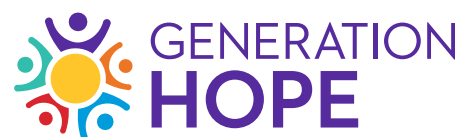


2024
Strategic Plan



Dreaming Big for Families

A ROADMAP AND A CALL TO ACTION





A MESSAGE FROM our Founder & CEO and our Board President

Generation Hope developed our 2024 Strategic Plan in the midst of the Covid-19 Pandemic, during a time of great need in our community, our country, and around the world. While there is still much uncertainty as we continue to navigate through the pandemic and its impacts, one thing is remarkably clear: the need to create economic mobility for young families and student parents is urgent and vast.

As Generation Hope plans for its next chapter, we see the incredible need before us, but we also see a wealth of opportunities. The pandemic has shown that higher education is both critical and in need of change. A postsecondary credential is vital to a strong economy, cutting-edge innovation, and opportunities across our communities. At the same time, there are significant barriers to access and completion and a legacy of racial oppression in this country that has left too many behind. The pandemic's attack on the childcare sector has also created a greater appreciation for the importance of quality, consistent early childhood education. Despite early education being one of the most influential factors in a child's success, it has become more and more difficult for families to afford quality Pre-K learning opportunities for their children. We need to reimagine how we support families in pursuing their educational goals together and address the gaps in our various systems that hinder their success.

Our 2024 Strategic Plan presents bold solutions to these pressing problems. Our board and staff, in partnership with Scholars and other stakeholders, viewed our strategic planning process as an opportunity to lean into the challenges before us by serving more young families, transforming higher education to better serve student parents, advocating for policy change, and expanding our geographic reach. As a core value of Generation Hope, race equity will continue to be a thread that runs throughout all of our work, planning, and priorities over the next three years. We know that true change requires this "color brave" approach.

To achieve the vision of Generation Hope 2024, seven goals will drive our trajectory for the next three years:

- GOAL I Expanding DC Metro Impact**
 Generation Hope will expand and codify our DC-area impact by broadening our two-generation solution to poverty and serving more teen parents and their children through the Scholar Program and Next Generation Academy.
- GOAL II Fostering Systemic Change**
 Generation Hope will drive systemic change to address historical racism and remove barriers for teen/student parents and their families by implementing a federal and local policy and advocacy agenda, transforming the higher education landscape through an institutional capacity building program called FamilyU, and providing resources and tools for the broader higher education and workforce community.
- GOAL III Replicating Outside of the DC Region**
 Generation Hope will replicate our direct service program to implement a new site beyond the DC metro region.
- GOAL IV Communicating Our Bold Vision**
 Generation Hope will implement a robust communications strategy to amplify our work and further position the organization as a sought-after thought leader and influencer in the national conversations about teen/student parents, two-generation solutions to poverty, early childhood education, higher education, and the workforce.
- GOAL V Increasing Board Capacity**
 Generation Hope will strengthen the board's capacities by refining governance systems to increase functionality and recruiting mission-aligned community members who value race equity.
- GOAL VI Enhancing Our Staff and Operations**
 Generation Hope will strengthen internal operations to attract, retain, and develop highly qualified, diverse talent to improve performance and overall efficiency.
- GOAL VII Developing Our Resources**
 Generation Hope will set and meet diversified and sustainable fundraising targets to support and grow the organization's budget, meet organizational priorities, and expand Generation Hope's network of support.

Thank you for embarking on this journey with us and for believing in the incredible potential of our families and student parents across the country.

Nicole Lynn Lewis
Founder & CEO, Generation Hope

Karen Nussle
President, Generation Hope Board of Directors



Table of Contents

- 2 Development of Generation Hope's 2024 Strategic Plan
- 3 Mission, Vision, Values
- 4 Strategic Plan Goals and Objectives
- 5 Goal I: Expanding DC Metro Impact
- 6 Goal II: Fostering Systemic Change
- 7 Goal III: Replicating Outside of the DC Region
- 8 Goal IV: Communicating Our Bold Vision
- 9 Goal V: Increasing Board Capacity
- 10 Goal VI: Enhancing Our Staff and Operations
- 11 Goal VII: Developing Our Resources
- 12 Race Equity Blueprint
- 13 Preliminary Financial Projections
- 14 Acknowledgements



DEVELOPMENT OF Generation Hope's 2024 Strategic Plan

Generation Hope was guided by our vision, mission, and core values in creating our strategic plan for the next three years, from July 2021 to June 2024. This plan articulates guiding principles and offers specific goals, objectives, and criteria for evaluation as we boldly dream and work to change the world for student parents, including teen parents, their children, and our community.

Generation Hope developed this strategic plan as the nation navigated a global pandemic and wrestled with racism and structural systems of oppression in the wake of the murders of many African American men and women at the hands of law enforcement. Despite this uncertainty and upheaval, the Generation Hope community fully engaged in the strategic planning process and dared to dream big about how we could have even greater impact.

To kick off the strategic planning process, Generation Hope's Board of Directors authorized a Strategic Planning Task Force, which was composed of five board members along with Generation Hope's Chief Operating Officer, Reginald M. Grant, and Chief Executive Officer, Nicole Lynn Lewis. The Task Force was charged with designing the strategic planning retreat; interpreting

and analyzing the data that came out of stakeholder interviews; ensuring organization-wide participation in the strategic planning process (including Scholars, alumni, staff, funders, and other key stakeholders); examining environmental scan data; developing robust impact-growth scenarios; creating accountability systems to ensure execution; and aligning the proposed work with our Race Equity Blueprint.

The strategic plan approach was designed using a framework from The Conservation Company (TCC), which included an internal and external scan and comprehensive organizational assessment; the Marguerite Casey Foundation Assessment Tool, an instrument that helps nonprofits identify capacity, strengths, and challenges, and establish capacity-building goals; and Equity in the Center's Wake to Woke to Work guiding document, which helped us explore the levers that drive organizational change and transformation using the Race Equity Cycle. The results of these various assessments were synthesized and shared with the Board of Directors. This work allowed the Task Force to better assess the challenges and opportunities the organization will likely face over the next three years and set the context for the choices reflected in this strategic plan.



Mission

To ensure all student parents have the opportunities to succeed and experience economic mobility, Generation Hope engages education and policy partners to drive systemic change and provides direct support to teen parents in college as well as their children through holistic, two-generation programming.



Vision

All teen parents and student parents, and their children, have every opportunity to succeed and are empowered to create a better future for themselves, our community, and our world.



Values

SUPPORT: Generation Hope surrounds teen/student parents and their children with a network of individuals who invest in them emotionally and financially because we know that anyone can succeed when someone believes in them.

ACCEPTANCE: Generation Hope fosters a nonjudgmental culture that welcomes, accepts, and respects all people, knowing that teen/student parents and their children are often stigmatized.

FAMILY: Generation Hope supports, sustains, and celebrates family in all its forms.

EDUCATION: Generation Hope believes that educational growth and development leads to a future of endless possibilities.

RACE EQUITY: Generation Hope works to eliminate racial barriers and discrimination that are historical and current drivers of poverty and oppression.





STRATEGIC PLAN GOALS and Objectives

The seven strategic goals below represent the high-level, key areas of focus that are necessary to achieve Generation Hope's three-year plan and are informed by the issues and themes identified in the environmental scan. Within each goal, we have identified key objectives that will guide our efforts over the next three years and enable us to reach our targets.

Embedded in each objective are critical performance indicators that serve as the quantifiable measures that we will use to evaluate and monitor our progress. Opportunities to refine and/or expand these measures will be identified by standing board committees during the course of implementation. To enhance ownership at all levels of the organization, each standing committee will be accountable for developing and implementing the tactical plans that link to their respective goals. Progress updates to the full board of directors, community partners, and other key stakeholders will occur on a regular basis. Translating a strategic plan into action requires close monitoring and commitment to ensure sustained growth throughout the organization. These ambitious goals will dictate how we allocate and prioritize resources to address operational and emerging needs.



EXPANDING DC Metro Impact

Generation Hope will expand and codify our DC-area impact by broadening our two-generation solution to poverty and serving more teen parents and their children through the Scholar Program and Next Generation Academy.

Objectives

- 1 **Enhance organizational capacity** for data collection and use student performance outcome data to improve Scholars' experiences, resulting in new annual outcome reports for direct service programs each year.
- 2 **Design and refine our programs**, including our selection and data collection process, to foster race equity, resulting in all identified areas for improvement that come out of our Race Equity Blueprint being addressed by the end of FY24.
- 3 **Enhance recruitment efforts** to grow the Scholar cohort to 175 teen parents served in the DC metro region by FY24.
- 4 **Identify and remove barriers** to Scholar participation in career experiences that lead to family-sustaining careers, resulting in 20% of Scholars participating in paid internship opportunities by FY24.
- 5 **Maximize programmatic efficiencies** by leveraging community partnerships to support student success, resulting in 80% of program team members feeling better equipped to meet Scholar needs.
- 6 **Expand and enhance the virtual experience**, resulting in 90% of Scholars participating in virtual programming annually.
- 7 **Grow program department** by hiring nine new program team members by FY24.
- 8 **Enhance and codify Next Generation Academy programming**, resulting in the organization serving 45 children by 2024.
- 9 **Design and implement customized and responsive interventions** to accelerate degree completion by creating two new strategies by the end of FY23.
- 10 **Create and pilot a robust alumni program**, resulting in 30% of alumni engaged in programming by FY24.

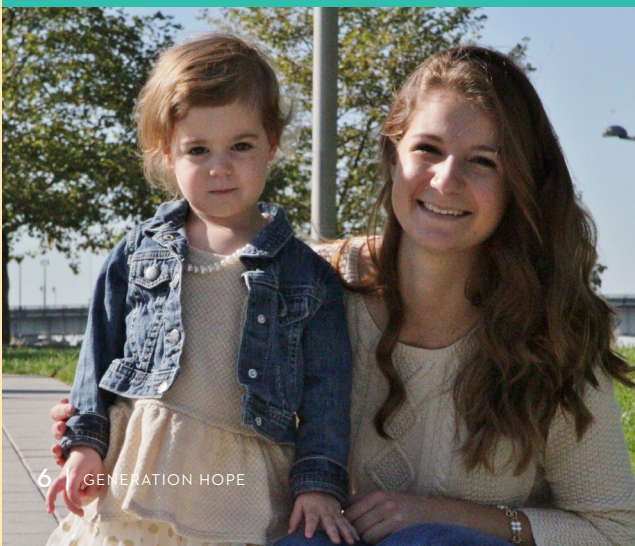


FOSTERING Systemic Change

Generation Hope will drive systemic change to address historical racism and remove barriers for teen/student parents and their families by implementing a federal and local policy and advocacy agenda, transforming the higher education landscape through an institutional capacity building program called FamilyU, and providing resources and tools for the broader higher education and workforce community.

Objectives

- 1 **Join and support an ecosystem** of higher education and public and private partners centered on student parents' experiences, resulting in 10 new collaborations by the end of FY24.
- 2 **Create an advocacy agenda** with national and local priorities that promote equitable teen/student parent policies and implement the agenda with partner organizations, resulting in one policy change by the end of FY24.
- 3 **Establish a National Impact department** by recruiting four staff members to further develop and implement programming priorities.
- 4 **Identify and address negative perceptions and/or knowledge gaps** about teen/student parents to diffuse the stigma regarding these populations, resulting in six reports over three years.
- 5 **Develop, test, and build upon a technical assistance program** that partners with anti-racism experts to build capacity in student parent success and intersectional issues, resulting in at least 20,000 student parents impacted by 2024.



REPLICATING Outside of the DC Region

Generation Hope will replicate our direct service program to implement a new site beyond the DC metro region.

Objectives

- 1 **Demonstrate that Generation Hope's Scholar Program is an evidence-based model** by completing a critical external peer review by the end of FY23.
- 2 **Conduct preparation and research to determine possible next site** for Generation Hope's direct services outside of the DC region by producing a scaling analysis by the end of FY22.
- 3 **Secure funding** to specifically support expansion to a new site with at least 75% of costs covered before launch.
- 4 **Develop the back-office infrastructure** to ensure Generation Hope's scaling efforts are effective by creating a replication manual by the end of FY23.
- 5 **Identify 3-5 potential new sites** that meet program criteria for effective implementation, resulting in the selection of one confirmed site by the end of FY23.
- 6 **Begin providing direct services through the new site**, serving an additional 25 teen parents and 25-30 children by the end of FY24.
- 7 **Incorporate student outcomes from the new site** into the organization's overall evaluation plan to show further evidence of Generation Hope's model with a new data collection system in place by the end of FY24.

COMMUNICATING
Our Bold Vision

Generation Hope will implement a robust communications strategy to amplify our work and further position the organization as a sought-after thought leader and influencer in the national conversations about teen/student parents, two-generation solutions to poverty, early childhood education, higher education, and the workforce.

Objectives

- 1 Create a communications strategy around alumni success, resulting in a new focus in Generation Hope’s annual editorial calendar by the end of FY22.
- 2 Enhance Generation Hope’s graphics and social media presence to fortify the new branding and marketing shift, resulting in a 15% increase in followers across multiple social media platforms by the end of FY24.
- 3 Create and execute a plan to position the CEO as a national thought leader in the field, resulting in the CEO spending at least 20% of her time engaged in thought leadership activities annually.
- 4 Design and disseminate Generation Hope’s findings on teen/student parent experiences, resulting in at least 200 downloads for each report generated by 2024.
- 5 Update current and establish new key messaging for national programming and the organization with at least 80% of staff and board trained on new messaging.
- 6 Grow Generation Hope’s network both locally and nationally, resulting in staff-level directors spending at least 10% of their time making new connections to benefit Generation Hope annually.
- 7 Update Generation Hope’s annual communications plan to include a new site identified through the national replication process by the end of FY23.
- 8 Amplify the voices of student parents throughout Generation Hope’s communications, center their strengths in both higher education and their careers, and make a case for the race equity and two-generation impact of investing in their success, resulting in at least 30% of Scholars engaged in Generation Hope’s communications work annually.
- 9 Expand the communications team to further amplify Generation Hope’s work and mission resulting in five or more “media hits” for the organization annually.



INCREASING
Board Capacity

Generation Hope will strengthen the board’s capacities by refining governance systems to increase functionality and recruiting mission-aligned community members who value race equity.

Objectives

- 1 Increase the board’s capacity to cultivate relationships with high-capacity donors needed to take the organization to the next level, resulting in 30% of board members exceeding the cultivation goals annually.
- 2 Develop training and accountability systems for committee chairs, resulting in 90% of board members feeling engaged in committee work by 2024.
- 3 Design accountability processes to support board members making introductions within their network to benefit Generation Hope, resulting in 50% of board members making 5+ introductions with a monetary/exposure impact to the organization annually.
- 4 Recruit board members with a national network to assist in scaling and fundraising efforts while maintaining our diversity goals, resulting in at least one new member with this background annually.
- 5 Commit fully to building a race equity culture and holding the entire organization accountable for race equity policies and practices, with 90% of the board feeling Generation Hope is executing its Race Equity Blueprint by FY24.
- 6 Review and enhance the strategy to ensure that all board members observe/volunteer in Generation Hope’s direct service programming, resulting in at least 90% of board members observing/volunteering in programming annually.
- 7 Host learning opportunities for board members in identified areas to help them develop skills and knowledge, resulting in 80% of board members attending at least one event annually.
- 8 Recruit non-board members who have expertise in identified areas to support the execution of strategic efforts, resulting in at least one non-board member actively involved in each standing committee by 2024.

ENHANCING Our Staff and Operations

Generation Hope will strengthen internal operations and attract, retain, and develop highly qualified, diverse talent to improve performance and overall efficiency.

Objectives

- 1 **Assess and address Generation Hope’s needs** to optimize operations and support forecasted growth, resulting in at least 50% staff retention over three years.
- 2 **Improve internal opportunities** for employee leadership and growth, resulting in 75% of staff members feeling that they are building their leadership skills at Generation Hope annually.
- 3 **Create a Theory of Change and Practice** that illustrates how Generation Hope’s direct services and indirect services work together to achieve the outcome of student parents experiencing increased economic mobility and success by FY22.
- 4 **Invest in an institutional culture** that is innovative, “color brave,”* and welcomes and values all employees’ contributions, resulting in 80% of staff members indicating annually that Generation Hope’s environment is inclusive.
- 5 **Develop and embrace a robust human capital strategy** that recognizes a racially diverse workforce’s value and competitive advantage, resulting in 75% of new hires over three years receiving a high-performance rating within their first 12 months.

**Color bravery, originally introduced by financial executive Melody Hobson in a 2014 TED Talk, means being realistic about race issues in our country and addressing them directly rather than pretending they do not exist.*

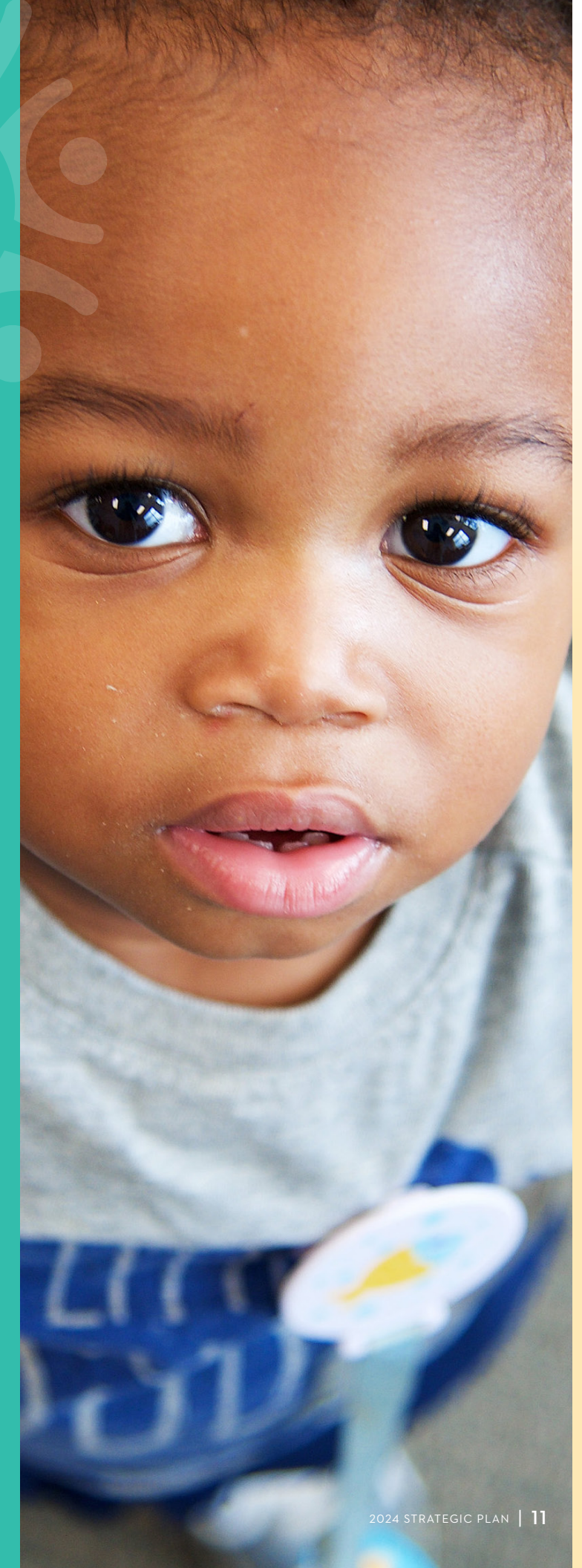


DEVELOPING Our Resources

Generation Hope will set and meet diversified and sustainable fundraising targets to support and grow the organization’s budget, meet organizational priorities, and expand Generation Hope’s network of support.

Objectives

- 1 **Continue to diversify the funding portfolio** to enhance Generation Hope’s fundraising strategy, growing our newer funding streams by 20% by FY24.
- 2 **Refine earned-income strategy** to attract and increase revenue, generating 10% of the organization’s annual budget by 2024.
- 3 **Be intentional in aligning our fundraising activities** with our Race Equity Blueprint, resulting in the creation of Generation Hope’s Fundraising Philosophy by the end of FY22.
- 4 **Grow the development department resources** to meet fundraising objectives by recruiting three new development professionals by FY24.
- 5 **Implement strategies to increase Generation Hope’s sustainability** (endowments, capital campaigns, growing reserves, etc.), resulting in the organization having 25% of the annual operating budget in reserves by FY24.
- 6 **Leverage data to better communicate impact** through the creation of one donor-centered data report.





RACE EQUITY Blueprint

Over the past two years, Generation Hope has been on a journey to learn more about historical systemic racism and to apply a race equity lens to our internal and external policies and practices. That process has led us to develop a bold race equity agenda with strategies that have been created, informed, and analyzed by our Scholars, board, staff, and other community stakeholders.

The initial phases of our work resulted in the creation of our Race Equity Blueprint. This multi-level, organizational anti-racism strategy document is transparent, enduring, and calls for us to implement audacious and measurable race equity goals, and share our learnings and shortcomings, all while welcoming accountability from the community. The objectives in this document are embedded throughout the goals of our 2024 Strategic Plan.

We believe in the promise, power, and ability of people of color to create a better future for themselves, our community, and our world. Since its founding, America has institutionalized barriers based on race that have made it difficult or impossible for people of color to access the information and resources they need to thrive across generations. We know that these barriers, and their impacts, are still being reinforced today.

In partnership with other allies in the fight against racism, Generation Hope works, internally and externally, to address and eliminate racial disparities and barriers that impact student parents — including teen parents — their families, and the communities that we serve across higher education, early childhood education, and employment. Generation Hope will implement and champion anti-racist strategies and policies that address and eliminate racial disparities at all levels. In our decision-making, we commit to sharing power with those most impacted by racism and ensuring that they have access to the information, training, and resources they need to have meaningful influence over decisions and outcomes that affect their lives.

Our Race Equity Blueprint identifies six critical roles that Generation Hope plays in the community. In partnership with key external stakeholders, the board and staff created goals and strategies to define, focus, and evaluate our organizational anti-racism efforts in the context of these roles. Our race equity efforts are embedded within this strategic plan, and, like all of our strategic goals, we will hold ourselves accountable for implementing them.



As a leader, Generation Hope recognizes the importance of the board and staff driving race equity progress in the local and national landscape. We will have the desired impact when all team members embrace Generation Hope’s Race Equity Blueprint, both internally and externally, and welcome the responsibility and accountability of promoting race equity as an essential element of our mission.



As a service provider, Generation Hope recognizes the historical and structural power dynamics intentionally designed to obstruct teen/student parents of color from thriving in life, and we ambitiously work to mitigate those impacts. Generation Hope utilizes a strengths-based approach to working with teen/student parents demonstrated in communications, program policies, and engagement practices with students and in our technical assistance with higher education institutions. We will consistently work to provide services that address racial disparities and remove the structural barriers of racism.



As a trainer, Generation Hope staff will serve as facilitators, coaches, and educators who intentionally design learning environments to be vulnerable and brave spaces to share historically accurate information about race and racism. Our facilitated spaces will include dialogue about lived experiences, honor the contributions and talents of communities of color, and accommodate all learning styles for full participation.



As an activist, Generation Hope will elevate the experiences of teen/student parents at the intersection of race and education to pursue national and local policy change. We believe in the power of teen/student parents of color and know that they are the best advocates for themselves and those similarly positioned. To that end, Generation Hope will deploy and utilize teen/student parents as subject matter experts as we seek to eliminate, modify, and create public policies that best support them.



As a resource connector, Generation Hope will connect our stakeholders to support our mission and to mitigate systems that have reinforced poverty and oppression for racialized communities, thus accelerating educational and economic opportunity. We recognize the importance of these connections because teen/student parents have historically been excluded from equitable support and access.



As an employer, Generation Hope will create and maintain a racially diverse work environment of excellence, fostering a culture where our community has shared power in our decision-making, and all employees are respected and heard.



Preliminary Financial Projections

In order to support the goals of the 2024 Strategic Plan, Generation Hope will need to increase our resources over the plan period. This includes all expenses related to recurring annual costs, such as salaries for stellar staff to support and advance the strategic goals, operational costs, training, and evaluation.

Generation Hope will strengthen its current staff with the addition of 25 positions over the next three years in order to fulfill the goals outlined in the plan. We anticipate that total operating revenue will increase from \$3.4m to approximately \$4.8m by 2024. The resources needed for these investments will be raised through a targeted fundraising plan that will engage individuals, foundations, corporations, government, and our fee-for-service model.



Acknowledgements

This plan is the result of several months of hard work by Generation Hope’s Board of Directors, Strategic Planning Task Force, employees, and interns. Without their steadfast dedication to dreaming big, this strategy document would not have been possible. We would also like to thank our Scholars and alumni, Deloitte, The Bridgespan Group, committed donors and funders, and members of our supportive community, who have helped this plan come to be.

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- C. Marie Taylor
- Tatiana Torres
- Ron Vassallo

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- Aaron Kissel
- Brandy Corcoran Carlson
- Gina Baker Chambers
- Paul Donato
- Nicole Lynn Lewis, *CEO*
- Reginald M. Grant, *COO*

Staff

LEADERSHIP TEAM

- | | | |
|-------------------------|----------------------------|--------------------------|
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| Reginald Grant | Yanira Duran | Amanda Robinson |
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| Nicole Lynn Lewis | Jocelyn Gould | Avery Savage |
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| | Sanah Jivani | Ashley Stant |
| | Caroline Kassas | Sidney Walker |
| | Asia Vianna Leak | |



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For questions about our 2024 Strategic Plan or to request more information
on ways to invest in our work, please contact:

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