



STRATEGIC PLAN 2026

COMMENCING JULY 1, 2025

A NEW TYPE OF TOUGH



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Mission 34 was founded with one goal: to end the stigma surrounding mental health and prevent suicide—especially among college students. Over the past few years, our message has spread, our community has grown, and our work has deepened. This three-year strategic plan charts the course ahead: a path built on smart growth, stronger infrastructure, expanded programming, and an even louder, more compassionate voice for those struggling in silence.

Drawing from the experience and best practices of longstanding mental health organizations and families with lived experience, this plan is both practical and ambitious— designed to create a sustainable, impactful future for Mission 34 and the thousands of lives we seek to touch.

INTRODUCTION

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MISSION AND VISION

MISSION

We're on a mission to eliminate the stigma surrounding mental illness through awareness, education, and ambassadors.

VISION

A generation that normalizes conversations around mental health, replaces stigma with support, and ensures no person suffers in silence.

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**“WHERE ECHOES OF
COURAGE TURN STRUGGLE
INTO STRENGTH.”**

CORE VALUES

EDUCATION

Empower through knowledge. Spread Awareness. Understand the signs.
Change the story.

COURAGE

Empower individuals to speak openly about mental health and take action,
even when it's difficult—*that's A New Type of Tough.*

HUMANITY

Uphold dignity, compassion, and care—reminding each person they are
never alone on the path to mental well-being.

OUTREACH

Building bridges with communities and partners to end stigma together.



DEFINING WHO WE ARE. AND WHY WE MATTER.

In year one, we will launch a highly strategic comprehensive stakeholder survey to better understand how Mission 34 is perceived and experienced. We will also invest in a tracking platform to ensure we are on target and on time for our bigger goals. These insights will guide a refined strategy in year two, supported by consistent messaging across all platforms. We look forward to updating you on all of our progress.

We intend to always focus on clarity—ensuring everyone who interacts with Mission 34 knows who we are, what we do, and why it matters.

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Strong leadership starts at the top. Over the next three years, Mission 34 will expand its Board of Directors, recruiting individuals with expertise we need to complement the strong leadership now in place on the Board.

In tandem, we will establish an Advisory Board with specialized committees to offer targeted guidance. From Year 1 through Year 3, we will continuously assess board engagement, accountability, and performance—ensuring that our leadership reflects our mission and drives it forward.

GOVERNANCE

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ORGANIZATIONAL PRIORITIES

1 OF 3: OUTREACH AND CONNECTION

Our goal is to deepen engagement with current supporters while reaching new audiences. In year one, we will establish a communication plan modeled on best-in-class organizations like NAMI and MHA, sharing our wins and lessons learned through newsletters, social media, and storytelling.

By year two, we will expand chapter work by partnering with student wellness centers and organizations at colleges and universities. Year three will bring new M34 panels and workshops—extending our reach while maintaining personal connections.

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2 OF 3: EVOLVING PROGRAMS, GROWING IMPACT

We will begin by evaluating our current programming to understand what's working and where we can improve. With additional funding, we aim to support schools in hiring mental health staff and/or spaces—a crucial need across campuses. By year three, we will scale successful programs to additional universities, aided by a dedicated M34 Chapter Program Coordinator who will support the president with travel, training, and engagement across the country.

ORGANIZATIONAL PRIORITIES

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ORGANIZATIONAL PRIORITIES

3 OF 3: **ACCOUNTABILITY, TRANSPARENCY, AND GROWTH**

None of this matters if we can't measure it. From Day One, we will establish clear goals—tracking everything from funds raised to chapters launched to students reached.

With help from the Denison Research Project, we will use real data to guide our grant-seeking work and real data from our technology platform to share our impact, and hold ourselves accountable.

Each year, we will publish an impact report—celebrating successes, acknowledging challenges, and mapping out the road ahead. This isn't about perfection. It's about growth, learning, and doing better every day.

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KEY GOALS

- 1 | Increase financial support by 50% by FY 2028
- 2 | Increase the number of college chapters by 2-4 per year
- 3 | Become a well-known source of consistent funding for college wellness and high school scholarship programs
- 4 | Become a national spokesperson for suicide prevention and a household champion for mental health
- 5 | Fill essential staff positions to support expansion, deepen campus engagement, and enhance organizational effectiveness

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OPERATIONAL EFFICIENCIES

1 OF 2: EFFICIENCY GOALS

- **Expand Fundraising Efforts:** Build relationships with mid-high level donors, community foundations, and sponsors.
- **Strengthen Board Leadership:** Recruit committed board members with fundraising expertise.
- **Refine Programs:** Focus on scalable initiatives with high chapter and community impact.
- **Improve Financial Planning:** Maintain reserve funds for financial security.
- **Invest in Staff:** Provide competitive salaries and growth opportunities within budget constraints.

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2 OF 2: FINANCIAL SUSTAINABILITY GOALS

- Focus on individual giving and recurring donor programs.
- Apply for multi-year grants to ensure operational stability.
- Develop affordable earned income strategies (training programs, webinars, program fees, consulting).
- Launch Community Beneficiary and Sponsor Programs.
- Partner with key Stakeholders to increase visibility and impact.

OPERATIONAL EFFICIENCIES

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A FOUNDATION THAT CAN HOLD

Behind every successful nonprofit is a strong internal foundation. In year one, we will clearly define staff roles, form volunteer-led committees, and enhance internal processes. Regular training sessions will ensure both staff and volunteers continue to grow.

Financially, we will launch a comprehensive fundraising strategy, targeting individual donors, corporate sponsors, and grants. We will also establish a Beneficiary Program and ongoing sponsorships to support core operations. By years two and three, we will evaluate and refine our fundraising efforts, including hosting city-specific events and other targeted campaigns

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IN CONCLUSION

LET'S GET TO WORK.

This plan reflects who Mission 34 is and who we aspire to become. It's a living document, meant to evolve as we learn, grow, and adapt to the needs of our community.

But one thing will never change: our belief that **mental health matters**, that young people **deserve support**, and that together, we can build a future where **no one suffers in silence**.

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