



Education & Retreat Center
Strategic Plan

Executive Summary & Update, 2022

Adopted 04/22/2022

Introduction

In 2025, Ghost Ranch will celebrate 70 years as an education and retreat center of the Presbyterian Church (USA). Recognizing opportunities to build for the future and ensure sustainability of the Ranch, in 2019 the National Ghost Ranch Foundation Board adopted a Strategic Plan providing board and staff members with direction and priorities for 2020-2025.

The Board chair requested this Executive Summary & Update in 2022 in order to review the Strategic Plan in light of changes since its adoption, including the hiring of a new Executive Director and approval of plans for Ghost Ranch Lodge. With input from the Executive Director, this Executive Summary & Update highlights, focuses, and, where appropriate, adapts conclusions of the Strategic Plan (2019) to current realities.

I. Purpose of Ghost Ranch

A. Mission

Ghost Ranch stewards a place of great beauty to nurture the human spirit and mind, discover the sacred, and care for creation.

B. Values

1. Sustainability

- Honoring the land, caring for the earth
- Respecting local communities and their history
- Cultivating a culture of financial generosity

2. Inclusivity

- Welcoming racial, cultural, and religious diversity
- Affirming people of all abilities, identities, and ages
- Forming community with people in all stages of life

3. Equity

- Being just, responsible, and accountable
- Working with transparency and integrity
- Demonstrating fairness as an employer, host, and neighbor

4. Creativity

- Encouraging and fostering artistic expression
- Facilitating dialogue and exchange of ideas
- Stimulating curiosity, innovation, and scientific research

5. Spirituality

- Welcoming diverse faith traditions and religious practices
- Engaging in prayer and song, study and inquiry
- Being transformed by the sacred in each other and the land

These values guide the work of the staff team, volunteers, and board members of Ghost Ranch, and we hope will be experienced by participants in Ranch programs.

II. Strategic Directions (3-5 years), 2022-2027

“Following strategies will be implemented by management staff with high level oversight by the Ghost Ranch Board of Directors”

1. Programs
 - a. Develop plans that address and balance the existing and future programmatic needs of the Ranch and reflect its values, commitments, and prophetic voice.
 - b. Create a national and international reach for programs
 - c. Strengthen relationships with the PC(USA) and other religious institutions and entities
 - d. Introduce more area students and teachers to the Ranch and its museums
 - e. Continue to improve marketing for all programs
2. Facilities
 - a. Complete construction of and begin using Ghost Ranch Lodge
 - b. Continue effort to implement Master Site Plan
 - c. Continue to build culture of hospitality
 - d. Keep technology infrastructure current
 - e. Improve annual maintenance of existing facilities
 - f. Minimize risk in facilities, grounds, and operations
 - g. Develop on-site staff housing
3. Land/Water Management
 - a. Develop plan for sustainable water usage
 - b. Increase energy efficiency, recycling, and greening of Ghost Ranch
 - c. Enhance land utilization with area ranchers
 - d. Improve trails for safety and visitor engagement
4. Revenue Enhancement
 - a. Meet or exceed capital campaign goal
 - b. Continue to grow annual revenue from donors
 - c. Initiate planned giving program to build endowment
 - d. Expand revenue from programs, day use, tours, and retail
 - e. Grow revenue from event and short-term rentals such as weddings, reunions, and movies
 - f. Balance the budget and increase reserve each year
5. Governance and Personnel
 - a. Establish professional personnel practices
 - b. Create employee success programs
 - c. Become known as an exceptional place to work
 - d. Enhance employment opportunities for area residents
 - e. Continue planning for board development to recruit and orient new directors
 - f. Create board self-evaluation and improvement process
 - g. Engage in evaluation and goal setting

6. Community

- a. Partner with local high schools, Northern NM College, O’Keeffe Foundation, and Institute of American Indian Arts (IAIA) and others to initiate a mentoring/internship program
- b. Work with area communities for economic development opportunities
- c. Resolve opportunities with former Ghost Ranch Living Museum site
- d. Increase participation in area programs that support the surrounding community
- e. Extend environmental programs to community when possible (ie. Recycling)
- f. Youth programming and participation targeted for the surrounding community.

III. Operating Priorities (1-3 years), 2022-2024

1. Program

- Hire new Director of Programs and Mission to evaluate existing programs, create new programs, and guide the Ranch into a future that includes strengthening relationships with the PC(USA)

2. Facilities

- Build Ghost Ranch Lodge, implement movie set plan, and eliminate select deteriorating facilities

3. Land/water Management

- Create sustainable water, wastewater, and energy plan

4. Revenue enhancement

- Complete capital campaign and increase annual giving and usage revenue by 10% each year to balance budget and increase reserve to address operating budget and deferred maintenance

5. Governance and Personnel

- Implement plan to attract, train and retain employees and development program for board