

PRIORITY: EMPOWER A COMMUNITY OF EDUCATORS

Action	Metrics	Progress
Develop an organizational structure and staffing plan:	<p>Establish task force to review board and administrative structure, succession planning, and future growth needs.</p> <p>Create additional opportunities for staff participation in recruitment and selection of new employees.</p> <p>Emphasize environmental, experiential education in all leadership roles.</p>	<p>(2014) Initiated study of organizational structure and staffing plan</p> <p>(2016) Major internal review</p>
Build a culture of employee engagement:	<p>Ensure that all staff roles have clear and visible opportunities for employees: to have flexibility to manage their own work to achieve the organization's objectives; to experience a strong sense of passion and purpose in their work; and to develop new skills and grow professionally.</p> <p>Develop processes to promote regular recognition and appreciation, build a culture of positive and developmental feedback, and regular communication with consistency and follow through.</p> <p>Provide professional development and training for all staff, including individual development plans, funding allocation, and interdisciplinary cross-training.</p>	<p>(2014) Surveyed staff re employee satisfaction & opportunities for improvement; increased pet-friendly housing</p> <p>(2015) Employee Handbook completed</p> <p>(2016) Designing a multi-year plan for professional development and training for all year-round staff, including individual development plans & funding allocations</p> <p>(2017) 79% of all expenditures went to programming, including an increase in professional development funding; designed and initiated housing & offices building fundraising for more and better space</p> <p>(2018) Established Employee Satisfaction team, meeting bi-monthly; fundraising for housing and reviewing salary & benefits with external benchmarking</p>
Strengthen our Centennial culture:	<p>Evaluate our customs and traditions ó with internal (alumni, staff and board) and external (outside the ENF community) input to make intentional decisions about which traditions to keep and grow, and which to compost.</p> <p>Elevate our environmental and conservation ethos.</p> <p>Define equity for ENF, and determine if, how, and why we will invest in equity.</p>	<p>(2016) Modernized tribal system</p> <p>(2017) Transitioned to Eagle's Nest Camp <i>since 1927</i>; environmental & conservation ethos evident in Sustainability Plan efforts under the Sense of Place priority</p> <p>(2018) Initiated Foundation-wide evaluation of Diversity, Equity, and Inclusivity</p> <p>(2019) Contracted with Niambi Jaha-Echols to guide ENF in creating equitable learning environments for diversity, inclusion, and cross cultural agility</p>

PRIORITY: CULTIVATE AND CELEBRATE OUR SENSE OF PLACE

Action	Approach	Progress
<p>Develop campus sustainability plan:</p>	<p>Develop an “ENF Zoning Code” including materials and practice guidelines for renovation and construction that reconnects to our 2005 core site plan (include aesthetics, adaption, LEED).</p> <p>Develop a campus stewardship plan for conservation management of ENF property.</p> <p>Evaluate abutting properties for potential acquisition and develop a long-range growth plan.</p>	<p>(2015) Developed Campus Zoning Code to build and maintain facilities, teach and model good stewardship of the land, and to work in harmony with our ecological setting; drafted initial Campus Sustainability Plan sections; initiated Land Management Plan for Conservation Easement Area, including full surveys and baseline studies</p> <p>(2016) Conservation Easement finalized with Carolina Mountain Land Conservancy & Clean Water Management Trust Fund, 76% of land “forever wild”</p> <p>(2017) Initiated land management plan for Core Campus; completed & implemented cleaning section of Sustainability Plan; reviewing food and product sourcing and garden to table</p> <p>(2018) Established sustainability action steps in food & cleaning</p> <p>(2019) Institutionalizing goals set for food sourcing, garden to table, green cleaning</p>
	<p>Fund Capital Plan Reserve.</p>	<p>(2016) Target for CPR established in Financial Resiliency Plan: transfer into CPR Reserve Fund equivalent to 4.9% of revenues, based on expenditures in recent years and projected expenses from the CPR Plan (target of \$125,000); began investing in CPR</p> <p>(2019) Review of Financial Resiliency Plan to establish healthy debt capacity given Housing and Offices Building investment and other improvements</p>
<p>Develop a plan to consolidate ENF administrative offices in Pisgah Forest:</p>		<p>(2017) Housing & Offices Building under Community of Educators Priority is first step in long-term consolidation goal & projected to break ground Fall 2019.</p>
<p>Define and embrace our “good, wild, and sacred spaces” and traditions:</p>	<ul style="list-style-type: none"> • Environmental and ecosystem • Storytelling and history • Use intentional and consistent language • Incorporate into campus sustainability plan • Emphasize strong place-making • Include emphasis on individuals discovering their own sense of place/sense of self 	<p>(2016) Easement positions ENF to define and embrace good, wild, and sacred spaces</p> <p>(2019) Sustainability Plan: focus on local food sourcing for our whole foods program, ENF garden to table, and creating a sense of place around sustenance</p>

PRIORITY: SHARE OUR STORY

Action	Approach	Progress
<p>Create an advancement plan: accomplished 2015</p>	<ul style="list-style-type: none"> • Plan should communicate mission-driven initiatives and support our centennial plan. • Consistent language and messaging should be developed, and used internally and externally. • Create a unified Foundation story, and emphasize the power of storytelling. • Clear calls to action to targeted stakeholder groups. • Develop target audiences for development, admissions and alumni groups (see below). • Plan should support the new alumni network. 	<p>(2014) Developed cornerstone & core values for all ENF programs</p> <p>(2015) Implemented and trained on new IT systems for the Development Office in a Salesforce Platform; developed and began implementation of Advancement Plan</p> <p>(2017) Created new position, Marketing Coordinator, for consistent messaging across the Foundation</p> <p>(2018) Completed ENF Advancement Plan; finalized data migration and Salesforce set up for OA and Camp</p>
<p>Develop a robust alumni network:</p>	<ul style="list-style-type: none"> • Initially engage two types of communities: <ul style="list-style-type: none"> ○ Geographic (where we have a strong alumni presence); and ○ Professional (specific professional groups). • Empower alumni to live our mission in the world, and to tell our story. • Engage alumni in supporting our internal work. 	<p>(2015) Hired a full time Annual Fund & Alumni Relations Manager</p> <p>(2016) OA 20-year Reunion; developed Alumni Council, regional gatherings & OA Ambassador program</p> <p>(2017) Nest Fest: Camping for 90 Years: reunion of all programs, including 14 work crews, lunchtime cookout, fundraising dinner</p> <p>(2018) Clarify & centralize alumni program; define goals & benchmarks for alumni outreach</p> <p>(2019) Plan for OA 25 Year Reunion (04-25-20); initiate online Alumni Directory via Salesforce; continue regional gatherings</p>
<p>Serve as a programmatic model:</p>	<ul style="list-style-type: none"> • Place-based, environmental, experiential education • Within our networks: <ul style="list-style-type: none"> ○ Regional/geographic networks; and ○ National networks (e.g., semester school, alumni). • Integrate education into all programs with measurable results. 	<p>(2016) Created value statement: Eagleø Nest is a place where young people reveal and embrace their best selves through simple living, a deep connection to nature, and living well in community</p> <p>(2017-8) Sustainability Plan: evaluated food choices and cleaning practice and created educational component to encourage continuation at home</p> <p>(2018) Define & curricularize how ENF programs contribute to betterment of human character; conducted foundation-wide survey</p> <p>(2019) Study data from survey and set goals</p>

PRIORITY: BUILD FINANCIAL RESILIENCY

Action	Approach	Progress
Determine annual giving capacity and develop realistic & stretch goals:		<p>(2014) Completed comprehensive prospect research</p> <p>(2015) Development Office structure review and capacity study completed; raised \$19,000 more than we did in 2014 (98% of our goal)</p> <p>(2017) Enhanced fundraising strategy</p> <p>(2018) Achieved Annual Fund Goal + Surpassed 3-Year Special Project goal for Housing and Offices</p> <p>(2019) Set stretch goal for Annual Fund + special project of funding Cross Cultural Agility training</p>
Retire current debt:		<p>(2015) Financial Resiliency Plan sets 2027 goals: \$470k cash, \$1.125m rainy day funds (including cash), \$370k debt, \$125k CPR; target debt limit established such that debt can be amortized over 15 years with an annual payment of at most 1% of operating expenses (2015 debt limit target assuming 5% interest rate: \$370,000)</p> <p>(2016) Paid off all of guidance line loan incurred for the wastewater treatment plant with Clean Water Management Trust Fund grant</p> <p>(2019) Reviewing debt to income and asset ratios to ensure financial wellbeing</p>
Establish financial priorities:	<ul style="list-style-type: none"> • Compensation/staffing/professional development and training • Scholarships • Endowment • Capital Plan Reserve • New construction 	<p>(2014) Set and tracked enrollment for all programs and Annual Fund goals</p> <p>(2015) Created Financial Resiliency Plan to guide our investing and finance decision making processes</p> <p>(2018) Auditing Business Office re financial growth across units</p> <p>(2019) Continue with organizational efficiency assessment including Business Office; complete salary and benefits benchmarking and set transparent goals for improvement</p>