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Facilitator Summary
of the Updated UREC Strategic Planning Documents

UREC Updated Strategic Plan Draft: 2027-2029

- **Cross-Referenced, Timeline-Free Structure:** Removes rigid year-by-year and quarter-by-quarter locks from all strategic pillars, replacing them with cross-references and operational dependencies so the Board can set realistic timelines aligned with Capital Campaign pledge schedules and Interpretive Center construction.

- **Expanded Five-Pillar Framework:** Realigns the pillars with UREC's core identity as a history-based educational institution (covering Preservation & Capital Transition, Exploring & Connecting the Past with the Present, Youth Empowerment & Workforce Pipelines, Community Engagement & Resilience, and a newly elevated Pillar V: Organizational Professionalization, Succession Planning & Financial Self-Sufficiency).

- **Dedicated Succession & Post-Founder Planning:** Integrates emergency and planned transition protocols, a Board-led Search/Transition Committee (excluding the co-founders to prevent conflicts of interest), oral history knowledge capture, donor relationship transfer, and a 3–6 month post-hire separation boundary.

- **Business Plan & Stakeholder Alignment:** Incorporates the $12–$15M Interpretive Center scope, space prioritization (exhibits, collections storage, offices, and indoor ADA restrooms before secondary spaces), organization-wide fundraising restructuring, mission boundaries to prevent unqualified social-work liability, and an updated Board Action Worksheet.

UREC Anonymous Stakeholder Feedback Summary

- **Confidential Thematic Synthesis:** Consolidates all Board and staff review notes with personal identifiers removed, organized into an executive consensus overview and six thematic tables covering Plan Identity & Terminology, Timelines & Capital Campaign Realities, Facility Priorities, Staffing & Policies, Succession Planning, and Fundraising, Marketing & Governance.

UREC Board Facilitation Agenda

- **Structured 3.5-Hour Working Session Guide:** Organizes the Board's strategic planning review into six timed blocks covering feedback synthesis, core identity and mission boundaries, Capital Campaign pacing and Interpretive Center build-out phasing, succession governance, timeline assignment, and final adoption.

- **Governance & Recusal Protocols:** Includes explicit facilitation prompts and a conflict-of-interest executive session protocol so Co-Founders Paul and Mary Liz Stewart can share their transition vision before the Board deliberates independently on the Transition/Search Committee charter.

- **Decision Checklist:** Summarizes the four open policy questions requiring formal Board consensus (transition horizon, guest apartment usage, Annual Public Conference timing, and Board skills/T3 benchmarks).

UREC Timeline Assignment Worksheet

- **Complete Cross-Referenced Matrix:** Lists all 22 strategic objectives across the five updated pillars with concise action summaries, suggested committee or staff leads, and prerequisite dependencies.

- **Ready-to-Fill Board Assignment Column:** Provides standardized horizon codes (IMM, Y1, Y2, Y3, ONG, FAC) and blank assignment cells so the Board can separate immediate "Foundation-First" governance and staffing priorities from facility-dependent milestones tied to Interpretive Center occupancy.