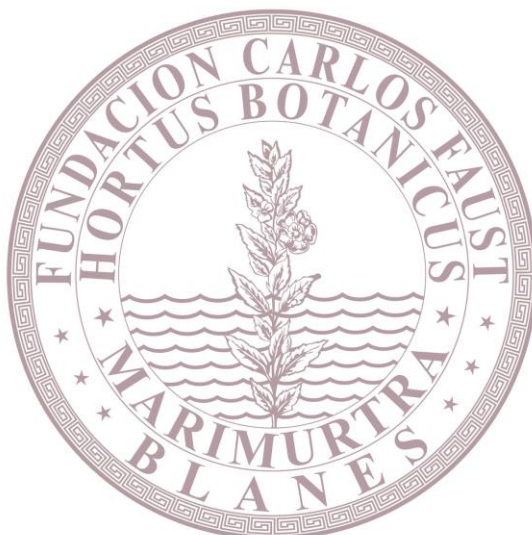


Strategic Plan



Carl Faust
FUNDACIÓ PRIVADA

Carl Faust Foundation

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0) Introduction and context

Who are we

The Carl Faust Foundation is a private non-profit foundation that owns and is responsible for the management of the Marimurtra Botanical Garden in Blanes since 1951, when Carl Faust created it and entrusted it with the maintenance of the his life's work, the Marimurtra Botanical Garden, as well as the fulfillment of the objectives with which had it created in the mid-1920s.

The firm will, enthusiasm and perseverance of a cultured and sensitive man made the creation of this Garden possible. This man was Carl Faust, a German businessman established in Catalonia since 1897, who, driven by his passion for the natural sciences, devoted practically all of his fortune to his dream. Faust, who was a humanist influenced by Goethean ethics, wanted to leave something useful to the neighbor.

At the gates of a century of existence, the Marimurtra Botanical Garden is one of the most important botanical gardens of the country. The Generalitat de Catalunya classified it in 1995 in the category of Cultural Property of National Interest (BCIN). It is an active part of the AIMJB (*Ibero-Macaronesian Association of Botanical Gardens*) and of the BGCI (*Botanical Garden Conservation International*) among other botanical, economic and civic associations such as the Catalan Institute of Natural History and SEBICOP (*Spanish Society of Plant Conservation Biology*).

Faust had a clear internationalist vocation that led him to wish that the Foundation he wanted to create, and to which he wanted to bequeath the future of the Garden, was based in Switzerland. The political impossibilities of the moment led him, however, to agree that this foundation should be based in Spain and conform to its legislation.

Finally, in 2012, the Foundation took a new push towards modernization with the approval of a series of updates that constitute the current statutes that govern it. These statutes define the Foundation as private of a cultural and environmental nature and permanent nature, they point out that its object is the protection and promotion of Mediterranean biology studies, especially in botany, [...] seeking cooperation and international relations for the benefit, all in all, of scientific research and dissemination and, as specific objectives, the following:

Increase the collections of live plants in the garden while continuing, as far as is deemed appropriate, the occupation of the land that belongs to it;
Increase its herbariums and library materials;
Maintain – and adapt if necessary – the laboratories and the meteorological observatory and add those other facilities that are needed for scientific research;
In general, to constitute a botanical research center of the first order offers and open to international cooperation; i
Contribute to the dissemination of knowledge of the plant world and its importance in the biosphere as a whole.

Based on these statutory premises, this strategic plan pretends update to the initial objectives of the Foundation at the time of its creation and subsequent evolution. In this sense, the present board of trustees works to adapt the Foundation to current times and to the needs of the country, it is made up of people from different professions and has been equipped with advisory structures – Commission of Institutional Relations, Research and Scientific Dissemination Committee, Finance

Committee and Strategic Planning Committee– and an executive committee and an executive management that allow quality management and the swift adoption of decisions.

We start from a lack and a need

In 1951, a year before his death, Faust left a written document entitled 'Plan general de trabajo'. Since that moment, efforts to globally plan the activities of the Marimurtra Botanical Garden or the Foundation have been timid and, in general, not successful. Thus, the planning carried out in 2008 and 2017 was not consolidated into concrete action and activity plans. Therefore, the Foundation has never had a globally structured planning of the tasks that must be faced in accordance with an orientation and vision of the will of the founder of Marimurtra.

In this sense, it is also necessary to recognize Marimurtra's current deficits, which range from such generic issues as the management plan itself to more specific things in the day-to-day life of a botanical garden.

That lack and these deficits could be the origin of erratic decisions that derive in performances, omissions, poorly founded, random or capricious that could compromise the stability of the Foundation, its prestige and, ultimately, its future.

Hence the need to have a strategic plan that, based on deep introspection and a detailed analysis of the current situation, guides the action of the Garden in the coming years and that, moreover, is the first step of many more. In other words, that it exemplifies and leads to consolidating this tool for the future management of both the Foundation and the Marimurtra Botanical Garden itself.

We live in a complex moment

Botanical gardens and other museum institutions similar to ours (such as zoos, etc.) are experiencing a global moment of redefinition and relocation. The reasons are various:

- As for the role of research, there is the double movement that these institutions usually suffer from a lack of personnel and resources that limits their capacity for action. On the other hand, actors much more oriented towards cutting-edge and innovative research, such as universities and research centers, have gained a lot of prominence by being able to capture many more resources to carry it out.
- As far as conservation is concerned, this has become the haystack and central axis of entities such as museums and botanical gardens. The new trends in museology, on the other hand, claim a museum, botanical garden or zoo model based around the impact on society. That is, displacement of the conceptual center of these equipments, giving the collection a role as a means and not as an end.
- In relation to dissemination, it is worth saying that often their activity also revolves excessively around the collection (either permanent or temporary). In this sense, botanical gardens and other similar organizations often play a complementary (if not secondary) role in educational, training and outreach plans that impact society. Once again, it is entities such as schools and universities that have centralized and monopolized the training and educational role towards the community.
- Regarding the operating model, in our geographic context a polarization towards two different models is taking place: the private, depending on intense tourist activity, and the public, depending on a budget allocation from the public administrations that are responsible for it. In both cases, interference occurs in the activities specific to this type of equipment.

The Carl Faust Foundation and the Marimurtra Botanic Garden are no strangers to these trends and identity crises.

In neighboring areas, such as zoos or ethnological museums, a gap has opened up for ethical reflection around its meaning in relation to the issue of decolonization. In other words, they are often collections of exotic pieces that are decontextualized and can be treated from an inappropriate point of view of moral superiority. In the case of zoos, a debate has also been generated in relation to the issue of animal rights, captivity, etc.

All these reflections can be transported, to a greater or lesser extent, to other types of collections such as those in botanical gardens. In particular, Marimurtra was born precisely with the aim of reproducing other botanical environments on the planet for European biologists and botanists. Therefore, in one way or another, these debates can be brought to Marimurtra's own reflection, although it must be recognized that with a degree of intensity low enough to not be problematic, yet.

Finally, it is worth taking into account the latest update of the definition of a museum carried out by the global reference entity in this area, ICOM(International Council of Museums, in its acronym in English). Since August 24, 2022, a museum has been defined as: "... a permanent non-profit institution at the service of society that researches, collects, preserves, interprets and exhibits tangible and intangible heritage. Open to the public, accessible and inclusive, museums promote diversity and sustainability. They operate and communicate ethically, professionally and with community participation, offering varied experiences for environmental education, enjoyment, reflection and knowledge sharing."

[ICOM - Definition of museum 2022](#)

The panorama of the botanical gardens

Botanical gardens suffer from the same conceptual problems as other museum facilities, although some singularities can be appreciated:

- Difference between public and private - Those with private management tend to experience a dynamic of strong growth while their promoters and patrons are at the front, while their activity and relevance fall after this phase. As for the public, they tend to suffer from the budgetary difficulties of the responsible administrations themselves which, in addition, often prioritize them in positions that are not favorable in the context of their equipment and responsibilities.
- Difference between those linked to research institutions and those that are not - It is easier for botanic gardens to follow a specific agenda if they are linked to a research institution that (from within or from outside) is responsible for giving this focus. For botanic gardens that do not have this link, however, it is more difficult to work towards specific research, conservation and outreach goals. But even for gardens linked to research centers it is often difficult to find their place and meaning in the institution, since the research often takes a very technical nature (as for example, in the case of genetics or the study of the genome) away from the field activity, the fact that relegate the garden part to a mere inheritance from the past justified by a certain collection and not, on the other hand, by the use that is made of it.

The Marimurtra Botanical Garden is a privately managed botanical garden not linked to a research center.

Nets

Botanic gardens struggle and strive to find their meaning in the current context of research, conservation and dissemination. To promote this search, efforts have often been joined through garden groups.

These networks are usually privileged places for reflection on the future of botanical gardens, facilities born at the end of the Middle Ages that are currently going through a period of conceptual reflection to find their place in today's society and in the current context of research and the great research.

Marimurtra is a member of:

- AIMJB-*Iberomacaronese Association of Botanical Gardens*. Entity very oriented towards conservation (although it does not forget research and dissemination) which in practice groups together the botanical gardens of Spain and Portugal.
- BGCI -*Botanical Garden Conservation International*. Entity that groups gardens and arboretums from all over the world with the idea of promoting the *lobby*, claim the role of conservation in botanical gardens and stimulate synergies between them.
- SEBICOP - *Spanish Society of Plant Conservation Biologists*. Entity very focused on research and research centers, where the botanical gardens play a secondary role.

Worldwide there are other entities such as IABG (*International Association of Botanical Gardens*, by its acronym in English), I'EJH (*European Itinerary of Historic Gardens*), of which Marimurtra is not part.

1) The Carl Faust Foundation

His mission

- To manage, conserve and spread the legacy of Carl Faust and, especially, the Marimurtra Botanical Garden, respecting it and bringing it up to date in accordance with the current moment.

In this sense, the Carl Faust Foundation receives a legacy from the past, gives it relevance in the present and projects it into the future to ensure its survival both materially and spiritually. *The figure of the creator of the Botanical Garden, but above all his work, must be at the center of the Foundation that he himself created to maintain it. Carl Faust was a child of an era. His legacy, his work and his values are still valid, but science and technology have evolved as much as the social, civic and economic context in which they occur, and therefore Faust's legacy must be brought up to date current so that his work continues to be of maximum validity and relevance, has meaning in the present and can be projected into the future.*

Visions

As a very multifaceted entity in its operation, the Carl Faust Foundation's vision is also manifested and takes shape in multiple aspects that go beyond a single vision.

- Generate a positive impact on your environment at all possible levels of influence. From the scientific to the social and the educational to the civic through the economic. *Marimurtra, as well as the Foundation's activity, must generate tangible improvements around it, that is to say, its presence must be good for its environment. This positive influence must not be limited to a certain sphere, but must tend to be as broad as possible, going beyond the scientific activity itself, which must be its backbone, and creating improvements in the economic field (as an employer of people and generator of an activity focused, although not exclusively, on tourist activity) and civic and social (as a promoter of a citizenry involved with its environment, with environmental values and with their ilk).*
- To be a relevant biodiversity conservation node, from which they can launch environmental education, dissemination and scientific research projects. *Botanical gardens play an important role in scientific activity through maintenance and conservation of their collections, and Marimurtra must aspire to have this role and relevance in its field of activity, both geographically (in its immediate physical environment) and thematically (in the scientific community and, specifically, botanical gardens).*
- To carry out an activity disseminating the subjects that are the object of its founding purposes, aimed at all levels of the public. Everyone who visits Marimurtra should leave having learned something new about the plant world, the figure of Faust or the history of Marimurtra. *In this outreach activity, the relationship with educational centers and schools is of particular importance, who are considered a strategic audience as they are young people who will shape the future of the planet and society. In this sense, they are the ones who need to understand the relationship of the living beings to nature and, in particular, the relationships of plants with their environment, including humans.*
- To be part of relevant research projects, aligned with the desire for impact expressed above.

In this sense, the Foundation can carry out its own research projects or be part of already consolidated research groups of reference entities in its environment such as universities or research centers. In all cases, the involvement will be scaled to the Foundation's contribution possibilities.

- The Jardí Botànic Marimurtra is a complex space and equipment with different levels of discourse for which the Carl Faust Foundation is responsible.

For this reason, in addition to the care of the botanical part of the Botanical Garden (living plant collection, herbarium, germplasm bank, academic library), it will also pay special attention to the conservation and interpretation of the rest of the immovable heritage, material and immaterial received. In particular, architectural, cultural, bibliographic elements, etc.

- Neither the Marimurtra Botanical Garden nor the Carl Faust Foundation operate in a vacuum. Therefore, it is necessary to recognize the convenience of generating proactive relationships with its different environments.

The closest relationships will be worked on and taken care of both geographically and thematically. Marimurtra and the Foundation must occupy a place on the mental map of the people interested in botany and science around us, whatever their level of knowledge. Also that of those who may have other interests regarding Marimurtra, such as aesthetics, heritage, history, art, etc.

At the same time, it will seek to establish contact and fruitful relations with other similar entities or of interest in other countries. Following the activity of the founder himself, those enriching alliances and contacts will be sought wherever they are, crossing administrative borders if deemed appropriate. Thus, Marimurtra must gradually occupy a desired and determined place in the international scene of botanical gardens and centers of scientific activity.

- The independence and economic self-sufficiency of the Foundation are the necessary starting point for its activity.

The financial management of the Foundation must generate the resources for its own maintenance and that of the Marimurtra Botanical Garden, as well as the activity it hosts.

The mainstays of this management model are the utilization of all the own resources at its disposal to generate income, as well as those to which it has access in economically favorable and advantageous conditions. The different lines of business that can be opened must comply with the criterion of representing a significant economic contribution with the least possible impact on the Botanical Garden and its founding activity.

The visit activity and tourist activity occupy a prominent place in this management given the privileged location of Marimurtra on the Costa Brava, as well as the interest of visitors from our country in this space. In this sense, the tourist visit must not only be enhanced and optimized, but work must be done to make it as satisfactory as possible while approaching the objectives expressed above in the section dedicated to scientific dissemination : every visitor is an opportunity for dissemination.

From the above, the conclusion is derived that Marimurtra's economic activity must depend as little as possible on a single activity, be it tourism or any other. The mix of economic activity at all times must be evaluated and, if necessary, corrected by taking appropriate measures.

As a Catalan foundation, the Carl Faust Foundation has access to be the beneficiary of donations and patronage, a field that it must explore and work on, deepening the relationships of the foundation's own purposes with the private sector.

- The Carl Faust Foundation wants to incorporate patrons involved with Faust's cause and the maintenance of his legacy. At the same time, he must create the necessary conditions for his civic and altruistic contribution to be as personally satisfying as possible.

The Trustees of the Foundation must be able to make contributions of value in those fields in which these are the most useful and beneficial, either through their botanical, economic or other kind of knowledge. Apart from what is established by the statutes on the composition of the board, this must also allow for

the opinion and supervision of all areas of the Foundation's activity. It can also be open to new needs that appear over time, such as the generation of social impact or the opening of international relations of level and value.

INSO

1. Scientific and rigorous, she knows what she's talking about and she only talks about what she knows.
Science and all the activity around it, which must be the backbone of the Foundation and the activity in Marimurtra. In this area, therefore, the Foundation finds its maximum thematic and methodological expertise and rigor.
2. Independent, and proud to be.
 - 2.1. Economically, it seeks self-sufficiency in resources and with the benefits generated by its activities, promotes actions of impact and a scientific nature (research, dissemination, conservation) combining the professional management of its resources with the maximum scientific, technical and spiritual development of the Marimurtra Botanical Garden.
 - 2.2. Scientifically, he has his own agenda and opinion, the result of his own reflection processes following the maximum academic rigor.
3. Modern, in the sense that it wants to carry out a relevant activity in the present, manages a historical heritage and projects its importance and influence towards the future.
The Carl Faust Foundation aspires to occupy a prominent place in its activity and in the way it generates an impact on its environment, showing off procedures, methodologies and tools that are always appropriate at every moment.
4. Exemplary at all levels (civically, scientifically, environmentally respectful, in its management, etc.)
As an entity that arose from civil society and the private impulse in the scientific sector, the Foundation aspires to play an exemplary role in its environment, following criteria of honesty, transparency and bonhomie.
5. Relevant, which seeks to have a positive impact in its multiple environments: scientific, civic, economic and physical.
The aim of the Foundation is to have a notable role in each of the areas in which it carries out its activity, especially Marimurtra. In other words, to the question of whether it is better for the Foundation to act in a certain project, process or activity, the answer must be affirmative.
6. As a Catalan entity with an international vocation, to be an entry point for knowledge from abroad to the national level and, at the same time, to give the best face of our country's civic and scientific fabric to the outside world.
Faust created the Foundation from a very specific time and place, but he also wanted to give it an international dimension that must be recognized and taken into account when managing its legacy.
7. Scrupulous with the rights of its workers, following the criteria of dignity and recognition included in the reference agreements. At the same time, it offers a space to grow professionally through different initiatives (scope of work, training opportunities, professional requirements, etc.)

The Foundation aspires to be a good place to develop a professional career, in whole or in part. Starting from the recognition of the dignity of work and workers, and moving towards the generation of opportunities that lead to professional fulfillment in each of the Foundation's work areas.

Likewise, as a third sector entity, it must also be the setting for good volunteering projects, enriching for all parties involved, and which follow the best moral and legal standards.

Too:

8. It is an entity open to collaboration with other public and private entities in its geographic and thematic areas. Especially with those who share goals.

In this sense, it seeks to collaborate and share knowledge and experiences with other botanical gardens, universities, research centers and educational centers.

9. It contributes to society, increasing general scientific knowledge as well as awareness of the importance of science and respect for the environment, etc.

Marimurtra's activity must tend to expand and disseminate scientific knowledge and values, as well as those related to the environment, that make citizens aware of their environment and the impact it can have on their care.

2) The Marimurtra Botanical Garden

1. It is the main reason for the existence of the Carl Faust Foundation, as a central element of Faust's legacy.

Carl Faust's dream and vital mission, the one to which he dedicated his life and his heritage, were consolidated in the form of the Marimurtra Botanical Garden, which is the heart and nucleus of the Foundation's activity.

2. Its essential and indispensable parts are the Garden (living collection space intended for conservation, dissemination and research projects), the herbarium, the architectural heritage, the library and the archive; and as extensions of its activity, the museum and the publishing house.

In accordance with the current standards followed and marked by the institutions international, a botanical garden and a foundation are always multifaceted entities with multiple layers of activity and influence. Therefore, the areas in which the Foundation hopes to conduct its own activity related to its foundational purposes must be correctly defined.

3. It is the stage and core of the Foundation's activities and on which the strategic axes of this plan are based.

- 3.1. Institutional
- 3.2. conservation
- 3.3. Environmental Education and Scientific Disclosure
- 3.4. Research and innovation
- 3.5. Welfare and social impact
- 3.6. Efficient and independent financial management

The areas of research, conservation and dissemination, described both in the classic definitions of botanical gardens and in the modern definition of the BGCI (Botanical Garden Conservation International) delimit the fields in which the importance of botanical gardens is maximum and their activity, essential

In turn, it is imperative to add two areas specific to the specific case of the Carl Faust Foundation. Thus, well-being and social impact go beyond scientific dissemination and want to contribute a profile linked to ethical, social, civic and labor sensibilities. In turn, the economic activity is closely related to the value of the independence of the Foundation and, therefore, it is imperative that this point is also contemplated in the most central core of the foundation's activity and its decision criteria .

3) Strategic axes and related objectives

1. Institutional

- 1.1. Keeping Faust's legacy alive and up-to-date -*It is a primary task of the Foundation created by Carl Faust to maintain his memory, the memory of his person and his activity to which we owe so much. This task takes on special relevance at the gates of the centenary of the Marimurtra Botanical Garden.*
- 1.2. Manage the operation of the Foundation according to current and modern standards - *That aspires to comply with the socially required standards at all times.*
- 1.3. Projection of the Foundation and institutional relations -*Following the action of Faust himself, the Foundation must want to maintain as many enriching relationships as possible with scientific entities in its environment and in the international field.*

2. conservation

- 2.1. Conserve, maintain and increase the botanical heritage of Marimurtra- *The Foundation cannot renounce this essential part of its activity, its legacy and the task entrusted to it by Faust.*
- 2.2. Define a maintenance management policy for Marimurtra, aimed at optimizing resources and defending of biodiversity - *The conservation of the Botanical Garden itself is, in itself, a task of great depth and importance that the Foundation must incorporate into its quality standards.*
- 2.3. Define a management policy for the herbarium -*As an inherent part of the activity of a botanical garden deserving of this title, the Foundation must give herbarium activity the importance it deserves.*
- 2.4. Define a germplasm bank management policy that includes the preparation and dissemination, in turn, of the *List of Seeds*- *As one of the country's basic facilities, Marimurtra's seed bank must play a central role in its contribution to its scientific environment.*
- 2.5. Conserve and recover, if necessary, the heritage real estate architectural from Marimurtra -*The immovable elements of Marimurtra are an important part of its material and spiritual assets, which require the utmost attention from the Foundation.*
- 2.6. Preserve and recover, if applicable, the cultural, artistic and bibliographical heritage of Marimurtra - *Faust himself was very concerned about maintaining his archive and library, tasks that the Foundation must maintain and expand as manifestations of commitment to the foundation's goals.*

3. Environmental education and scientific dissemination

- 3.1. Develop a line of environmental education and scientific dissemination consistent with conservation and research - *In this sense, it must be to want to be a valuable support for educational entities of various levels without renouncing to offer and develop, when the case arises, their own educational and training objectives. This activity largely justifies the central role of botanical gardens in raising public awareness and promoting*

environmental values and respect for the natural world, which are essential to move towards a viable future for the planet.

- 3.2. Maintain own publishing activity *-By publishing its own content, the Foundation promotes exactly those materials it finds appropriate while maintaining its independence.*
- 3.3. Implement the Marimurtra Museum *-This qualification is an extension of the Botanical Garden itself and its role in modern society.*

4. Research and innovation

- 4.1. Define your own research strategy *-As an independent scientific entity, the Foundation is sovereign in choosing the scientific objectives to which it wishes to devote its efforts.*
- 4.2. Maintain the meteorological observatory *-From the beginning of Marimurtra, Faust showed interest in the collection and work of this type of information.*
- 4.3. Consolidate relations with research entities in the territory *-Cooperation in research is essential to achieve significant results and the Foundation must want to be part of the country's scientific fabric.*
- 4.4. Open and maintain relationships with similar entities worldwide *-The breadth of views implemented by Faust, the search for collaboration beyond national borders and being the gateway to the new knowledge that reaches our home must be essential features of the Carl Faust Foundation.*
- 4.5. Maintain and increase technical equipment sized to the needs of conservation, research and dissemination *- As responsible for a botanical garden, the Foundation must aim to provide the necessary infrastructure to achieve its objectives and carry out its foundational activity in the best possible way.*
- 4.6. Define a guide for the incorporation and use of new technologies in the different areas of activity of Marimurtra and the Foundation *- The digital sphere offers many opportunities for obtaining and disseminating scientific content, for collaboration and work at unknown levels, and which the Foundation wants to take advantage of.*

5. Welfare and social impact

- 5.1. Order and unify the experience offered to the visitor *-Marimurtra must offer a quality experience that combines enjoyment, mental and spiritual peace and, above all, contact with the scientific knowledge that is typical of the founding purposes. The user experience must be unique, taking into account this diversity of objectives.*
- 5.2. Consolidate the Foundation as a good place to work *-The Foundation is also the workplace for many people who need to find work experience there that deepens the dignity of work and labor relations as an opportunity for personal growth.*
- 5.3. Consolidate volunteering in Marimurtra *-As a place that arouses the interest of citizens, the Botanical Garden must also be ready to welcome those citizens who, moved by the spirit of altruistic contribution, want to devote their energy and time to contributing to because of Faust and the Foundation.*
- 5.4. Define informal ways of relationship with Marimurtra *-The ways to be part of the Marimurtra family must go beyond the obvious established in labor relations and volunteering. Nowadays, the relationship and link with social entities can be given by virtue of different motivations and with different degrees of commitment, each of which must be*

recognized and treated as a contribution to the achievement of the foundational aims of the Foundation.

- 5.5. Sponsorship. *One of the ways of relating to the community that surrounds Marimurtra is the promotion of patronage and contributions for the maintenance and independence of the Carl Faust Foundation and the Marimurtra Botanical Garden. Whether in the form of pure patronage or sponsorships, the Foundation must promote these ways of relationship both as a way of business and as a method of civic and social connection with its mission.*

6. Economic management

- 6.1. Define the economic activity in accordance with the statutes, maintaining the independence of the Foundation and seeking the maximum efficiency of the resources available at all times *-The independence established in the statutes that govern the Foundation also lead it to seek the best way to ensure its survival over time, making the maximum contribution to the scientific and citizen environment of the country. With these premises, the Foundation is looking for the best way to organize its assets to guarantee the survival of Faust's work with minimal external interference.*
- 6.2. Incorporating at all levels of the Foundation's activities the dual status of a scientific and private entity *-at the same time, with all that it entails in terms of obtaining and managing own resources, relation to the sectors from which their income comes (tourism, different types of public, real estate), prioritization of savings, targeted spending policies for foundation purposes, etc. This dichotomy between obtaining one's own resources and the orientation to scientific activity must be treated as an asset of the Foundation itself and not as an internal conceptual problem.*

4) Philosophical pillars

The activity of the Carl Faust Foundation and the Marimurtra Botanical Garden will always take into account the following criteria in its activity:

1. sustainability
 - As an internal operating mode
 - As an example of sustainable and environmentally friendly management
 - Of the own facilities, equipment and heritage.

2. Environmental impact
 - Research on biodiversity and its conservation. Conservation of endangered species.
 - General research in botany, zoology, climatology, history of science...
 - Adaptation of living beings, and of the Marimurtra Botanical Garden itself, to the new scenario created by climate change.

3. Social, civic and educational impact
 - Each visitor must learn something about science, prioritizing the botany and the story of Marimurtra and Faust.
 - The Marimurtra Botanical Garden must be a focus for the spread of knowledge scientist and botanist.

5) Principles of application of the Strategic Plan

Further development:

- Based on the strategic axes indicated in this document, it will be necessary to develop as many specific derivative plans as there are management areas to be addressed. (see examples of possible plans)
- These derived plans must contain strategic lines consistent with the strategic axes, shares derived from the strategic lines and indicators to measure the actions. It will be of particular importance that the derived plans contain, develop and deepen the financial and economic criteria of each action to be undertaken: expected income, expected expenses, origin of the funds to be allocated, etc.
- For the preparation of each derivative plan, it can be decided to create a specific group of more or less formality that brings together those people involved in the specific topic and who can make contributions of value.
- Derivative plans can have variable validity periods depending on the subject matter and what the responsible promoter group deems appropriate. Unless otherwise indicated, the average duration of a derivative plan will be five years.

Monitoring and evaluation of the Strategic Plan

- Following the approval of this Strategic Plan, the Strategic Planning Commission (COPE) will be reformulated to accommodate the group of managers responsible for its regular monitoring. From time to time, technical staff or volunteers from around the Foundation can be invited to this committee who can make valuable contributions.
- The follow-up and performance meetings will be held at least once a year to assess the performance, monitoring and execution of both the strategic lines of this Plan and the metrics of the different derivative plans.
- It is also up to COPE to make appropriate amendments, corrections and modifications to the Strategic Plan and Derivative Plans to adapt them as best as possible to the circumstances of each moment. It will also be up to the COPE to incorporate the appropriate modifications or to raise them to the entire board of trustees according to their depth and importance.
- The results of this monitoring will be presented to the board of trustees within the first half of the year and will be included in the activity report of the Foundation for the corresponding year.

Validity:

- This strategic plan has a validity of 10 years from the date of its approval by the Board of Trustees.

6) Communication

This Strategic Plan aims to achieve the maximum impact on the efficiency of the management of the Carl Faust Foundation and the Marimurtra Botanical Garden. It is necessary, therefore, to understand that the best way to reach this goal is to make the correct communication towards the correct groups. It is understood that the communication of this strategic plan must be part of the plan derived from the global communication of the Foundation, but even so, some ideas have already been noted in this regard:

6.1 - Communication to participating parties

Communicative feedback to the people who, during the preparation of the Strategic Plan, have provided information through conversations, interviews, e-mails, expressing opinions, etc.

This communication can be done in writing or orally in individual or group meetings.

6.2 - Communication to interested parties

Communicating the content of the Strategic Plan to everyone it affects is crucial for its implementation and success. Therefore, care must be taken to hold the appropriate and necessary meetings and communication documents, as well as to create a repository where its content is available to the people who must apply it and take it into account in their day to day.

This communication can be carried out in group or individual sessions and it will be essential to take into account the documentary support involved.

6.3 - Communication to the community

The community around Marimurtra may also be interested in the content and execution of the Strategic Plan. For this reason, it is necessary to provide for the communication in a timely and balanced way. In this sense, different crowns of intensity can be distinguished around Marimurtra who may want to receive a copy of the document (on paper or digitally) or simply be aware of it.

In this second case, it will be important to take advantage of the opportunities offered by the local and national media.

6.4 - General communication

It is necessary to provide general communication tools for the Strategic Plan. Thus, you can create a section on the Foundation's website where it is presented to the public, you can create graphic files about each axis and each action, you can create a wiki site with the definitions and even a debate about each one of these points, etc.

You can also create a campaign from posts on social networks presenting different specific aspects of the Strategic Plan. Among these, a message from the president of the Foundation (written and/or video) stands out explaining the meaning of this tool, its application, etc. Content like this can serve to introduce the relevance of the Strategic Plan to the internal and external community of Marimurtra. Finally, the Strategic Plan document can also be offered for download from the web.

6.5 - Communication of Derivative Plans



This Strategic Plan comes to reality on a day-to-day basis through tools that have not yet been developed, the Derivative Plans.

Therefore, it will be necessary to plan how to best communicate these derived plans to the parties who need to know them: employers, workers, suppliers, etc. In each case, it will be necessary to consider what is the best communication policy and strategy to optimize these results.