Dear Friends of Norway House:

We have come a long way from the vision that our founders had for Norway House, but we remain focused on connecting the United States and contemporary Norway through arts, business and culture. And we firmly believe that our expansion, as detailed in the Kom Hjem Campaign, is our logical next step in fulfilling this mission. As we dare to envision our future with an expanded facility, we have engaged in a strategic planning process that has helped us to bring our goals into focus. While these goals are highlighted in this document, please know that they are supplemented by detailed action plans we intend to aggressively pursue.

In the months it took to create our strategic plan, each of us on the Norway House board and staff paused to reflect on where we have been and allowed ourselves to dream about what we can be. We firmly believe that Norway House is poised to have a national impact on American and Norwegian cultural and business relations, so much so that we are expanding the scale of our community, network and programming to an international level. These three pillars have been central to our success thus far, and we have represented them as valuable starting points in our goal-setting for the coming four years.

As the National Norwegian Center in the United States, Norway House will provide a bridge to contemporary Norway in ways we have yet to imagine. Our successful facilities expansion will not only mean we will have more physical space, but we will also have the ability to:

- Schedule more classes, seminars, workshops and exhibits to educate and enlighten
- Host large events and organizations to strengthen our community
- Provide valuable connections for international commerce to gather global respect and influence

We need partners to Kom Hjem with us and help us make these goals a reality. Please join us.

Warm Regards,

Robert Tunheim
We have come a long way since we opened our doors in 2015, and even further since a group of prominent Norwegian Americans came together in 2004 to discuss the idea of a Norway House. Fifteen years later, we can proudly say we have over 45,000 visitors annually, 650 household members and growing daily, 13,000 followers on social media and several successful rotating exhibits. We are far from done as we are working through the Kom Hjem campaign which will establish us as the National Norwegian Center in America.

The governments of both Minnesota and Norway have seen the importance of what we are doing and have financially supported the Kom Hjem Campaign. To further enhance that support, HM King Harald V is now a royal patron for the National Norwegian Center in America, showing his own support and endorsement for the expansion.

I think that’s why I feel so comfortable at Norway House--like I’m back at home--and I think so many other Norwegian expats feel the same when they walk through our doors. Simply put, Norway House feels “Norwegian.” But Norway House is not just for expats, we’re also here as an American representative of contemporary Norwegian values, to educate, celebrate, and expand the current view of Norway. We’re here because cultural centers are important, the sense of community and identity. Norwegian-Americans and Nordic enthusiasts enjoy our programming, exhibits, and events. We are a welcoming place for all ages and backgrounds.

This strategic plan outlines the goals and strategies we set forth to succeed with our vision to become the premier National Norwegian Center in America. A place to come together to learn about Nordic cuisine, hands-on classes, exhibits that will continue to reach all audiences. The unique programming, experiences, and variety of classes will keep generations coming for years.

Join us in creating a lasting place for all things Norwegian for generations to come. Together we can build a place to gather and experience Norway, convening numerous business and cultural associations. Come join us!

Med vennlig hilsen,

Christina Carleton
Norway House is a forward-thinking, international business and culture organization in Minneapolis, Minnesota dedicated to establishing, renewing, and advancing connections between contemporary Norway and the United States through education and partnerships centered around the arts, business, and culture.

Born out of the need for a centralized location in the Midwest Norwegian-American community, Norway House has grown to serve as more than just a convening mechanism for local organizations and heritage; it’s also a destination for contemporary Norwegian art and ideas and a hub for cultivating Norwegian and pan-Nordic government and business relationships.

The big, blue Albert Quie Education Center opened its doors on Franklin Avenue, in May of 2015, sharing the block with Mindekirken, the Norwegian Lutheran Memorial Church, a historic monument to Norwegian heritage in Minnesota following the mass migration of immigrants to the United States at the turn of the century. This neighborhood has continued to be a cultural home for immigrants from many backgrounds, as well as the heart of the urban Native American communities in Minneapolis.

In 2017, Norway House was honored with a gift of $5 million in a challenge grant from the State of Minnesota to expand the current Norway House campus to span the entire block. Most recently, the King of Norway became a Royal Patron of Norway House, and the Norwegian government invested in the campaign. Together with Mindekirken, this block will solidify its status as the epicenter for Norwegian activities in America.

"What a treat it is to be using a different verb tense! For so many years we would get together to dream about all the things we could do if we just had a physical place called ‘Norway House.’ I’m thrilled to look at the programming we are doing that goes on daily, weekly and monthly. You can just feel the excitement. And today I’m thrilled to think of all we will be able to accomplish as we build our new Center for Innovation, Genealogical and Cultural Center which will allow us to fulfill our vision to truly become the The Norwegian National Center of America.”

Linda Mona, Founder and Former Board Chair
WHERE WE'RE GOING

We are creating a future in which Norway House is recognized as The Premier National Norwegian Center in the United States, embodying the contemporary Nordic values of community partnership, international influence, continuous learning, and compassionate and peaceful communication. We honor our history as a complement to our present and our actions today as a roadmap for the coming generations.

The expanded campus provides notable access for new and diverse audiences, fosters a strong network for the Nordic enterprise, and unites Norwegian art, business, and culture under one roof.

In considering this vision for Norway House, the organization will focus on three equally key mission-based tenants for success to secure ongoing progress during the Kom Hjem Capital Campaign:

1. Programming & Educational Opportunities
2. Community Retention, Engagement, and Advancement
3. Network Sustainability & Business Hub

“I consider a man to be in the right, who is closely in league with the future.”
- Henrik Ibsen
Our programming and educational opportunities establish new and enlightening connections to Norway for our patrons and visitors, renew appreciation for Nordic traditions and customs, and advance our understanding of the contemporary reality and climate. Our programming initiatives engage a wide variety of community members to learn and grow as appreciators of art and design, responsible world citizens, and stewards of peace. Visitors can engage in discussions about important topics that share links to Norway and the global community.

**GOAL 1:**
Expand Norway House’s network of cultural and artistic contacts to provide an even deeper education and understanding of Norway today

**GOAL 2:**
Establish a plan for sustained revenue growth from Norway House’s educational programming

**GOAL 3:**
Build upon the success of Norway House’s “initiatives” (Minnesota Peace Initiative, Edvard Grieg Music Initiative, Nordstjernen Initiative, Gallery), by solidifying the model, growing the current initiatives, and exploring new potentials

**GOAL 4:**
Develop the size and scale of Gingerbread Wonderland


"Norge i er våre hjerter."
"Norway is in our hearts."
Jon Pederson,
Former Board Chairman
Our vibrant community makes Norway House a collective home to all backgrounds, genders, and age, and it is the top reason why our members seek to renew each year. Visitors and members enjoy a variety of opportunities to interact with what it means to be Norwegian and live in Norway today. The expanded campus, which includes significant investments from individual donors and families, Bygdelagenes Fellesraad and Dr. John Haugo, the State of Minnesota, and the Norwegian Government, is a united amplification of our abilities to serve the public as a convening place for Norwegian activities at the local, national, and international levels.

**GOAL 1:**
Enhance the overall member experience

**GOAL 2:**
Increase overall membership and membership revenue

**GOAL 3:**
Establish a plan for the sustained growth of the Haugo Genealogical Archives & Library and genealogical programming

**GOAL 4:**
Establish a precedent and continual plan for sustained giving and endowments

"I applaud Norway House for its contributions to the Norwegian-American community and to strengthening the Norwegian-American ties. This long-standing relationship, while honoring cultural and historical aspects, focuses on the importance of building a strong connection in arts, business, and culture. This new facility will allow for greater opportunities and initiatives to take shape, ensuring a strong bond for generations to come."

Vice President Walter Mondale
Our partners on a local, national, and international level create a bold network of mutually beneficial business allies, utilizing Norway House as a central platform and convening hub. The soft-landing hub in the Kom Hjem Campaign expansion will help facilitate meetings and conferences for Norwegian businesses coming into the American market and give roots to Norway House’s unique collaboration with the North Chapter of the Norwegian-American Chamber of Commerce.

**GOAL 1:**
Generate $5 million in additional gifts toward the Kom Hjem Campaign

**GOAL 2:**
Expand Norway House’s domestic and international relevance with businesses, government allies, and keyholders

**GOAL 3:**
Expand and define Norway House’s general communications plan and press network

"Minnesota is full of people who embrace challenges and don’t let anything get in the way of their dreams. It’s in this spirit that Norway House has helped strengthen our state and country’s relationship with Norway in a way that promotes the hardworking spirit of Minnesota’s Norwegian heritage."

U.S. Senator Amy Klobuchar
CAPITAL CAMPAIGN OVERVIEW

TIMELINE

STATE INVESTMENT | Fall 2017 - Received $5 million grant/bond from the State of Minnesota. This must be matched to enable us to move ahead with the construction of the new addition.

STATE SUPPORT | Spring 2018 - Received letters from Senator Amy Klobuchar, Governor Mark Dayton and Representative Erik Paulsen showing support of Norway House project and requesting Norway to financially assist with the match.

INITIAL GIFTS | 2018 - Received $1,600,000 towards the building project through pledges from individual supporters.

GROUNDBreaking - The target date is September 2020 with opening Summer 2021.

KOM HJEM CAMPAIGN PROGRESS - We are engaged in a $13 million capital campaign to support this project. As of Fall 2019, we have raised $9 million, and we are 70% to our goal.
“Bringing together art, culture, cuisine, heritage, history, vision and fundamental values Norway House honors those who’ve come before us and creates opportunities for those who in the coming generations. The expansion will enable these important contributions to our entire community to be larger, more impactful and it will be the next step in securing our place as the Norwegian Center of North America.”

Mark Ritchie,
President of Global Minnesota
The development of the Norway House Strategic Plan 2019-2023 has been a long and thoughtful process starting with 100% Board and Staff participation. We invited external members from the community to provide input. We are excited to present this strategic plan for the community. We feel strongly that this represents our vision, mission, values, hard work, inclusivity, and thoroughness.

**Board Advisors:**
Robert Tunheim  
Paula Soholt  
Soni Styrlund  
Scott Gilyard  
Sue Lee

**Community Advisors:**
Kathi Tunheim, Ph.D.

**Norway House**

**Board of Directors:**
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Brad Bakken | Secretary  
Larry Bakken  
David Distad  
Susan Hayes Droegemueller  
James Farstad  
Scott Gilyard  
John Haugo  
Ole Koppang  
Sue Lee  
James Lewis  
Ryan Marth  
Jon Pederson  
Paal Proeitz

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Soni Styrlund  
Andrew Sybilrud | Treasurer  
Erik Torgerson  
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Dale Wahlstrom

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Christina Carleton  
Keith Bartz  
Nancy Olson

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David Distad  
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**Administrative Committee:**
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Keith Bartz  
Nancy Olson

**Norway Committee:**
Ole Koppang  
Brad Bakken