

Mazamas Strategic Plan

June 2007

VISION STATEMENT

The vision of the future is that the Mazamas will continue its more than 100-year tradition as a leader and recognized resource for mountaineering and mountaineering education. The Mazamas will remain committed to becoming increasingly active in our community to ensure the continuing protection, conservation and access to mountain wilderness. The Mazamas will remain one of the premier mountaineering organizations to fund scientific research into the mountain environment. The Mazamas will promote alpine exploration and will strive to facilitate a broad range of mountaineering experiences for the community.

MISSION STATEMENT

The Mazamas provides a comprehensive mountaineering program with allied activities that enhances the participants' enjoyment and protects the alpine environment.

VALUES

Inclusive – As a volunteer-based organization, Mazama members make a difference in the enjoyment and protection of the alpine environment. With support from a professional staff, the organization's work is fundamentally the job of members and volunteers. When appropriate, we lead, undertake and engage in broad-based coalitions to further our mission and extend our reach.

Integrity – The Mazamas is trusted and relied on for its opinions and well-researched information. The Mazamas bases its advocacy positions on sound science, its mission and its core values. As a result, the organization strives for credibility among opinion leaders and other members of the climbing community.

Leadership and Teamwork – Leadership requires teams and teams need leaders. Through the challenge of climbing, individuals develop and improve their leadership skills both in mountaineering and in their lives. We encourage climbers to set, attain and exceed personal mountaineering goals as a step in their leadership development. We also work to develop the teams necessary to succeed, and help climbers and others improve their ability to work together to accomplish important goals.

Competent – The Mazamas promotes preparedness as a fundamental component of safety and enjoyment of recreational activities.

Camaraderie – The Mazamas engages in serious recreation with a spirit of fun, enjoyment and fellowship.

GOALS AND STRATEGIES

Education Goal

1. Mountaineers have the skills, knowledge and ethics to safely enjoy the mountain environment.

Strategies

- a. Provide training to improve the effectiveness and safety of mountaineering and alpine recreation.
- b. Maintain a high level of internal expertise by developing eminently competent leaders and teachers.
- c. Offer programs that encourage exploration, protection and enjoyment of the mountain environment.
- d. Design and implement effective community relations and outreach programs.

Recreation Goal

2. More people *have the opportunity to* participate in alpine climbing and complementary outdoor activities.

Strategies

- a. Sponsor and support a variety of climbing activities.
- b. Sponsor and support non-climbing recreation in alpine areas.
- c. Offer additional recreational activities that support participation in climbing.
- d. Offer activities that encourage participation with the Mazamas.
- e. Design and implement effective community relations and outreach programs.

Conservation Goal

3. Mountain environments are protected and managed to balance their use for public enjoyment and their value as natural habitats.

Strategies

- a. Advocate for open and fair access to alpine areas.
- b. Promote education and outreach to encourage stewardship of the environment.
- c. Maintain direct communication with public officials and land managers to support science based ecosystem management.
- d. Further scientific inquiry and understanding of alpine ecosystems.
- e. Leverage our conservation efforts through participation with coalitions and other organizations.
- f. Design and implement effective community relations and outreach programs.

Information Goal

4. Mountaineers have access to reliable alpine information to support their education, recreation and conservation interests.

Strategies

- a. Maintain a library and Web site of mountaineering information.
- b. Archive information about the Mazama historical activities.
- c. Support mountain-focused research through financial grants and Mazama resources.

Organizational Structure Goal

5. The Mazamas has the organizational structure to effectively fulfill its mission.

Strategies

- a. Develop and maintain an effective organizational infrastructure.
- b. Maintain an effective professional staff.
- c. Increase volunteer support as needed to manage programs effectively.
- d. Strengthen the administrative systems to support the efforts of the Mazamas.
- e. Manage facilities and equipment to compliment and nourish our efforts
- f. Effectively communicate information to members and nonmembers.

Financial Health Goal

6. Mazamas has stable and sufficient financial resources to effectively fulfill its mission.

Strategies

- a. Improve public understanding and support of the Mazamas.
- b. Develop appropriate fundraising programs.
- c. Successfully complete the capital campaign to support facilities needs.
- d. Formulate realistic budgets and adhere to them.
- e. Continue a productive and collaborative relationship with the Mazama Foundation to insure the financial success of the Mazamas.
- f. Build strong relationships with foundations and for-profit businesses.

GLOSSARY OF TERMS

Vision – overarching statement of what the Mazamas is working to accomplish, along with other groups and individuals. The vision is bigger than just the Mazamas, and states clearly the situation many years in the future that the group is trying to create.

Values – principles or beliefs that guide the Mazamas thinking, actions, and decisions. Values relate to every aspect of the plan, and define “*how*” more than “*what*.”

Mission – a statement of purpose for the Mazamas that distinguishes it from every other group working toward the vision. A strong mission statement is concise, clear and convincing in its description of the Mazama purpose and approach.

Goals – Descriptions of the results or outcomes that the Mazamas is working to accomplish in the next three-to-five years. Strategic plans include both programmatic and organizational goals.

Strategies – Descriptions of the approach that the Mazamas will take in achieving the goals. There are almost always several strategies that move the organization toward the goals.

Activities – The programs and projects that are implemented on a yearly basis within the framework of the strategies of the plan. These are the “guts” of the plan, and the part that most people most recognize about the Mazamas.