

Three-Year Strategic Plan
January 1, 2011 – December 31, 2013

This document is the official three-year plan for work slated to begin January 1, 2011. It provides strategic direction for the Star Island Corporation in order to advance the work of its mission. It also supports pragmatic decision-making by the Board in a manner that reflects the best interests of the Corporation.

This strategic plan reinforces the core directions in which the SIC focuses its efforts and resources which are:

- Providing a haven for spiritual renewal and personal growth
- Fostering discussion of important ethical and religious issues
- Honoring the history and natural environment of the Isles of Shoals
- Bringing together diverse people

The goals are statements of outcomes to be achieved. The objectives reflect the overall movement desired to achieve the goal, rather than specifying a specific action or tactic. In this way, alternative solutions can be pursued by staff to achieve each objective.

Several important terms are used throughout the Strategic Plan, which do not have universally accepted definitions. The following definitions are provided.

Mission: a concise statement of the organization's reason for being

Vision: 10-30 year goal describing what the organization seeks to become; an ambitious goal that is tangible, energizing, and highly focused

Values: essential and enduring tenets of the Corporation; a small set of timeless, guiding principles

Goals: timeless, unbounded statements describing the conditions or attributes to be attained

Objectives: measurable, attainable means to achieve on the way to accomplishing the goal

Tactics: annual actions and activities determined by staff to direct how resources will be focused to maximize effectiveness and efficiency in achieving the objectives; describe ways to achieve objectives through programs, organizational structures, and operational initiatives

Development: Refers to enhancing the Corporation's financial resources by fundraising and other contributed income methods

Business model: A summary of the financial practices that will be followed by the Corporation to achieve equilibrium

Stakeholders: Those individuals, organizations, and governmental entities that are invested in, and can impact, the future of the Corporation.

Star Island Corporation Mission Statement

To own and maintain Star Island and such other property as the Corporation may hold or acquire, as a center for religious and educational, kindred purposes consistent with the principles of the Unitarian Universalist Association and the United Church of Christ.

Star Island Corporation Core Values

We value:

1. Dignity of each individual and his/her perspective
2. Economic accessibility
3. Spiritual and educational growth
4. Balance of traditions and change
5. Preservation of the historic physical and natural setting of Star Island and the Isles of Shoals
6. Principles of simple living
7. Transparency
8. Community building
9. Green principles of reduce, reuse, recycle, replace

Star Island Corporation Mind Set

We intend to do our work with a mind set of:

1. Proactivity
2. Respect
3. Outreach and Engagement
4. Inclusivity
5. Interdependence

Star Island Vision Statement

The Star Island Corporation's vision is to create on Star an environment that frees all who come to renew spiritually, explore matters of consequence, and gain knowledge about the world as it might ideally be.

Star Island Corporation's Goals and Objectives

January 1, 2011 – December 31, 2013

I. Finance Goal

Star Island Corporation will be a fiscally sound organization with a sustainable business model consistent with the Corporation's values and mission.

Objectives

1. **Implement the new Business Model**
2. Create innovative resources to support affordability and diversity
3. **Have the Development plan enable the new Business Model and its associated financial plans**
4. Establish competitive room and board rates consistent with budgetary needs
5. Conduct an ambitious yet realistic Annual Fund and report results regularly to the community
6. **Conduct the Capital Campaign to address major Island needs**
7. Replenish and grow the Permanent Trust
8. **Continue the SIC level financial aid program and coordinate with conference level financial aid programs**
9. **Preserve Appledore Island's value to the SIC**
10. **Develop off-season and off-island revenue.**

II. Facilities Goal

The Star Island Corporation facilities will be kept in a steady state to keep Star Island safe, well maintained, structurally sound, and up to date with 21st Century standards consistent with the Corporation's values and mission.

Objectives

1. Fund facilities needs appropriately.
2. **Develop a five year plan for use of alternative fuels/sources for the Island.**
3. **Decrease the dependency of Star Island operations on fossil fuels.**
4. **Promote a culture of reduce, reuse, recycle and replace, across the Island communities- staff, volunteers, conferees, and visitors.**

III. Governance Goal

The Star Island Corporation will be an effectively governed, well managed organization positioned to deliver maximum value to its members and stakeholders consistent with the Corporation's values and mission.

Objectives

1. Have the Board govern through policy and the staff manage through implementation of policy

2. Increase transparency through a free flow of information and ideas among Board, Staff, Corporation Members, and stakeholders.
3. Enhance governance through transparency, input on the strategic plan from all stakeholders, and close collaboration with the Council of Conferences and each Conference's leadership
4. Provide healthy boundaries around Board governance and staff management by requiring that initiatives be exercised through appropriate channels and are consistent with the strategic plan
5. Develop assessment practices for all policies to ensure they are being followed.

IV. Human Resources Goal

The Star Island Corporation will develop, train and maintain effective human resources consistent with the Corporation's values and mission.

Objectives

1. Identify and hire the expertise needed on staff
2. Create an environment that attracts and retains well qualified employees
3. Create a sustainable on Island community
4. Determine effective use of volunteers
5. Support the principles of diversity and equal opportunity
6. Charge the CEO to empower the staff to implement day-to-day operations
7. Establish leadership succession and cross training
8. Improve operational efficiencies with variable staffing

V. Community Building Goal

Support a sense of community that serves Conferences and conferees and inspires them to support initiatives for the well-being of the entire community consistent with the Corporation's values and mission.

Objectives

1. Provide hospitality that helps draw people to Star year after year.
2. Support Conferences to help them have gatherings that are filled with the Star Spirit
3. Help all stakeholders appreciate that a culture of Island citizenship can generate openness, cooperation, community, and sustainability
- ~~4. Nurture and strengthen the existing core Conferences~~
- ~~5. Develop one or more additional Conferences to join the ranks of our core Conferences~~
6. Seek greater integration with UUA & UCC denominational affairs
7. Increase right relations with staff and conferees always relating with respect
8. Promote a culture in which a growing percentage of conferees support policies and programs that are for the good of the larger Star Island rather than just for one's conference or oneself
9. Increase commitments for sustaining our natural and historical environment

VI. Outreach and Engagement Goal

The Star Island Corporation will proactively reach out to attract new populations to the Island and to engage all in ways that bring them back each year consistent with the Corporation's values and mission.

Objectives

1. Reach out to organizations with kindred purposes and tailor social marketing to our shared missions
2. Collaborate with Conferences on financial aid initiatives that optimize recruitment and retention
3. Collaborate with Conferences' ambassador programs to more effectively engage conferees in ongoing participation at Star
4. Work with Conferences to reach out to former conferees to help re-engage them in participating at Star
5. Apply social marketing principles to attract personal retreaters and engage them in a relationship to Star
6. Compare alternative approaches to branding Star to attract and engage more participants, such as marketing the values of increasing well-being and/or sustaining our natural and fragile environment.