



# Eagle's Nest Foundation Centennial Planning Retreat

*March 14-16, 2014*

*Facilitated and prepared by Suzanne Madison Hogg and John Sarvay*

## Attendees

Will Abberger

Amos Barclay (phone only)

Michael Brown

Cissy Kelton Byrd

Jean Cohen

Cormac Connor (phone only)

Cain Cox

Lyne Gamble

Shelley Gaynes

David Gilbert

Heather Goodling (phone only)

Bruce Grob

Katie Harris

Elen Knott

Paige Lester-Niles

Jamey Mavis Lowdermilk

Rick O'Hara (phone only)

Rich Orland

Michael Perling

Steve Robins

Edee Waite Robinson

Tom Rogers

Liz Smith

Liz Snyder

Moseley Waite

Noni Waite-Kucera

Ted Wesemann

Suzanne Madison Hogg (consultant)

John Sarvay (facilitator)

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# Centennial Priorities

To most fully live into our mission and to appropriately respond to changes in the world around us, what are the priorities we are committed to achieving by our centennial?

- **Empower a community of educators**
- **Cultivate and celebrate our sense of place**
- **Share our story**
- **Build financial resiliency**





## Empower a community of educators

### Develop an organizational structure and staffing plan

- Establish a task force of board and staff members to look at our board and administrative structure, including roles and responsibilities; the need to create new positions, or for the elimination or consolidation of positions; compensation and benefits; long-range succession planning; and future growth needs of the organization.
- Create additional opportunities for staff participation in the recruitment and selection of new employees.
- Emphasize environmental, experiential education in all leadership roles.

### Build a culture of employee engagement

- Ensure that all staff roles have clear and visible opportunities for employees:
  - To have the 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.
- Working with staff, develop processes (aligned with Eagle's Nest culture) to promote regular recognition and appreciation, build a culture of positive and developmental feedback, and regular communication with consistency and follow through.
- Provide professional development and training for all staff, including individual development plans, funding allocation and interdisciplinary cross-training.

### Strengthen our Centennial culture

- 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.
- Elevate our environmental and conservation ethos.
- Define diversity for Eagle's Nest, and determine if, how and why we will invest in diversity.





# Cultivate and celebrate our sense of place

## Develop campus sustainability plan

- 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)
- Develop a campus stewardship plan for conservation management of ENF property.
- Fund Capital Plan Reserve.
- Evaluate abutting properties for potential acquisition and develop a long-range growth plan.

## Develop a plan to consolidate ENF administration offices in Pisgah Forest

## Define and embrace our “good, wild, and sacred spaces” and traditions

- 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





# Share our story (and tell the world we're amazing)

## Create an advancement plan

- 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.

## Develop a robust alumni network

- Initially engage two types of communities:
  - 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.

## Serve as a programmatic model

- Place-based, environmental, experiential education
- Within our networks:
  - Regional/geographic networks; and
  - National networks (e.g., semester school, alumni).
- Integrate education into all programs with measurable results.





# Build financial resiliency

## Determine annual giving capacity and develop realistic/stretch goals

### Increase revenue

- Seek fiscal stability/sustainability within existing programs.
- Consider new revenue streams.

### Retire current debt

### Establish financial priorities

- Compensation/staffing/professional development and training
- Scholarships
- Endowment
- Capital Plan Reserve
- New construction

