

Vision: Inspired by Lama Tsong Khapa's rich living tradition of wisdom and compassion, we are a community of committed spiritual practitioners cultivating a sacred retreat environment where beings may realize their highest potential for the benefit of all.

Mission: Vajrapani Institute is a secluded Tibetan Buddhist retreat center in the stillness of the California redwood forest. Our purpose is to inspire deep spiritual work by providing supportive conditions. Retreaters from all traditions are nurtured by the energy of our founders Lama Thubten Yeshe and Lama Zopa Rinpoche, and by the power of our blessed land, holy objects, and teachers. We are a community of practitioners committed to understanding and serving the needs of retreaters.

Strategic Directions: Given that the purpose of Vajrapani is to inspire deep spiritual work by providing supportive conditions, we have identified three overarching strategic directions that are guiding our steps into the future.

- **Maintain a sacred environment**, including land, holy objects, staff community values, and Holy Teachers.
- **Inspire others** through building a dynamic retreat community, offering spiritual programs, providing teachers, and being living examples.
- **Build a sustainable foundation** by ensuring fiscal well-being and developing a mature infrastructure.

These strategic directions are the basis of strategic goals and annual objectives.

The strategic goals that follow are intended to be achieved within a 2-5 year time frame and support the vision of achieving this longer-term goal (10-year time frame):

By 2018: Develop a 3-year retreat facility appropriate for housing 10 retreaters, including:

- Purchasing land
- Identifying benefactors
- Building cabins
- Building a kitchen facility
- Building a community meditation hall
- Providing a teacher
- Establishing an incremental retreat program (1 week, 1 month, 3 months, 6 months, 1 year, 3 years)

SACRED ENVIRONMENT

Timeframe: 2009-2014

Strategic Goal I: Create a physical space that invites contemplation. Such a physical space has the following attributes:

- Tidy and organized
- Well-maintained and managed
- Aesthetically beautiful

Strategic Goal II: Provide Holy Objects for the purpose of bringing peace, cultivating happiness, and bestowing blessings to the land and all beings. Such holy objects include:

- Statues
- Prayer wheels
- Stupas

Strategic Goal III: Support staff community to embody Vajrapani's values, which are: (Note: remaining content to be provided by Pillars)

- Wisdom: increased awareness of impermanence and interdependencies
- Harmony: harmonious, happy, inspired working team, increased staff stability (less turnover), inspired ideas
- Lovinghearted:
- Spaciousness:
- Clarity:

Strategic Goal IV: Invite, honor and support the presence of holy teachers, including:

- High Lamas
- Western teachers
- New generation of teachers

INSPIRING OTHERS

Timeframe: 2009-2014

Inspire passion and commitment to deepening spiritual practice through retreating by:

- Building a broader base of private and group retreaters
- Maturing retreaters (both private and FPMT groups) to longer retreats
- Being an embodiment of the teachings ourselves thereby inspiring others
- Building a stronger connection with other FPMT centers (both Bay and beyond)

Strategic Goal I: Develop a dynamic, relevant, interconnected retreat community for the purpose of broadening the base and supporting retreaters in between retreats. Tools for building community include:

- Website
- E-news
- Newsletter

Strategic Goal II: Stimulate use of private retreat by bringing in new retreatants and encouraging existing ones to retreat more regularly. We will do so by:

- Building intelligence regarding our private retreat base in order to better support and inspire
- Focusing on the benefits of private retreat through various communication channels
- Exploring various incentives to stimulate trial and regular usage (such as promotions)
- Providing an infrastructure of support for newer private retreaters – eg:
 - Ability for retreaters to connect with their teacher
 - Meditation support
 - Chaplaincy

Strategic Goal III: Increasing attendance at FPMT retreats by:

- Building intelligence regarding our group retreat base in order to better support and inspire and inform programming: how do people decide to do group retreat etc.
- Develop a dynamic incremental retreat program designed to encourage students to progressively increase duration of retreat (2 days; 1 week; 1 month; 3 months...)

SUSTAINABLE FOUNDATION

Timeframe: 2009-2014

Strategic Goal I: Enhance fiscal well-being by developing a Resource Development Plan, including:

- Financial analysis of present position
- Financial strategy for future position, including:
 - Fundraising program
 - Endowment program
 - Business income (facilities rental, private retreats, programs)

Strategic Goal II: Develop a comprehensive plan for maturing infrastructure to accommodate planned growth:

- Organization Infrastructure
 - Organizational structure (org chart)
 - Position roles and responsibilities (position descriptions)
 - Policies (e.g., accounting, emergency, safety)
 - Procedures (department manuals)
 - Communication channels and tools (formal and informal)
 - Human Resources (documented selection, hiring, performance review, discipline/termination processes, employee benefits)
 - Technology and tools (hardware, software)
 - Strategic Planning process
- Facilities and Land Infrastructure (including meeting safety, security and compliance requirements)
 - Grounds
 - Utilities
 - Communications
 - Housing
 - Buildings
 - Storage areas
 - Equipment
 - Roads

Next Steps:

1. Review and approve drafted Strategic Plan. (Board & Mgt team)
2. Select 1-3 strategic goals to focus on during any given year—create a timeline for achievement of all goals. (Board & Mgt team)
3. Define annual objectives that will contribute to the achievement of each strategic goal, including objective owner and success measures. (Mgt team & staff)
4. Develop work plans for accomplishing each annual objective. (Mgt. team & staff)
5. Provide resources and support necessary for achievement of each annual objective. (Mgt. team & staff)
6. Review progress toward achievement of objectives. (supervisor & staff)
7. Review objective accomplishments during performance reviews. (supervisor & staff)
8. Define objectives to meet strategic goals for 2010. (Mgt. team & staff)