

**Mission:** Raven Hill provides a place that enhances hands-on and lifelong learning for all ages by connecting science, history & the arts.

**Mission:** to provide a place that enhances hands-on & lifelong learning for people of all ages by connecting science, history and the arts.

**Vision:** providing opportunities for everyone to learn, create, grow, and play together, as they make connections that expand their awareness of the world as it was, is and might be.

**Strategic Direction Statement:** Raven Hill Discovery Center seeks to create a sustainable, community- focused organization in northern Lower Michigan that continues to bring hands-on learning opportunities that connect science, history and art for all ages.

### Strategic Plan

#### Goal: Administration

- Strategy: Ensure the successful transition/succession from a founder led organization to a capable board and staff led organization that shares and grows RHDC's mission and vision.
- Strategy: Recruit interns to help with administrative and program needs and become potential staff
- Strategy: Recruit and retain diverse group of staff and volunteers

#### Goal: Board Governance

- Strategy: Maintain an agile and diverse governance model that infuses RHDC with new ideas/thoughts/perspectives that enhance the mission, vision and values of the Center
  - Recruit and retain diverse group of board members
  - Provide professional development and training for board & staff as needed
  - Develop strong Policies and Procedures for RHDC staff, board members and volunteers

#### Goal: Community Relations and Marketing

- Strategy: Increase public awareness of the wonder, experimentation and learning that RHDC offers for all ages
  - Plan a college open house and invite job placement officers to recruit a marketing intern and/or IT person to help with videos, QR codes, etc.
  - Create a yearly media plan incorporating strategic and tactical goals
  - Increase external marketing, member outreach and advertising
- Strategy: Enhance Outreach and Fundraising
  - Identify donors, members, partners, friends, partnerships and opportunities for collaboration to maximize impact and resources (including financial)
  - Clear objectives tied to goals/needs at RHDC
- Strategy: Ensure RHDC principles, passion and history are collected and shared
  - Create a written or audio history of RHDC
  - Translate the founder's and volunteers' knowledge into accessible media for sharing with public and for training of new staff
- Strategy: Build continuity between the past, present and future

#### Goal: Exhibits and Facilities

- Strategy: Ensure current exhibits, facilities and grounds are well maintained
  - Prioritize indoor and outdoor exhibit completions, maintenance and enhancements

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- Optimize the usage of the facility exhibits, including weddings and an AIR (Artist In Residence) program
- Clear signage that allows visitors to find, identify and use the Center’s facilities and exhibits.
- Create and maintain inventory of assets
- Encourage energy sustainability of buildings
- Preserve and maintain Raven Hill ecology to provide outdoor educational opportunities and overall ecological health
- Strategy: Create a shared visual master plan (picture) for a 20-year vision of campus facilities and exhibits
  - Finish the Alternative Energy House to be on or off grid as AIR (Artist In Residence) or weekend getaway
  - Involve architect to determine lifespan of main building’s roof and possibility of “raising the roof” to allow for a second floor and steeper roof to keep snow load off the roof
  - Begin to work on plans for a Corner House at the Open Space that could be winter headquarters and summer staff or AIR residence or rental unit
  - Determine what new buildings & exhibits to prioritize on existing campus.

Goal: Financial Stewardship

- Strategy: Improve transparent and concise tracking of financials in an intuitive and organized fashion to allow for confident decision making about funding
  - Aspire to position RHDC on a financially sound foundation
  - Aim to be debt free
  - 3 months operating income in the bank at all times
- Strategy: Develop strong and consistent plans to solicit funding from all possible sources:
  - Foundations, Private sector, Public sector, Individuals
- Strategy: Endeavor to maximize the positive financial impact of existing programs, exhibits, events and services

Goal: Programming

- Strategy: Offer best-in-region programming for all ages that informs, inspires and engages while fulfilling the current and changing needs of the community (i.e. STEM programs)
  - Focus on continuous improvement and evaluation of programs and services
  - Ensure that programs are maintained with up-to-date information and resources
- Strategy: Decrease dependence on outreach programs, instead concentrating on bringing people to the campus
- Strategy: Collaborate with local, regional, state and national organizations.