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## I. Executive Summary

### A. Introduction

The land at Saint John's University in Collegeville, Minnesota, was chosen and developed by Benedictine monks over 140 years ago. The monks have fostered the Benedictine tradition of land stewardship, education and respect for our environment.

The land was dedicated as a natural arboretum in 1997. Two thousand five hundred acres include forest, prairie, wetland, lakes, and campus landscape. The arboretum illustrates the simple beauty found in native plants, and highlights inter-relationships between plant communities and fauna. Trails through these diverse native habitats provide quiet, natural areas for visitors of all ages.

Recommendations for future development and use of the arboretum to enhance environmental education, expansion of program-related learning opportunities, and land management initiatives, are in keeping with Benedictine tradition of sustainable land use. Expanding publicity about the arboretum and membership promotion will increase environmental awareness by residents of Central Minnesota. The administrative framework and fundraising efforts will assure long-term stability for the treasured lands of the arboretum.

This document is the first long-range plan developed by Saint John's Arboretum. Recommendations are results of planning by Arboretum staff and advisors, and consultants from Saint John's University and Abbey.

### B. Vision and Mission

#### Vision

Saint John's Arboretum celebrates and preserves the unique beauty and richness of God's creation in Central Minnesota, fostering The Benedictine tradition of land stewardship, education, and environmental respect.

#### Mission

- Preserve the native plant and wildlife communities of the Arboretum lands
- Sustain the evolving non-native environment of the campus
- Provide opportunities for education and research
- Model practices of sustainable land use
- Make accessible a natural environment which invites spiritual renewal

### C. Strategic Plan Directives

1. Land Use and Management - New and ongoing sustainable land management programs, including green certification for the entire property.
2. Add environmental education opportunities and increased accessibility within these portions of Arboretum lands:
  - a) Greater Campus – hardwood forest and pine plantations
  - b) Habitat Restoration Project – continuing as the major focus of environmental education and land management
  - c) Inner Campus – knoll garden

I. Executive Summary (continued)

C. Strategic Plan Directives

3. Framework

- a) Develop a long-term structure for operations, personnel, programs and finances.
- b) Continue reliance on Saint John's University and the Abbey for accounting, fundraising and personnel assistance.
- c) Rely on volunteers to assist with many aspects of Arboretum work.

4. Outreach –

- a) Internal – Target all on-campus centers to increase formalized natural resource programs on Arboretum lands.
- b) External – Target persons (youth and adults), from Central Minnesota for environmental education opportunities.

## II. Vision

Saint John's Arboretum celebrates and preserves the unique beauty and richness of God's creation in Central Minnesota, fostering The Benedictine tradition of land stewardship, education, and environmental respect.

## III. Mission

- Preserve the native plant and wildlife communities of the Arboretum lands
- Sustain the evolving non-native environment of the campus
- Provide opportunities for education and research
- Model practices of sustainable land use
- Make accessible a natural environment which invites spiritual renewal

#### IV. Background

##### A. History of Saint John's Arboretum

The 2,500 acres designated as Saint John's Arboretum are in the area of terminal glacial moraines in the central part of Minnesota. The diverse habitats of forests, lakes, wetland and prairie provide homes for native plant communities, bird, animal, and insect life.

Saint John's Arboretum preserves God's creations through stewardship and sustainable land use. The Arboretum emphasizes unique learning opportunities for all visitors, and strives to instill a deeper understanding of the values of God's creation.

Since the site was chosen and developed by Benedictine monks over 150 years ago, these lands have been fostered by the Benedictine tradition of land stewardship, education, and respect for our environment. The monks have harvested trees to produce wood products while maintaining a healthy forest ecosystem, which now include 100-year-old pine plantations.

For a hundred years, beginning in the middle-1800s, flat land was needed to raise food crops and livestock to feed the monks and other residents at Saint John's University and Preparatory School; drained wetlands enabled self-sufficiency. The restoration of prairie, wetlands and savanna was seen as a necessary step before the University and the Abbey could move forward to establish an arboretum. In 1987 work on the Habitat Restoration Project began with the first controlled burn in the oak savanna.

In 1995 a task force studied how a designated arboretum would fit with the curriculum and natural resources at Saint John's University and Preparatory School. The group defined a mission statement and a statement of purpose as well as investigating many related issues. As the concept of this Arboretum was being developed and formed, several premises were stated, to describe the basis for future land management and use.

The land at Saint John's University in Collegeville, Minnesota, was dedicated as a natural arboretum in 1997. The 2,500 acres include forest, prairie, wetland, oak savanna, lakes, and botanical gardens. As a state game refuge, the land supports a wide variety of wildlife. Saint John's Arboretum focuses on the native flora and fauna of Central Minnesota through restoration, sustainable use, and preservation. The arboretum illustrates the simple beauty found in native plants, and highlights inter-relationships between plant communities and fauna. Trails through these diverse native habitats provide quiet, natural areas for visitors of all ages.

Father Paul Schwietz, initial Arboretum Director, began his work as Land Manager at Saint John's University in 1985. He suffered cardiac arrest, and died on May 4, 2000. Father Paul's legacy is one of action: to protect and enhance the Arboretum in years to come, and to enable people of all ages to use the lands for environmental learning. This strategic plan was nearly completed at the time of his death. Continuing the work that Father Paul began was the predominant goal as the strategic plan was finalized.

IV. Background (continued)

B. Focus of Strategic Plan

Areas of the Arboretum are managed differently for different purposes.

While the entire campus is included in Saint John's Arboretum, this Plan centers on management and educational opportunities within the portions of the land described below.

1. Greater Campus

The greater campus is representative of Minnesota's temperate deciduous forests. The hardwoods are primarily mature white and red oak. The woods also include mature sugar maples (the "sugarbush") and pine plantations. For over a century the monks of Saint John's have harvested trees to produce wood products while maintaining a healthy forest ecosystem. The management of the greater campus continues to center upon sustainable land use.

Increased accessibility and educational opportunities are planned for the hardwood forest and pine plantations. A land management plan will be developed, as part of acquiring Green Certification for the property.

2. Habitat Restoration Project

Outdoor environmental learning sites made up of wetlands, prairie and oak savanna have been the focal points of the 160-acre Habitat Restoration Project, which began in 1987. Each of these three habitats is now uncommon in Minnesota. Sixty acres of restored marshland highlight the importance of water quality, flood control and wildlife habitat. The 55-acre prairie has been planted with 90 species of native prairie grasses and flowers, and is maintained with regulated burning. Majestic, spreading oaks dominate the 45-acre oak savanna, being managed with a long-term replanting effort.

This area continues to be the major area of focus for environmental education and land management. For the upcoming 5 years, increased access and educational opportunities in this area include a boardwalk in the wetland area. Ongoing maintenance of restored prairie, continued flora and fauna inventories, and completion of projects begun recently are also important areas of work.

3. Inner Campus

The campus welcomes more than 35,000 persons each year. The Inner Campus area is the hub of activity for visitors and students. Plantings here represent over 140 years of care of and attention to the land. In 1999, the Arboretum promoted the conifer walk in this area; the self-guided tour brochure gives details about each of the conifer specimens represented.

In the years ahead, existing demonstration gardens in the Inner Campus' knoll area (featuring hardwoods, dwarf conifers and rock garden plants) will carry identification labels, receive careful maintenance during spring and summer months. The current perennial garden has been re-designed to present native perennials and shrubs in the garden border setting.

IV. Background (continued)

4. Overall Land Management

Developing a long-range management plan for the property is a stepping stone to gain Green Certification status. Study of land use, and increased attention to possible changes in the Arboretum's perimeter are segments of another management goal.

5. Framework

As with all new ventures, developing a structure for operations, personnel, programs and finances is an important part of planning. Much of the administrative and fundraising framework is in place, through Saint John's University and the Abbey. Goals listed under Administration, Fundraising, and Advisors and Partnerships address organizational issues. Education and Public Relations goals explain environmental program plans and outreach to several audiences.

V. Goals

A. Education

BACKGROUND

The strategy for education is to serve the greater community with University and Abbey support; and link internal audiences to education and outreach activities. For all visitors, Saint John's Arboretum strives to instill the importance of preserving God's creation by providing examples of good stewardship and sustainable land use and management. Those who benefit from this setting range in age from elementary school students through Senior Citizens.

Internal Audiences - Currently, environmental studies and natural science curricula of Saint John's University, College of Saint Benedict and Saint John's Preparatory School make use of arboretum lands. Students experience many opportunities for learning and self-discovery through classwork, internships, and informal activities (as described in Appendix e.), primarily on Arboretum lands. Education will be available to staff, faculty, and Monks to stress the importance of their connection to the land.

Goal A.1) Promote and support the use of the land for formalized natural resource programs at Saint John's University, Saint John's Prep School, and the College of Saint Benedict.

External Audiences - Elementary and secondary students from throughout Central Minnesota tour Saint John's Arboretum to encounter first-hand the diversity of nature. Site-specific curriculum development, now underway, will enhance the impact of these field trips through pre- and post-visit classroom activities. Other audiences, interested in environmental learning, will have new opportunities in this plan. The plan focuses on instructional presentations for members and the public, including landowners, foresters and ecologists.

Goal A.2) Provide educational outreach opportunities to campus visitors to increase the knowledge of natural environments and create better land stewardship. Target these specific audiences: 25 elementary and secondary schools (yearly) from Central Minnesota, homeowners, persons in professions related to natural resources, and Arboretum members.



V. Goals (continued)

B. Land Management

BACKGROUND – see section 4 above

PLANS - The Land Management Committee has chosen these areas of focus for upcoming 5 years.

- Ongoing maintenance and completion of current projects will enhance visitors' experiences in the Habitat Restoration area.
- New visual learning areas for visitors in the hardwood forest area, and a demonstration site for timber harvesting.
- Long-term land management will be addressed through development of a Forest Management Plan followed by fulfilling requirements to achieve "Green Certification." Increased attention to trail maintenance will offer visitors improved access throughout arboretum lands.
- In perimeter areas, Study watershed and viewshed areas, current land use, potential development and ownership changes, with the long-range intent of preserving land and water quality. Also, address the current and potential land use at the I-94 exit and frontage road area, with the intent to preserve rural viewshed vistas for the campus entrance.

Goal B. 1) Habitat Restoration Project – Continue regular maintenance work and complete current and planned projects.

Goal B.2) Hardwood Forest Area - Increase use of this area by providing improved access and interpretive information.

Goal B.3 Other Arboretum Lands – Implement specific projects and activities to enhance learning opportunities for visitors.

Goal B.4) Overall Land Management – Plan for long-term land management and develop a posture to meet future land development in the area of the college.

Goal B.5) Inner Campus/Knoll Garden. Create waterfall in rock garden area, and improve existing gardens.

V. Goals (continued)

C. Public Relations

**BACKGROUND** - When the arboretum was established in 1997, volunteers rallied to explain and promote the newly-designated arboretum. A quarterly newsletter was begun, information brochures were developed, and events to introduce the Arboretum to residents from surrounding communities have been held. An arboretum information section is part of on Saint John's web site. A contact network through e-mail messages and voice mail provides communications to on-campus staff and students.

**PLANS** - In upcoming years, the arboretum will continue publishing a quarterly newsletter, with distribution to members and other interested persons. Public relations include promoting and introducing the Arboretum to the public, especially residents of Central Minnesota, the Minneapolis-St. Paul metropolitan area and Saint John's University alumni.

Goal C.1) Develop, print and distribute quarterly newsletter

Goal C.2) Develop and implement a promotional campaign each year to reach these specific audiences: residents of Central Minnesota, residents of Minneapolis and St. Paul Metropolitan areas, and campus visitors.

V. Goals (continued)

D. Membership  
BACKGROUND

Two hundred fifty persons joined as charter members during 1999, the first year that arboretum membership was available. Membership shows support of the arboretum concept, and interest in preserving the land. Benefits include monthly activities including site tours, seminars and special events to enhance understanding of sound environmental practices and land stewardship.

A student arboretum club was begun in fall 1999; its constitution has been approved as an official student organization of Saint John's/Saint Benedict's Universities. The group holds monthly meetings from September through May, with environmentally-related presentations, tours, or workshops. Membership includes Arboretum membership. Volunteer projects to aid the Arboretum are part of regular activities. To assist with communications and partnership opportunities, one student Arboretum club member will be appointed to the Education committee and to serve on the Arboretum Advisory Council.

PLANS - Plans for membership development include maintaining current members, and adding new members each year through regular communications, a quarterly newsletter, special membership benefits, monthly activities and special events, and a support for a strong student arboretum club.

Goal D. 1) Develop and implement yearly plans to maintain current members, and add 150 new members each year.

Goal D.2) Expand and coordinate student Arboretum club.

V. Goals (continued)

E. Administration

**BACKGROUND** - Although Father Paul Schwietz died in May, 2000, his work left the Arboretum in a solid position: his founding beliefs, knowledge, and passion had led to a strong Mission and Vision for the lands, and the Habitat Restoration Project had several segments completed. Regular maintenance schedules were in place, ready for action; summer staffing was in place to perform the expected visitor education tours, research and maintenance. University and Abbey personnel, Arboretum staff, and key volunteers have rallied to manage daily operations and plan upcoming goals and strategies.

As the strategic plan begins in July 2000, arboretum staff include John Geissler, hired in March, 2000, as Education Coordinator and currently Acting Arboretum Director, two long-term student workers, and 2 summertime project interns. Linda Mock volunteers regularly as office assistant.

Cooperative efforts bring other Saint John's University and Preparatory School staff to assist with certain maintenance needs, accounting functions, and environmental curriculum links. The arboretum utilizes resources of the University, such as natural history holdings, laboratories, media and information technology resources. Several Saint John's University staff members provide consulting and other assistance on a regular basis.

Saint John's Arboretum is structured as an educational program within the University. Development and operation of arboretum programs (outside of the inner campus) is subject to final confirmation and review by Saint John's Abbey. Development of the arboretum's programmatic, budgetary and fundraising programs are under the jurisdiction of the University's board of regents. The Strategic Plan is reviewed by representatives of the Abbey and the University

**PLANS** Highest administrative priorities include:

- secure adequate staffing (including complete job descriptions and reporting provisions),
- complete a comprehensive budget,
- implement fundraising strategies,
- clarify University/Abbey funding and operations support, and
- organize volunteer support (including re-structure of the Advisory Council and initiating a volunteer coordinator role).

Developing a job description for and hiring a permanent Arboretum Director are essential immediately. A volunteer coordinator has been enlisted from among the ranks of dedicated Arboretum members; she will begin work in Fall, 2000, as a volunteer. Additional personnel are needed to accomplish the work of environmental education, administration, fundraising and outreach described in the Strategic Plan. The strategic plan describes staff development plans, including the future implementation of a management structure for the Arboretum (see Appendix I). Student internships will continue for these segments of work: research, land maintenance, office assistance, and tour leadership.

V. Goals (continued)

E. Administration (continued)

The following paragraph attempts to clarify the division of duties related to land held by Saint John's University and Abbey. Currently, the Acting Director handles planning for the Arboretum, staff supervision, and operations for the Habitat Restoration Project on an interim basis. Historically, the Arboretum Director coordinates the educational activities which can occur across any of the 2,500 acres. That position also oversees land management activities in the Habitat Restoration Project. The Land Manager position has historically been involved with management of the forest (or greater campus); this position is temporarily being filled by Brother Benedict, Treasurer of the Order of Saint Benedict.

Eventually a "Supervisor of Lands" position will supervise and coordinate the work of the Land Manager and Arboretum Director. The land management work, particularly as associated with forest management, should be contracted to a consulting forester, overseen by Brother Benedict.

Goal E.1) Staff Development – Emphasize the importance of adequate staffing to assure long-term stability. Assist the University's process to determine long-range staff duties for, and hiring of, a new Arboretum Director. Continue present student staffing, develop plans for new staffing, support new management structure, and develop a volunteer program. Implement as funding is available.

Goal E.2) Increase needed information resources, and build structure for ongoing communication links and administration support services.

V. Goals (continued)

F. Fundraising

**BACKGROUND** - Fundraising has been conducted by the Arboretum Director, in cooperation with the University fundraising office, and Advisory Council members. Financial support for the arboretum is listed with other donation options in University publications. The arboretum has received donations of nearly \$200,000 since its founding. Grants for capital improvement and plant materials, research staffing, educational project support, and non-designated donations are included. An endowment fund, begun before the arboretum was formalized, has a current balance of over \$80,000. The Arboretum has been notified of two planned estate gifts. A grant requiring \$50,000 in matching funds covers the cost of the Education Coordinator position through February 2003.

**PLANS** - Arboretum staffing is a high priority for fundraising. The strategic plan describes staff development, including hiring an Arboretum Director, and implementation of a management triangle for the arboretum. A full-time position combining administrative duties and environmental education programming began in March, 2000.

Potential funding sources for capital projects, curriculum development and environmental programs will be explored and applied for in upcoming years, with advice from Saint John's University development staff. The volunteer fundraising committee intends to use the strategic plan document as a tool to explain the work of the arboretum and financial needs. Memorials for Father Paul Schwietz will be designated by donors for capital projects (including a boardwalk linking the prairie to the oak savanna), endowment fund for the Arboretum (sustaining funds to assure long-term Arboretum stability) or matching funds for the grant designated for educational staffing.

Goal F. 1) Develop and implement a 5-year fundraising plan and goals to match strategic plan priorities, including sources for capital projects, curriculum development, environmental programs, staffing, and non-designated funding. Target funders include individuals, corporations, foundations, and government agencies interested in natural resources preservation and environmental education.

Goal F. 2) Develop and present events to raise funds and gain awareness of the arboretum and its mission.

V. Goal (continued)

G Advisors and Partnerships

BACKGROUND - As noted in section V. E. above, the arboretum is strongly linked and supported through Saint John's University and Abbey. In addition, partnerships with communities, businesses, government agencies, and individuals bring needed funding, information, perspective and expertise to the arboretum.

Development of a strong Advisory Council and creating a framework for action through volunteer committees have been among the first steps in organizing the arboretum.

PLANS - The upcoming years will bring a commitment to continue working closely with Saint John's University and Abbey offices and personnel to assure mutual understanding of issues, needs and assistance for the arboretum.

Plans include a strong role for Advisory Council and committee members, with an increased number of persons on committees, with expertise to match evolving arboretum needs. Review of Advisory Council and committee structure will assure that needed expertise and volunteer assistance are available to implement plans.

Advisory council members and others will increase contacts with potential partners, and develop new partnerships with horticultural and environmental organizations, elementary and secondary schools, State and Federal agencies, service groups, professional associations, Saint John's University alumni and others. These new contacts will be potential funding partners for capital improvement and program fundraising needs, and/or will bring new audiences to educational opportunities at the arboretum.

Goal G. 1) Work closely with Saint John's University and Abbey offices and personnel to assure mutual understanding of issues, needs and assistance for the arboretum. (See actions under administration and fundraising sections.)

Goal G.2) Maintain current partnerships with businesses, non-profits, government agencies, and individuals. Develop new partnerships. Increase communication with partners to explain their value to the arboretum.

Goal G. 3) Increase the role of volunteers in all aspects of arboretum work. Assure that needed expertise and volunteer assistance are available to implement plans.

Goal G. 4) Provide recognition of all types of partnerships with the arboretum.

## EDUCATION

## A. Education

Goal A.1) Promote and support the use of the land for formalized natural resource programs at Saint John's University, Saint John's Prep School, and the College of Saint Benedict.

- a) Identify and create a team comprised of educators and staff to analyze current and potential use, and identify needs for expanding environmental education programs .
- b) Develop a plan for existing and new site facilities and land use, for outreach programming
- c) Promote the development of a degree program in areas of environment and natural resources.

Goal A.2) Provide educational outreach opportunities to campus visitors to increase the knowledge of natural environments and create better land stewardship. Target these specific audiences: 25 elementary and secondary schools (yearly) from Central Minnesota, homeowners, persons in professions related to natural resources, and Arboretum members.

- a) Expand the Education Committee to coordinate diverse environmental education outreach programs.
- b) Include a representative of the Arboretum Student Club on the committee.
- c) Develop and pilot K-6 integrated curriculum with pre- and post-activities. (Curricula include wetland, prairie, and forest focus.)
- d) Identify resources and purchase needed to support education outreach (i.e. equipment, facilities)
- e) Develop and coordinate workshops and tours for adults and students  
Prepare yearly schedule for publication. Topics will relate to improved land stewardship planning and sustainable management (subjects such as land management practices, use of native plants, wetland management, prairie restoration).
- e) Develop a list of potential program resource people as presenters for workshops and tours.
- f) With partner organizations, plan and present a conference annually for environmental outreach, with topics as listed above.
- g) Develop and coordinate guided tours, with schedule for publication in regular press releases.
- h) Develop needed activity guides as handouts to use at individual sites.
- i) Train volunteers and students as tour guides.



## LAND MANAGEMENT

## B. Land Management

Goal B. 1) Habitat Restoration Project – Continue regular maintenance work and complete current and planned projects.

- a) Continue work on access, signage, maintenance and research.  
Budget \$7,600 per year for 10 years (refer to budget sheet b.1-a)
- b) Install a boardwalk bridging the wetland area, between the prairie kiosk and the oak savanna.
- c) Build an interpretive station at the Oak Savanna to enhance the learning experience in this unique habitat .

Goal B.2) Hardwood Forest Area - Increase use of this area by providing improved access and interpretive information.

- a) Improve access to the hardwood area with a new nature trail.  
Budget \_\$4,000 in 2003 \$1,000 in 2004 \$1,000 in 2005
- b) Develop an interpretive kiosk.  
Budget \$25,000 in 2002
- c) Develop a brochure, including a key to identification signage for tree species, to provide a learning tool for visitors of all ages.  
Budget \$3,000 in 2001

Goal B.3 Other Arboretum Lands – Implement specific projects and activities to enhance learning opportunities for visitors.

- a) Develop a demonstration timber harvesting site in the pine plantation to-show sustainable land use in action, including public education components and informational signage.  
Budget \_\_\_\_\_ in 2005
- b) Upgrade trails with regular maintenance, as needed  
Budget \$8,000 per year in 2001-2005
- c) Complete the re-design and planting of a native plant garden at the former perennial border garden site. (revenue generated through plant sale)

Goal B.4) Overall Land Management – Plan for long-term land management and develop a posture to meet future land development in the area of the college.

- a) Develop long-term forest management plan, including following the required staffing and other steps needed to obtain “Green Certification”  
Budget \$12,000 in 2001 (add staffing expense for other years)  
\$ 4,000 in 2002  
Plus \$1,000 per year 2003-2005 for Green Certification
- b) Review perimeter; develop long-term plans in last year of Plan to preserve land and water quality, through cooperation with adjacent land owners and possible future land acquisition.

## PUBLIC RELATIONS

## C. Public Relations

Goal C.1) Develop, print and distribute quarterly newsletter

- a) Include educational information on research, environmental concerns and plant species. Include regular updates on arboretum development, membership services, public relations, promotions and fundraising.
- b) Print extra copies to distribute to interested prospective members.
- c) Consult with communications professional on format and content each year.
- d) Plan newsletter content yearly and identify potential contributors. Seek writers several months ahead of deadline.

Goal C.2) Develop and implement a promotional campaign each year to reach these specific audiences: residents of Central Minnesota, residents of Minneapolis and St. Paul Metropolitan areas, and campus visitors.

- a) Invite area residents to membership events and activities throughout the year.
- b) By 3/01, Begin a speaker's bureau to promote Arboretum activities and membership to target audiences.
- c) By 12/00, develop one or more presentation(s) introducing the Arboretum, based on current slide show, along with needed promotional and fundraising materials to accompany the presentation(s).
- d) Hold training and feedback sessions yearly for presenters. (2001-2005)
- e) Develop and distribute informational materials and guide sheets to be distributed in public areas of the campus, during site tours, and at special events held at the campus each year.
- e) Enlist current members to promote membership among their friends and relatives through incentive program beginning 2002.
- f) Plan and produce monthly press releases to Central Minnesota media relating activities available to the public and Arboretum plans.
- g) Update membership brochure in second and fifth years.
- h) Update and expand website quarterly.
- i) Continue electronic communications with students, faculty and staff.

## MEMBERSHIP

## D. Membership

Goal D. 1) Develop and implement yearly plans to maintain current members, and add 150 new members each year.

- a) Maintain contact with current members each month, by sending newsletter or other information.
- b) Create and offer special membership benefits each year.
- c) Develop a group membership option, with discounted memberships for the group's members, volunteer opportunities, and recognition for this special category of members beginning in 2001.

each d) Offer special discount memberships to honored alumni at Homecoming events year.

- e) Immediately develop second notice and follow-up materials needed to remind members of timely membership renewal.

Goal D.2) Expand and coordinate student Arboretum club.

- a) Support the charter of the student club.
- b) Provide opportunities to assist with promotional efforts on campus.
- c) Plan and implement joint educational activities between other members and student club.
- d) Recruit representative(s) of student club to serve on Arboretum Advisory Council and Education committee.
- e) Student club members coordinate semi-annual Fun Run as an Arboretum fundraiser. (Work by education committee)

## ADMINISTRATION

## E. Administration

Goal E.1) Staff Development - Continue present student staffing, develop plans for new staffing, support new management structure, and develop a volunteer program. Implement as funding is available.

- a) Support the future implementation of a management triangle for the Arboretum: Land Manager and Arboretum Director report to Supervisor of Lands.
- b) Provide input to and consult with University staff that are planning the job description, qualifications and timing for selecting a permanent Arboretum Director. The current Arboretum Council supports the current Acting Director as a candidate for this position.
- c) Continue depending upon student internships to support Arboretum needs. Through the University, continue to apply for partial Federal funding to support these positions, which provide outreach to several audiences on behalf of Saint John's University and the Arboretum.
- d) By third year of plan, develop a volunteer program that includes job descriptions, recruiting, training and recognition.
- e) Budget for professional development opportunities for full-time staff each year.

Goal E.2) Increase needed information resources, and build structure for ongoing communication links and administration support services.

- a) Develop and maintain needed databases for educational outreach, membership, funders, volunteers, adjacent landowners, media and others as needed.
- b) Review Advisory Council and committee structure during the first and last years of the Plan; and make needed changes to assure that needed expertise and volunteer assistance are available to implement plans.
- c) Work closely with University and Abbey leadership to implement plans. Follow University and Abbey procedures for budget requests, staff collaboration and reports in a timely manner.
- d) Seek office and storage space to match staffing needs and supervision requirements. By year three of plan, house arboretum staff in one location.

## FUNDRAISING

## F. Fundraising

Goal F. 1) Develop and implement a 5-year fundraising plan and goals to match strategic plan priorities, including sources for capital projects, curriculum development, environmental programs, staffing, and non-designated funding. Target funders include individuals, corporations, foundations, and government agencies interested in natural resources preservation and environmental education.

- a. Develop yearly plan to match overall plan; evaluate each year.
- b. Use the strategic plan document as a tool for fundraising from individuals, corporations and foundations in upcoming years.
- c. Seek advice and assistance in fundraising efforts from University fundraising office;
- d. Include developing fundraising plans.
- e. Explore potential funding sources and apply for grants and donations for capital projects, curriculum development and environmental programs.
- f. To increase long-term stability, focus a section of the plan on endowment funds and deferred giving opportunities.
- g. Investigate the possibility of fee-based programs.
- h. Utilize the University accounting system to document donations and membership.
- i. Keep the same information on arboretum database to use for contacting prospective donors, recognition, and tracking fundraising activities. Update a minimum of once each month.
- j. Utilize opportunities to promote gifts in memory of the first Arboretum Director, Father Paul Schwietz.

Goal F. 2) Develop and present events to raise funds and gain awareness of the arboretum and its mission.

- a. During first year of plan, develop and test fundraising events, such as plant sales, auditorium presentation by Garrison Keillor, art with flowers benefit, tours, and fundraising presentations for small groups.
  - b. Evaluate tested events after first year; use evaluation to develop at least one major fundraising event in plan years 2 through 5.
  - c. Include arboretum program and development information as part of all fundraising events.
  - d. Hold gatherings at members' homes to enlist support for the Arboretum.. (4 in summer-fall '00; 5 in spring-summer-fall '01; evaluate success after these events)
- .

## ADVISORS AND PARTNERSHIPS

## G Advisors and Partnerships

Goal G. 1) Work closely with Saint John's University and Abbey offices and personnel to assure mutual understanding of issues, needs and assistance for the arboretum. (See actions under administration and fundraising sections.)

Goal G.2) Maintain current partnerships with businesses, non-profits, government agencies, and individuals. Develop new partnerships. Increase communication with partners to explain their value to the arboretum.

- a. Develop and implement a plan to foster arboretum partnerships.
- b. Document current partners and their link with arboretum work; develop ongoing relationships with these partners.
- c. Develop lists of potential partners to help implement strategic plan goals; contact and request needed assistance.
- d. Link potential partners with programs, tours and volunteer opportunities as well as fundraising needs and event co-sponsorships.

Goal G. 3) Increase the role of volunteers in all aspects of arboretum work. Assure that needed expertise and volunteer assistance are available to implement plans.

- a. Continue a strong role for Advisory Council and committee members through regular communications and review of structure [See reference to structure in section E. 2).
- b. Hold an advisory council retreat annually.
- c. Increase number of persons on committees, with expertise to match arboretum needs.
- d. Provide orientation information and training for all new advisory council members.
- e. Offer volunteer service hours in exchange for reduced membership fee for student arboretum club.
- f. Develop a list of volunteer activities to publish regularly, including seasonal Habitat Restoration Project; add one-time building, inventory or other projects; event and program assistance; office help for mailings and other needs; fundraising; partnership development; and others.
- g. Announce volunteer activities through campus communications, newsletter, web site, and press releases.
- h. Plan to continue reliance on volunteers to fill two positions on a regular basis: office support and volunteer coordinator

Goal G. 4) Provide recognition of all types of partnerships with the arboretum.

- a. Hold a yearly event to thank volunteers and members.
- b. Recognize special efforts of long-time volunteers and special leadership roles.
- c. By second year of plan, explore a unique gift for upper-level donors.