

**CAEE Strategic Plan
2018-2022**



caee

**Colorado Alliance
For Environmental
Education**

Adopted September 15, 2017

Introduction

The Colorado Alliance for Environmental Education (CAEE) is a network of environmental education (EE) providers who work together to advance environmental literacy. Environmental Literacy is having the knowledge, understanding, skills and motivation to make and act upon responsible environmental decisions as individuals and as members of a community. CAEE has been a leader in promoting quality and access to EE in Colorado since 1989. This work has led to huge strides within Colorado and nationally. Capitalizing on the momentum, energy and success of the past 28 years, this strategic plan will guide the work of the alliance into the future and set achievable goals for the next five years. As environmentally literate citizens, Colorado residents will have the tools, resources, and knowledge to make educated decisions regarding our environment.

Mission

CAEE's mission is to advance environmental education in Colorado by fostering collaboration, mobilizing support, and driving excellence.

Vision

All Coloradans are environmentally literate and make choices that support the health and well-being of all life on our planet.

Values

CAEE believes that EE supports high quality education and leads to an environmentally literate citizenry. We believe an environmentally literate community will ensure economic, social, and environmental sustainability for Colorado. Our values include:

- Collaboration- Individual efforts are strengthened when we work together to advance environmental education.
- Equity and Inclusion- Equitable access to environmental education resources and opportunities is critical. We embrace all diversity and celebrate our differences to drive excellence and social progress.
- Community- We build relationships throughout our community in an effort to create the bonds that allow for advancing our collective goals.
- Leadership- We engage and foster leadership to enable individuals to make their optimal contribution to advancing environmental education.
- Impact Oriented- We focus on the essential outcomes and impact of our work. We seek measurable outcomes for environmental literacy.

A Guide for CAEE's Work

1. CAEE's philosophy is rooted in the Tbilisi Declaration (UNESCO, 1978)

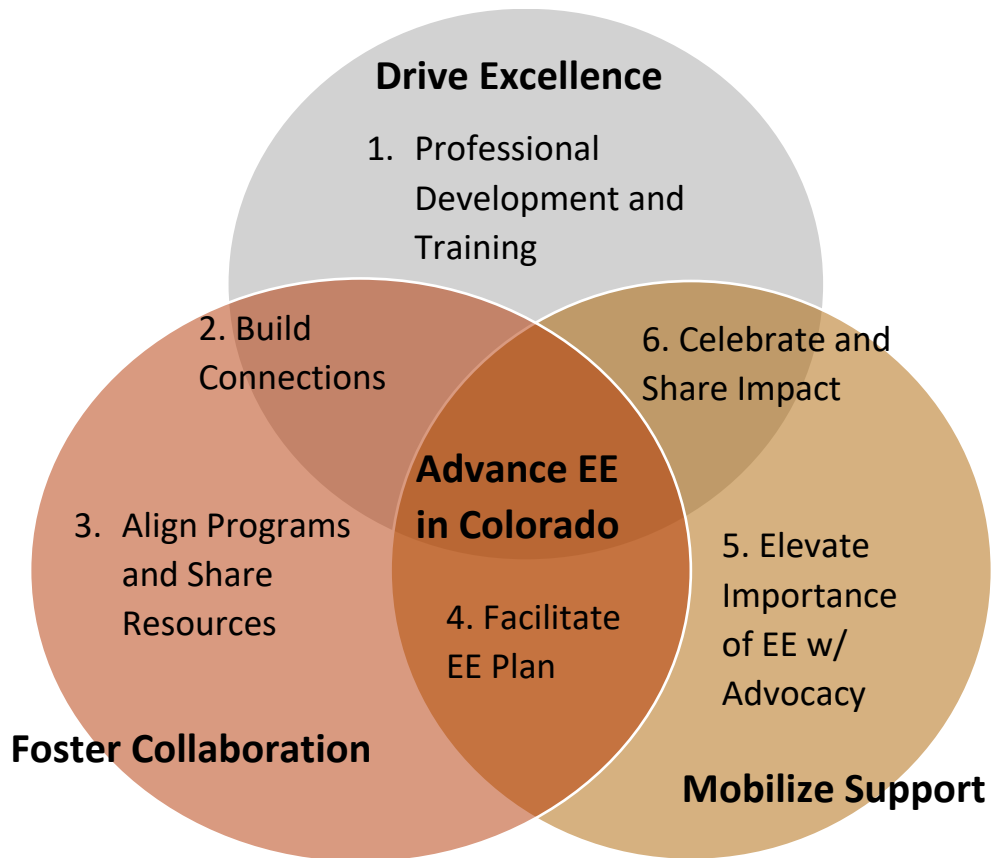
- To foster clear awareness of and concern about economic, social, political and ecological independence in urban and rural areas;
 - To provide every person with opportunities to acquire the knowledge, values, attitudes, commitment, and skills needed to protect and improve the environment;
 - To create new patterns of behavior in individuals, groups, and society as a whole towards the environment.
2. CAEE’s core programming and resources focus on meeting the needs of our members, which are primarily non-formal environmental educators. We strategically weave in other audiences to benefit the field of environmental education.
 3. CAEE serves individuals and organizations in all segments of society that provide environmental education. Environmental educators work to advance environmental literacy through a variety of settings, audiences, and work to achieve a variety of outcomes.
 4. CAEE adopted the North American Association for Environmental Education Guidelines for Excellence as a standard for best practice and integrate with all program offerings to guide the development of balanced, scientifically accurate, and comprehensive environmental education programs. CAEE is an affiliate member of the North American Association for Environmental Education (NAAEE) and a member of the national Affiliate Network, a coalition of environmental education support organizations all across North America who partner with NAAEE.
 5. CAEE’s board of director’s adopted the following inclusiveness statement to live out our values:

CAEE works to ensure everyone in Colorado has an opportunity to learn about the environment. We value inclusion and welcome everyone to the field of environmental education. CAEE does not discriminate on the basis of race, age, color, ethnic background, creed, marital status, religion, national origin or ancestry, sex, gender, disability, veteran status, genetic information, sexual orientation, or gender identity or expression.

The Future of CAEE

CAEE will spend the next several years becoming the premier resource focusing on three primary strategic goals, including:

Driving Excellence	Fostering Collaboration	Mobilizing Support
<ul style="list-style-type: none"> •We increase the quality of EE in Colorado by providing professional development, access to best practice, knowledge and current trend information. 	<ul style="list-style-type: none"> •We bring together Colorado environmental educators to pursue innovative education and engagement strategies. 	<ul style="list-style-type: none"> •We champion EE at all levels by advocating for policies, partnerships and philanthropy to support environmental education.



Program Goals

- 1) Provide professional development, training, and programming for EE providers.
 - a. 50% of members participate in CAEE professional development, training, or other programming annually.
 - Timing: Ongoing- Identify Baseline January 2018, annually evaluate progress
 - Lead: ED, Staff
 - b. Gather member feedback on primary needs and values to determine high priority program offerings.
 - Timing: By June 2018
 - Lead: ED, Board, and Consultant
 - c. Grow and foster EE Certification among EE providers.
 - Timing: Ongoing, Committee Create Tasks based on Member Feedback by Dec. 2018
 - Lead: ED, Certification Committee
 - d. Develop outreach/marketing plan to increase participation in programming.
 - Timing: Ongoing, Complete By June 2019
 - Lead: ED
 - e. Continue to co-host webinars with NAAEE.

- 2) Connect members with each other, other professionals and resources to enrich and strengthen environmental education in all areas of life.
 - a. Host annual Conference and West Slope Conference.
 - Timing: Spring Annually, Fall Annually
 - Lead: Conference Committee, West Slope Committee, Staff
 - b. Utilize and share state and national resources (eeWorks, research searchable database, introductory EE modules).
 - Timing: Ongoing, Board Conversation in Fall 2018
 - Lead: Staff
- 3) Align programs and share resources to ensure all Coloradans have frequent opportunities for EE.
 - a. The Board will annually evaluate opportunities for special programs that will advance CAEE's mission. These special programs will operate for defined periods of time, typically one to two years, and generate earned income or grant revenues that will fund 100% or more of the special program costs.
 - Timing: Annually in Fall
 - Lead: Board, Staff
- 4) Fully Implement Colorado's EE Plan.
 - a. Build awareness of EE Plan to decision makers.
 - Timing: Ongoing, Emphasize beginning in 2019
 - Lead: Regional Councils, ED, Board
 - b. Support the Colorado EE Leadership Councils implement new 5 year implementation plan.
 - Timing: Ongoing, Plan Finalized Dec. 2017, See plan for timeline
 - Lead: Regional Councils, ED
- 5) Elevate Understanding, appreciation, and support of the importance of EE through Advocacy
 - Timing: Ongoing, Annually evaluate advocacy goals
 - Lead: ED, Board, Support for EE Network
- 6) Celebrate and communicate the impact of environmental education.
 - a. Make the case for relevance of EE with funders.
 - Timing: Ongoing, Framework/Recommendations Adopted Dec. 2017, See Recommendations for more detail
 - Lead: Shared Metrics Committee, ED
 - b. Continue to recognize innovative environmental education programs with Awards for Excellence in EE.
 - Timing: Annually in Spring
 - Lead: Awards Committee, Board

Operational Goals

1. Implement business model to increase and diversify funding focusing on: membership, anchor programming, and special programs.
 - a. Increase CAEE's budget to \$400,000.
 - Timing: Ongoing, by 2022, Review Progress Annually
 - Lead: Board, ED
 - b. Generate 20% of CAEE's revenue from membership fees.

- i. Conduct outreach to determine values and high priority needs of members.
 - Timing: January-June 2018
 - Lead: ED, Board, Consultant
 - ii. Define membership value and experiences for enhanced member engagement.
 - Timing: July-December 2018
 - Lead: Board
 - iii. Create new membership framework and pricing based on feedback and high value benefits.
 - Timing: Completed by December 2018
 - Lead: ED, Board
 - iv. Create outreach plan for transitioning members to new framework.
 - 1. Timing: Ongoing, Plan completed by Jan. 2019, outreach Jan-Dec. 2019
 - 2. Lead: Staff and Board
 - c. The majority of Colorado non-formal organizations with a primary goal of EE are members of CAEE.
 - i. Identify non-member organizations and collect feedback to understand needs and barriers to membership.
 - Timing: Identify and Feedback by Dec. 2019, Outreach in 2020
 - Lead: ED and Board
 - ii. Increase member organizations.
 - Timing: Ongoing, Monitor Progress Quarterly
 - Lead: Staff and Board
 - d. Generate 25% of CAEE's revenue from anchor/core programming. *Programs that are offered each year and generate earned income (conference, certification, Etc.)*
 - i. Anchor programming will generate at least 90% of program costs.
 - 1. Timing: Ongoing, Baseline Identified in 2017, Monitor progress annually
 - 2. Lead: Staff and Board
 - e. Generate 30% of CAEE's revenue from Fee for Service/Special Programs.
 - i. Board will annually review programs to ensure they are providing significant benefit to CAEE's primary audiences and/or generating a profit. Or The Board will annually evaluate opportunities for special programs that will advance CAEE's mission. These special programs will operate for defined periods of time, typically one to two years, and generate earned income or grant revenues that will fund 100% or more of the special program costs.
 - Timing: Annually in Fall
 - Lead: Board
 - f. Generate 25% of revenue from individual contributions, general operating grants and other sources.
 - Timing: Ongoing, Create goals and Monitor Progress annually
 - Lead: Board, ED
- 2. Strengthen CAEE's Leadership Capacity
 - a. Review and restructure (if needed) Advisory Council and Board Structure.
 - Timing: January-September 2018
 - Lead: Board

- b. Strengthen Board and Staff Capacity.
 - Timing: Ongoing, Annually identify goals
 - Lead: Board and Staff
- c. Increase benefits and annual opportunities for staff.
 - Timing: Ongoing, Develop plan and implement January-December 2019
 - Lead: Board, ED
- d. Review and improve committee structure and volunteer experiences.
 - Timing: May-September 2018
 - Lead: Staff
- e. Increase diversity and inclusiveness of board and committees.
 - Timing: Ongoing, annually review
 - Lead: Board and Committees
3. Improve technology and website platforms to meet member needs.
 - a. Discontinue CAEE Directory.
 - Timing: January 2018
 - Lead: Staff
 - b. Update CAEE's website and online member tools.
 - Timing: Ongoing, January-December 2019
 - Lead: Board
4. Annually evaluate impact and progress on strategies.
 - Timing: Refresh Organizational Evaluation Plan Annually, Spring
 - Lead: ED and Board

Continue to recognize innovative environmental education programs with Awards for Excellence in EE.

Increase CAEE's budget to \$400,000.

Conduct outreach to determine values and high priority needs of members.

Define membership value and experiences for enhanced member engagement.

Create new membership framework and pricing based on feedback and high value benefits.

Create outreach plan for transitioning members to new framework.

Identify non-member organizations and collect feedback to understand needs and barriers to membership.

Increase member organizations.

Anchor programming will generate at least 90% of program costs. ID Base-line

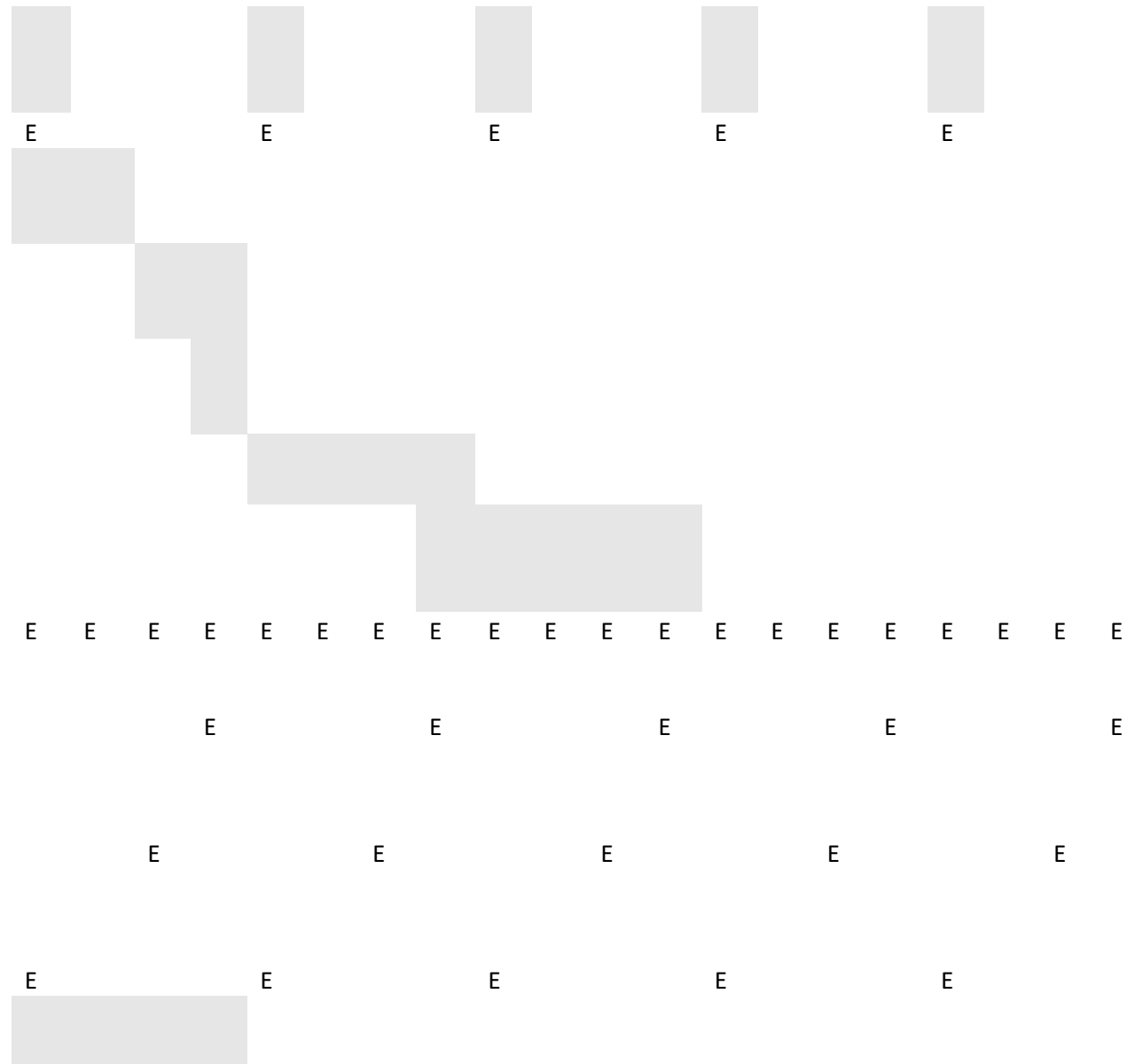
Board will annually review programs to ensure they are providing significant benefit to CAEE's primary audiences and/or generating a profit.

Generate 25% of revenue from individual contributions, general operating grants and other sources.

Monitor progress annually.

Review and restructure (if needed)

Advisory Council and Board Structure.



Strengthen Board and Staff Capacity.

Annually identify goals.

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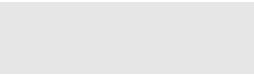
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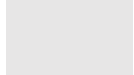
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Increase benefits and annual opportunities for staff.



Review and improve committee structure and volunteer experiences.



Increase diversity and inclusiveness of board and committees.

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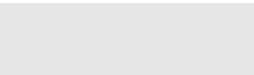
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Discontinue CAEE Directory.



Update CAEE's website and online member tools.



Annually evaluate impact and progress on strategies.

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*The timeline will be adjusted based on member feedback.