

**Crazy Horse Memorial Foundation
Strategic Plan 2020**

Mountain Carving

Accelerate the progress of the Mountain Carving, with a focus on the horse's head and mane and Crazy Horse's hand, arm, and shoulder, in a safe and planned manner that protects the welfare of the workers, the integrity of the Carving, and the sculptor's intent. Our 8 – 13 year Planning and Carving actions will focus on the Left hand and supporting Horses Mane; the Hairline of Crazy Horse back into the top and sides of his Head, as well as the Visitor Center Side of the Left Arm and Right Shoulder. This Plan is now in the 6 – 11 year timeline. It includes Carving Crazy Horse's left Hand, left Forearm, Right Shoulder, Hairline, and part of the Horses Mane and Head.

Conduct analysis of overall stability and support needs.

Carving the outstretched hand to finished grade from elevation -95' to -115'. Preparing for carving Head and Hair Line of Crazy Horse.

Continuing detailed carving.

Monitoring and measuring.

Information Management.

Safety and Compliance.

Public Awareness.

IT Infrastructure.

Construction & Maintenance

Maintain the Crazy Horse Memorial Foundation and University of North America facilities, fixing up and cleaning up, as required. Note: No new construction planned.

Develop an overall master plan for facilities and infrastructure for Crazy Horse Memorial including The Indian University of North America®.

Mountain Pine Beetle abatement –Continue treating pine trees (spraying & removal) to inhibit beetle infestation, preventative measure.

Communications infrastructure improvements.

Philanthropy

Meet annual fundraising goals as identified in annual budgets approved by the board. 5 year Campaign began in FY 2018 (October 1, 2017) and extends through September 30, 2022. \$50 million.

Hold special receptions at Crazy Horse and at select locations throughout the country and combine with strategic donor visits for major gifts.

Strengthen data coding and general constituent data management to prepare targeted mailings and to direct philanthropy work in keeping with best practices for development offices. Develop and approve charitable giving policies and operational practices.

Implement comprehensive campaign. Board approved initial campaign case for support in 2016 and approved campaign plan in Jan. 2018. Building on the Dream campaign FY 2018 – FY 2022. 5 years.

Hire Major Gifts Officers (Stewardship Officers).

Continue to seek grants from private Foundations with a goal of attaining grants to meet set budget goals for grants. FY 219 goal = \$100,000 from grants.

Development Office and Visitor Services to work collaboratively to increase gifting from the visiting public.

Implement donor recognition plan.

The Indian University of North America

Continue to offer successful first-year and upper-level summer programs of The Indian University of North America® in partnership with USD, program started in 2010. These programs are now titled, 7TH GEN.
Continue to advance efforts to offer year-round programming in partnership with higher education institution(s) and Native communities. Collaborate with a variety of individuals, communities, and organizations to develop and implement academic programs focused on improving the college retention and college graduation rates of Native Americans and to prepare students to serve as leaders, regardless of their college major. The Indian University of North America® will offer impactful academic programs through higher education partnerships.

The Indian Museum of North America

Acquire accreditation through the American Alliance of Museums. While accreditation is voluntary, possessing accreditation provides the public verification that our Museum meets hallmarks of excellence in terms of best practices and standards. Accreditation is helpful when requesting funding from private Foundations and donors.
Develop a specific vision, mission, interpretive plan, and display plan for The Indian Museum of North America® and other Memorial Museums (Mountain Carving Gallery and Ziolkowski Family Life Museum). Implement plans to update the exhibits of the Museums, providing a rich and coherent learning experience for visitors. Museum staff to develop training materials about the Museums for Visitor Services staff.
Update and professionalize the accessions and care of the collections of the Museums of the Memorial, to include The Indian Museum of North America®, the Mountain Carving Gallery, and the Ziolkowski Family Life Museum.
Transform the interpretation and display. (Further supports goals 1 and 2)
Fully implement all components of the Museum's Margaret A. Cargill Philanthropies grant, meeting the established goals and pursue continued funding from sources for sustainability of activities. M.A.C.P. funding has been critical to the advancement of the Museum.
Assist in fundraising for the Museums to include funding for expanded space.
Ensure robust Cultural Programs are planned and implemented annually to attract high visitation to the Memorial.
Continue to develop educational programs connecting all Museums and enhancing the mission and vision of CHMF.

Visitor Services

In collaboration with the Museums, Cultural Programs, Sales and Marketing and Korczak's Heritage businesses, create strategies to increase annual admission revenue to the Memorial to \$4,500,000 and above.

PUBLIC AFFAIRS – MARKETING AND MEDIA

The future is full of possibilities for 2020 and the years to come. We will develop and implement an International Marketing Plan to increase awareness and knowledge of Crazy Horse Memorial® and to drive visitation. Crazy Horse Memorial Foundation will continue to explore emerging travel markets and look to new demographics to build awareness and visitation of the Memorial.
The Marketing and Media Department will ensure its operational systems are working, followed, and implemented. This will ensure Crazy Horse Memorial is promoted effectively to its full potential.
Update and maintain website design and content to strengthen Crazy Horse Memorial's worldwide image online and through social media.