



HOLLYHOCK STRATEGIC PLAN

TOWARD 2020: LEADERSHIP IN LIFELONG LEARNING

Hollyhock is a Leadership Learning Centre.

It's a catalytic convergence point in a global community supporting diverse and essential understandings of the meaning and purpose of life. We foresee a just, fair, inclusive future, where societal norms empower smart, compassionate, collaborative, and resilient leadership and decision-making.

Generational responsibility to the future requires lifelong learning. Perennial wisdom practices, emotional intelligence, and enlightened citizenship are essential tools for 21st century leadership. An architecture of meaning and purpose guides and enables Hollyhock as an advocate for consciousness, beauty and love, embodied in daily life.

The Land is the root of wellbeing and the great facilitator in the challenging work of reconciliation and healing. Hollyhock is one node in a global movement toward a peaceful, unified, and celebratory emergence of advanced human potential.

We exist to inspire, nourish and support people making the world better.

We empower lifelong learning with courses, conferences, and community, to catalyze positive social and cultural change. Skills development, creativity, generosity, healing, and love will empower wise leadership for long-term human and planetary resilience.

GUIDING PRINCIPLES

Since our founding in 1982, Hollyhock has built a strong reputation for lifelong learning that attracts extraordinary teachers and participants from around the world to our renowned and treasured Cortes Island campus, and to our 'virtual campus' in Vancouver, and beyond.

We reaffirm our core commitments—principles that guide our vision, mission and plan:

- **THE LAND:** Preserve the spectacular natural landscape in which the Hollyhock campus is nestled, and which is a profound influence on all stewards, visitors and program participants.
- **THE CULTURE:** Deliver a valued experience for our staff team, learners, guests and program participants that 'inspires, nourishes and supports' them all.
- **THE ISLAND:** Enrich and enhance our local Cortes Island community through Hollyhock's operations, employment, and programs, and through our larger influence in the world.
- **THE LEARNERS:** Improve continually the remarkable range of programs, opportunities, and experiences we offer, at our campus and beyond, making them ever more accessible to a wider range of participants.
- **THE REGION:** Generate a leadership culture for change, rooted in our unique region's west coast Canada ethos, Vancouver's emerging model of a modern city, and our position at the doorway to one of the last great green places on the planet, where unceded First Nations' territory combines with a relatively modest population, for a possibility of global leadership and cultural influence.
- **THE WORLD:** Contribute diligently to enlightened leadership in both current and perennial societal issues, that will move humanity towards a more respectful, just and resilient world.
- **THE MONEY:** Secure the funding and capital necessary to ensure the long term future of Hollyhock, as such sanctuaries and perspectives will be increasingly necessary in a rapidly changing world.
- **THE STEWARDS:** Empower the next generation of Hollyhock's leadership, as our founders and leaders leave a strong organization, reputation, and base for the important work to come.



“ THE CONDITION OF THE WORLD
AT ANY TIME IS THE REFLECTION
OF THE CONSCIOUSNESS OF
HUMANITY.”

— HAZRAT INAYAT KHAN

KEY PRIORITY AREAS: 2016 – 2020

The following key priority areas will add significant impetus to Hollyhock's vision and mission. Each high level goal will inform annual planning at Hollyhock. These aspirational objectives will enhance our central priority to 'inspire, nourish and support people making the world better.'

- **PROGRAMS & LEARNING:** Refine and grow Hollyhock's programs, anticipating the emerging needs of our audiences and the larger world, responding to market demand, and fulfilling our lifelong learning mission.
- **OUTREACH & ENGAGEMENT:** Enhance outreach and engagement of all stakeholders, including program accessibility and inclusion.
- **STEWARDSHIP & CULTURE:** Design and implement team and leadership development, and the generational transfer of Hollyhock's stewardship culture.
- **CAMPUS & INFRASTRUCTURE:** Upgrade campus infrastructure and technology to model sustainability, respect of the land and community, accessibility and inclusion.
- **MEASUREMENT & EVALUATION:** Further articulate Hollyhock's 'theory of change,' measuring and evaluating historical, contemporary and potential future impact, to support planning, communication, and capital attraction.



THE NEXT THREE YEARS: 2016 – 2018 ACTIVITIES

The following major activity areas are intended for late 2016 – 2018. These cascade from the Key Priority Areas. The Hollyhock Strategic Plan is a 'living document,' updated annually to respect and reflect Hollyhock's organizational progress and capacity.

PROGRAMS & LEARNING

- **DEFINE AND DOCUMENT HOLLYHOCK'S THEORY OF CHANGE:** Further define and document Hollyhock's Theory of Change, including the learning model, intended outcomes, and pedagogical approach. This will form a valuable foundation for ongoing program refinement, and for marketing, communications, and fundraising.
- **ASSESS THE CURRENT SUITE OF PROGRAMS:** Design and begin rollout of a comprehensive program approach grounded in the theory of change.
- **REVIEW ENHANCED ACCESSIBILITY TO THE CORTES ISLAND CAMPUS, INCLUDING VIABILITY OF A VANCOUVER AND 'UP-ISLAND' SHUTTLE SERVICE.**
- **INCREASE AND BROADEN SCHOLARSHIP FUNDING WITH FOCUS ON INCLUSION AND DIVERSITY:** Develop transparent curatorial strategies for signature conferences and learning programs. Engage a diverse range of stakeholders for input and advice for better understanding of perspectives and learning objectives across racial, socio-economic, generational, and cultural breadth.

OUTREACH & ENGAGEMENT

- **FURTHER INTEGRATE FUNDRAISING, MARKETING AND COMMUNICATIONS:** Explore a more integrated communications department, under the leadership of a senior Director, to plan, lead and coordinate Hollyhock's outreach and engagement efforts.
- **DEFINE HOLLYHOCK'S VALUE PROPOSITION(S):** Building on the theory of change, and through review of Hollyhock's program attendee and guest profiles, define and better document Hollyhock's value proposition(s). These will inform outreach, and focus messaging, marketing and fundraising appeals.
- **RENEW HOLLYHOCK'S BRAND AND MARKETING MESSAGING:** Complete an audit of current fundraising, marketing and communications messaging and materials, including a gap analysis. Define a renewed brand strategy for Hollyhock.

STEWARDSHIP & CULTURE

- **SENIOR EXECUTIVE MANAGEMENT TEAM:** Define the structure of the next generation executive management team, and develop and hire for new positions.
- **ANTICIPATE CEO AND BOARD CHAIR TRANSITIONS:** Closely monitor and review the expected timeline, and embark on early planning around the eventual replacement of the 'founder like' married couple who currently hold the two key organizational leadership positions—Joel Solomon, Board Chair, and Dana Bass Solomon, CEO. Clarify emergency back up function for both positions. Develop senior staff and potential board leadership prospects and assess the best transition plan for succession.
- **HUMAN RESOURCES PROGRAM:** Document, communicate and implement refined, transparent employee hiring, benefits, review, and operating policies, with a named HR function leader.
- **DEVELOP FORMAL KNOWLEDGE TRANSFER PLAN:** Develop a systematic Hollyhock community story gathering function, including a platform to capture, store and make available the accumulated wisdom and ripple effects from Hollyhock's first 35 years. Include past and current staff, board members, 'founders and friends,' and the extended community of program leaders and participants in this work.

CAMPUS & INFRASTRUCTURE

- **DEVELOP A CAPITAL INFRASTRUCTURE PLAN:** Build on the recommendations of the Campus & Facilities Sub-Committee to develop a detailed, Cortes Island Campus Plan. Engage appropriate consulting expertise to work with staff to assess campus buildings, the beachfront area, landscaping, campus safety, and overall functionality. Develop recommendations on the sequence and timeline for repair, replacement or new facilities and land plans.
- **ENHANCE OR REPLACE THE WASTEWATER TREATMENT SYSTEM:** Investigate technical requirements and possible 'green' options, and schedule major upgrades.
- **REPLACE THE GARDEN GREENHOUSE:** Complete project fundraising and building design, and construct the new greenhouse.

- **DEVELOP A CONSOLIDATED TECHNOLOGY PLAN:** Work with the Emerging Technology Sub-Committee to develop a detailed, 5-year technology and technical infrastructure plan. Consider requirements for management and operations reporting, comprehensive guest registration, communications, and fundraising systems. Expand campus Internet connectivity, capacity for on-site recording and broadcast of digital programming, data storage and sharing, energy creation, power and water back up systems, and fire protection. Monitor climate impacts and considerations for long term planning.
- **ENHANCE INTERNAL STAFF COMMUNICATIONS INFRASTRUCTURE:** Update the telephony system for internal meetings, including between the Cortes Island campus and the Vancouver office. Assess contemporary team communications tools such as Slack and Google Docs, and migration of data storage infrastructure to the cloud.

MEASUREMENT & EVALUATION

- **COMPLETE A SYSTEMS MAP OF HOLLYHOCK'S CAPACITY FOR INFLUENCE:** Hollyhock operates within an interweaving set of social, environmental, cultural, spiritual, business and political communities. This documented understanding will support effective program development, communications, and fundraising, including potential collaborations between Hollyhock and other institutions.
- **CONDUCT A QUALITATIVE REVIEW OF HOLLYHOCK HISTORICAL INFLUENCE:** Gather stories from Hollyhock history, learners, guests, teachers, staff, and allies, and assess the social, environmental, cultural, spiritual and personal impact that Hollyhock has cultivated. Draw on practices from anthropology, journalism, appreciative inquiry and semantic analysis to define and report on Hollyhock's impact since inception.
- **DEFINE A FRAMEWORK FOR ONGOING MEASUREMENT:** Building on the theory of change, the systems map, the qualitative review of Hollyhock's historical impact, the vision and mission, and the intended outcomes of this strategic plan, define, implement and begin monitoring the key (non-financial) influence measurements.