



Shelburne Farms

Strategic Planning Framework 2023–2026



“We stand at a critical moment
in Earth’s history, a time when
humanity must choose its future...
We must join together to bring
forth a sustainable global society
founded on respect for nature,
universal human rights, economic
justice and a culture of peace.”

— The Earth Charter

MISSION

To inspire and cultivate learning for a sustainable future.

VISION

A healthy and just world rooted in stewardship and community.

WHAT WE DO

Shelburne Farms is an education nonprofit on a mission to inspire and cultivate learning for a sustainable future. We believe that transformative learning experiences sow the seeds for a thriving and more just world. Our work seeks to create the space, spark the conversations, and share the stories to inspire educators, students, and learners of all ages to build a better future for everyone.



The through line of all the work at Shelburne Farms is making the world a better place through transformational learning experiences and innovative sustainability practices. We do this by integrating three areas: **programs, place,** and **products.**

PROGRAMS

We design, deliver, and host transformative educational programs for educators and students to help inspire an emerging generation of changemakers. We do this together with a global network of collaborators in education, sustainability, and food systems.

PLACE

We welcome everyone to explore the big ideas of sustainability on our diversified working farm — and to uncover these ideas in the places around the world that they call home. Our entire historic campus is a living classroom that invites program participants, day visitors, and overnight guests to enjoy its beauty and to learn, grow, and be inspired.

PRODUCTS

We practice regenerative agriculture to craft farm products and meals. Everything we produce connects learners to the working landscape and helps them better understand their role in sustainable food systems.



Strategic Goals

To advance our education mission over the next three years through our programs, place, and products, we have identified **four strategic goals**. Objectives for each goal are outlined in the next pages.



1 IMPACT

Deepen the impact of Shelburne Farms through existing and expanded learning experiences and sustainability practices.

2 INCLUSION

Intentionally build a culture and environment that is inclusive, equitable, and inspires a sense of belonging for all.

3 CLIMATE ACTION

Implement initiatives to achieve net zero on our campus by 2028 and advance climate action through Education for Sustainability globally.

4 CAPACITY

Continue to build our adaptive, learning organization to meet our strategic goals and future challenges.

Impact

Deepen the impact of Shelburne Farms through existing and expanded learning experiences and sustainability practices.

OBJECTIVES

- Strengthen and create new partnerships with intention toward reciprocity, diversity, and long-term relationships.
- Build on the continuum of learning experiences, including expanding the reach of the Institute for Sustainable Schools and the graduate program in Education for Sustainability.
- Gather and convene educators and other change-makers to share promising practices, explore sustainability challenges and opportunities for action, and connect with the land.
- Design mission-related visitor and guest learning experiences that inspire deeper, continued engagement with Shelburne Farms and action towards sustainability.
- Build enhanced evaluation efforts into our programs and activities.



Inclusion

Intentionally build a culture and environment that is inclusive, equitable, and inspires a sense of belonging for all.

OBJECTIVES

- Deepen the welcoming experience so that it directly connects to our mission at all initial points of access.
- Increase accessibility across programs and spaces at Shelburne Farms.
- Develop organization-wide systems for skill building in culturally responsive practices.
- Continue to integrate inclusive practices into organizational programs, activities, services, and partnerships.



Climate Action

Implement initiatives to achieve net zero on our campus by 2028 and advance climate action through education for sustainability globally.

OBJECTIVES

- Invest in conservation, efficiency, and renewables and achieve 100% renewable energy for facilities heating and cooling.
- Increase soil carbon sequestration and reduce livestock greenhouse gas emissions through innovative practices such as grass-based livestock farming, silvopasture, and use of biochar.
- Develop and begin implementing a woodlands management plan that centers carbon sequestration and climate resiliency.
- Advance climate action and environmental justice by developing and offering Education for Sustainability programs and resources for educators around the world.
- Enhance and create new learning experiences around our net-zero initiatives to leverage their impact.



Capacity

Continue to build our adaptive, learning organization to meet our strategic goals and future challenges.

OBJECTIVES

- Build succession readiness for board and staff, including articulating organizational guiding principles and values.
- Raise the charitable resources needed for continuing campus improvements and program development, and for long-term organizational success.
- Keep adapting our business model around the appropriate scale and integration of activities and audiences.
- Evolve our organizational systems to better support complexity, interdependence, collaborative decision-making and professional learning.
- Evaluate and strengthen our communications to advance the mission.
- Strengthen the shared understanding and value of the farm in Shelburne Farms.
- Strengthen HR systems and support, including addressing equitable compensation, benefits, and other barriers to staffing and operational sustainability.





Shelburne Farms

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