

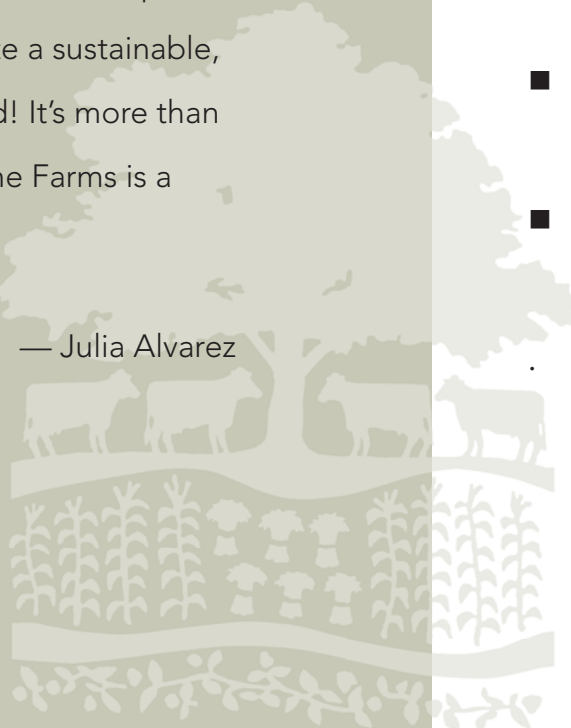


SHELBURNE FARMS

Strategic Planning Framework & Priorities, 2017–2022

No other place I know combines such stunning natural beauty with a quiet groundswell of visionary commitment to stewardship and planetary thinking and doing. The place reminds you of the things that are important: community, the future, young people. It stirs up a deep, sweet hope that we can create a sustainable, socially just world! It's more than a place, Shelburne Farms is a state of mind.

— Julia Alvarez



MISSION

To inspire and cultivate learning for a sustainable future.

VISION

A healthy and just world rooted in stewardship and community.

WHAT WE DO

As a farm-based, education organization we:

- Engage youth and people of all ages in learning experiences that inspire them to build diverse, resilient, caring communities.
- Practice stewardship and embody values of place and community through caring for and sharing our natural, agricultural, cultural, and human resources.
- Collaborate with educators and other local, national and international partners to advance education for sustainability worldwide.

GOAL 1

IMPACT

Significantly enhance the impact of education programs through increased investment in networks, partnerships, and life-long relationships.

OBJECTIVES

- Build on existing partnerships and create new ones with established and rising leaders in the field of education for sustainability.
- Establish Shelburne Farms as a leading gathering place for the field of educating for sustainability, offering residential experiences where educators and other change-makers come together to connect with the land, share promising practices, and explore sustainability challenges and opportunities for action.
- Increase staff capacity for supporting partnership programs.
- Design transformational experiences that inspire continued engagement with the Farm and invite participants along a continuum of offerings to support their educational journeys.
- Build enhanced evaluation and communication efforts into our education program culture and practice.



GOAL 2

INTEGRATION

Achieve optimal, mutually reinforcing relationships between place-based systems and activities to deepen mission impact.

OBJECTIVES

- Define the functions and appropriate scale of the Farm's activities – farm operations, cheese-making, hospitality and food services, farm products, programs and events.
- Deepen engagement/communication with Farm visitors.
- Identify and make campus improvements to enhance residential learning and day visitor experiences.
- Collaborate with neighbors on increasing land protection.
- Undertake a comprehensive effort to improve sustainability practices at the Farm, including defining targets and setting goals for carbon drawdown.

In conventional thinking, in order to optimize the whole, we must optimize the parts. In systems thinking, in order to optimize the whole, we must improve relationships among the parts.

— David Peter Stroh



GOAL 3

CAPACITY

Develop organizational capacity to keep learning and adapting to meet future challenges.

OBJECTIVES

- Define and embrace a core commitment to diversity and equity at Shelburne Farms.
- Identify and develop organizational attributes and capacities, including sufficient financial resources, needed for resiliency and sustainability.
- Examine and make recommended changes in management structure and systems to reflect increased complexity of operations, including addressing human resources support needs across the organization.
- Develop a strategic communications plan to advance the mission.
- Achieve readiness for leadership succession by the conclusion of this planning period.



