

National Housing Endowment

Draft Strategic Priorities, Goals, and Strategies

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National Housing Endowment (NHE) Overview

Mission

The National Housing Endowment, the philanthropic arm of the National Association of Home Builders (NAHB), is a 501(c)3 non-profit organization dedicated to helping the housing industry develop more effective approaches to home building, enhancing education and training for future generations of leaders in residential construction and increasing the body of knowledge on housing issues.

The National Housing Endowment:

1. Is dedicated to the development of the residential construction workforce through education, training, and research.
2. Is an important national vehicle for addressing industry concerns and has awarded thousands of grants totaling more than \$15 million in support of housing-related projects nationwide.
3. Is guided by a prestigious Board of Trustees representing various areas of the industry who provide a broad perspective on the diverse needs of the housing community.
4. Attracts the financial support and leadership of prominent members of the building community and has passed the \$20 million mark in contributions and pledges.

Summary of Stakeholder Survey Findings

In September 2024, TRANSiT Strategy & Analytics conducted a stakeholder survey for the National Housing Endowment (NHE) as part of its strategic planning initiative. The survey gathered insights on NHE's alignment with its mission, key challenges and opportunities, donor experiences, and the impact of its programs. Given NHE's broad scope and diverse network of supporters, the survey reached many stakeholders, including Trustees, donors, HBI staff, school faculty, and students.

The results highlight strong stakeholder engagement and a deep connection to NHE's mission. Respondents genuinely appreciated NHE's support of students, educational institutions, and HBAs.

Key findings and observations:

Strengths

Mission Alignment: NHE enjoys high awareness (84% “very familiar”) and an impressive Net Promoter Score (NPS) of 79, reflecting strong stakeholder satisfaction and loyalty.

Program Impact: Initiatives like the HELP Grant, Skilled Labor Fund, and Career Connections are widely recognized for advancing workforce development, education, and career awareness in residential construction. Financial support and scholarships are pivotal in reducing barriers for students.

Collaboration and Governance: Effective partnerships with the HBAs and HBI enhance program reach and impact. Stakeholders value the expertise and commitment of NHE's leadership and governance structure.

Challenges

Funding and Resource Expansion: A lean operational structure and reliance on limited funding constrain NHE's ability to scale impactful programs and address growing demands.

Visibility and Communication: While communication is generally effective, stakeholders call for improved outreach through updated website(s), expanded social media presence, and periodic newsletters to better showcase NHE's impact and program accessibility.

Experience and Background: Some stakeholders noted a lack of diverse backgrounds among Trustees and emphasized the need for broader representation and succession planning.

Opportunities

Strategic Priorities: Stakeholders identified supporting education and workforce development (73%) as top priorities, along with raising career awareness (61%) and expanding scholarships and grants (45%).

Corporate Partnerships and Advocacy: Enhancing collaboration with corporate donors and advocating for vocational education are seen as pathways to broaden NHE's influence.

Research and Innovation: While valued, research should complement core programs and initiatives. Stakeholders suggest focusing on workforce trends, housing affordability, and emerging technologies to maintain relevance and industry leadership.

Draft Strategic Priorities, Goals and Strategies

Strategic Priorities: Key focus areas that NHE chooses to emphasize to achieve its mission. These are broad, high-level themes that guide decision-making and resource allocation.

Goals: Specific, high-level outcome(s) that NHE aims to achieve within each strategic priority.

Strategies: NHE actions or milestones that support achieving its stated goal.

Priority: Funding

Goal 1 - Expand Funding Streams: Pursue corporate partnerships and multi-year grants to secure sustainable revenue and support new initiatives.

Strategies

- Shortlist large multi-family and production builders as potential major donors or collaborative partners.
- Diversify the donor pool by engaging multi-family builders who are not deeply involved in NAHB or the Endowment but benefit from programs like workforce development.
- Partner with groups like the Leading Builders of America Foundation
- Deepen the relationship with the Harvard Joint Center for Housing Studies and its Policy Advisory Board, which includes many large production builders.
- Revisit past strategies that engaged million-dollar donors (e.g., Centex, Kohler).

Priority: Collaboration

Goal 1 - Deepen Engagement with Stakeholders: Improve communication tools to enhance Endowment visibility and demonstrate the impact of donor contributions.

Strategies

- Showcase success stories through newsletters or case studies highlighting how the Endowment's programs impact students, builders, and communities.
- Expand social media reach to target younger demographics and highlight success stories.
- Update the website for improved accessibility and exposure.

Goal 2 - Partner with NAHB's Housing Innovation Research Lab (HIRL): Explore opportunities to integrate relevant market research topics into the Endowment's initiatives, such as workforce trends, housing affordability, and emerging technologies.

Priority: Exposure and Engagement

Goal 1 - Focus on Workforce Development: Prioritize high-impact programs and explore scalable opportunities to enhance student and industry engagement.

Strategies

- Support initiatives like Career Connections and adjunct instructor funding.
- Increase student engagement at industry events like IBS.

Goal 2 - Gather Additional Insights: Reach out to institutions and organizations not currently engaged with the Endowment to identify gaps and potential partnerships.

Goal 3 - Leverage the IBS Centrals: Leverage the IBS Centrals to engage students, scholarship recipients, employer builders, and potential corporate partners.

Strategies

- Explore developing a dedicated Central featuring schools, students, and employers to highlight the pathway from education to employment and wealth-building opportunities.

Goal 4 - Engage Smaller Local Builders: Identify smaller local builders as potential donors and collaborators to expand the Endowment's reach and impact at the community level.

Priority: Governance and Operations

Goal 1 - Broaden Trustee Representation: Recruit assorted voices and ensure a clear succession plan to maintain effective governance.

Strategies

- Explore a junior Trustee program with a reduced financial commitment to engage a younger demographic.

Goal 2 - Enhance Organizational Capacity: Evaluate current staffing levels and consider expanding the team to address growing demands and enhance operational efficiency.

Goal 3 - Strengthen External Engagement: Increase the Endowment's visibility outside the NAHB ecosystem.

Strategies

- Foster relationships with external stakeholders, including other industry organizations, research institutions, and foundations.
- Reaffirm the Endowment's commitment to impactful research, complementing core programs while addressing housing affordability and workforce trends.

NHE Strategic Planning Task Force

The National Housing Endowment sincerely appreciates the dedicated team who contributed to developing this *draft* strategic plan. In particular, we recognize and thank the task force members and executive staff who supported the calls, surveys, and analysis. Their insights, expertise, and commitment were instrumental in shaping this vision for NHE's future.

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