

## **... The Eagle Hill Institute Astronomy Center ... A Proposal ...**

### **Version 0440 ... March 8th ... This is the cover sheet of the most recently shared version of the proposal and its executive summary.**

For those who are using a discreet dot link to access the full summary or its executive summary ... make sure its 4-digit version number matches the 4 digits at the bottom of the astronomy program homepage (<https://www.eaglehill.us/programs/astronomy>) to be sure you have the current version. Otherwise, you need to refresh your page or clear your cache.

This is an internal-use-only summary of considerations for the construction of the Eagle Hill astronomy center. It is being discussed with a core team whose members are actively helping to fine tune it by way of their comments, questions, and suggestions. It is abstractable for pending discussions with an architect, for drafting a marketing and feasibility study (if needed), for drafting a fundraising prospectus (which is needed), and for possibly drafting an RFP (Request for Proposals).

Perhaps the full summary can serve in lieu of a marketing and feasibility study, given that there are no easy comparables to what we are envisaging. Such studies are typically even longer and more detailed than this summary.

This summary also serves as a way to archive notes, i.e., it serves as a go-to-resource for quickly addressing questions and refining ideas as they arise.

This summary in written form, both the full summary and the 2-page executive summary, may not be shared except by Joerg ([joerg@eaglehill.us](mailto:joerg@eaglehill.us)) or Andrea ([lotzeandrea7@gmail.com](mailto:lotzeandrea7@gmail.com)) ... because it is regularly being edited. It is really just for internal use. Its ideas may, however, be discreetly discussed with others, along “bridge-building” lines of collegiality and friendship.

### **This summary has been condensed from 25+ pages into a 2-page executive version.**

Complex thoughts can indeed be conveyed with a paucity of words. Conversely, a paucity of words can convey complex thoughts. In both cases, the words must of course be well chosen and well understood. This assumes a high level of shared harmonics and trust among the communicators.

### **The astronomy website**

In parallel with drafting this summary, we are restructuring and expanding our astronomy website ... [eaglehill.us/astronomy](https://www.eaglehill.us/astronomy) ... as we work through our ideas.

Your own comments, questions, and suggestions are welcome!

## **... The Eagle Hill Institute Astronomy Center ... The Executive Summary ...**

### **Project and location**

- The Eagle Hill Institute ... [www.eaglehill.us](http://www.eaglehill.us) ... is working on plans for the construction of a multi-level astronomy center on the 235-foot summit of Eagle Hill on Dyer Neck, the only inhabited peninsula summit on the eastern Maine coast. Its upper level will have a flat roof that will not be visible above the tree-line. One will be able to discreetly look down over the tallest trees of the heavily forested peninsula, up to have a 360° unobstructed awe-inspiring full horizon dark sky view of our Milky Way Galaxy, and south over the Gulf of Maine. It will be located 64 miles from the Canadian border, within 1,500 feet of the shore of Dyer Bay, and within a 150-acre nature reserve with a quarter mile of deep-water ocean frontage. Petit Manan National Wildlife Refuge is to the immediate east and the Schoodic Point of Acadia National Park is to the immediate west.

### **Fiscal responsibility ... Globally networked with professionals ... Locally engaged with the public**

- The institute is a 501(c)(3) Maine nonprofit tax-exempt organization that was founded in 1981. It is unusual among non-profit organizations, since it has been well over 95% self-supporting each year for decades through revenues from services offered for professionals, university students, and amateurs in the natural history sciences. These involve offering training seminars, publishing scientific journals, and hosting a large annual offsite conference. The institute is locally, regionally, nationally, and globally well networked and engaged with helping people pursue their interests.
- The institute offers one of the finest small special events venues on the coast of Maine. It is much cherished by year-round and seasonal residents of the coast of Maine and by transient visitors.

### **Our overall goal for the Institute for the near future ... A paradigm shift**

- We seek to transition the Institute from a mostly seasonal campus that has been offering summer natural history science seminars, into a year-round campus with a broader mission. We will do so by expanding our commitments in the fields of music, fine art, the humanities, and astronomy. This summary focuses on how we will do so in the field of astronomy. How we will otherwise do so is the subject of a separate summary for a multi-level building called the Athenaeum on the precipitous edge of the western slope of Eagle Hill, from which one will have an awe-inspiring view at sunset looking down an 80' drop in elevation, out over western Dyer Neck and Gouldsboro Bay, and towards Schoodic Head and Cadillac Mountain of Acadia National Park. The two buildings will be structurally and programmatically integrated in a seamless way.

### **Our overall goal for the astronomy center ... Is it needed? ... Can it become self-supporting?**

- There is a region-wide consensus that eastern Maine will benefit from more educational and practical training opportunities in the sciences. Our region's dark sky is a rare resource which we can use to promote a greater interest in science, astronomy, and the importance of dark skies.
- The astronomy center will be universally fascinating to everyone who visits it, from school-age children through adults, because of the 360° view of the horizon one will have from its observation level, regardless of whether they have an interest in astronomy or not. Interests in astronomy among all visitors will thus surely naturally grow over time with repeat visits.
- The astronomy center is expected to be self-supporting, as all of the institute's efforts are. Can this be done by way of program fees alone? ... **No** ... However, it can be done by factoring in the following traditional revenue sources for nonprofit organizations, such as museums.

- 87 • Dark sky and Moon-lit evenings on the observation level and evenings around sunset on the  
88 upper level of the Athenaeum will surely serve as elegant venues for hosting banquets for private  
89 social events and events for organizations, corporations, and agencies. The institute has for  
90 decades hosted on-campus and off-campus multi-day events for 50 to 600 guests, respectively.  
91

### **Astronomy programs that can be offered**

- 92
- 93 • The key starting focus of teaching programs on the observation level will be dramatic dark sky  
94 views of the Milky Way galaxy and how constellations change over the year. A high-powered laser  
95 pointer can outline them and point out stars, planets, galaxies, and features of the Moon, etc.
  - 96 • Lower levels can offer seminars and lectures, serve as a place where astronomy club members  
97 can meet, host astronomers in our scholars-in residence program, and offer mentoring  
98 opportunities involving access to remote telescopes and the institute’s programmable telescope.
  - 99 • A planetarium will be a weather-independent teaching tool for seminars and lectures, offer  
100 recorded astronomy shows, and serve as yet another elegant venue for hosting banquet events.  
101

### **Views of the Milky Way Galaxy as a “stage” for deeply-contemplative discussion forums**

- 102
- 103 • Experiencing eastern Maine’s dark sky view of our Milky Way Galaxy from the observation level  
104 will be naturally conducive to deeply introspective thoughts that bring one’s own place in the  
105 universe into a higher-order perspective. This experience sets the stage in the level below the  
106 observation level for the institute’s deeply contemplative discussions forums about global affairs,  
107 diplomacy, other aspects of human nature, astronomy, and Space exploration.  
108

### **Accommodations and meals**

- 109
- 110 • One of the more challenging aspects of building an interest in an astronomy center is the fact that  
111 outdoor viewing programs are always scheduled at night. The institute routinely offers meals and  
112 accommodations in support of its program. It is thus well positioned to offer highly synergized  
113 extended astronomy evenings and weekends, while offering guests an option to stay overnight.  
114

### **Fundraising ... A balance between self-reliance, stepped fundraising, major donations, and grants**

- 115
- 116 • This summary is written with the assumption that we can complete the construction of the  
117 astronomy center if we stay within our “means”, i.e., by using existing funds ... and ... by using a  
118 stepped fundraising approach, which means pairing our efforts with a stepped construction and  
119 stepped program development approach. We need to minimize our construction costs, not over-  
120 estimate our fundraising abilities, not over-estimate our program and event revenues, not take on  
121 a construction loan, and postpone or avoid applying for foundation, state, and federal grants.
  - 122 • In effect, we are trusting in our usual mellow “everyone in their own good time ... and ... everyone  
123 in their own good way” approach, avoiding directly asking for donations. We will instead raise  
124 funds in a way that is socially comfortable, by hosting ticketed events and sharing a prospectus.  
125 Major donors and grantors will of course be most welcome, should they choose to expand our  
126 “means” by making a legacy decision to accelerate the construction of the astronomy center.  
127

### **The role of Eagle Hill in the future of Maine ... The ennobling function of architecture**

- 128
- 129 • A well-designed building has an ennobling function, in the sense that it can “spark” subliminal  
130 human potentials. There will be no finer diplomatically-neutral venue on the Maine coast than the  
131 astronomy center and Athenaeum for hosting elegant events that envisage a collaborative future.

## ... The Eagle Hill Institute Astronomy Center – Detailed considerations ...

### **The overall setting**

- Eagle Hill is located 64 miles from Canada on the Gulf of Maine in the last dark sky region of the American Atlantic seaboard. Its dark sky views of our Milky Way galaxy are awe inspiring.

### **Project and location**

- The Eagle Hill Institute ... [www.eaglehill.us](http://www.eaglehill.us) ... is working on plans for the construction of a multi-level astronomy center on the 235-foot summit of Eagle Hill on Dyer Neck, the only inhabited peninsula summit on the eastern Maine coast. Its upper level will have a flat roof, from which one will be able to look down over the tallest trees of the heavily forested peninsula, up to have a 360° unobstructed full horizon dark sky view of the Milky Way Galaxy, and south over the Gulf of Maine. It will be almost invisible above the tree-line from distant vantage points. It will be located within 1,500 feet of the shore of Dyer Bay within a 150-acre nature reserve with a quarter mile of deep-water ocean frontage. Petit Manan National Wildlife Refuge is to the immediate east and Schoodic Point of Acadia National Park is to the immediate west.
- Here is a photo of Eagle Hill, taken from Pigeon Hill of the Petit Manan National Wildlife Refuge, looking due west over Dyer Bay. It shows Schoodic Head and Cadillac Mountain of Acadia National Park in the background. ... <https://www.eaglehill.us/programs/astronomy/images/eagle-hill-from-pigeon-hill.jpg>.
- Here is a photo that approximates what the view will be like, looking down from the observation level of the astronomy center over the tallest trees of the peninsula. It was taken from the top of the chimney of the tallest building on Eagle Hill Pigeon Hill of the Petit Manan National Wildlife Refuge, looking due west over Dyer Bay. It shows Schoodic Head and Cadillac Mountain of Acadia National Park in the background. ... <https://www.eaglehill.us/programs/astronomy/images/snapp-eagle-hill-360.jpg>.
- The approximate location of the astronomy center on the campus trail map is marked with a yellow rectangle (“AC-A”). ... <https://www.eaglehill.us/programs/astronomy/images/campus-map.pdf>.
- The astronomy center on this aerial photo is marked with a yellow rectangle (“AC-A”). ... <https://www.eaglehill.us/programs/astronomy/images/campus-aerial.pdf>.

### **Our overall goal for the Institute for the near future**

- We seek to transition the Institute from a mostly seasonal campus that primarily offers summer advanced natural history science seminars, into a much more active year-round campus with a broader mission where guests with diverse backgrounds can pursue their interests through all seasons. We will primarily facilitate this by expanding our commitments in the fields of music, fine art, the humanities, and astronomy.
- This summary only focuses on how we will do so in the field of astronomy by way of constructing an astronomy center on the summit of Eagle Hill.
- How we will do so in the fields of music, fine art, and the humanities is the subject of a separate summary for the construction of a multi-level building called the Athenaeum on the precipitous edge of the western slope of Eagle Hill (in early draft mode, to be appended to this summary). It

176 will be a hybrid structure that will be structurally and programmatically integrated in a seamless  
177 way with the astronomy center.

- 178 • Construction of the astronomy center will start before that of the Athenaeum. As outlined below,  
179 its construction may need to be intentionally stalled once it can host “short-duration” fundraising  
180 receptions on its observation level, at which point fundraising receptions may be better dedicated  
181 to starting construction of the first level of the Athenaeum.
- 182 • The transition of the institute into a year-round facility with a broader mission will set the stage  
183 for later building projects that will be specifically dedicated to expanding its commitment to the  
184 natural history sciences.

185

### 186 **Finding a lead architect and an architectural firm – Should we issue an RFP?**

- 187 • This summary addresses the unusual complexity of what we are envisaging for the astronomy  
188 center and the ways in which its structure, programs, and events will seamlessly integrated with  
189 those of the Athenaeum. As outlined below and as will be outlined in the separate summary for  
190 the Athenaeum, the scope of what is being envisaged is beyond anything the institute has  
191 envisaged and brought to fruition. Once completed, if successful, the tandem architecture designs  
192 of the connected buildings will be recognized as world-class achievements of the lead architect  
193 and their team of architects. The commission will earn them considerable attention from those  
194 who come to participate in programs and events within the tandem buildings. Since eastern  
195 Maine is a globally-favored travel destination, the attention will also be considerable among  
196 architects visiting the region and those who are seeking an inspiring architect. This attention has  
197 considerable value.
- 198 • Do we issue a Request for Proposals (RFP)? This is an interesting and delicate question.
- 199 • If we issue an RFP, what are the minimal qualifications for submitting a proposal? Should we seek  
200 only proposals from well-established architectural firms? Should we be open to receiving  
201 proposals from young aspiring independent architects who are seeking on a solo basis to establish  
202 their own firm? We understand that “moonlighting” by architects working for a firm are not  
203 acceptable.
- 204 • If we issue an RFP, how do we fairly set expectations for proposals so architects and/or  
205 architectural firms will compete equitably, without too much of a burden in terms of investments  
206 of time and creativity?
- 207 • If we issue an RFP, how do we address the challenge of what our options are if we like aspects of  
208 rejected proposals that have intriguing elements that we will be tempted to have incorporated  
209 into the final design for the astronomy center? This touches upon aspects of how we and the  
210 candidates view the topic of intellectual property in this regard. Is there a non-candidate architect  
211 who is in a diplomatically neutral enough position to guide this discussion?
- 212 • This question may not be as complicated as it at first seems. As noted below, we are seeking a  
213 highly iterative dialog with architects that builds upon the creative complex of detailed ideas that  
214 have been worked out by the institute and that will be conveyed in detail by its RFP.
- 215 • If we issue an RFP, who would oversee the review of proposals in tandem with other non-  
216 candidate architects?
- 217 • We earnestly need to address the question of whether we should send out an RFP. As we see it,  
218 the challenge of building the astronomy center and the Athenaeum on the topographically  
219 complex slope of Eagle Hill means that we are facing a somewhat similar challenge to the one that  
220 Frank Lloyd Wright faced and elegantly met with his design for Fallingwater. This will be made

- 221 especially clear in the summary for the Athenaeum, which will address how delightfully difficult  
222 and thus inspiring the architectural challenge will be. As we see it, we are in an “all-hands-on-  
223 deck” situation.
- 224 • The astronomy center on this LIDAR (side scan radar) map is marked with a yellow rectangle (“AC-  
225 A”). ... <https://www.eaglehill.us/programs/astronomy/images/campus-lidar.pdf>.
  - 226 • The astronomy center on this topographic map is marked with a yellow rectangle (“AC-A”). ...  
227 <https://www.eaglehill.us/programs/astronomy/images/campus-topo.pdf>.
  - 228 • The location of the astronomy center and Athenaeum are shown as yellow rectangles on this site  
229 plan. ... <https://www.eaglehill.us/programs/astronomy/images/site-plan.pdf>.
  - 230 • This summary addresses the question of whether our eventual fundraising prospectus should  
231 present alternative building designs, with the idea that this can be expected to “trigger” a lively  
232 dialog about them, which in turn will inspire a real feeling of involvement and thus a greater  
233 interest in supporting our fundraising campaign goals. This is expanded upon below.
  - 234 • These decisions can best be thought of by keeping in mind that we are seeking architectural  
235 designs for the astronomy center and Athenaeum that will elicit an understated “wow” reaction  
236 from visitors.
  - 237 • When we have achieved this, we will have set the stage for ongoing lively and healthy discussions  
238 that will not be able to parse out whether the architectural designs of the tandem buildings are  
239 more interesting than the views from within them, the programs and events that will take place  
240 within them, the resources that will be available within them (such as the library and fine art  
241 collection), or the guests within them.

#### **Our overall goal for the astronomy center**

##### **Is an astronomy center needed in eastern Maine? ... Can it become self-supporting?**

- 247 • The astronomy center will be universally fascinating to everyone who visits it because of the 360°  
248 view of the horizon one will have from its observation level, regardless of whether they have an  
249 interest in astronomy or not. Interests in astronomy among all visitors, from school-age children  
250 through adults, will surely naturally grow over time with repeat visits.
- 251 • There is a region-wide consensus that eastern Maine would benefit from more educational  
252 opportunities in the sciences. Eastern Maine’s exceptionally dark sky is a rare resource which the  
253 astronomy center is able to use to promote a greater interest in science, astronomy, and the  
254 importance of dark skies.
- 255 • We plan to offer educational programs for students, in support of the educational efforts of local  
256 schools, colleges, and universities, as well as to the general public.
- 257 • The plan is to make the astronomy center fully self-supporting. Can this be done by way of fees  
258 from astronomy events and astronomy programs alone? ... **No** ... However, as outlined below, this  
259 can be done by hosting events of various kinds in the astronomy center to support it on an  
260 ongoing basis.

##### **More on the overall setting ... Dark sky views of the Milky Way Galaxy**

- 263 • Eagle Hill is located in the last dark sky region along the American Atlantic seaboard. Its dark sky  
264 views of our Milky Way galaxy are truly awe inspiring. From certain standpoints, it is heuristically

- 265 helpful, with a bit of humor, to think of the view from Eagle Hill of the Milky Way as a “live  
266 exhibit”, in the very real sense that the views will be ever changing and into “infinity”.
- 267 • There are just a few pinpoint sources of light that can be seen to the east and west from the  
268 summit of Eagle Hill, and none to the north and south.
  - 269 • To the east there is the “forever wild” shore of the Petit Manan National Wildlife Refuge.
  - 270 • The lights from the nearby towns of Milbridge, Winter Harbor, and Bar Harbor are all blocked by  
271 peninsulas. The lights of the city of Ellsworth are blocked by hills.
  - 272 • How can we reasonably mitigate against interference of light sources from buildings on the  
273 summit of Eagle Hill? We can partially rely on the fact that the astronomy center will be  
274 surrounded by a dense forest of tall spruce and fir trees and that its observation level will be  
275 above the tree-line, so almost all direct light will be blocked. Active mitigation can be partially  
276 controlled by adapting current lighting fixtures, using curtaining, using glow-in-the-dark path  
277 markers, and scheduling dimming periods to coincide with viewing periods.
  - 278 • We must of course acknowledge that there are a planet-full of inspiring places to enjoy dark sky  
279 views of the Milky Way.
  - 280 • Setting this aside, what makes the dark sky view of the Milky way from the astronomy center at  
281 Eagle Hill so interesting, in part, is the specific context within which it can be experienced. The  
282 views will be from the observation level of an astronomy center that will be an integral part of the  
283 academically-focused Eagle Hill Institute, a self-supporting nonprofit organization with a  
284 residential campus which happens to be located within a 150-acre seaside nature reserve, within  
285 a globally-favored travel destination, within a day’s drive of major populations centers, and which  
286 happens to be in the last dark sky region along the American Atlantic seaboard.
  - 287 • There is no other peninsula on the eastern Maine coast where what is being envisaged at Eagle  
288 Hill in the field of astronomy can easily be “duplicated”.

289  
290 **The following 4 sections provide an overview of possible astronomy programs, but they do not**  
291 **overly dwell on aspects of timing, difficulty, and sequencing. This section needs to be**  
292 **considerably expanded, by way of involvement by professional astronomers.**  
293

294 **Astronomy programs that can be planned on the observation level**

- 295 • The key starting focus of teaching evenings on the observation level will be dramatic dark sky  
296 views of the Milky Way galaxy and how the constellations change over the course of the year.  
297 Docents can use a high-powered laser pointer to outline constellations and highlight and discuss  
298 especially noticeable stars, the locations of planets, galaxies, and other celestial objects.
- 299 • Teaching programs on the observation level will be timed for after dinners. This will allow guests  
300 to have time to first “take in” the experience of viewing the Milky Way Galaxy on their own,  
301 without interrupting this very deeply personal experience by way of teachings.

302  
303 **Astronomy programs that can be planned within the building – In-residence and day-only**

- 304 • Lower levels of the astronomy center will be able to offer opportunities in support of observation  
305 level programs by way of seminars and lectures, serve as a place where astronomy club members  
306 can meet, host astronomers in its scholars-in residence program, and offer mentoring  
307 opportunities involving access to remote telescopes and the institute’s programmable 16”  
308 telescope.

- 309 • Astronomy seminars are under discussion as additions to the institute’s decades-long series of  
310 natural history science seminars (none pending at this time). ...  
311 [www.eaglehill.us/programs/astronomy/seminars](http://www.eaglehill.us/programs/astronomy/seminars).  
312 • Astronomy lectures are under discussion (some pending), possibly with the idea of offering them  
313 on a hybrid basis over Zoom. ... [www.eaglehill.us/programs/astronomy/lectures](http://www.eaglehill.us/programs/astronomy/lectures).  
314 • Starting an astronomy club with a monthly meeting with a program of some kind (e.g., a lecture  
315 or documentary film) is under discussion. A monthly online lecture is one of the main reasons why  
316 interest in Southern Maine Astronomers has grown significantly.  
317 • It seems reasonable to assume that we will be able to work towards inspiring professional  
318 astronomers to mentor independent study projects that are of personal special interest to them  
319 and for which they would welcome some help.  
320 • A mentored project can involve interpretation of data on remote websites.  
321 • A mentored project can involve accessing live images from remote telescopes in other parts of  
322 the world.  
323 • A mentored project can involve taking digital photographs with the institute’s Meade 16”  
324 Schmidt-Cassegrain telescope and processing their digital images using their FITS data (Flexible  
325 Image Transport System) to search for asteroids, supernovas, and exoplanets, etc. Discoveries are  
326 minimally of educational value for teaching astronomy, but some have the potential for being  
327 scientifically interesting.  
328 • The telescope is at ground level in a small observatory with a roll-off roof. It is fully controllable by  
329 way of SkyX software which can precisely target known objects, such as specific galaxies, that can  
330 be entered in its search field. It can be controlled by way of a paired computer station from within  
331 the astronomy center. Mentors can remotely log in from anywhere for shared computer control  
332 and teaching purposes.

333

#### 334 **Astronomy programs within a planetarium – Is a planetarium achievable?**

- 335 • A planetarium is critically-needed as part of the astronomy center because it can serve as a  
336 teaching tool for academically-focused seminars and lectures on astronomy by way of real-time  
337 software programs, such as Digital Sky and Open Sky.  
338 • It is also important because it will allow us to earn the interest of the general public by way of  
339 popular pre-recorded planetarium shows. A wide selection of recorded general interest and  
340 academically-focused shows are available for purchase or lease. They are expensive. ...  
341 <https://eplanetarium.square.site>. ... There is also a fine selection of shows that do not focus on  
342 astronomy, but which can be elegantly presented on a domed surface.  
343 • Shows can be offered in tandem with evening dark sky teaching programs on the observation  
344 level. This makes it possible to offer extended astronomy program evenings.  
345 • It important to keep in mind that a planetarium offers weather-independent opportunities. On  
346 evenings when an observation level program is scheduled and the cloud cover is patchy and there  
347 are signs that it will clear, guests can while away some time by watching a planetarium show.  
348 • As outlined below, this summary takes the position that the construction of a planetarium is an  
349 achievable goal, with the assumption that planning for it will require slow-thinking and a legacy  
350 donation.

351

#### 352 **Astronomy programs that can be offered off-site**

- 353 • A number of charter boat companies have recently started offering night-time off-shore  
354 astronomy-watching trips. There is much interest in them.  
355 • Once the astronomy center is operational, we can consider offering such trips. If we decide to do  
356 so, they can be expected to have lateralizing strategically-interesting benefits because we will  
357 have the ability to offer a diversity of follow-up astronomy experiences.  
358

### 359 **Accommodations and meals**

- 360 • One of the more challenging aspects of building an interest in an astronomy center is the fact that  
361 outdoor viewing programs are always scheduled at night, which interrupts normal sleeping habits.  
362 • Since the astronomy center will be an integral part of the academically-focused Eagle Hill Institute  
363 which routinely offers meals and accommodations in support of its program, it will be well  
364 positioned to offer highly synergized astronomy program evenings. By this we mean that  
365 participants will have the option to enjoy arriving for early on astronomy evenings in time for  
366 dinner, to stay up as long as they would like, knowing they can sign up for accommodations, and  
367 even stay up to have breakfast the next morning.  
368 • Participants can thus look forward to pleasant, comfortable, and inspiring astronomy evenings.  
369 • On promising dark sky cloudless weekends, especially ones when there is a notable celestial  
370 occasion, it is possible to offer an entire weekend dedicated to astronomy. Guests can enhance  
371 their weekend experience by enjoying daytime hikes in the institute's nature reserve, browsing  
372 the 10,000+ book library collection, viewing the 19<sup>th</sup> Century and earlier fine art collection, and  
373 perhaps even enjoying a pre-dinner chamber concert if one is scheduled.  
374 • Once built, the Athenaeum will be able to conveniently provide both accommodations and meals,  
375 since it will be connected to the astronomy center.  
376 • In the interim, accommodations can be provided in the large classroom building and meals can be  
377 provided in the Commons Building.  
378

### 379 **Demographic considerations for astronomy**

- 380 • We clearly see how important an astronomy club will be to the astronomy center. The provisional  
381 suggestion is that we ask to be adopted as the "Downwest chapter" of Downeast Amateur  
382 Astronomers, thus expanding their outreach into western Washington County.  
383 • From what we understand, all Maine astronomy clubs are at least somewhat challenged to  
384 maintain and grow their membership.  
385 • As we work towards building, maintaining, and actually growing interest in our astronomy center,  
386 we need to work in parallel towards promoting it as a local (within easy driving distance)  
387 community resource.  
388 • For example, we can promote the idea that the astronomy center is parent-friendly. We think  
389 parents will welcome supporting their children's interests in astronomy by bringing them for  
390 seminars and junior astronomy club meetings because they themselves will have an opportunity  
391 for experiences they can enjoy while their children are occupied, e.g., by going up to the  
392 observation level to meet with other parents.  
393 • As interest in the astronomy club grows, it will focus local interest in the astronomy center, as  
394 well as the interest of those who are "from away".  
395

### 396 **Teaching models and museum exhibits**

- 397 • We can slowly work towards "acquiring" interpretive teaching models of various kinds.

- 398 • Surely there are private collectors of meteorites who may welcome making a legacy decision by  
399 donating their collection for teaching and modest research purposes.

400  
401 **Views of the Milky Way Galaxy as a “stage” for deeply-contemplative discussion forums**

- 402 • Experiencing eastern Maine’s dark sky view of our Milky Way Galaxy from the observation level  
403 will be naturally conducive to deeply introspective thoughts that bring one’s own place in the  
404 universe into a higher order perspective. Growing into such an awareness is a troubling,  
405 humbling, and thus ultimately helpful experience.
- 406 • The level immediately below the observation level is envisaged as a place where some of the  
407 institute’s contemplative discussions forums can be hosted about topics whose focus so far has  
408 been on global affairs, diplomacy, and other aspects of human nature. ...  
409 <https://www.eaglehill.us/programs/forums/forums-calendar-online.shtml>.
- 410 • The introspective mood for such discussions can be set by way of early arrival receptions and  
411 views of our Galaxy from the observation level before forums start, but they will not be distracted  
412 by this view since the forums will be held in the level immediately below it.
- 413 • These forums are intermittent and have most recently been offered online over Zoom because of  
414 Covid. We look forward to resuming them again in-person.
- 415 • Discussion forums will be able to accommodate participants who can only join the forums over a  
416 video link. This significantly increases the “reach” of the forums to a global audience.
- 417 • The topics of discussion forums will of course be expanded to include aspects of astronomy, as  
418 well as aspects of the potential for survival of the human species through the exploration of and  
419 settlement of off-Earth Space.

420  
421 **Eagle Hill as a venue for events and meetings hosted on behalf of the Town of Steuben, other**  
422 **municipalities, the State of Maine, and the Federal Government**

- 423 • X

424  
425

426 **Basic financial considerations**

427

428 **Fiscal responsibility of the institute**

- 429 • The institute is a 501(c)(3) Maine nonprofit tax-exempt organization that was founded in 1981.
- 430 • It has been well over 95% self-supporting each year for decades through revenues from diverse  
431 programs in the natural history sciences that involve offering training seminars, publishing  
432 scientific journals, and hosting an annual offsite conference.
- 433 • Each program initiative of the institute is separately self-supporting without the need for ongoing  
434 subvention. We expect that the astronomy center will be self-supporting.
- 435 • The institute does not rely on grants or fundraising efforts to support its programs. It does rely on  
436 fundraising for capital efforts, such as the astronomy center and the Athenaeum.
- 437 • Donations to the institute are tax-deductible under Internal Revenue Service guidelines.

438  
439

440 **Basic fundraising considerations**

441

442 **Comfort considerations for fundraising – The human equation**

- 443 • This is an internal-use-only summary of considerations that is being discussed with a core team  
444 whose members are actively helping to fine tune it by way of their comments, questions, and  
445 suggestions. Once the ideas in the summary flow smoothly and are reasonably stable, the next  
446 goal is to work on drafting a fundraising prospectus in collaboration with an architect.
- 447 • The prospectus will need to be fine-tuned until we are comfortable with “going public” with it,  
448 which means freely distributing it and posting it on our website.
- 449 • As outlined below, if the contents of the prospectus are well presented, the fundraising campaign  
450 will naturally evolve by way of voluntary donations that will initially start to come in by way of the  
451 prospectus and by way of participation in ticketed fundraising events.
- 452 • This summary takes the position that we favor an “everyone in their own good time ... and ...  
453 everyone in their own good way” approach to welcoming donations. Making a donation is always  
454 a personal decision, whether the decision emerges unprompted deeply from within oneself or  
455 whether it is prompted by way of a personal suggestion or “ask”.
- 456 • To start off the fundraising campaign we can perhaps host “sneak-preview demonstration events”  
457 in the restaurant of the Commons Building during which we can project planetarium shows on its  
458 angled flat ceiling. These will be somewhat awkward but nevertheless helpful approximations,  
459 since they will inspire guests to imagine what the views from the observation level will be like and  
460 what the shows in the planetarium will be like.
- 461 • We are clear that we welcome the involvement of alumni and friends of Eagle Hill who are skilled  
462 with raising funds and who might be amenable to joining our fundraising team. If needed, this can  
463 be on a discreet salaried basis.
- 464 • We understand the importance of limiting ourselves to gently reaching out to earn the interest of  
465 major donors along lines of collegiality and friendship, with the goal of fostering a sense of  
466 “family” among all who have an interest in the astronomy center.
- 467 • Gently bridging natural relationships with potential major donors will evolve over time as they  
468 become naturally curious about and comfortable with learning about and asking questions about  
469 the astronomy center and how we are progressing. One of the best ways they can do this is by  
470 joining us casually (anonymously) for some of our programs and events.
- 471 • We are clear that we do not plan on working with consultants who are experts in fundraising,  
472 since this risks setting a dissonant “tone”.

473

#### 474 **FORTTRAN coding ... A heuristic analogy, with a touch of humor**

- 475 • <https://en.wikipedia.org/wiki/heuristic>.
- 476 • In some ways, this summary can be thought of as a kind of written FORTRAN computer “coding”  
477 exercise, complete with line numbers. Its “coding” is being collectively written by those who are  
478 earnestly engaged with fine-tuning the summary.
- 479 • If the “coding” of the summary and the prospectus are reasonably well written, i.e., when we are  
480 ready to run our “code”, the campaign for the construction of the astronomy center should  
481 naturally “run” to completion.

482

#### 483 **Occam’s Razor ... A straight-line philosophically oblique approach**

- 484 • [https://en.wikipedia.org/wiki/Occam%27s\\_razor](https://en.wikipedia.org/wiki/Occam%27s_razor)
- 485 • Among philosophers, Occam's Razor is thought of as the problem-solving principle that  
486 recommends searching for explanations constructed with the smallest possible set of elements.
- 487 • More popularly, some prefer to think that the simplest explanation is usually the best one.

- 488 • This summary for the astronomy center surely has a lot of words. How can we work towards  
489 achieving their goal most simply?  
490 • Frankly, the simplest solution seems to be to gently “set the stage” for the astronomy center in  
491 such a way that major donors will naturally become aware of their growing interest in its human  
492 equation, without our being aware of their growing interest until they are ready to express their  
493 interest.  
494 • Simple solutions can of course be very elusive and very difficult to see and to work out.  
495 • This assumes that we will proceed as best as we can with equanimity by staying within our means,  
496 as outlined in the next section.  
497

498 **Wu wei ... Drifting into a wu wei “fog” aand not struggling too much to escape from it**

- 499 • <https://m.youtube.com/watch?v=eeD3wS4fGEY>  
500

501 **Fundraising ... A balance between self-reliance, stepped fundraising, major donations, and grants**

- 502 • This summary is written with the assumption that we can complete the construction of the  
503 astronomy center with in-house funds and a slow but steady stepped fundraising campaign, i.e.,  
504 that we are not dependent upon earning the interest of organizations and individuals in a position  
505 to make major donations, with the following clarification.  
506 • In effect, we are trusting in our usual mellow “everyone in their own good time ... and ... everyone  
507 in their own good way” approach, avoiding directly asking for donations. We will instead raise  
508 funds in a way that is socially comfortable for everyone, by hosting ticketed events and sharing a  
509 prospectus. Major donors will of course be most welcome, should they choose to expand our  
510 “means” by making a legacy decision to accelerate the construction of the astronomy center.  
511 • Whether we should apply for foundation grants is still under discussion. Great care would need to  
512 be taken if a grant’s expectations focus too little on the vagaries (uncertainties) of the human  
513 equation, i.e., too much on having to show guaranteed results within a specific timeline that  
514 benefit a specific number of people, vs showing results by way of steady progress towards  
515 expected goals.  
516 • Setting this aside, major donors will of course be most welcome, should they choose to expand  
517 our “means” by making a legacy decision to accelerate the construction of the astronomy center  
518 with their donations.  
519

520 **Naming opportunities**

- 521 • Naming opportunities are a fine legacy tradition for major donors who have a keen interest in  
522 astronomy and who would like to accelerate the construction of the astronomy center. This can  
523 apply to the full astronomy center, portions thereof, and programs thereof. Since the design for  
524 the astronomy center is pending discussion with a team of architects, we do not yet know its  
525 budget, and thus the level of donor commitments needed for the following naming opportunities.  
526 • Astronomy center itself  
527 • Observation level  
528 • Discussion forum warm room under observation level  
529 • Planetarium  
530 • Glass fronted elevator  
531 • Classroom  
532 • Astronomy club room

533

534 **Fundraising campaign donor levels – Populating the astronomy center’s “galaxy” with donations**

- 535 • A wall of personalized ceramic tiles with names and text chosen by donors is another fine
- 536 tradition. These tiles can be made in the institute’s well-equipped ceramics studio. Different glaze
- 537 colors can show different tiers of donations. Since tiles will be integral structural parts of the
- 538 building, they will give donors the sense that they are an integral part of the building.
- 539 • How do we discreetly share how we are making fundraising progress and who is helping us. To
- 540 what extent should we do so? This is an interesting and delicate question. Many organizations use
- 541 suggested categories of donations. The following category naming system is still under discussion,
- 542 as are the donation amounts for each category, and the use of the word, “Donor”.
- 543 • Mercury Donor
- 544 • Venus Donor
- 545 • Earth Donor
- 546 • Lunar Donor
- 547 • Mars Donor
- 548 • Jupiter Donor
- 549 • Saturn Donor
- 550 • Uranus Donor
- 551 • Neptune Donor
- 552 • Pluto Donor

553

554 **Sequencing our fundraising efforts**

- 555 • We have funds that will allow us to engage now with architects and to start building the
- 556 astronomy center, but fundraising is needed to complete it.
- 557 • Fundraising is well known to be more effective and pleasant for everyone, depending to the
- 558 extent to which one can engage with others in personal ways that are comfortable and
- 559 meaningful for everyone.
- 560 • A traditional fundraising prospectus is of course a fine way to start the fundraising campaign for
- 561 the astronomy center, i.e., with a written description and renderings (sketches) of a building
- 562 design, along with a computer model that offers a “walk-through” experience of the building.
- 563 • If the prospectus presents alternative building designs, this can be expected to “trigger” a lively
- 564 dialog about them, which in turn inspires a real feeling of involvement and thus a greater interest
- 565 in supporting the campaign’s goals. Without presenting a choice among the designs, one is
- 566 essentially (and awkwardly) asking for pro forma comments and acceptance of a “fait accompli”
- 567 decision made by just a few people.
- 568 • Do the alternative designs in the prospectus need to be drafted by architects working
- 569 independently? ... **Probably** ... If so, is a charrette a good idea? This is an interesting and delicate
- 570 question.
- 571 • The near goal of the prospectus is to help us raise funds to augment existing funds to build the
- 572 skeletal structure of the astronomy center, including two sets of enclosed staircases, the concrete
- 573 floors, and the flat roof (observation level). This minimal structure will give us the option to
- 574 discreetly invite people into the building and up to the observation level before it is complete, so
- 575 they will be inspired by experiencing for themselves what it will mean if they help us with our
- 576 campaign to complete it.

- 577 • This skeletal structure should anticipate the installation of a planetarium within the astronomy  
578 center or adjacent to it. The prospect of having a planetarium will similarly be inspirational, but  
579 existing funds should not be used for its installation. Its installation is best thought of a legacy  
580 donation.
- 581 • Once we have the prospectus and can share a computer “walk-through” experience of the  
582 astronomy center, we can start our campaign by hosting fundraising dinner events with  
583 approximations of planetarium shows in the Commons Building.
- 584 • As outlined below, once the observation level is safe for visits, we can transition to hosting short-  
585 duration fundraising receptions there in support of the Astronomy Center, i.e., well before it is  
586 fully complete. Receptions within the shell of the planetarium can similarly be hosted within it  
587 before it is fully complete.
- 588 • A Friends of Astronomy membership program can be modelled after the institute’s successful  
589 Friends of Music membership program. ... [www.eaglehill.us/programs/concerts/concerts-  
590 friends.shtml](http://www.eaglehill.us/programs/concerts/concerts-friends.shtml). ... Members will be entitled to bring friends who have never been to ticketed  
591 events in the astronomy center to be their complimentary guests for their first event. There  
592 would be an annual per person membership fee.
- 593 • It seems to be advisable and perhaps even strategically important to only discreetly open these  
594 “early” receptions just to members of the Friends of Astronomy, rather than to the “general  
595 public”.
- 596 • It is reasonable to think that the goals of the campaign can be met since we can rely on the fact  
597 that every visitor seeing the 360° view from the observation level will have an awe-inspiring and  
598 memorable experience any time of the day, any day of the year, and in any weather condition,  
599 even during a raging blizzard. Such memories will surely linger, be shared with others, and thus  
600 mature on a collective basis.
- 601 • In a very practical sense, it is thus reasonable for us to think that the astronomy center will serve  
602 as an elegant “forever” 24/7/365 fundraising “tool” to both raise the funds for its construction  
603 and to keep it self-supporting. It is expected to also play a role in raising funds for the Athenaeum.  
604

#### 605 **Other strategic fundraising considerations**

- 606 • We may want to consider launching a GoFundMe-style campaign if we can focus the “pitch” for  
607 the astronomy center clearly enough to appeal to a general audience. The core ideas for the  
608 astronomy center do seem to be catalytic enough to merit launching a campaign, but there is a  
609 risk that this may commit us to obligations that are “perceived by others” that could become  
610 awkward. If the idea has merit, we will need to look for a skilled “wordsmith” to draft the  
611 campaign.
- 612 • It seems reasonable to post PayPal and Venmo QR codes so guests can pick up our prospectus and  
613 easily make donations by simply scanning the QR code while they are feeling inspired.
- 614 • Our outreach over social media will focus around programs we will be offering and events we will  
615 be hosting.
- 616 • We do not expect to use paid advertising in media, since we traditionally rely on a word-of-mouth  
617 approach to reaching out to others.  
618

#### 619 **The summer of 2023**

- 620 • We need to make a special effort to reach out to transient and seasonal visitors to eastern Maine  
621 during the summer of 2023 by offering in-person lecture programs on astronomy, followed by an  
622 optional dinner.  
623  
624

### **Building momentum - The need to show fundraising progress - Who will be among the first?**

- 625  
626
- 627 • This summary has many words, but crafting them is not intended as a hypothetical exercise that  
628 should continue indefinitely. We at some point need to abandon editing this summary and shift to  
629 drafting our fundraising prospectus.
  - 630 • Overall, we are mindful that our progress with fundraising will be patiently incremental, but that  
631 it has the potential for becoming saltatory.
  - 632 • By this we mean that we are well aware of how indebted we will be to those who are brave  
633 enough to step up to show, by way of their early donations, that they support what is being  
634 envisaged for the astronomy center, i.e., that they “see” the vision is becoming an achievable and  
635 ever more collective one.
  - 636 • This is, of course, hugely consequential for the astronomy center, but let’s frankly recognize that  
637 this is will be consequential in subtle and interesting ways for those who will be among the first to  
638 support the astronomy center with their donations.
  - 639 • Think of it this way. There are people who are seen by their friends and colleagues as natural  
640 recognizers of emerging successful “patterns” and thus leaders in the highly discreet and benign  
641 world of fundraising in support of nonprofit organizations. In modern parlance, they are  
642 “influencers”.
  - 643 • The extent to which they are accepted as influencers of course depends upon the extent to which  
644 they correctly assess how others perceive them ... and ... the extent to which they will enjoy being  
645 a part of the social world that will evolve around the astronomy center.
- 646  
647

### **Understanding the 24/7/365 usage of the astronomy center**

#### **Managing access over a 24-hour period on the observation level – Containing expectations**

- 650  
651 • We need to make a clear distinction between intermittent visits, astronomy programs, and  
652 hosted events.
- 653 • Evenings from sunset to sunrise are many hours long. Programs and events on the observation  
654 level will always be staged for specific times and durations during evenings. However, they will  
655 always only occupy a portion of an evening, i.e., generally limited to a period of maybe 2-3 hours.  
656 It will thus be difficult to justify restricting access to the observation level for an entire evening to  
657 just programs and events.
  - 658 • It is thus reasonable to think that the observation level will be have a limited visitorship most of  
659 the time, i.e., that its “steady state” can be expected to be intermittent visits anytime over a 24/7  
660 period, but with overlays of programs and events of various kinds.
  - 661 • This means that the observation level will only be staffed when there are programs and events.  
662 We can post a schedule, noting which ones are private and which ones are open for participation.
  - 663 • A parallel reason for thinking that this steady state assessment is correct is that not everyone will  
664 check the posted schedule of programs and events before coming to Eagle Hill. They will be

665 frustrated if they are surprised if a program or event precludes them from having a view of some  
666 kind. One way to partially resolve this is by offering a view from a half level below the main  
667 observation level. A better way could be to somehow partition off a slightly-raised section of the  
668 observation level for programs and events, similar to private rooms one can reserve in larger  
669 restaurants. Program or event guests would thus look out over intermittent visitors who are on  
670 the perimeter of the observation level.

- 671 • Intermittent visits to the astronomy center can be facilitated by way of east-, west-, north-, and  
672 south-facing cameras that can provide live online views of the horizon for previews of sunrises  
673 and sunsets, moonrises and moonsets, cloud cover, as well as views of the northern sky for  
674 possible hints of the aurora borealis. Visitors will thus have the option to log on to our website to  
675 decide on impulse if they want to come by to enjoy the views.
- 676 • We need to be mindful that crowd surges during astronomy events are very real. For example,  
677 star parties in Maine are broadly publicized as “everyone is welcome” events. They can draw  
678 crowds well in excess of 1,000 participants. We have no interest in hosting such “clan-gathering-  
679 style” events. The astronomy center is envisaged as an intimate setting for earnestly learning  
680 about astronomy.
- 681 • We thus need to gently, carefully, and clearly convey what our general visitor policies and  
682 expectations are for intermittent visits. When we publicize programs, especially ones relating to  
683 popular celestial occasions, we need to be especially careful about how we do so.
- 684 • Fire code regulations will restrict the number of people allowed on the observation level and on  
685 other levels of the astronomy center. We need to differentiate between the occupancy count  
686 from intermittent guests and from program and event guests.
- 687 • How can we manage occupancy? This can be done by using a QR codes or chip/swipe access  
688 system.
- 689 • As an occasional exception, should access to the observation level sometimes be completely  
690 restricted to only guests of special events and participants in programs? ... Yes.

## 693 **Basic revenue considerations and budgeting**

### 695 **Comparables – Other astronomy centers**

- 696 • We do not know of other astronomy centers which offer the amalgam of opportunities we are  
697 envisaging. We are guessing that few astronomy centers, if any, are self-supporting by way of  
698 program revenues alone. We are very clear that the Eagle Hill astronomy center will be designed  
699 and managed to be fully financially self-supporting, as are all of the institute’s efforts, each on an  
700 individual basis.

### 702 **How do we “capture market share”?**

- 703 • How would our astronomy programs and events compare with those of other astronomy centers?
- 704 • How would our non-astronomy events (hosted private social events and events for organizations  
705 and corporations), compare with those hosted by other venues?
- 706 • This is discussed in this next section.

### 708 **Basic revenue considerations – Teaching programs focused on astronomy**

- 709 • It will be very difficult to set revenue projections for our teaching programs focused on  
710 astronomy. Then again, it would have been difficult to do so for the institute's natural history  
711 science seminars when they were first envisaged in the mid-1980s. They have been comfortably  
712 and continuously self-supporting each year for decades.
- 713 • It will of course take time to earn a growing interest in our astronomy programs.
- 714 • Night sky lecture programs under the open sky with a laser pointer need to be offered on a  
715 ticketed basis, for the reasons discussed above. They should perhaps be offered free or at a low  
716 cost of perhaps \$10.
- 717 • Indoor public lectures with PowerPoint presentations in an indoor setting have always been free  
718 at Eagle Hill. This tradition should be kept up for indoor astronomy lectures. The best time to offer  
719 lectures is during our summer seminar season during which meals are served, since this allows us  
720 to offer an optional after-lecture dinner, which builds a sense of "family", while also generating  
721 some revenue. This is the best time of year to engage with transient and seasonal visitors to  
722 eastern Maine.
- 723 • In-person weeklong astronomy seminars for which most participants stay in-residence (Sunday  
724 afternoon through Saturday morning) can be considered a future option. Their tuition can be  
725 comparable to that for our in-residence natural history science seminars, which is \$545. ...  
726 <https://www.eaglehill.us/programs/sems-workshops/calendar-workshops.shtml>.
- 727 • Participants in our in-residence natural history science seminars come from all over North  
728 America. Perhaps 20% of the participants are Maine residents.
- 729 • In-person short-duration seminars can be offered for nearby residents one day a week for 1-2  
730 hours over a period of weeks. Based on tuition for adult education program through the local  
731 school system, our tuition can perhaps be \$20 per contact hour.
- 732 • Our online astronomy seminars can match the tuition for our online natural history science  
733 seminars (\$195), which have five 2-hour teaching periods. This is \$20 per contact hour.  
734 <https://www.eaglehill.us/programs/sems-online/calendar-online.shtml>.
- 735 • Participants in our online natural history science seminars also come from all over North America,  
736 but an appreciable number come from other countries, especially from Latin America. Perhaps  
737 25% of the participants are Maine residents.
- 738 • The institute has a discount program of up to 20% for alumni of programs that have a tuition  
739 charge. The institute has a very high percentage of returning alumni and both its in-person and  
740 online seminars. It is not unusual to have alumni percentages well over 50%.
- 741 • A planetarium can be partially supported by way of astronomy shows. A comparison is helpful.  
742 The Versant Planetarium in Orono, ME (<https://astro.umaine.edu>) has a professional-level 10-m  
743 micro-perforated aluminum dome. Their shows have an adult charge of \$7-9 and \$5 for children  
744 under 12. While the latter seems high (in comparison), this charge is logical from a revenue  
745 standpoint, because we are guessing that children mostly come in school groups, rather than with  
746 parents. Revenue from social events they host (\$250 per event for up to 50 guests) will be helpful.
- 747 • For comparison, our chamber concerts have free admission for children 18 and under, if they are  
748 accompanied by their parents who are not otherwise comped as guests of others.

749  
750 **Basic revenue considerations – Differentiating between fundraising events and revenue-**  
751 **generating events hosted for others**

- 752 • We need to clearly differentiate between fundraising events and revenue-generating events,  
753 though practically speaking, the logistics for all events will be roughly comparable, depending

- 754 upon their length and whether they are thought of as gala fundraising events or events with  
755 simpler offerings.
- 756 • The Institute has decades of experiences hosting in-person multi-day onsite events with dinners  
757 for up to 70 people and offsite multi-day conference events with banquets for up to 600 people. It  
758 is thus well positioned to host events of all kinds with dinners in support of the astronomy center.
  - 759 • Either way, all events should ideally have an astronomy learning component or at least an  
760 astronomy appreciation component.

761

762 **Basic revenue considerations – “Short-duration” events (not programs) on the observation level**

- 763 • Short-duration events like fundraising cocktail parties with light appetizers will be a delightful way  
764 to inspire guests to take an early interest in the astronomy center and its fundraising campaign.  
765 Such events can be scheduled on the observation level any time of day, as well as in the evening,  
766 provided there is electric lighting.
- 767 • On especially promising viewing evenings, it seems reasonable to announce short-notice cocktail  
768 parties to the Friends of the astronomy center and members of the astronomy club.
- 769 • Since these are considered short-duration events, it is reasonable to offer them before the  
770 astronomy center has bathrooms.

771

772 **Basic revenue considerations – “Extended-duration” events (not programs) on the observation**  
773 **level**

- 774 • This section is written with the assumption that extended-duration events on the observation  
775 level will involve dinners and that they can only be held there when the astronomy center has  
776 functional bathrooms and is integrally connected to the Athenaeum, even though it may not be  
777 fully complete.
- 778 • This section is also written with the assumption that such events will at least initially be planned  
779 for “evenings”, but actually, events can take place anytime of the day.
- 780 • Guests participating in extended-duration events on the observation level that include a dinner  
781 will expect evenings to be leisurely multi-course dinner experiences during which they can linger  
782 to enjoy the view of the night sky. Events that take place more often can have somewhat simpler  
783 offerings.
- 784 • Dinners will need to initially be catered from the Commons Building, but will eventually be  
785 catered from the Athenaeum.
- 786 • It is provisionally reasonable to set a cost of \$100 for institute gala fundraising dinners on the  
787 observation level, based on the following comparisons.
- 788 • The cost for the annual Northern Light Hospital Chef’s Gala fundraising event is \$150.
- 789 • Using Lucerne Inn’s event pricing, the per person share of their room rental (peak season best  
790 room) for 120 people =  $\$5000/120 = \$42$ . An average entrée costs  $\$40 + 25\%$  gratuity =  $\$50$ .  
791 Beverages are extra. This is roughly comparable to \$100 per person.
- 792 • For comparison, dinners following concerts and lectures at Eagle Hill are \$30, plus wine.
- 793 • The bare-minimum “footprint” for the astronomy center should allow seating of maybe 12 to 16  
794 guests.
- 795 • Obvious times to host a gala fundraising dinner event each month on the observation level is  
796 around the full Moon and when the first crescent Moon can be seen.
- 797 • Actually, a number of extended-duration events of all kinds should be bracketed around these  
798 days, partially to make allowances for cancellations due to inclement weather.

- 799 • A single such event each month with 12 guests x \$100 = \$1,200 per event = \$14,400 per year,  
800 minus expenses, or \$19,200 with 16 guests.
- 801 • Extra special events can also be scheduled on days when there are meteor showers and eclipses,  
802 around nights when the Aurora Borealis can be expected to be seen, and other celestial  
803 occasions, etc.
- 804 • In addition to hosting its own fundraising events, the institute can host revenue-generating events  
805 for others, such as private social events for small family groups and groups of friends, as well as  
806 events hosted for organizations and corporations.
- 807 • Such “earned” revenue events will follow the time-honored mission-appropriate tradition of  
808 major museums that host events of all kinds in their exhibition spaces to both raise funds and to  
809 inspire guests to return for personal visits to enjoy their collections.
- 810 • In summary, revenue projections from fundraising events and hosted events of various kinds  
811 seem favorable, i.e., it is reasonable to think that the astronomy center will serve as an elegant  
812 “forever” 24/365 fundraising “tool” in support of the astronomy center and the Athenaeum.

813

#### 814 **Basic revenue considerations – “Extended-duration” events (not programs) in the planetarium**

- 815 • If the seating in the planetarium is removable, the space within it can be used to host events of  
816 various kinds during which an optional show can be projected.
- 817 • These can include fundraising events in direct support the planetarium, as well as revenue-  
818 generating events such as private social events and events hosted for organizations and  
819 corporations.
- 820 • The option to host indoor events within the planetarium pairs well with programs scheduled for  
821 the observation level of the astronomy center.
- 822 • It is important to remember that the architectural design for the astronomy center and  
823 planetarium will to be seamlessly integrated with the design for the Athenaeum.

824

#### 825 **Comparables – Other venues hosting social events and events for organizations and corporations**

- 826 • There are limited banquet venues in the nearby coastal region of the coast of Maine at this time  
827 that offer what one might consider a reasonably elegant setting for events.
- 828 • The Lucerne Inn between Ellsworth and Bangor can host reasonably elegant events. See the  
829 section on “Basic revenue considerations” for their pricing.
- 830 • The Woodlawn Museum/Black Mansion will open its event center in 2024, with seating for 118  
831 people. They have a 180-acre estate 1/4 mile from downtown Ellsworth. They are conveniently  
832 located near many motels.

833

#### 834 **Can fundraising events and hosting events for others help to fully support the astronomy center?**

- 835 • Are the above scenarios reasonable? ... **Yes** ... We can say this because we are clear that we will  
836 be staying within our “means”, i.e., we can ease into hosting events, rather than falling into the  
837 trap of being dependent upon having a guaranteed revenue flow from them.

838

839

#### 840 **Construction considerations**

841

#### 842 **Basic design considerations**

843 As envisaged, the astronomy center will be a hybrid structure that will be dedicated to the science  
 844 of astronomy by way of teaching programs, lecture programs, and independent and mentored  
 845 projects, while also engaging with the general public by way of general interest astronomy  
 846 programs.

847

848 **Examples of tower buildings of modest interest that may merit some consideration**

- 849 • The following are just a quick sampling of some building designs. They are not intended to convey  
 850 the design aesthetic we are seeking. Suggestions for other designs are welcome.
- 851 • Trendir tower house ... <https://www.trendir.com/tall-contemporary-lake-house-with-stunning-views>. ... Note the cantilevering to provide non-enclosed floor space.
- 852
- 853 • The Gluck Tower House, Syracuse, NY ... <https://www.archdaily.com/401816/the-tower-house-gluck> ... Note the cantilevering, as well as the pillared support for expanding one floor of the  
 854 building.
- 855
- 856 • Annisquam River house ... <https://onekindesign.com/2022/04/01/annisquam-river-house-tour>.

857

858 **Starting budget**

- 859 • Once we have a decision about the “footprint” size and height of the astronomy center, we can  
 860 rough out the cost of the building materials that will be needed to erect the skeletal structure, as  
 861 outlined above, i.e., that will allow us to start hosting short-duration receptions.
- 862 • Pending this, we can work on a stepped labor budget.
- 863 • If there is an early potential for possibly interesting a major donor, we can then work up a  
 864 traditional all-inclusive budget.

865

866 **Building levels**

	Fl. Ht.	Initial use	Added and/or final uses
Small super-structure	68-76	Sky viewings 24/365	Full 360° view of horizon
Flat roof	68-68	Sky viewings 24/365	Planned sky viewings, hosted banquets
5	56-68	Warm level ASAP, meetings and breaks during construction, temp food and beverage prep area	Contemplative discussion forums, receptions and warm space for gatherings before and after events, buffet station, napping chairs/recliners, storage for roof furniture, computer stations
4	44-56		Staff use only, office space, food and beverage prep area so events are not interrupted, general storage, tools, workshop projects, napping chairs/recliners
3	32-44		Computer stations, astronomer-in-residence office, independent study projects not related to classes
2	20-32		Computer stations, classroom, exhibits

Lower floor	0-20	Storage of construction materials, tools, workshop projects	Entry foyer, reception, exhibits, planetarium, storage
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**Detailed construction considerations**

- Are we looking for an architect to design the building? ... **Not exactly** ... This is of course a delicate question. We are hoping to find an architect who is willing to consider co-designing it with us, with the following understanding.
- The key reason for this is that our thinking about what we are envisaging for the astronomy center is well advanced, including how tightly its planning needs to be integrated with planning needs for the Athenaeum. As we see it, it is an “all-hands-on-deck” situation, so we can collectively “get it right”.
- The intent of this Construction Considerations section is to be clear about our ideas for the astronomy center by way of using only the words in this summary to start a highly iterative dialog with a lead architect. The actual design of the astronomy center of course needs to be completed by the lead architect and their team of architects.
- We of course understand the importance of not micro-managing while engaging in a highly iterative dialog. This is why we are limiting ourselves to conveying our ideas by way of words alone. To be clear, we have not been working on sketches of what we are envisaging.
- The core financial justifications for the astronomy center are strictly limited to using existing funds, along with stepped donations, to start building the skeletal structure, two sets of enclosed staircases, and the roof, so that we can use the observation level as soon as possible. It will be impractical not to pour the slab for each level while doing so. The level immediately below the roof should be the first to be fully finished, since it can serve as a break room during construction, and as a warm room for staging early events.
- The provisional assumption is that the building will have a core structure of steel columns, beams, bar joists, and decking, with concrete floors, so that it will be optimally fireproof.
- Engineering the moment bracing will need special consideration because of the height of the astronomy center and the need to keep it reasonably stable so small telescope viewings from the observation level are not too blurred.
- A 20x20 sq ft partition-less room for each level can be considered a minimum size, but one that is 24x24 or more will likely be better proportioned because of the height of the building, which is projected to be at least 65 feet. The size will ultimately be determined by the minimum size needs of the appended stairwells as well as a decision about how to optimize the seating count for short- and extended-duration events from a sustainable budget planning standpoint.
- The observation level can perhaps be cantilevered and/or partially supported by columns in order to expand its floor space.
- Fire-code regulations will require two sets of staircases in appended fully-enclosed stairwells. They need to be somehow lockable to prevent uncontrolled access to the astronomy center and to restrict access to unfinished and non-public levels. Hopefully the stairwells can be windowed. Otherwise, an outside balcony on each stairwell side can offer a view on all sides of the building from all levels.
- A mini-elevator is a good idea, but it is not an ADA requirement because of the limited size of the building. It can hopefully be factored into spacing plans for one of the stairwells. Better yet, if it can be appended, and its costs postponed with the hope that it can be funded by a major donation, it can be glass-fronted, which will provide a dramatic “ride” up through the forest, up

- 910 about 65 feet, culminating in a dramatic view from the observation level. It will be useful for the  
911 elderly and handicapped, plus it will be useful for servicing banquet needs.
- 912 • The observation level will need a perimeter restraint that is set back from the edge of the roof, so  
913 guests feel psychologically comfortable going near to but not up to the edge. While using  
914 stockade-style restraints may make sense, we need to consider the merits of a solid restraint  
915 system of some kind for protection from wind during programs and events.
  - 916 • We need to anticipate how the wall construction technique can allow for easy changes in wiring,  
917 etc., as technology and needs change, e.g., by way of access to sections of “crown molding” that  
918 can be removed and through “chase-ways” running between floors.
  - 919 • We may want to consider a fiberglass roof with a gel-coat surface with sprinkle-on sand. This is  
920 slip resistant and can easily refreshed and maintained. A rubber roof would need expensive  
921 professional installation and repair, plus it is not suited as a walking surface.
  - 922 • The design needs to anticipate whether the planetarium will be installed within the astronomy  
923 center or appended to it.
  - 924 • We need to seek a waiver for the Town of Steuben’s 50 ft height limitation and we need to apply  
925 for tax-exempt status.
  - 926 • We need to anticipate how an outside hoist can move materials of all kinds up the projected five  
927 levels without the need to use stairs.
  - 928 • How do we calculate the ideal height of the building? We are guessing that it will be about 65 feet  
929 to the floor of the observation level.
  - 930 • Culling the tallest trees will need to be done periodically to keep the view of the horizon  
931 reasonably unobstructed. Perhaps the logs can be used as firewood for the Athenaeum.
  - 932 • Perma-bolts on the outside wall can be installed for securing staging (for safety reasons) for wall  
933 maintenance when it is needed.
  - 934 • The design for the astronomy center needs to anticipate that it will be structurally and  
935 programmatically integrated in a seamless way with the Athenaeum.
  - 936 • The architectural design should also anticipate the possible need for an addition since interest in  
937 the astronomy center will surely grow. If the upper level is cantilevered and or partially supported  
938 by posts, then the first addition could be under the cantilever.

939

#### 940 **Energy efficiency and heat**

- 941 • How can we make the building as energy efficient as possible? It can be done.
- 942 • How do we heat the building? Since we need to keep initial construction costs to a minimum, the  
943 heating system may need to be retro-fitted, e.g., perimeter baseboard heating or radiant heating  
944 installed within a secondary pour.
- 945 • Do all levels of the building need to be heated at the same time and all of the time?
- 946 • How can we provide radiant heat for events on the observation level? Can we create a grocery  
947 store produce section-style warm air “bubble” in a small section of the observation level
- 948 • <https://www.bangordailynews.com/2023/01/25/news/midcoast/maine-passive-homes/>
- 949 • The 218,000-square-foot Portland Residence Hall under construction at the University of  
950 Southern Maine will be the second largest passive university building in the country.

951

#### 952 **Construction questions**

- 953 • How do we provide stair and mini-elevator access to the roof in a way that does not interrupt the  
954 360° view too much?

- 955 • How do we size a small structure of some kind on the roof for staging events, e.g., for keeping  
956 food warm and serving food and beverages? It can have a flat roof and a perimeter stockade-style  
957 railing so that it can offer a truly unobstructed 360° view of the horizon.
- 958 • How do we dimension and place a slightly raised event platform that will allow event guests to  
959 look out over intermittent guests on the perimeter of the observation level.
- 960 • Where do we store roof furniture, such as banquet tables, chairs, etc., to keep them snow- and  
961 ice-free and not subject to high winds?
- 962 • How do we deal with snow removal and where do we store the removal equipment, e.g., by way  
963 of a snow blower, steam cleaning, or radiant heat?
- 964 • Can UV light traps reasonably protect guests against biting insects?
- 965 • How do we make the outside cladding as maintenance free and as fireproof as possible (e.g.,  
966 sheet metal)? The forest leaf and detritus layer is highly flammable.
- 967 • What are best super-insulation materials and installation techniques?
- 968 • Once the core architectural plans have been worked out, how do we find an engineer and builder  
969 for the skeleton? Sub-contractors to complete the subcomponents and systems of the building  
970 should be easier to find.
- 971 • At what point does the Fire Marshal review the plans? Is the Fire Marshall OK with approving  
972 stepped plans?
- 973 • How can we make the building look attractive and inviting from the outside, with an “ethereal”  
974 design that can be imagined as a setting within a science fiction movie?  
975

#### 976 **Location consideration #1 – Placing the astronomy center close to the old dining hall**

- 977 • The astronomy center should ideally be located on or close to one of the two highest points of  
978 Eagle Hill, both of which have an elevation of 235 feet above sea level. The western-most one is  
979 only 50 feet from the southeast corner of the old dining hall, which is the southern-most part of  
980 what we call the Commons Building.
- 981 • This location could, hypothetically, allow it to be bridged to the old dining hall, and connected to  
982 its core utilities, including bathrooms, however, the bridging will not be easy to work out.
- 983 • As outlined in the next section, this location is not optimal from a program development and  
984 traffic flow standpoint. It is too remote from where the Athenaeum will be built.  
985

#### 986 **Location consideration #2 – Placing the astronomy center adjacent to the Athenaeum**

- 987 • The most strategic location for the astronomy center from a program development and traffic  
988 flow standpoint is just off the southeast corner of the site where the Athenaeum will be built. This  
989 will allow it to be structurally and programmatically seamlessly integrated with the Athenaeum.  
990 The electrical and plumbing systems for the astronomy center thus originate from within the  
991 Athenaeum.
- 992 • In order to facilitate the construction of the Athenaeum, a temporary road is needed along east  
993 perimeter of the gravel pad where it will be built. The connection to the astronomy center will be  
994 towards the east from the end of the road.
- 995 • Since the road is considered temporary, it can perhaps eventually be enclosed as an integral part  
996 of the Athenaeum.
- 997 • Until the Athenaeum is built, access to the astronomy center will initially be awkward because the  
998 main access to it is planned to go through the Athenaeum, which has yet to be built.

- 999 • What can we do about this? One option is to build the skeletal structure of the astronomy center,  
1000 as outlined above, and to postpone all but short-duration events, such as receptions, on its  
1001 observation level until the main level of the Athenaeum has been built and it is connected to its  
1002 electrical and plumbing system.
- 1003 • Construction of the astronomy center would thus be temporarily halted so funding can be  
1004 dedicated for the construction of the first level of the Athenaeum.
- 1005 • Access to the astronomy center will initially mean an outdoor “hike” over uneven terrain without  
1006 the benefit of protection from weather. Once the Athenaeum is built, it will provide full  
1007 protection from weather.
- 1008 • While hiking over uneven terrain to the astronomy center without the benefit of protection from  
1009 weather will initially seem awkward, we can rely on the fact that this very awkwardness will  
1010 inspire accelerated interest in completing the goals of the fundraising campaigns for both the  
1011 astronomy center, the planetarium, and the Athenaeum.

1012

### 1013 **General landscape considerations**

- 1014 • Since the astronomy center will rely on access through the Athenaeum and being connected to its  
1015 electrical and plumbing system, there are no general landscape considerations that are specific to  
1016 the astronomy center itself.
- 1017 • We are working on a parallel summary for the Athenaeum. This summary will address site  
1018 planning for the well, septic system, parking, trail access, etc.

1019

### 1020 **Contractor options**

- 1021 • We need to discuss the extent to which we need a general contractor. The Director of Eagle Hill  
1022 acted as the general contractor for the Commons Building, thus significantly saving on its  
1023 construction costs. It seems advisable that we seek the involvement of a general contractor for  
1024 the astronomy center.

1025

### 1026 **Timeline for our prospectus**

- 1027 • We would ideally like to have a rough draft of the prospectus by June 1<sup>st</sup>, including architectural  
1028 renderings of alternate designs.

1029

1030

1031

**What can we do in the meantime to build interest in the astronomy center?**

1032

### 1033 **Expanding our network**

- 1034 • The discreet dot-link on the Eagle Hill website to this summary allows for easy communication  
1035 with our discussion partners. This allows them to engage with us at their own discretion when  
1036 they are curious about our progress and/or have a new way of thinking about an aspect of the  
1037 summary that may not have been “fixed” in the interim. A parallel benefit is that we do not need  
1038 to send updates to our discussion partners, which gently avoids them feeling like they need to  
1039 respond. In short, dot-links help us to foment a natural and thus earnest interest in our efforts.
- 1040 • In a stepped sequence, we can host informal dinners in the Commons Building, as well as zoom  
1041 meetings, to discuss this summary, provisional designs by architects, the prospectus, and  
1042 fundraising strategies. This will slowly expand the number of people who are involved in the  
1043 discussions. Some will welcome playing a creative leadership role.

- 1044 • We need to be clear that we are seeking Advisory Board members who will enjoy thinking  
1045 earnestly about and on an ongoing basis about the astronomy center.  
1046

1047 **Staffing – General considerations**

- 1048 • As we engage with members of our Advisory Board, we need to be mindful that we need to  
1049 clearly address the question of how to staff the astronomy center and the planetarium. How best  
1050 to do so is a challenging question. The main reason for this is that Eagle Hill is in a low population  
1051 density region, so we do not have the revenue opportunities that come with being in a higher  
1052 population density region.
- 1053 • This means that our astronomy programs and events will be offered on a more intermittent basis.  
1054 How can we take advantage of this fact? We think we can do so by making a special effort to  
1055 engage with those who have a deep and evolving interest in astronomy. By this we mean those  
1056 who would like to pursue their own interests in astronomy by studying, taking on projects,  
1057 seeking mentoring, and mentoring others.
- 1058 • As one way of building this core institute team, it may be logical to think of offering a seminar  
1059 about the software programs Digital Sky and Open Sky with the specific goal of setting the stage  
1060 for a local astronomy club mentored effort where a core group of members work together to  
1061 learn to use these programs to further their own studies in astronomy. As they work hard by way  
1062 of mentoring to expand their knowledge about astronomy and become ever more proficient with  
1063 these software programs, club members will welcome sharing what they have learned by offering  
1064 demos during club meetings, and possibly eventually to the general public. This naturally building  
1065 a growing interest in the club and in the astronomy center.  
1066

1067 **Volunteer positions that are open**

- 1068 • The core staffing of the astronomy center needs to be on a voluntary basis as much as possible  
1069 until the astronomy center is running on a minimally self-supporting basis. Paid staffing positions  
1070 will evolve from within volunteer positions.
- 1071 • We are actively looking for two volunteers who are willing to take the lead with the overall  
1072 outreach for the astronomy center and planetarium and their astronomy programs. These will  
1073 transition into paid positions, as interest in the astronomy center and planetarium grows and they  
1074 are built.
- 1075 • We are also actively seeking volunteers who will enjoy taking on the following leadership  
1076 positions, such as the following.
- 1077 • Lecture Program Coordinator – This position involves planning and hosting occasional summer in-  
1078 person astronomy lecture evenings with dinners and occasional online lectures the rest of the  
1079 year.
- 1080 • Seminar Program Coordinator - This position involves planning a series of online astronomy  
1081 seminars from this fall through spring of next year. We are not yet ready to host in-person  
1082 astronomy seminars. Instructors will be compensated.
- 1083 • Scholar-in-residence Search Committee Chair - This position involves chairing as discussion about  
1084 how we can structure an astronomer scholar-in-residence program and how visiting astronomers  
1085 can serve as a resource for the academic community. Surely there are astronomers among the  
1086 many visitors to the coast of Maine, some of whom will welcome an in-residence stopover at the  
1087 astronomy center.

- 1088 • Crowd-sourcing Strategist - This position involves thinking of ways in which crowd-sources  
1089 fundraising campaigns can meet some of the needs of the astronomy center, such as new  
1090 astronomy shows. Over time, we will build a network of people who will be pleased to support  
1091 such campaigns.
- 1092 • Exhibits Planner - This position involves reaching out to seek donations of teaching exhibits,  
1093 collections of meteorites, etc.
- 1094 • Astronomy Club Secretary - This position involves bringing the astronomy center and the  
1095 programs and resources it can offer to the attention of those from nearby who might welcome  
1096 being part of the club.
- 1097 • Computer Technician - This position involves working out how we can offer lecture on astronomy  
1098 on a hybrid basis over Zoom using our Tandberg system, thus extending our “reach”.
- 1099 • Telescope Operators - These positions are ideal for two friends who would like to intern to learn  
1100 how to use our 16” Schmidt–Cassegrain telescope for their own purposes, in exchange for  
1101 occasionally demonstrating its use to members of the Astronomy Club and their friends and  
1102 possibly to the general public.
- 1103 • Docents - The tradition of having volunteer docents lead tours in museums is a fine one. Relying  
1104 on docents to lead our night sky viewing programs seems reasonable. Benefits would include  
1105 complimentary dinners and possibly accommodations.

1106

#### **Early events that we can offer**

- 1108 • We can offer in-person astronomy lectures in the summer of 2023 in order to engage with  
1109 transient and seasonal residents of eastern Maine who have an interest in astronomy.
- 1110 • We can volunteer to host “Downwest” meetings of Downeast Amateur Astronomers as a way to  
1111 support their outreach efforts into western Washington County.
- 1112 • We can volunteer to be a resource in support of Dark Sky Maine, e.g., by co-hosting events for  
1113 them. They are working hard to protect Maine’s dark sky legacy. For example, we can host a  
1114 showing of Tara Roberts Zabriskie’s film *Defending the Dark*. Doing so elegantly parallels one of  
1115 the core reasons for justifying the construction of the astronomy center.
- 1116 • There may be opportunities for co-hosting events with other organizations that are dedicated to  
1117 astronomy.

1118

#### **Staffing and local employment**

- 1120 • We are mindful that the astronomy center will provide significant diverse local employment  
1121 opportunities, especially relating to events.

1122

1123

#### **Pending discussions**

1124

1125

#### **The astronomy center Advisory Board**

- 1127 • We need to assemble an Advisory Board for the astronomy center.

1128

#### **The Eagle Hill Institute Board of Trustees**

- 1130 • In parallel with this, we need to discuss how we can elevate the astronomy program to a  
1131 Director’s position on the institute’s Board of Trustees. This discussion needs to be framed within  
1132 the context of a discussion about the restructuring of the overall Board.

- 1133 • Aspects of two Asian Board structures may offer some interesting insights about how the Eagle  
1134 Hill Board structure can evolve.
- 1135 • Keiretsus – A Japanese keiretsu ... <https://en.wikipedia.org/wiki/keiretsu> ... is a system by which a  
1136 set of companies with interlocking business relationships and shareholdings can be managed.  
1137 Each keiretsu is a kind of informal business group with loosely organized alliances within the social  
1138 world of Japan's business community.
- 1139 • Chaebols – A South Korean chaebol ... <https://en.wikipedia.org/wiki/Chaebol> ... is similar, in that it  
1140 is a system by which a large industrial conglomerate with diversified affiliates can be managed.  
1141 Unlike keiretsus, chaebols tend to be controlled by a group of closely related individuals.
- 1142 • Perhaps some of the aspects of keiretsus and chaebols can be applied to the Board structure of  
1143 Eagle Hill. The basic idea could be to establish a number of semi-autonomous Board positions  
1144 within the Eagle Hill Board, one each for each of the major program initiatives of the institute, i.e.,  
1145 one for the astronomy program and ones for natural history science programs, journal publishing,  
1146 music, and fine art.
- 1147 • A key benefit is that the institute will then evolve into a more diversified and more stable  
1148 structure where Board positions are held by reasonably equally-capable individuals who have  
1149 “reality-checked” administrative skills by being responsible for the solvency and growth of their  
1150 “division”. In short, the semi-autonomous Board members can rely on each other for advice if  
1151 they are facing difficult challenges, overseen by one or more individuals who have an astute sense  
1152 of how to engage with the Board members and inspire them within the mission guidelines of the  
1153 institute, while also guiding the evolving directionality of the institute.

#### Archived statements of interest and support

- 1154
- 1155
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- 1157
- 1158 • We seek discreet written statements of interest and support for the astronomy center and its  
1159 programs. They will be archived as “references” to help us show how broadly-based interest are  
1160 in what is being envisaged.
- 1161