

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> <p>(2022) Completed review of board and administrative structure; formed Succession Planning Sub-Committee</p> <p>(2023) Interviewed key stakeholders and surveyed constituency and staff for input on Executive Director search; launched search December 2023</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; initiated fundraising for housing & offices</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> <p>(2022) Hosted anti-racism and mental health first aid trainings; initiated first round of compensation adjustments based on salary benchmarking; purchased additional housing on Crab Creek Road; outsourced payroll functions for efficiency</p> <p>(2023) Hosted anti-racism training and history lesson of Little River Valley; created and implemented new employee goal setting and evaluation system; completed second round of compensation adjustments based on salary benchmarking; shared compensation reports with employees</p>

PRIORITY: EMPOWER A COMMUNITY OF EDUCATORS (CONT'D)

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> <p>(2022) Removed gender as a means of sorting Camp Kindreds; began implementation of human-resources recruiting, hiring, and onboarding platform using an equity lens to assist in building a diverse and robust staff</p> <p>(2023) Created and implemented demographic collection tool to measure progress towards transcultural commitment; began discussions on land acknowledgement statement adaptations; continued discussion on naming of buildings and programs; refined hiring platform for more diverse applicant pools</p>

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 live and work in harmony with our ecological setting; drafted initial Campus Sustainability Plan sections; initiated Land Management Plan for Conservation Easement Area</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</p> <p>(2022) Reconstructed the garden for enhanced programming and production; conducted solar study, solid waste study, and preliminary energy audit; upgraded all lighting to LED; began wastewater construction, survey, and design for additional housing</p> <p>(2023) Built wastewater lines for additional housing and completed building plans; drafted employee commuting and Scope 3 emissions survey to be conducted in 2024</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>(2020-22) Continued study of financial capacity within context of COVID-19 pandemic and related impacts</p> <p>(2023) Began update to Financial Resiliency Plan; reinvested Quasi Endowment in the market</p>
Action: Develop plan to consolidate ENF administrative offices in Pisgah Forest	
	<p>(2017) Mo’s Hillside initiated in 2017 and completed in 2020; contributes to long-term consolidation goal</p> <p>(2020) Closed Winston-Salem physical office; three employees working remote</p>

	(2023) Initiated search for next ED who will be located full time in Pisgah Forest; expanded our community space with “Ted’s Deck” wrapping around Sun Lodge
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Action: Define and embrace our “good, wild, and sacred spaces” and traditions

<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>(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> <p>(2022) Removed gender as a means of sorting for Camp Kindreds to better align with gender inclusivity commitment</p> <p>(2023) Completed clean out of Kindred closet and archiving that history</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</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> <p>(2022) Developed new promotional videos for Camp; initiated targeted marketing with professional consultants; incorporated Zoom Room on campus to facilitate guest speakers and other virtual programming</p> <p>(2023) Completed website optimization; developed new social media platform on TikTok; new OA Director outreach & engagement with OA Semester Leaders and alums; Camp “Parties in the Park” in key cities, Fall Board Retreat and reunion with families and recruiters</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</p> <p>(2019) Facilitated Centennial Plan 5-year Sharing Suppers across United States</p> <p>(2021) Hosted virtual OA 25 Year Reunion</p> <p>(2022) Hosted in-person alumni gatherings in several cities; collaborated with alums in the Energy Work Group to develop an Energy Plan for ENF</p> <p>(2023) Surveyed alumni constituency for ED search input; engaged Gail Perry & Assoc. for development training for BOT; alumni gatherings in key cities</p>

PRIORITY: SHARE OUR STORY (CONT'D)

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</p> <p>(2020-21) Developed in-person, pandemic-conscientious programming for OA and Camp; served as public health model</p> <p>(2022) Continued in-person, pandemic-conscientious programming</p> <p>(2023) Camp Director and DEI Coordinator served as consultants for other summer programs working toward gender inclusion; place-ethic education lesson for BOT</p>

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 (2022) Met & exceeded fundraising goals for the third year in a row (2023) Board workshop on philanthropy; close to ambitious fundraising goal; new major donors engaged</p>
<p>Increase Revenue (Seek fiscal stability within existing programs and consider new revenue streams) *Note: this section was left off until 1-5-24</p>	<p>(2021) Discussions begin on Family Retreats several times a year (2022) Norfolk Academy programming generated additional revenue, potential pilot for similar programs (2023) Bold Earth Adventures program; created path for hosting weddings on campus; began discussions for NCAIS educator conference on campus in 2024</p>
<p>Set & maintain appropriate debt capacity</p>	<p>(2015) Financial Resiliency Plan sets 2027 goals for cash, debt, and target ratios (2016) Paid off loan incurred for 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) Awarded Employee Retention Tax Credit (2023) Reinvested Quasi to the market; utilized higher yield Money Market Funds for unearned income on hand</p>
<p>Action: Establish financial priorities</p>	
<ul style="list-style-type: none"> ● Enrollment ● Compensation/staffing/professional development and training ● Scholarships ● Endowment 	<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) Continued organizational efficiency assessment; completed salary and benefits benchmarking and set transparent goals for improvement</p>

<ul style="list-style-type: none">• Capital Plan Reserve• New construction	<p>(2020-21) Continued study of financial capacity within context of COVID-19 pandemic and related impacts</p> <p>(2022) Reconfigured ENF Financial Resiliency Plan for a post-pandemic economy</p> <p>(2023) Retooled marketing for enrollment; ENF Financial Resiliency plan overhaul begun; monitoring appropriate time to begin housing construction</p>
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