one of the most rewarding. We were hyper-focused on ensuring smooth transitions with virtual programming, services, and employee workspaces — while confirming our commitment to capacity building and support for the Middle Tennessee nonprofit sector.

It is a privilege to serve our community alongside our 800 member organizations and the strong leaders on our staff and board. I am incredibly proud to be a part of a team that gives so much care, energy, dedication, and grit to our mission daily.

Tari Hughes
CNM President & CEO

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Point your phone's
camera at this code
to learn more about
CNM.



In 2021, we welcomed nearly

800

members for another year
of partnership.

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.

Responding to and anticipating the shifting needs of nonprofits

CNM brought in diverse experts to guide discussions, provided interactive content, and began offering post-event email recaps that included publicly-available recordings and additional resources for attendees.

CEO Conversations

These events allow space for executives to learn from one another, share best practices, and discuss the most pressing issues they and their agencies face. Sponsored by Pinnacle Financial Partners, this monthly networking series focused on CEO-specific topics surrounding leading an organization through unprecedented challenges by providing peer-learning opportunities for nonprofit executive directors.



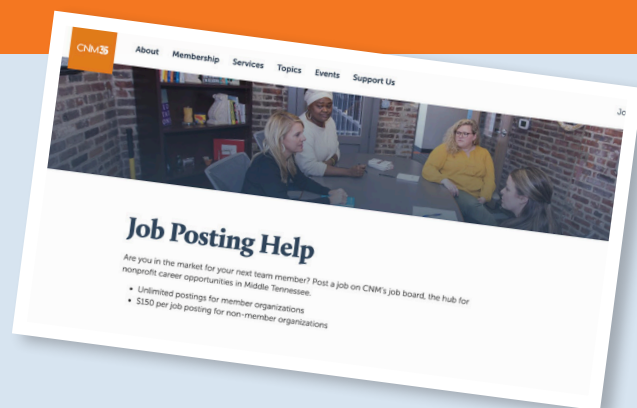
CNM hosted a mix of community convenings — 10 Town Halls, 9 CEO Conversations, 12 YNP events, and 26 Community Conversations. Through these events, we connected more than **3,000** attendees.

Young Nonprofit Professionals

In 2021, YNP programming shifted from straightforward networking to providing an inclusive virtual space where emerging leaders could share resources, encouragement, and learning opportunities. Monthly event topics ranged from setting career goals and asking for a raise to advancing DEI in the workplace.

Town Halls

CNM Town Halls are virtual panel-led discussions designed to bring community organizations together to share FREE crisis response resources and expert knowledge. These events originated out of an increased need for additional support from our members at the start of the pandemic. Monthly event topics ranged from return-to-work safety protocols to fundraising for virtual events.



Hosting the state's No. 1 resource for nonprofit jobs

CNM's nonprofit job board receives 50,000 visits each month, connecting individuals with agencies looking for their next great team members. Hosting this jobs board is an important part of CNM's commitment to promoting and growing a diverse leadership pipeline in Nashville's nonprofit sector.



CNM's job board connected thousands of candidates to

2,700+

job openings in 2021. That's a 53% increase over the number of postings in 2020.

548

organizations utilized the job board in 2021.

That's nearly **70%**

of CNM member organizations...

... and an average of

4.8

jobs per organization.

Community Conversations

CNM hosted nine Community Conversation virtual events addressing critical social issues that impact our city's most marginalized communities. These sessions, led by local affinity groups, convened to share stories, data, and lived experiences to create meaningful dialogue around opportunities for change and collaboration in Middle Tennessee.



“Leadership can be a very lonely place. 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.”

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

Scholarship fund created to support leaders of color and unleash their potential

A strong, diverse leadership pipeline is absolutely critical for the nonprofit sector. In March 2021, CNM partnered with the Urban League of Middle Tennessee to launch the Sam Howard Empowerment Fund (SHEF) to support that pipeline.

Named for the prominent Nashville businessman and nonprofit leader, 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.

Demand in the fund's first year exceeded expectations and continues to grow, demonstrating that when the right supports are in place, the pipeline is strong and full of incredible potential.



CNM distributed

\$20,000

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

36

people received SHEF scholarships and attended

116

workshops.

A majority of recipients —

83%

— utilized complimentary coaching sessions.

Igniting the spark to move agencies forward

Innovation Catalyst helps nonprofits turn their revenue and programming dreams into real-world plans via nine months of coaching and friendly competition. The program, in partnership with CauselImpact, concludes with a Shark Tank-style pitch event for a panel of experts.



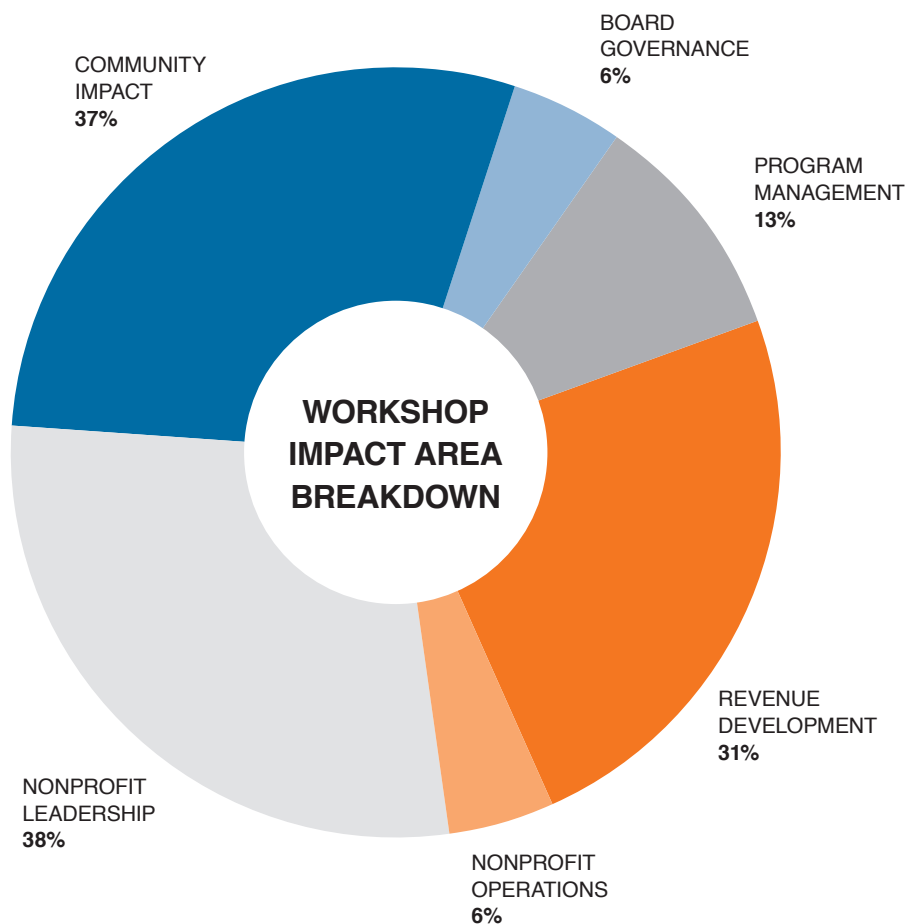
For the first time ever in 2021, event attendees had an opportunity to donate and vote for a People's Choice Award. Attendees chose Community Shares Tennessee and their inspiring idea to fund and educate young nonprofits in Tennessee. They received more than \$1,300 in award donations. iCat is sponsored by The Frist Foundation, Google Fiber, LBMC, Studio Bank, and Alliance Bernstein.

2020-2021 PARTICIPANTS

- Community Shares Tennessee (winner)
- Friends of Shelby Park and Bottoms
- High Hopes Development Center
- Nashville CARES
- Cumberland River Compact / Root Nashville

2021-2022 PARTICIPANTS

- Faith Family Medical Center
- Healing Arts Project, Inc.
- Project Return, Inc.
- CNM
- Rural Health Association of Tennessee (winner)



Learning lineup reflected changes and challenges



CNM offered
91
workshops and
hosted more than
1,800
attendees.

We entered 2021 unsure of how the pandemic would continue to affect gatherings of any sizes. We kept all 2021 workshop offerings virtual and enhanced the virtual workshop experience by offering event recaps, video re-plays, and additional resources and support for attendees. Being virtual expanded the geographical footprint of CNM's educational output; for the first time in agency history, multiple workshop attendees joined from all over the country.

Importantly, CNM used member feedback and attendance data to adjust 2021's calendar. Revenue development offerings increased while we cut back on the number of courses covering board governance and nonprofit operations — topics that are currently less popular with members.



Strategic support and guidance for agencies making changes

Whether an organization needs to make strategic long-term change, find new executive leadership, or hone their fund-raising efforts, CNM Consulting strives to help by offering in-depth expertise from our team of consultants with a project tailored to an organization's needs.

We'll unveil a streamlined and accessible model for our consulting program in 2023.



In 2021, CNM led
76
consulting projects to help nonprofits with their executive searches, executive coaching, strategic planning, and board management.

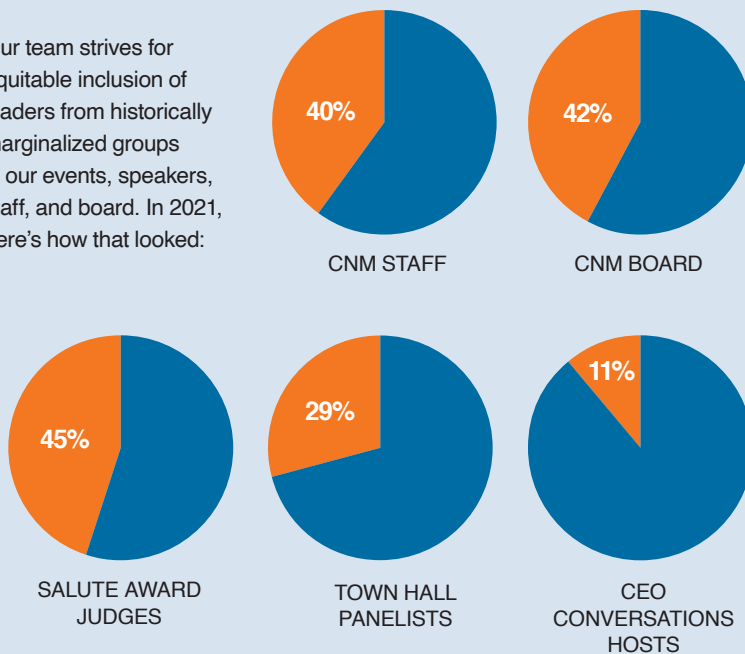
DEI STATEMENT, ADOPTED IN 2021

For far too long, communities of color have been abused and underrepresented. To combat past, present, and future injustices, the Center for Nonprofit Management (CNM) is committed to equity and positively impacting the nonprofit sector and the communities served across Middle Tennessee. CNM advances and supports practices that work to educate our nonprofit community, and the community at large whenever possible, so we all may better address social inequities that disproportionately impact communities of color. CNM is on a journey to become an inclusive, anti-racist, multicultural organization that values human diversity in all forms.

An organizational footing in equity

In 2021, the Center for Nonprofit Management made an agencywide commitment to intentional growth in all aspects of diversity, equity, and inclusion. It is our intention to foster and encourage antiracism in our programming, policies, and processes.

Our team strives for equitable inclusion of leaders from historically marginalized groups in our events, speakers, staff, and board. In 2021, here's how that looked:



DEI workshops were attended by

450

people in 2021.

CNM increased DEI content by

40%

for 2021, and it's now included in more than half of CNM's regularly scheduled workshops.



Our team connected with and supported

100

new and diverse nonprofit organizations in 2021 through individual discussions and meetings.

What does it look like to 'grow' in DEI work?

1. Examining and addressing CNM's implicit biases and cultural norms within CNM and its history that are harmful and/or furthering inequality.
2. Assessing our strategic initiatives and programming to ensure that diverse content is available and relevant to under-represented individuals, organizations, and communities.
3. Setting aside time for the CNM staff and board to create an 'Equity Commitment and Key Objectives' guide, helping us go deeper into our values and establish a more inclusive strategic direction.
4. Recruiting and engaging new and diverse voices in all that we do: CNM leadership roles on staff and board, program facilitators, event panelists and hosts, and our membership base.
5. Regularly returning to all the above to recommit and refine our values and goals.



\$220K awarded to outstanding nonprofits

Salute to Excellence, presented by PNC Bank, is a chance to recognize the hard work of nonprofits and commend the cross-sector collaborations that allow us to tackle community challenges together.

In 2021, Salute's 28th year, we held our first-ever virtual ceremony, attended by more than 500 online guests.

We introduced a new category —the Memorial Foundation People's Choice Leadership Award — and distributed more than \$220,000 in award money.

For this round of Salute, in light of the ongoing COVID-19 pandemic, we reimagined and simplified the application and selection process.

The response from agencies was greater than ever: We saw a 66% increase in organizations applying and a **58% increase in applications**

2021 Recipients

CEO of the Year Award

Dr. Gatluak Thach, Nashville International Center for Empowerment

Diversified Trust

New Generations Award

Operation Stand Down Tennessee

Erie Chapman Foundation

Radical Loving Care Award

Tiffany Ladd, The Salvation Army

KraftCPAs Board Member

of the Year Award

Doria Panvini, The Arc Tennessee

Piedmont Natural Gas Sustainable

Practices Award

Tennessee Environmental Council

Truist CFO of the Year Award

Heather Verble, Second Harvest Food Bank of Middle Tennessee

The Frist Foundation Award

of Achievement — Innovation in Action

Nashville Humane Association

The Frist Foundation Award of

Achievement — Revenue Development

Turnip Green Creative Reuse

The Frist Foundation Award

of Achievement — Team Building

Martha O'Bryan Center

The Memorial Foundation

People's Choice Leadership Award

Book'Em, Catholic Charities of TN, and Musicians On Call

NEW
AWARD

(191 organizations, 329 applications). In addition, we received 101 applications for the new People's Choice Award, which were voted on by more than 1,300 community members.

CNM's more streamlined applications process led to

329

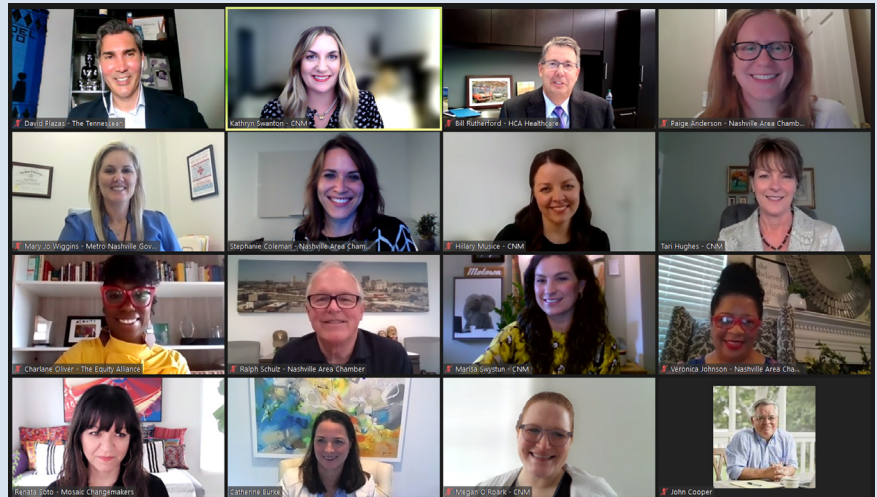
award applications in 2021 — a 58% increase.

Surveying Nashville's nonprofit landscape

CNM was proud to partner with the Nashville Area Chamber of Commerce in 2021 to produce “The Essential Industry Revealed,” a nonprofit economic impact study for Middle Tennessee.

While the nonprofit sector in the Nashville Metropolitan Statistical Area (MSA) is substantial, there had been no updated research on the regional sector since a 2013 study conducted by the Business and Economic Research Center at MTSU.

CNM gathered with nonprofit, public, and private sector leaders, including Nashville Mayor John Cooper, for a virtual unveiling of the report's findings. Panelists explored how harnessing the power of the report could further both nonprofit and business missions and community contributions.



Key Findings for the Nashville MSA



1,110 nonprofits make up **2.3%** of private sector firms in the region.



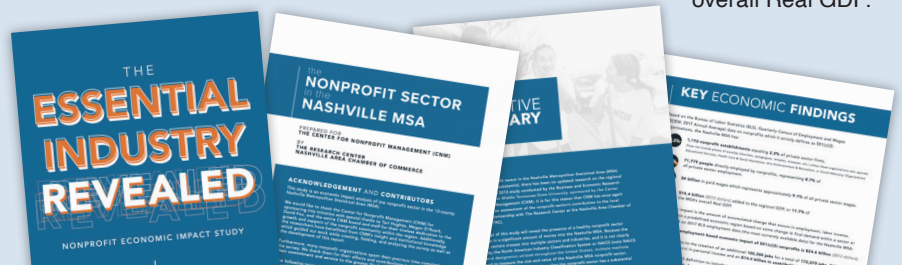
71,779 people — **8.7%** of the area population — are directly employed by nonprofits.



Nonprofits account for \$4 billion in paid wages. That's **9.1%** of all private sector wages.



The regional GDP has grown \$14.4 billion thanks to nonprofits. That's **11.7%** of the MSA's overall Real GDP.



Understanding and responding to the needs of the nonprofit community

Every year, CNM issues a member survey to assess the ever-evolving needs of our membership. Based on their feedback, we added and modified several customer-facing roles to better serve our community.

We included a diversity component to our Director of Collective Impact role to

now lead all CNM equity initiatives.

We created two new coordinator roles to help support CNM workshops, consulting, membership, and fundraising.

We added a Manager of Marketing and Special events to enhance our community engagement, expand the quality of our events, support funder

relationships, and grow our online and social media presence.

We also incorporated additional operational responsibilities into our accounting positions to more efficiently manage our vendors, reduce operating costs, and assist CNM staff in transitioning to a hybrid workspace.

Changes in Net Assets Without Donor Restrictions 2021 2020

REVENUES AND OTHER SUPPORT		
Service fees	811,292	903,425
Association fee revenue	107,252	163,474
Grants	403,000	425,900
Contributions and ticket sales	235,437	354,938
Government grant revenue	832,253	-
Other	16,628	15,980
Investment return, net	2,429	27,891
Released from restriction — satisfaction of purpose restrictions	220,915	300,876
Total revenues and other support	2,629,206	2,192,484

Expenses

Training and development	358,315	314,932
Consulting	540,454	716,471
Membership	136,212	133,770
Collective impact	260,614	340,719
Salute to Excellence, marketing and other	579,129	494,454
Management and general and fundraising	450,674	371,250
Total expenses	2,325,398	2,371,596
Change in Net Assets Without Donor Restrictions	303,808	(179,112)

Change in Net Assets With Donor Restrictions

Contributions	102,500	221,500
Released from restriction — satisfaction of purpose restrictions	(220,915)	(300,876)
Change in Net Assets With Donor Restrictions	(118,415)	(79,376)

Total Change in Net Assets

	185,393	(258,488)
Net assets, beginning of year	1,711,407	1,969,895
Net assets, end of year	1,896,800	1,711,407

Years ended Dec. 31, 2020 and 2021