

PRIORITY: EMPOWER A COMMUNITY OF EDUCATORS

Metrics	Progress
Action: 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 led by the Board’s Executive Committee</p> <p>(2021) Initiated discussions on task force to review board and administrative structure, succession planning, and future growth needs</p>
Action: 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> <p>(2019-20) ENF established staff diversity, equity, and inclusion committee</p> <p>(2021) Reinitiated employee satisfaction survey; established as annual process</p>
Action: Strengthen our Centennial culture	
<p>Evaluate our customs and traditions – 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; wrote Gender Inclusion Statement</p> <p>(2020) Wrote Land Acknowledgment Statement; Board institutes Transcultural Responsiveness Committee</p> <p>(2020-21) Introduced kindred groups and retired tribal nomenclature following community discussions; instituted Gender and Housing Policy</p>
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PRIORITY: CULTIVATE AND CELEBRATE OUR SENSE OF PLACE

Metric(s)	Progress
Action: Develop campus sustainability plan	
<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) Institutionalized goals set for food sourcing, garden to table, green cleaning</p> <p>(2020) Revamped Whole Foods Program</p> <p>(2021) Initiated energy use analysis; prioritized investments in year-round staff housing, including new home builds</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>(2020-21) Continual study of financial capacity within context of COVID-19 pandemic and related impacts</p>
Action: Develop plan to consolidate ENF administrative offices in Pisgah Forest	
	<p>(2017) Housing & Offices Building, completed in 2020 and listed under Community of Educators Priority is first step in long-term consolidation goal</p> <p>(2020) Closed Winston-Salem physical office; three employees working remote</p>
Action: Define and embrace our “good, wild, and sacred spaces” and traditions	
<ul style="list-style-type: none"> ● Environmental and ecosystem 	<p>(2016) Easement positions ENF to define and embrace good, wild, and sacred spaces</p>

<ul style="list-style-type: none">• 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>(2018) Defined & curricularized how ENF programs contribute to betterment of human character, <i>see</i> Share Our Story section</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> <p>(2020-21) Kindreds system maintains tradition of reflection, belonging, and recognition within community</p>
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PRIORITY: SHARE OUR STORY

Metric(s)	Progress
Action: Create an advancement plan: accomplished 2015	
<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>(2021) Launched new website; initiated targeted marketing</p>
Action: Develop a robust alumni network	
<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) Clarified & centralized alumni program; defined goals & benchmarks for alumni outreach</p> <p>(2019) Facilitated Centennial Plan 5-year Sharing Suppers across United States</p> <p>(2021) Hosted virtual OA 25 Year Reunion</p>
Action: Serve as a programmatic model	
<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: Eagle’s 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>(2017-18) Sustainability Plan: evaluated food choices and cleaning practice and created educational component to encourage continuation at home</p> <p>(2018) Defined & curricularized how ENF programs contribute to betterment of human character; conducted foundation-wide survey</p>

	<p>(2019) Studied data from survey and set goals; initiated CIRCLEs curriculum (2020-21) Developed in-person, pandemic-conscious programming for OA and Camp; served as public health model</p>
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PRIORITY: BUILD FINANCIAL RESILIENCY

Metric(s)	Progress
<p>Determine annual giving capacity and develop realistic & stretch goals</p>	<p>(2014) Completed comprehensive prospect research (2015) Development Office structure review and capacity study completed; raised \$19,000 more than we did in 2014 (98% of our goal) (2017) Enhanced fundraising strategy (2018) Achieved Annual Fund Goal + Surpassed 3-Year Special Project goal for Housing and Offices (2019) Set stretch goal for Annual Fund + special project of funding Cross Cultural Agility training (2020-21) Met & exceeded fundraising goals; community overwhelming in gratitude & support</p>
<p>Retire current debt</p>	<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) (2016) Paid off all of guidance line loan incurred for the wastewater treatment plant with Clean Water Management Trust Fund grant (2019) Reviewing debt to income and asset ratios to ensure financial wellbeing (2020) Paid off line of credit for tennis courts, vehicle (2021) Awarded two paycheck protection program loans; approved for additional borrowing for campus investments (2022 <i>proposed</i>) Update to Set & Maintain Appropriate Debt Capacity</p>
<p>Action: Establish financial priorities</p>	
<ul style="list-style-type: none"> ● <i>proposed</i> Enrollment ● 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 (2015) Created Financial Resiliency Plan to guide our investing and finance decision making processes (2018) Auditing Business Office re financial growth across units (2019) Continue with organizational efficiency assessment including Business Office; complete salary and benefits benchmarking and set transparent goals for improvement (2020-21) Continual study of financial capacity within context of COVID-19 pandemic and related impacts (2021 <i>proposed</i>) Add enrollment as metric</p>