



Strategic Plan: 2012

This Affiliate Network Strategic Plan was made possible by a US EPA Office of Environmental Education Headquarters grant.

This Plan was prepared by Traci Price, Affiliate Network Manager (contract).

The Affiliate Network Steering Committee provided leadership. Members include:

Sue McGuire, Steering Committee Chair

Brenda Metcalfe, Steering Committee Chair-Elect

Rob Beadel

Laura Downey, Capacity Building Committee Chair

Ali Goulstone Sweeney, Steering Committee Past-Chair

Ashley Hoffman, Communication & Membership Committee Chair

Tonya Oznowich

Theresa Southam

Andree Walker, Diversity & Inclusiveness Committee Chair



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Introduction

The Affiliate Network was first conceived during a workshop at the 1990 North American Association for Environmental Education (NAAEE) conference in San Antonio, Texas. Since that time, the Affiliate Network has grown to a membership of nearly 50 organizations with tremendous potential to support NAAEE and further the field of environmental education (EE). Realizing this potential the Board of Directors of NAAEE formally recognized the Affiliate Network in 1997 with the adoption of a five-year strategic plan. In 1998, the Affiliate Partnership was created. This Partnership established and defined an ongoing, working relationship between the Affiliate Network and NAAEE with constitutional and bylaw amendments.

The Affiliate Network is composed of affiliate organizations. An affiliate is a state, territorial, provincial, or regional EE association whose purpose is to promote and enhance environmental education. Affiliates are organizations in the field of environmental education that have chosen to affiliate with NAAEE and have been approved by the Affiliate Network Steering Committee.

The Affiliate Network Steering Committee is the governing committee of the Affiliate Network. Affiliate leaders volunteer to serve on the Steering Committee; there are no term limits. The Steering Committee Chair is selected through a nomination and voting process by the entire Affiliate Network. The term of office is one year as chair-elect, two years as chair, and one year as past chair.

Steering Committee members serve as chairs for sub-committees. The sub-committees¹ of the Affiliate Network are:

- **Capacity Building:** This committee is responsible for working with the Steering Committee to establish priorities and strategies for affiliate capacity building and to find funding to implement these priorities and strategies.
- **Communication and Membership:** This committee is responsible for maintaining consistent communication among Affiliate Network members to facilitate the sharing of resources, best practices, and success stories. The committee manages the content of the Affiliate Network website, maintains contact information for Affiliate Network members, processes applications for new members, and actively provides pertinent and appropriate information and resources to Affiliate Network members.
- **Diversity and Inclusiveness:** The role of this committee is to promote diversity and inclusiveness within individual affiliates and in the larger Affiliate Network. This committee is responsible for providing information, tools, resources and training to help affiliates and the Affiliate Network improve cultural competency and diversify participation and leadership. These actions can range from coordinating monthly Professional Learning Community conference calls to finding and disseminating research and information pertaining to diversity and inclusiveness.
- **Professional Development:** The role of this committee is to foster the leadership and organizational development of state, territorial, provincial, and regional EE associations in North America. The committee is responsible for designing, implementing, and evaluating an organizational development and professional training workshop for the Affiliate Network at the NAAEE conference. The committee also works with NAAEE

¹ Refer to page 32 for two additional sub-committee recommendations: “Advocacy” and “Research”.

conference planners on leadership and capacity-building elements within the annual conference. Other activities include a mentoring program for new affiliate leaders and opportunities for professional development of experienced leaders.

- **Recognition and Networking:** This committee is responsible for identifying, developing, and implementing an awards and recognition program to acknowledge accomplishments of Affiliate Network organizations as well as affiliates and individuals who have made significant contributions to the overall Affiliate Network. This includes managing the nominations process. This committee is also responsible for identifying, developing, and implementing any Affiliate Network activities to take place at the annual NAAEE conference and/or Affiliate Network involvement in conference events and functions (e.g. affiliate cakewalk, affiliate welcome table, name tag identification, etc.).

Committee membership is voluntary and open to leaders of all affiliate organizations. Self-nomination to a committee occurs during the Affiliate Network meeting at the NAAEE annual conference. In addition to committee participation, each affiliate selects an official “liaison” representative. Liaisons are active state or provincial environmental education leaders, including Executive Directors, Board Chairs, staff members, administrators or other affiliated participants. Affiliate Liaisons are responsible for disseminating information shared by the Affiliate Network leadership with their state or province.

The affiliate organizations formed the Affiliate Network of NAAEE to network, support, and gain new perspectives through shared learning. The Affiliate Network provides a forum for ongoing dialogue and activities that work to enhance EE capacity at all levels. The Network strives to improve efficiency, greater effectiveness, and a stronger and more unified voice for EE on the provincial, state, territorial, regional, national, and international levels.

While the accomplishments of the affiliates and the Affiliate Network are impressive and have helped to advance EE in North America, there is a huge untapped potential within the Affiliate Network. The Affiliate Network itself is run by volunteers and many of the affiliate organizations are also run by volunteers and/or limited staff (see **Appendix A. Affiliate Status and Updates: 2009-2011 Survey Results** for more information about the Affiliate Network). With greater attention to building the capacity of the affiliates and the Affiliate Network, we could dramatically increase the impact we have in promoting environmental literacy in North America.

The purpose of this strategic plan is to use the “Theory of Change” logic model to develop a clear and decisive plan for systematically increasing the capacity of individual affiliate organizations as well as the capacity of the Affiliate Network. Following the completion of this plan, the Affiliate Network will create a business plan that is designed to ensure the long-term sustainability of the Affiliate Network and individual affiliates. The business plan will address marketing and branding, management, and financial plans.

Through the development of the strategic and business plans for the Affiliate Network, affiliate leaders will participate in professional development activities that will increase their capacity to replicate these processes with their affiliate EE associations. This ripple effect will significantly increase the capacity at the national, territorial, state, provincial and local levels.

Strategic Planning Process

NAAEE and its Affiliate Network received a 2-year US EPA Office of Environmental Education Headquarters grant in 2010 for this project. The goals for the project include:

- To develop an Affiliate Network strategic plan to increase environmental literacy – a clear and decisive strategy for systematically increasing the capacity of the Network itself.
- To create an Affiliate Network business plan to ensure the long-term sustainability of the Network and individual affiliates, systemically advancing environmental literacy.
- In developing strategic and business plans for the Affiliate Network, participants also will learn the skills to help their affiliates replicate these processes, thereby increasing the capacity of those associations to deliver environmental education throughout North America. This demonstrates the multiplier effect that will spread beyond the individual project described in this proposal to many other organizations at the national, territorial, regional, provincial, state, and local levels.

NAAEE and the Affiliate Network Steering Committee hired an Affiliate Manager to oversee this project. NAAEE staff and the Affiliate Network Steering Committee organized an Affiliate Network Leadership Summit in April 2011 to begin the process of developing this Affiliate Network Strategic Plan. Affiliates from thirty-five states and two provinces attended the 2.5-day Leadership Summit in Baltimore, MD from April 8-10, 2011. Maureen Robinson, a nonprofit consultant, facilitated the Summit. Summit participants brainstormed many of the ideas included in this plan. An on-line survey was created to garner additional feedback from Summit participants in addition to those affiliates unable to attend.

Additional ideas from the NAAEE Board/Steering Committee retreat held in February 2011 were added to the draft Affiliate Network Strategic Plan. Following the addition of this new information, three sub-committees were engaged to refine the draft goals. The Capacity Building Committee took the lead on Goal 1, the Communication & Membership Committee managed Goal 2, and the Diversity Committee refined Goal 3. All refinements were compiled into the draft Affiliate Network Strategic Plan and sent back to each of the committees for final review. The Steering Committee reviewed and discussed the draft plan in early February 2012. The plan was later posted to the Affiliate Network wikispace in addition to garnering feedback from an on-line survey from all affiliates. Feedback was integrated into the final draft of the plan and reviewed by the Steering Committee for final approval. The Affiliate Network Strategic Plan was completed and shared with affiliates on March 1, 2012 via email.

Two webinars were hosted by the Affiliate Manager to support this project. In December 2011, the first webinar focused on strategic planning. Affiliates from Kansas, Ohio, Washington, Colorado and British Columbia were invited² to share information about the development and implementation of their affiliate strategic plan. Kathy Kniep, Executive Transition Services Consultant for the Nonprofit Association of Oregon, also joined the webinar to provide an overview on strategic planning. Efforts were made to initiate mentoring relationships between affiliates with strategic plans and those interested in developing a strategic plan.

The second webinar was hosted in February 2012 and focused on business planning. Affiliates from Wyoming, Colorado and Virginia were invited to present during the webinar to share general information about creating a business plan and highlight the value of developing and implementing a plan as well as using it to inform a statewide master action plan for environmental education.

² Colorado and British Columbia were unable to participate in the actual webinar.

Vision

The Affiliate Network promotes learning and collaboration across the largest coalition of individuals and organizations in North America dedicated to environmental education. Individual affiliates have stable and secured capacity to advance environmental education, contributing to the cultivation of an inclusive, environmentally literate citizenry and sustainable communities.

Mission

The Affiliate Network advances the mission of NAAEE and individual affiliate organizations by strengthening the organizational capacity of state, territorial, regional, and provincial environmental education affiliate associations to coordinate and deliver high quality environmental education to diverse audiences. The Affiliate Network provides affiliates with the opportunity to share and leverage resources, coordinate activities, build partnerships, participate in collective impact, and implement innovative strategies to strengthen the role of environmental education as a solution to our pressing environmental and societal challenges.

Goals

The Affiliate Network has three broad goals:

1. Increase the organizational capacity of affiliates and the Affiliate Network
2. Improve communications of affiliates and the Affiliate Network
3. Broaden the impact of affiliates and the Affiliate Network in delivering EE

Key Strategies

The following strategies will ensure the Affiliate Network's ability to achieve its goals.

GOAL 1. Increase the organizational capacity of affiliates and the Affiliate Network

Strategy A. Improve organizational development and management practices

Strategy B. Provide and participate in professional development opportunities

Strategy C. Strengthen and coordinate fundraising activities

Strategy D: Work collaboratively with NAAEE to design and deliver products

GOAL 2. Improve communications of affiliates and the Affiliate Network

Strategy A. Improve internal Affiliate Network communications

Strategy B. Improve external Affiliate Network communications

Strategy C. Build stronger advocates for EE

GOAL 3. Broaden the impact of affiliates and the Affiliate Network in delivering EE

Strategy A. Encourage research to support EE

Strategy B. Support the development and implementation of environmental literacy plans

Strategy C. Enhance social capital of the Affiliate Network through diversity, inclusiveness and collaboration

Value Analysis

Prior to developing the Affiliate Network Strategic Plan, affiliates conducted a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis during the Leadership Summit. The following represents the collective analysis:

Strengths

- Affiliates grow the organizational capacity of NAAEE
- Grassroots network is informed and influential
- Affiliates, Affiliate Network, and NAAEE work together as a continuum with interlocking roles and are mutually beneficial
- Tri-national representation (US, Canada, Mexico)
- 49 current Affiliate Network members
- Cumulative membership of affiliate organizations represented by affiliates
- Uniquely situated to represent EE change on the ground
- Brain trust of affiliates - access to broad base of experience and willingness to share
- Resources in place, good models within network
- Affiliate Network has independent governance
- Passionate, energetic leaders at affiliate and Affiliate Network levels
- Technology that connects
- Ability to secure EPA funding

Weaknesses

- Network identity
- Fractured focus
- Lack of vision with clear action steps
- Tension between NAAEE and Affiliate Network
- No Affiliate Network staff
- Lack of funding on sustained basis
- US centric (lack of engagement with Canada & Mexico)
- Lack of diversity
- Lack of support and relationships with educational and corporate organizations and industries
- Capacity of affiliates - lack of sustained resources, inexperience with nonprofit management, people wearing too many hats
- Disparity of capacity among affiliates
- Turnover within affiliates - exhaustion/burnout, loss of organizational memory
- Affiliates struggling to be part of the Affiliate Network
- Lack of basic understanding of state/provincial EE organizations

Opportunities

- Provide leadership to NAAEE
- Collaboration
- Need to demonstrate results through research
- Education reform
- Improve/change teaching standards and approaches
- AP environment – opportunity to work with teachers as members, build a network, establish general standards, identify promising partners
- Growing public interest and action

- Public discomfort with status quo and appetite for new ideas to address challenges
- Younger generation ties environment and social change together
- Can be an agent for systemic change
- Business sees an opportunity to position itself
- Leverage resources - social networking, technology, communications

Threats

- Economy
- Political polarization
- Perception that protecting the environment kills jobs
- Environmentally illiterate society
- Public burnout about environment
- Increased focus on standardized tests
- Transportation funds are down
- Time to get outside limited
- Lack of EE quality control
- Degradation of language

Brief Organizational History

NAAEE is a non-profit organization founded in 1971 with the mission to advance environmental education and support environmental educators in Canada, the United States, and Mexico. By 2015, NAAEE will be the premier organization in Canada, the United States, and Mexico providing environmental educators and the organizations that train, employ, and support those educators with professional development, guidelines for excellence, networking, and advocacy, all within a culture of inclusivity. NAAEE represents approximately 20,000 environmental educators including affiliate members.

The Affiliate Network was established in 1990 and currently represents 49 state, provincial and regional environmental education organizations. The Affiliate Network is an unincorporated affiliation of state, provincial, and regional environmental education associations that seek to collaborate with NAAEE and each other to build capacity for EE across the US, Mexico, and Canada. The following timeline captures the complete history of the Affiliate Network to date.

- | | |
|--------|--|
| 1990 | Several active state and provincial EE organization leaders create an “Affiliate Committee.” |
| 1990s | Many affiliate organizations are established. |
| 1993 | The Affiliate Committee informally gathers at the NAAEE Big Sky conference to discuss alignment of affiliates as a special interest group within NAAEE as a means to share ideas and best practices.
The National EE Advancement Project (NEEAP) hosts leadership clinics targeted at developing state- and provincial-level EE leadership.
EPA awards capacity building grants to affiliate organizations.
An affiliate “handbook” is produced. |
| 1995 | The first formal gathering of state and provincial affiliate EE associations is held at the NAAEE Portland, Maine, conference. |
| 1996-7 | The group of state and provincial associations is recognized as the “Affiliate Partnership.”
The term “affiliate” is reserved for state or provincial EE associations only.
A set of “affiliate” criteria is defined. Only one organization per state or province is allowed, following the reasoning that to allow multiple affiliates in any one state or province would only perpetuate the fragmentation and diffusion of energy and resources that such “associations” are trying to reduce.
A membership structure between NAAEE and affiliates is established, including the designation of a state or provincial “affiliate liaison.”
A permanent seat on the NAAEE board of directors is designated for a representative of the Affiliate Partnership, to be elected by affiliate liaisons.
An NAAEE staff support person is officially assigned to the Affiliate Partnership as a part-time assignment. A set of expectations for NAAEE in working with a given affiliate is drafted. |
| 1997-8 | Bolstered with EETAP funding, joint planning and other forms of cooperation become commonplace for affiliate pre-conference workshops, national leadership clinics, the NAAEE capacity-building commission, etc.
An affiliate long-range plan emerges as a parallel, and compatible, companion to |

	<p>NAAEE's strategic planning. The Affiliate Partnership becomes the "Affiliate Network".</p>
1998-2000	<p>NAAEE hires a staff person for a new position specifically dedicated as an Affiliate Coordinator. Colorado, Utah, Arkansas, and Oklahoma affiliates experiment with reciprocal membership agreements with NAAEE.</p>
2000-01	<p>Staffing and leadership changes at NAAEE and within affiliates lead to inconsistencies in priorities. The relationship between NAAEE and the Affiliate Network weakens as a result. NAAEE's Board of Directors significantly modifies operating procedures of the board including changes to its size and structure. The Affiliate Network's board position is eliminated as a result of restructuring.</p>
2002	<p>A Memorandum of Understanding (MOU) is entered between the Affiliate Network and NAAEE. The MOU establishes an Affiliate Network Steering Committee with its own operating procedures. A voting member from the Affiliate Network is reinstated on the NAAEE Board of Directors and a voting member of NAAEE is assigned to the Affiliate Network Steering Committee. Disagreements between NAAEE and the Affiliate Network result in the removal of the Affiliate Network voting member on NAAEE's board.</p>
2006	<p>A Leadership Summit is held to establish effective communication between NAAEE's Board of Directors and the Affiliate Network. NAAEE re-establishes a connection with the Affiliate Network but the Affiliate Network representative to NAAEE's board becomes an ex-officio member with no voting rights. NAAEE adopts a rule that the NAAEE Board of Directors members must be a current member of his or her own state or provincial affiliate.</p>
2008	<p>The criteria for affiliates is revisited and established. Only one affiliate will be allowed per state or province. The affiliate organization must represent a broad spectrum of EE providers in their respective state or province. Affiliates must apply to the Affiliate Network Steering Committee to be recognized as their state or provincial affiliate and pay the NAAEE membership fee (affiliate category) when their application has been approved.</p>
Today	<p>49 affiliates (no affiliates in Mexico however, there is a new NAAEE staff member in Mexico) are represented by the Affiliate Network. NAAEE changes its by-laws and eliminates the ex-officio Affiliate Network member from its Board of Directors, but makes a commitment to recruit affiliate leaders to run for election to the Board. NAAEE makes a commitment to support a working relationship with the Affiliate Network as demonstrated by the US EPA HQ grant awarded to NAAEE and the Affiliate Network to support capacity building. The new EECapacity Project also has funding to support affiliate capacity-building efforts. The Affiliate Network plays a critical role in advancing environmental education as demonstrated by: resource reviews, certification programs, contributions to state and international directories (EElinked), EPA sub-grant partnerships, etc.</p>

Overview of Goals

GOAL 1.

Increase the organizational capacity and leadership of affiliates and the Affiliate Network

Strategy A: Improve organizational development and management practices

- i. Identify the strengths and capacity needs of each affiliate organization.
- ii. Facilitate the sharing of existing tools, templates and resources (strategic plans, business plans, board/volunteer development, policies).
- iii. Re-establish the mentor program.
- iv. Develop professional learning communities to support the capacity needs of affiliates and the Affiliate Network (Executive director group, board chair group, regional core groups, etc.).
- v. Develop a timeline with strategies to support dedicated staff for the Affiliate Network.
- vi. Create a policy/MOU between the Affiliate Network and NAAEE to articulate the partnership and create a procedures policy for working together, including methods of collaboration and decision-making.

Strategy B: Provide and participate in professional development opportunities

- i. Provide quarterly professional development opportunities to affiliates (workshops, webinars, etc.).
- ii. Hold annual leadership clinics to develop leadership of the Affiliate Network, including pathways for new leaders to advance (~6 months after NAAEE conference).

Strategy C: Strengthen and coordinate fundraising activities

- i. Identify diverse funding sources for affiliates and the Affiliate Network.
- ii. Coordinate fundraising activities: regional/national/international funding requests.
- iii. Support fundraising efforts of affiliates, including Affiliate Network-coordinated requests for regional/national/international funding.
- iv. Develop a joint fund-raising strategy between the Affiliate Network and NAAEE; clarify expectations for joint funding and create a structure for collaborative funding efforts.

Strategy D: Work collaboratively with NAAEE to design and deliver products

- i. Develop a system to work collaboratively at multiple levels within the partnership (on-line communities, databases, etc.).
- ii. Collect data on membership for affiliates and for NAAEE.
- iii. Work with NAAEE to develop membership benefits for individual affiliate members and vice versa.

GOAL 2.

Improve communications of affiliates and the Affiliate Network

Strategy A: Improve internal Affiliate Network communications

- i. Create a web-based, interactive, user-friendly clearinghouse to share resources, meetings, webinars, and conference calls.
- ii. Develop a welcome packet for affiliates: a visual diagram that shows the relationship between NAAEE & the Affiliate Network, Affiliate Network/NAAEE membership list, clarity on Affiliate Network Steering Committee selection process and governance rules.
- iii. Improve Steering Committee communications with affiliates (quarterly calls, monthly email updates).
- iv. Encourage collaboration and resource sharing through communication channels.

Strategy B: Improve external Affiliate Network communications

- i. Ensure affiliate representation on the NAAEE Board and NAAEE Board representation on the Affiliate Network Steering Committee.
- ii. Develop an information packet about affiliates and the Affiliate Network for orientation of new NAAEE board members.
- iii. Develop a two-way communication structure between the Affiliate Network and NAAEE
- iv. Create an Affiliate Network brand: logo and letterhead.
- v. Market the partnership between the Affiliate Network and NAAEE; create a joint branding strategy.
- vi. Encourage Affiliate Network committee chairs to interact with NAAEE committee counterparts to coordinate activities.

Strategy C: Build stronger advocates for EE

- i. Strengthen advocacy across the Affiliate Network: case statements for EE, public policy involvement, etc.
- ii. Develop and implement a communications plan to improve media, promotion, and branding of EE.
- iii. Promote greater advocacy of EE at the state/provincial level through affiliate participation in NAAEE's Advocacy Committee's monthly Action Network calls.
- iv. Promote advocacy efforts with affiliate partnerships in Canada and Mexico.

GOAL 3.

Broaden the impact of affiliates and the Affiliate Network in delivering EE

Strategy A: Encourage research to support EE

- i. Identify research needs from affiliates to support EE: in academic achievement (STEM, college, career, citizenship, 21st century), health, and economics.
- ii. Work with the NAAEE research special interest group to link affiliates' needs for data with researchers in the field.
- iii. Share data and research to support needs (share/compile case studies, tools, identify trends/issues, research/evaluation linked to results).

Strategy B: Support the development and implementation of state, provincial, territorial and regional environmental literacy plans

- i. Share affiliate environmental literacy plans and related documents with the Affiliate Network.
- ii. Track development and implementation of affiliate environmental literacy plans.
- iii. Participate in environmental literacy plan mentoring across the Affiliate Network.
- iv. Coordinate with NAAEE's Advocacy Committee on affiliate environmental literacy plans and related advocacy efforts.

Strategy C: Enhance social capital of the Affiliate Network through diversity, inclusiveness and collaboration

- i. Increase the number of affiliates to include states, provinces, and territories throughout North America.
- ii. Support affiliates in building more diverse and inclusive organizational members.
- iii. Increase diversity of the Affiliate Network Steering Committee and sub-committees.
- iv. Find and share best practices for successful engagement of nontraditional, diverse EE audiences and partnerships.
- v. Develop metrics and indicators to track improvements to diversity and inclusiveness of the Affiliate Network over time.
- vi. Develop the cultural competency of affiliates.

Accountabilities for Successful Goal Attainment

GOAL 1.			
Increase the organizational capacity and leadership of affiliates and the Affiliate Network			
Strategy A: Improve organizational development and management practices			
<i>Supporting Activities</i>	<i>Who's Responsible</i>	<i>Timeline</i>	<i>Indicators of Accomplishment</i>
i. Identify the strengths and capacity needs of each affiliate organization	Steering Committee: administer and compile results of Affiliate Network survey Capacity Building Committee: review and support survey Additional Committees: respond to survey feedback as appropriate Recognition & Networking Committee: identify leading affiliate organizations based on strengths in annual Affiliate Network survey	Annually – 1 st quarter	Survey administered and results compiled – strengths and needs identified
ii. Facilitate the sharing of existing tools, templates and resources (strategic plans, business plans, board/volunteer development, policies)	Communication & Membership Committee: build/maintain a shared website; outreach to affiliates to add resources to shared website	Annually – 2 nd quarter following survey compilation	All affiliate resources cited in survey are posted to shared website
iii. Re-establish the mentor program	Professional Development Committee	Include in 2013 annual Affiliate Network survey to determine interest	Mentor program interest assessed in 2013
iv. Develop professional learning communities (PLC) to support the capacity needs of affiliates and the Affiliate Network (Executive director group, board	Steering Committee: include in annual Affiliate Network survey	Include in 1 st quarter annual Affiliate Network survey	Affiliate capacity needs identified by survey and PLCs created in response by

chair group, regional core groups, etc.)	Professional Development Committee: serve as point of contact for all PLCs Additional Committees: develop and maintain PLCs as needed		appropriate sub-committee
v. Develop a timeline with strategies to support dedicated staff for the Affiliate Network	Steering Committee Capacity Building Committee	2 nd quarter 2012	Timeline with strategies developed
vi. Create a policy/MOU between the Affiliate Network and NAAEE to articulate the partnership and create a procedures policy for working together, including methods of collaboration and decision-making	Steering Committee NAAEE Affiliate Relations & Advocacy NAAEE Board of Directors for approval	2 nd quarter 2012	MOU between Affiliate Network and NAAEE drafted and signed Procedures policy created

Strategy B: Provide and participate in professional development opportunities			
<i>Supporting Activities</i>	<i>Who's Responsible</i>	<i>Timeline</i>	<i>Indicators of Accomplishment</i>
i. Provide quarterly professional development opportunities to affiliates (workshops, webinars, etc.)	Professional Development Committee: coordinate with appropriate sub-committee for content	Quarterly	Quarterly professional development opportunities offered and attended
ii. Hold annual leadership clinics to develop leadership of the Affiliate Network, including pathways for new leaders to advance (~6 months after NAAEE conference)	Professional Development Committee: coordinate logistics Capacity Building Committee: identify and secure funding	Annually every spring – implement in 2014	Annual leadership clinics held every spring and attended by affiliates

Strategy C: Strengthen and coordinate fundraising activities			
<i>Supporting Activities</i>	<i>Who's Responsible</i>	<i>Timeline</i>	<i>Indicators of Accomplishment</i>

<p>i. Identify diverse funding sources for affiliates and the Affiliate Network</p>	<p>Communication & Membership Committee: build/maintain a shared website</p> <p>Capacity Building Committee: find and post to shared website</p> <p>NAAEE Affiliate Relations & Advocacy: find and post to shared website</p>	<p>On-going</p>	<p>Funding opportunities successfully posted and updated to shared website</p>
<p>ii. Coordinate fundraising activities: regional/national/international funding requests</p>	<p>Steering Committee: track and prioritize funding needs of sub-committees and Affiliate Network</p> <p>NAAEE Affiliate Relations & Advocacy</p>	<p>On-going – needs addressed by committee chairs during monthly Steering Committee calls</p>	<p>Funding requests coordinated by the Steering Committee on behalf of the Affiliate Network</p>
<p>iii. Support fundraising efforts of affiliates, including Affiliate Network-coordinated requests for regional/national/international funding</p>	<p>Steering Committee: share priority fundraising needs of the Affiliate Network</p> <p>Capacity Building Committee: coordinate fundraising requests (grant writing, campaigns, etc.)</p> <p>NAAEE Affiliate Relations & Advocacy</p>	<p>On-going</p>	<p>Requests for funds submitted by affiliates and Affiliate Network</p>
<p>iv. Develop a joint fund-raising strategy between the Affiliate Network and NAAEE; clarify expectations for joint funding and create a structure for collaborative funding efforts</p>	<p>Steering Committee: include in MOU with NAAEE (Goal 1.A.vi)</p> <p>Capacity Building Committee</p>	<p>2nd quarter 2012: MOU</p> <p>3rd quarter 2012: implemented</p>	<p>Joint-fundraising strategy developed in MOU with NAAEE – drafted, signed, implemented</p>

	<p>NAAEE Affiliate Relations & Advocacy</p> <p>NAAEE Executive Director</p> <p>NAAEE Board of Directors for approval</p>		
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Strategy D: Work collaboratively with NAAEE to design and deliver products			
<i>Supporting Activities</i>	<i>Who's Responsible</i>	<i>Timeline</i>	<i>Indicators of Accomplishment</i>
i. Develop a system to work collaboratively at multiple levels within the partnership (on-line communities, databases, etc.)	<p>Steering Committee: assess system needs, determine activities</p> <p>NAAEE Affiliate Relations & Advocacy: work with Steering Committee to develop systems</p>	3 rd quarter 2012: system plan developed with timeline and activities	Collaborative systems created
ii. Collect data on membership for affiliates and for NAAEE	<p>Communication & Membership Committee: determine data needs</p> <p>Steering Committee: include in Affiliate Network survey</p> <p>NAAEE Member Services: collect and share data</p>	Include in 1 st quarter annual Affiliate Network survey	Membership data collected
iii. Work with NAAEE to develop membership benefits for individual affiliate members and vice versa	<p>Communication & Membership Committee: determine benefits</p> <p>Steering Committee: work with Communications & Membership Committee and NAAEE to finalize benefits</p>	4 th quarter 2012	Membership benefits determined and implemented

	NAAEE Member Services: determine benefits		
	NAAEE Board of Directors for approval		

GOAL 2.**Improve communications of affiliates and the Affiliate Network****Strategy A: Improve internal Affiliate Network communications**

<i>Supporting Activities</i>	<i>Who's Responsible</i>	<i>Timeline</i>	<i>Indicators of Accomplishment</i>
i. Create a web-based, interactive, user friendly clearinghouse to share resources, meetings, webinars, and conference calls	Communication & Membership Committee: build/maintain shared website	1 st quarter 2012 On-going maintenance	Affiliate Network wikispace created
ii. Develop a welcome packet for affiliates: a visual diagram that shows the relationship between NAAEE & the Affiliate Network, Affiliate Network/NAAEE membership list, clarity on Affiliate Network Steering Committee selection process and governance rules	Communication & Membership Committee: develop packet Steering Committee: support content	1 st quarter 2013	Welcome packet developed and disseminated to affiliates
iii. Improve Steering Committee communications with affiliates: quarterly calls (consider merging with quarterly professional development trainings – Goal 1.B.i) monthly email updates	Steering Committee: determine communications methods Communication & Membership Committee: support Steering Committee communications	2 nd quarter 2012: develop plan On-going	Consistent communication between Steering Committee and affiliates
iv. Encourage collaboration and resource sharing through communication channels	Communication & Membership Committee: create appropriate webpages on shared website and recruit resources from committees and affiliates	2 nd quarter 2013	Affiliates post and collaborate on resources through shared website

Strategy B: Improve external Affiliate Network communications

<i>Supporting Activities</i>	<i>Who's Responsible</i>	<i>Timeline</i>	<i>Indicators of Accomplishment</i>
i. Ensure affiliate representation on the NAAEE Board and NAAEE Board representation on the Affiliate Network Steering	Steering Committee: include in MOU with NAAEE and policy	2 nd quarter 2012	MOU between Affiliate Network and NAAEE drafted and signed

Committee	<p>procedures (Goal 1.A.vi)</p> <p>NAAEE Affiliate Relations & Advocacy</p> <p>NAAEE Board of Directors</p>		Procedures policy created
ii. Develop an information packet about affiliates and the Affiliate Network for orientation of new NAAEE board members	<p>Communication & Membership Committee: develop packet; disseminate to NAAEE board members</p> <p>Steering Committee: support content</p>	1 st quarter 2014	Affiliate Network information packet assembled and disseminated
iii. Develop a two-way communication structure between the Affiliate Network and NAAEE	<p>Steering Committee: include in MOU with NAAEE (Goal 1.A.vi)</p> <p>Communication & Membership Committee: support structure</p> <p>NAAEE Affiliate Relations & Advocacy</p>	<p>2nd quarter 2012: MOU</p> <p>1st quarter 2014: implemented</p>	Communication structure determined in MOU with NAAEE – drafted, signed, implemented
iv. Create an Affiliate Network brand: logo and letterhead	Communication & Membership Committee	1 st quarter 2015	Affiliate Network brand created
v. Market the partnership between the Affiliate network and NAAEE; create a joint branding strategy	<p>Steering Committee: include in MOU with NAAEE (Goal 1.A.vi)</p> <p>Communication & Membership Committee: support branding strategy</p> <p>NAAEE Affiliate Relations & Advocacy</p>	<p>2nd quarter 2012: MOU</p> <p>1st quarter 2016: implemented</p>	Joint-branding strategy determined in MOU with NAAEE – drafted, signed, implemented

vi. Encourage Affiliate Network committee chairs to interact with NAAEE committee counterparts to coordinate activities	Steering Committee: determine interaction; consider including in MOU (Goal 1.A.vi) Communication & Membership Committee: support interaction strategies NAAEE Affiliate Relations & Advocacy NAAEE Committees	2 nd quarter 2012: MOU 1 st quarter 2013: implement Interaction between committee chairs and NAAEE committees determined in MOU with NAAEE	MOU with NAAEE – drafted, signed, implemented
vii. Identify, develop, and implement an awards and recognition program to acknowledge accomplishments of Affiliate Network organizations as well as affiliates and individuals who have made significant contributions to the overall Affiliate Network	Recognition & Networking Committee	Annual awards program at the NAAEE conference	Awards program held, affiliates honored

Strategy C: Build stronger advocates for EE			
<i>Supporting Activities</i>	<i>Who's Responsible</i>	<i>Timeline</i>	<i>Indicators of Accomplishment</i>
i. Strengthen advocacy across the Affiliate Network: case statements for EE, public policy involvement, etc.	Research Committee: share related research Advocacy Committee: develop case statements NAAEE Affiliate Relations & Advocacy	Communications & Membership Committee: support development and disseminate to affiliates	1 st quarter 2013 All affiliates have access to and use common language to advocate for EE
ii. Develop and implement a communications plan to improve media, promotion, and branding of EE	Advocacy Committee: lead the development and implementation of communications plan	1 st quarter 2014	Advocacy communications plan developed and implemented

	<p>Steering Committee: collaborate on plan</p> <p>NAAEE Advocacy Committee: collaborate on plan</p> <p>NAAEE Affiliate Relations & Advocacy</p>		
<p>iii. Promote greater advocacy of EE at the state/provincial level through participation in NAAEE's Advocacy Committee's monthly Action Network calls</p>	<p>Advocacy Committee: collaborate with NAAEE Advocacy Committee</p> <p>NAAEE Advocacy Committee: host monthly Action Network calls</p> <p>Steering Committee: assess participation in annual Affiliate Network survey</p> <p>NAAEE Affiliate Relations & Advocacy</p>	<p>Include in 1st quarter annual Affiliate Network survey</p> <p>Monthly participation in Action Network calls</p>	<p>Affiliates participate in Action Network calls</p>
<p>iv. Promote advocacy efforts with affiliate partnerships in Canada and Mexico</p>	<p>Advocacy Committee: determine and support advocacy needs of affiliate partners</p> <p>Steering Committee: include in annual Affiliate Network survey</p> <p>NAAEE Affiliate Relations & Advocacy</p>	<p>Include in 1st quarter annual Affiliate Network survey</p>	<p>Affiliate partners in Canada and Mexico supported in advocacy efforts for EE</p>

GOAL 3.**Broaden the impact of affiliates and the Affiliate Network in delivering EE****Strategy A: Encourage research to support EE**

<i>Supporting Activities</i>	<i>Who's Responsible</i>	<i>Timeline</i>	<i>Indicators of Accomplishment</i>
i. Identify research needs from affiliates to support EE: in academic achievement (STEM, college, career, citizenship, 21 st century), health, and economics	Steering Committee: include in annual Affiliate Network survey Research Committee: develop survey questions to identify needs	Include in 1 st quarter annual Affiliate Network survey	Affiliate research needs identified
ii. Work with the NAAEE research special interest group to link affiliates' needs for data with researchers in the field	Research Committee: share affiliate needs NAAEE Research Special Interest Group: determine links with researchers	On-going	Research relationships between affiliates and field researchers established and effective
iii. Share data and research to support needs (compile case studies, tools, identify trends/issues, research/evaluation linked to results)	Communication & Membership Committee: build/maintain shared website to host research Research Committee: collect, post and encourage affiliates to post research on shared website NAAEE Research Special Interest Group: share tools/needs with Research Committee	On-going	Research posted to shared website

Strategy B: Support the development and implementation of state, provincial, territorial and regional environmental literacy plans

<i>Supporting Activities</i>	<i>Who's Responsible</i>	<i>Timeline</i>	<i>Indicators of Accomplishment</i>
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<p>i. Share affiliate environmental literacy plans and related documents with the Affiliate Network</p>	<p>Communication & Membership Committee: build/maintain a shared website</p> <p>Advocacy Committee: outreach to affiliates to add plans to shared website</p>	<p>On-going</p> <p>Outreach follows compilation of 1st quarter annual Affiliate Network survey</p>	<p>All affiliate plans and related documents posted to shared website</p>
<p>ii. Track development and implementation of affiliate environmental literacy plans</p>	<p>Steering Committee: include in annual Affiliate Network survey</p> <p>Communication & Membership Committee: build/maintain a space on website for affiliate updates</p> <p>Advocacy Committee: share updates with NAAEE Advocacy Committee</p>	<p>Include in 1st quarter annual Affiliate Network survey</p>	<p>Status of affiliate environmental literacy plans up to date and shared</p>
<p>iii. Participate in environmental literacy plan mentoring across the Affiliate Network</p>	<p>Steering Committee: include in annual Affiliate Network survey</p> <p>Advocacy Committee: determine questions for annual Affiliate Network survey; serve as mentors</p> <p>Professional Development Committee: integrate as part of mentoring program</p>	<p>Include in 1st quarter annual Affiliate Network survey</p>	<p>Mentors identified and actively support affiliates</p>
<p>iv. Coordinate with NAAEE's Advocacy Committee on affiliate environmental literacy plans and related advocacy efforts</p>	<p>NAAEE Advocacy Committee: host monthly Action Network calls</p> <p>Advocacy</p>	<p>Weekly advocacy calls</p>	<p>Monthly Action Network calls State, regional, territorial, provincial advocacy efforts mutually support</p>

	<p>Committee: serve as liaison between NAAEE Advocacy Committee and Affiliate Network</p> <p>NAAEE Affiliate Relations & Advocacy</p>		national/international advocacy initiatives
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Strategy C: Enhance social capital of the Affiliate Network through diversity, inclusiveness and collaboration			
<i>Supporting Activities</i>	<i>Who's Responsible</i>	<i>Timeline</i>	<i>Indicators of Accomplishment</i>
i. Increase the number of affiliates to include states, provinces, and territories throughout North America	<p>Steering Committee: identify targets; assess in annual Affiliate Network survey</p> <p>Communication & Membership Committee: recruit new affiliates</p> <p>NAAEE Affiliate Relations & Advocacy</p>	Include in 1 st quarter annual Affiliate Network survey	Number of affiliates increase
ii. Support affiliates in building more diverse and inclusive organizational members	<p>Diversity & Inclusiveness Committee: work with affiliates, EECapacity and NAAEE Diversity Committee to collaborate on targets and strategies</p>	<p>3rd and 4th quarter 2012: develop strategies</p> <p>2013: implement</p>	Increased diversity affiliate leadership
iii. Increase diversity of the Affiliate Network Steering Committee and sub-committees	<p>Steering Committee: identify diversity targets; appoint diverse sub-committee chairs</p> <p>Diversity & Inclusiveness Committee: collaborate on targets and strategies</p>	Assess annually – 1 st quarter	Diversity of Steering Committee and sub-committees enhanced

	Communication & Membership Committee: recruit new diverse members for sub-committees		
iv. Find and share best practices for successful engagement of nontraditional, diverse EE audiences and partnerships	<p>Diversity & Inclusiveness Committee: find best practices and encourage affiliates to post to shared website</p> <p>Communication & Membership Committee: build/maintain shared website</p> <p>Recognition & Networking Committee: honor innovative affiliates</p> <p>NAAEE Diversity Committee</p>	On-going – check-in during monthly PLC calls	Shared website populated with affiliate best practices
v. Develop metrics and indicators to track improvements to diversity and inclusiveness of the Affiliate Network over time	<p>Diversity & Inclusiveness Committee: set diversity targets and indicators</p> <p>Steering Committee: work with Diversity & Inclusiveness Committee on diversity targets and indicators; include in annual Affiliate Network survey</p> <p>Recognition & Networking Committee: honor most improved affiliates</p>	<p>3rd quarter 2012: develop metrics</p> <p>Include in 1st quarter annual Affiliate Network survey</p>	Diversity targets set and tracked
vi. Develop the cultural competency of affiliates	Diversity & Inclusiveness Committee: coordinate PLC	Monthly conference calls with PLC	Participation in PLC, feedback data assessed from participants

Affiliate Network Committees: Responsibilities

Steering Committee

- Administer and compile results of annual Affiliate Network survey
 - Determine affiliate professional learning community needs
 - Assess affiliate advocacy participation
 - Determine advocacy needs of affiliate partners in Canada and Mexico
 - Identify research needs from affiliates to support EE
 - Track development and implementation of affiliate environmental literacy plans
 - Identify environmental literacy plan mentors
 - Track number of affiliates
 - Assess diversity of affiliates and Affiliate Network
- Work with the Capacity Building Committee to develop a timeline with strategies to support dedicated staff for the Affiliate Network
- Create a policy/MOU between the Affiliate Network and NAAEE to articulate the partnership and create a procedures policy for working together, including methods of collaboration and decision-making
 - Ensure affiliate representation on NAAEE board and NAAEE board representation on the Affiliate Network Steering Committee
 - Develop a two-way communication structure between the Affiliate Network and NAAEE
 - Market the partnership between the Affiliate network and NAAEE; create a joint branding strategy
 - Encourage Affiliate Network committee chairs to interact with NAAEE committee counterpart to coordinate activities
- Track and prioritize funding needs of sub-committees and Affiliate Network
- Share priority fundraising needs of the Affiliate Network with NAAEE
- Develop a joint fund-raising strategy between the Affiliate Network and NAAEE; clarify expectations for joint funding and create a structure for collaborative funding efforts
- Assess system needs, determine activities to work collaboratively with NAAEE
- Work with Communication & Membership Committee and NAAEE to finalize membership benefits
- Support content for affiliate welcome packet
- Determine methods and participate in regular communication with the Affiliate Network
- Support content for the information packet about affiliates and the Affiliate Network for orientation of new NAAEE board members
- Collaborate on developing and implementing a communications plan to improve media, promotion, and branding of EE
- Increase number of affiliates to include states, provinces, and territories throughout North America
- Increase diversity of the Affiliate Network Steering Committee and sub-committees
- Develop metrics and indicators to track improvements to diversity and inclusiveness of the Affiliate Network over time
- Respond to annual Affiliate Network survey as needed
- Develop and maintain professional learning communities as needed

Capacity Building Committee

- Review and support annual Affiliate Network survey

- Work with the Steering Committee to develop a timeline with strategies to support dedicated staff for the Affiliate Network
- Identify and secure funding for annual leadership clinics to develop leadership of the Affiliate Network, including pathways for new leaders to advance
- Find diverse funding sources for affiliates and the Affiliate Network and post to shared website
- Coordinate fundraising efforts of affiliates, including Affiliate Network-coordinated requests for regional/national/international funding
- Support the Steering Committee in developing a joint fund-raising strategy between the Affiliate Network and NAAEE; clarify expectations for joint funding and create a structure for collaborative funding efforts
- Respond to annual Affiliate Network survey as needed
- Develop and maintain professional learning communities as needed

Communication & Membership

- Build and maintain a shared website; outreach to affiliates to add resources to shared website. Build pages and features to:
 - Identify diverse funding sources for affiliates and the Affiliate Network
 - Create a web-based interactive, user friendly clearinghouse to share resources, meetings, webinars, conference calls
 - Encourage collaboration and resource sharing by creating appropriate webpages on shared website and recruiting resources from committees and affiliates
 - Share data and research to support needs (compile case studies, tools, identify trends/issues, research/evaluation linked to results)
 - Share affiliate environmental literacy plans and related documents with the Affiliate Network
 - Track development and implementation of affiliate environmental literacy plans
 - Find and share best practices for successful engagement of nontraditional, diverse EE audiences and partnerships
- Determine membership data needs from affiliates
- Work with NAAEE and the Steering Committee to develop membership benefits for individual affiliate members and vice versa
- Develop a welcome packet for affiliates: visual diagram that shows the relationship between NAAEE & Affiliate Network, Affiliate Network/NAAEE membership list, clarity on Affiliate Network Steering Committee selection process and governance rules
- Work with the Steering Committee to determine strategies to improve communications with affiliates
- Develop an information packet about affiliates and the Affiliate Network for orientation of new NAAEE board members
- Support a two-way communication structure between the Affiliate Network and NAAEE
- Create an Affiliate Network brand: logo and letterhead
- Market the partnership between the Affiliate network and NAAEE; support a joint branding strategy
- Support the interaction between Affiliate Network committee chairs with NAAEE committee counterpart to coordinate activities
- Recruit new affiliates to include states, provinces, and territories throughout North America
- Recruit new diverse affiliate members for sub-committees
- Respond to annual Affiliate Network survey as needed

- Develop and maintain professional learning communities as needed

Diversity & Inclusiveness

- Work with affiliates to collaborate on targets and strategies in building more diverse and inclusive organizational members
- Collaborate on targets and strategies to increase diversity of the Affiliate Network Steering Committee and sub-committees
- Find best practices for successful engagement of nontraditional, diverse EE audiences and partnerships and encourage affiliates to post to shared website
- Work with the Steering Committee to develop metrics and indicators to track improvements to diversity and inclusiveness of the Affiliate Network over time
- Develop the inclusiveness of affiliates, build and enhance cultural competency by coordinating a professional learning community
- Respond to annual Affiliate Network survey as needed
- Develop and maintain professional learning communities as needed

Professional Development

- Re-establish mentor program
 - Include environmental literacy plan mentoring across the Affiliate Network
- Serve as point of contact for all Affiliate Network professional learning communities
- Provide quarterly professional development opportunities to affiliates
- Coordinate logistics for annual leadership clinics to develop leadership of the Affiliate Network, including pathways for new leaders to advance
- Respond to annual Affiliate Network survey as needed

Recognition & Networking

- Identify leading affiliate organizations based on strengths in annual Affiliate Network survey
- Identify, develop, and implement an awards and recognition program to acknowledge accomplishments of Affiliate Network organizations as well as affiliates and individuals who have made significant contributions to the overall Affiliate Network
- Honor innovative affiliates who successfully engage with nontraditional, diverse EE audiences and partnerships
- Honor affiliate improvements to diversity and inclusiveness over time
- Respond to annual Affiliate Network survey as needed
- Develop and maintain professional learning communities as needed

Advocacy

- Strengthen advocacy across the Affiliate Network: case statements for EE, public policy involvement, etc.
- Lead the development and implementation of a communications plan to improve media, promotion, and branding of EE
- Promote greater advocacy of EE at the state/provincial level through participation in NAAEE's Advocacy Committee's monthly Action Network calls
- Determine needs and support advocacy efforts with affiliate partnerships in Canada and Mexico
- Outreach to affiliates to add environmental literacy plans to shared website
- Track development and implementation of affiliate environmental literacy plans and share updates with NAAEE Advocacy Committee

- Participate in environmental literacy plan mentoring across the Affiliate Network, determine questions for annual Affiliate Network survey to determine interest
- Serve as a liaison between NAAEE's Advocacy Committee and the Affiliate Network on affiliate environmental literacy plans and related advocacy efforts
- Respond to annual Affiliate Network survey as needed
- Develop and maintain professional learning communities as needed

Research

- Share related research with the Affiliate Network
- Develop questions for the annual Affiliate Network survey to identify research needs of affiliates
- Work with the NAAEE research special interest group to link affiliates' needs for data with researchers in the field
- Collect, post and encourage affiliates to post research on shared website
- Respond to annual Affiliate Network survey as needed
- Develop and maintain professional learning communities as needed

Non-Affiliate Network Responsibilities

NAAEE Affiliate Relations & Advocacy

- Create a policy/MOU between the Affiliate Network and NAAEE to articulate the partnership and create a procedures policy for working together, including methods of collaboration and decision-making
- Identify diverse funding sources for affiliates and the Affiliate Network
- Coordinate fundraising activities: regional/national/international funding requests
- Support fundraising efforts of affiliates, including Affiliate Network-coordinated requests for regional/national/international funding
- Develop a joint fund-raising strategy between the Affiliate Network and NAAEE; clarify expectations for joint funding and create a structure for collaborative funding efforts
- Work with Steering Committee to develop a system to work collaboratively at multiple levels within the partnership
- Ensure affiliate representation on NAAEE board and NAAEE board representation on the Affiliate Network Steering Committee
- Develop a two-way communication structure between the Affiliate Network and NAAEE
- Market the partnership between the Affiliate network and NAAEE; create a joint branding strategy
- Encourage Affiliate Network committee chairs to interact with NAAEE committee counterpart to coordinate activities
- Strengthen advocacy across the Affiliate Network: case statements for EE, public policy involvement, etc.
- Develop and implement a communications plan to improve media, promotion, and branding of EE
- Promote greater advocacy of EE at the state/provincial level through participation in NAAEE's Advocacy Committee's monthly Action Network calls
- Promote advocacy efforts with affiliate partnerships in Canada and Mexico
- Coordinate with NAAEE's Advocacy Committee on affiliate environmental literacy plans and related advocacy efforts
- Increase the number of affiliates to include states, provinces, and territories throughout North America

NAAEE Member Services

- Collect data on membership for NAAEE and share with Affiliate Network Communication & Membership committee
- Work with Affiliate Network to develop membership benefits for individual affiliate members and NAAEE

NAAEE Executive Director

- Develop a joint fund-raising strategy between the Affiliate Network and NAAEE; clarify expectations for joint funding and create a structure for collaborative funding efforts

NAAEE Board of Directors

- Create a policy/MOU between the Affiliate Network and NAAEE to articulate the partnership and create a procedures policy for working together, including methods of collaboration and decision-making
- Develop a joint fund-raising strategy between the Affiliate Network and NAAEE; clarify expectations for joint funding and create a structure for collaborative funding efforts
- Work with Affiliate Network to develop membership benefits for individual affiliate members and NAAEE
- Ensure affiliate representation on NAAEE board and NAAEE board representation on the Affiliate Network Steering Committee

NAAEE Advocacy Committee

- Work with the Affiliate Network Advocacy Committee to develop and implement a communications plan to improve media, promotion, and branding of EE
- Host monthly Action Network calls

NAAEE Research Special Interest Group

- Work with the Affiliate Network Research Committee to link affiliates' needs for data with researchers in the field
- Share data, tools, and research needs with Affiliate Network Research Committee

NAAEE Diversity Committee

- Work with the Affiliate Network Diversity & Inclusiveness Committee to support affiliates in building more diverse and inclusive organizational members
- Find and share best practices for successful engagement of nontraditional, diverse EE audiences and partnerships

Next Steps: Securing Support & Tracking Progress

This Affiliate Network Strategic Plan is a living document and should be treated as an evolving action agenda. Although specific indicators (# of participants, # of documents, # of research relationships, etc.) are not included in most cases, it should be deemed the responsibility of the accountable committee(s) to further clarify targets and metrics as part of their committee obligation.

The need to establish new sub-committees (Advocacy, Research) expressed in this document should be discussed by the Steering Committee to determine whether the proposed activities can fall within an existing committees' responsibilities. Mindfulness should be paid to the fact that committee members are volunteers and existing committees currently do not operate at full capacity. Adding new sub-committees may not result in increasing the volunteer labor force for activities but merely redistribute participation from those already involved. Proposed new sub-committees include:

- **Advocacy:** This committee is responsible for promoting the field of environmental education by engaging affiliates in related legislative efforts, sharing the development and implementation of environmental literacy plans and supporting affiliates in becoming stronger advocates for EE.
- **Research:** This committee is responsible for collecting and sharing research to support the needs of affiliates.

Attention should be paid to encouraging committee participation from all affiliates. Although this is not stated clearly as a goal or specific activity in the strategic plan, encouragement for all affiliates to participate as committee members is a critical factor to ensure that the Affiliate Network best represents the interests of individual affiliates. Recruitment for committees traditionally occurs during the Affiliate Network meeting at the NAAEE annual conference. Perhaps this can take place during the Affiliate Network pre-conference workshop at NAAEE's conference in addition to the annual meeting to generate more volunteer interest and participation.

The Affiliate Network pre-conference workshop or annual meeting could also serve as a time to check-in on the Affiliate Network Strategic Plan and to develop committee action plans as part of the accountability process. This is one of the few times during the year that affiliates are gathered and provides the opportunity for a comprehensive and productive work session.

Once the Affiliate Network Strategic Plan is adopted by the Affiliate Network (via the Steering Committee) a business plan will be created. This business plan will address the marketing and branding, management, and financial needs of the Affiliate Network and to ensure successful implementation of the strategic plan. Fundraising priorities will be established by the Steering Committee based on this strategic plan. The Capacity Building Committee will work with the Steering Committee to identify, solicit and secure funds for priority action items and to ensure successful capacity building for all affiliates and the Affiliate Network.

Affiliates should also be encouraged to examine their own organizational strategic plan and to create crosswalks with the Affiliate Network Strategic Plan where possible. For example: including "Participate in Affiliate Network professional development activities" could appear as an activity within a state, provincial, regional or territorial affiliate strategic plan in order to ensure participation in Affiliate Network goals and activities. In the same respect, the Affiliate

Network cannot assume to diversify the greater environmental education audience unless it is a priority for the state or provincial affiliate association, too. Citing these commonalities in both state or provincial strategic plans and the Affiliate Network Strategic Plan will help to streamline capacity building efforts across the entire network.

The prosperity and leadership of individual affiliate organizations and NAAEE impact the sustainability of the Affiliate Network. During lean economic times, the capacity of all organizations connected to the Affiliate Network may be challenged. The Affiliate Network needs to be responsive to all situations and adapt its own structure accordingly. Discussions have taken place with regard to the Affiliate Network establishing its own 501(c)(3) identity. Although this is not mentioned in this strategic plan, the Affiliate Network should feel empowered to respond to a changing landscape for EE in North America to best serve the missions of NAAEE and individual affiliate organizations by whatever means is most appropriately suited to address challenges and capitalize on opportunities.

Conclusion

The Affiliate Network would like to thank NAAEE and the US EPA Office of Environmental Education for their partnership in this project. The grassroots Affiliate Network plays a critical role in supporting the missions of NAAEE, the US EPA Office of Environmental Education, and individual affiliate organizations. Although the work of the Affiliate Network will continue to evolve over time, this strategic plan represents a giant step forward in orchestrating the collective impact of all North American affiliates.

Having a plan in place will allow affiliates from across the continent to appreciate how their actions on a local level contribute to a broader movement across North America to cultivate an inclusive, environmentally literate citizenry and sustainable communities.

The Affiliate Network looks forward to continuing to find ways to provide all affiliates with the opportunity to share and leverage resources, coordinate activities, build partnerships, participate in collective impact and implement innovative strategies to strengthen the role of environmental education as a solution to our pressing environmental and societal challenges.

Appendix

Appendix A. Affiliate Status and Updates: 2009-2011 Survey Results³

Over the past several years, the Affiliate Network has gathered information about Affiliates in various forms. In 2009 and 2010, the Affiliate Network Steering Committee surveyed the Affiliate Network listserv to obtain updated information ranging from budget size to programming to diversity. In September 2011, the Affiliate Network Steering Committee surveyed the network again. There are currently 53 known state/provincial/regional associations. The responses summarized below were provided by 37 affiliates and three associations in 2011; information from 2009 and 2010 was used for eight affiliates and one association, and information from previous years was used for one affiliate. There are currently no affiliates representing Mexico. Canada is represented by the EECOM, Alberta, and Saskatchewan Affiliates and the Columbia Basin association. United States not represented by affiliates or associations include: Alaska and North Dakota. There are 2 regional affiliates – EECOM and New England.

Age of Affiliates

The majority of Affiliates are at least 15 years old, yet the majority are still quite young in the nonprofit lifecycle. The oldest Affiliate is Iowa (formed in 1953), with the newest being Hawaii (reinvigorated in 2010).

Range of Affiliate Staff, Board, and Members

In total, Affiliates have

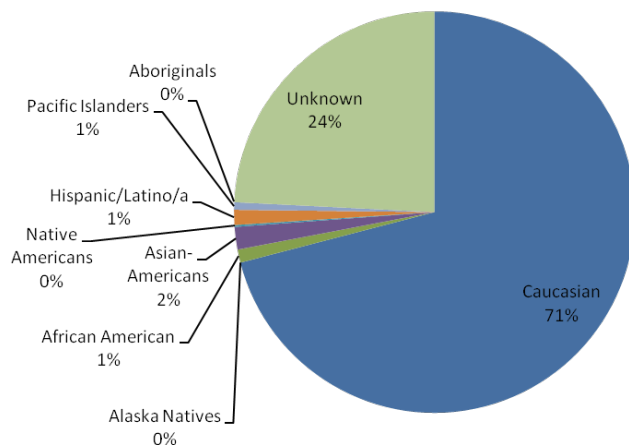
40	staff members
635	board members
16,387	members

Affiliates are gaining staff members quickly, with 26 having some paid staffing (up from 21 in 2009). Yet, there are 24 affiliates without staff and run by all volunteer boards and members.

48%	24	Affiliates have no employees
34%	17	Affiliates have 1 or fewer full time employees
14%	7	Affiliates have between 1 and 5 full time employees
4%	2	Affiliates have the equivalent of more than 5 full time employees

Affiliates answering the survey were asked about the cultural diversity of their staff and board members. The staff information was difficult to assess because the numbers become skewed when many affiliates have less than one staff member. However, the board leadership of Affiliates is primarily Caucasian.

Affiliate Board Members 2011



³ This may not accurately reflect the current status of affiliates.

Range of Affiliate Income

The majority of affiliates (25) operate on less than \$50,000/year. There are very few affiliates at the higher end of the income range. Common income sources include membership, conference registrations, earned income, donations, state agencies, grants, special events, and sponsors. 27 affiliates reported three or more sources of income.

52%	25	Affiliates Annual Income is <=\$50,000
42%	20	Affiliates Annual Income is > \$50k and <= \$200,000
6%	3	Affiliates Annual Income is >\$200k and <=\$700,000

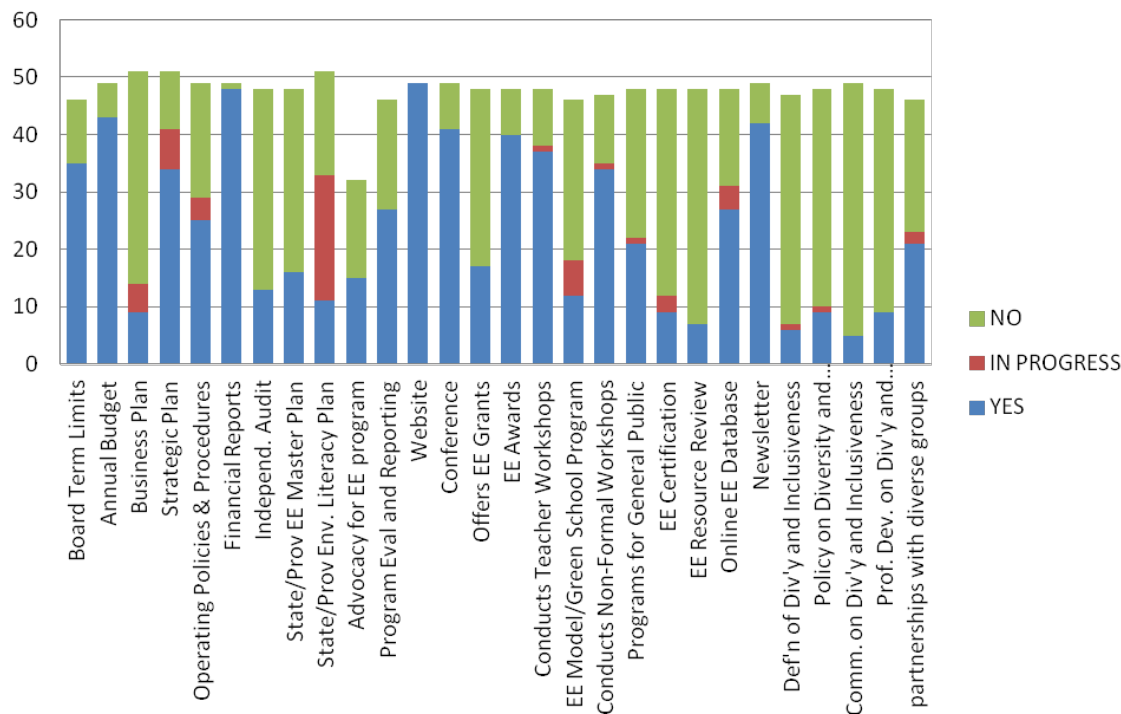
Number of Affiliates with 50% or more of their income from:

17	grants	2	donations
13	earned income	10	membership

Range of Affiliate Programs, Services, Organizational Infrastructure

With so few resources, affiliates make the most of volunteer and in-kind donations to do an amazing amount of programming and services. The organizational infrastructure items that were most common among affiliates are: board term limits, annual budget, strategic plan, regular financial reports, environmental literacy plans, and website. Less common organizational infrastructure items included: business plan, operating policies and procedures, and independent audits (note: many do not have incomes large enough to justify an audit). Common programs and services include: conference, awards program, teacher workshops, non-formal workshops, and newsletter. Less common programs and services include: master plan, environmental literacy plan, program evaluation and reporting, offering EE grants, model or green school programs, programs for the general public, certification, resource review, online database, and diversity and inclusiveness initiatives.

Affiliate Programs, Services, Organizational Infrastructure



Environmental Literacy Planning

In the United States, the introduction of the No Child Left Inside Bill has motivated many states to develop environmental literacy plans. 38 states reported working on environmental literacy plans, in the following

stages: 13 states are in the initial phase of plan preparation, seven states are currently developing plans, nine are in the final stages, eight have completed plans, and one state is in the implementation stage.

Education Standards

Four states (Kansas, Pennsylvania, Washington and Wisconsin) reported separate environmental education standards. Another 22 states/provinces reported that environmental education is integrated into science, social studies, career and technical, or economics standards.

Professional Development

Affiliates provide a significant amount of professional development. 41 Affiliates provide annual conferences for more than 6100 participants. In addition to annual conferences, 37 affiliates provide teacher workshops, 34 provide nonformal educator workshops, and 21 provide programs for the general public.

Affiliates Answering 2011 Survey

1. Alberta Council for Environmental Education
2. Columbia Basin Environmental Education Network (not applied for Affiliate status)
3. Saskatchewan Outdoor and Environmental Association (SOEEA)
4. Environmental Education Association of Alabama
5. Arizona Association for Environmental Education
6. Arkansas Environmental Education Association
7. Association for Environmental and Outdoor Education (AEOE)
8. Colorado Alliance for Environmental Education (CAEE)
9. Delaware Association for Environmental Education
10. District of Columbia Environmental Education Consortium
11. Environmental Education Alliance of Georgia
12. Hawaii Environmental Education Alliance
13. Idaho Environmental Education Association (IdEEA)
14. Environmental Education Association of Illinois
15. Environmental Education Association of Indiana (EEAI)
16. Iowa Conservation Education Coalition
17. Kansas Association for Conservation and Environmental Education (KACEE)
18. Kentucky Association for Environmental Education
19. Maine Environmental Education Association (MEEA)
20. Michigan Alliance of Environmental and Outdoor Education
21. Minnesota Association for Environmental Education
22. Mississippi Environmental Education Alliance
23. Nebraska Alliance for Conservation and Environment Education
24. New England Environmental Education Alliance (NEEEA)
25. New Hampshire Environmental Educators
26. Alliance for New Jersey Environmental Education (ANJEE)
27. Environmental Education Association of New Mexico
28. New York State Outdoor Education Association
29. Environmental Educators of North Carolina (EENC)
30. Environmental Education Council of Ohio
31. Environmental Education Association of Oregon (EEAO)
32. Pennsylvania Association of Environmental Educators
33. Rhode Island Environmental Education Association (RIEEA)
34. Environment Education Connections of South Dakota
35. Utah Society for Environmental Education (USEE)
36. Vermont SWEEP
37. Virginia Resources Use Education Council (not applied for Affiliate status)
38. Washington Environmental Education Association (EEAW)
39. Wisconsin Association for Environmental Education (WAEE) (not applied for Affiliate status)
40. Wyoming Association for Environmental Education (WAEE)

Affiliates Answering 2010 Survey

1. Canadian Network for Environmental Education and Communication (EECOM) Réseau canadien d'éducation et de communication relatives à l'environnement
2. Missouri Environmental Education Association
3. Montana Environmental Education Association (MEEA) (not applied for Affiliate status)
4. Tennessee Environmental Education Association (TEEA)
5. Texas Association for Environmental Education

Affiliates Answering 2009 Survey

1. League of Environmental Educators in Florida (LEEF)
2. Maryland Association for Environmental & Outdoor Education
3. Nevada Natural Resource Education Council
4. West Virginia Environmental Education Association (WVEEA)

Affiliate Answering Previous Calls for Information (within last 5 years)

Oklahoma

Approved Affiliates with no information from last 5 years

South Carolina and Louisiana

Appendix B. Affiliate Network Survey: October 24, 2011

Hello Affiliates! Please take a few minutes to complete the following survey. Your thoughts are valuable in contributing to the Affiliate Network (AN) capacity building project and ultimately helping to build and sustain the capacity of your state Affiliate organization. The information presented in this survey was compiled from the AN Leadership Summit and the Affiliate survey. Your responses will help drive us toward a concise and dynamic AN strategic and business plan that capture our collective interests.

We appreciate your feedback!

GENERAL INFO

State Affiliate Organization:

Person completing this survey:

Role within state affiliate organization of person completing this survey?

Contact info for person completing this survey?

VISION

1. Vision: During the Summit, participants brainstormed vision statements for the AN. The Summit facilitator synthesized the vision as follows: ***We envision an NAAEE affiliate network that brings together the largest coalition of individuals and organizations in North America dedicated to environmental education and through learning and collaboration creates sustainable and healthy communities.***

How does this vision statement resonate with you? (*Include a rating scale to gauge whether this hits or misses the mark)

Is there anything missing from the vision statement that you think should be included?

Additional Comments and/or Suggestions

MISSION

2. Mission: Affiliate leaders at the Summit spent time examining the current mission of the AN and propose the following: ***The Affiliate Network advances the mission of NAAEE by supporting the work of the Affiliates through building connections, coordinating efforts, and strengthening the capacity of state, territorial, regional, and provincial environmental education associations.***

How does this mission statement resonate with you? (*Include a rating scale to gauge whether this hits or misses the mark)

Is there anything missing from the mission statement that you think should be included?

Additional Comments and/or Suggestions

GOALS

3. Goals: Summit participants engaged in a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis and small group discussions to identify key goals for the AN. We would like to propose the following key goals for the AN:

- Increase the capacity of each Affiliate organization

- Strengthen the Affiliate Network to leverage resources and to promote collaboration across Affiliates

How do these goals resonate with you? (*Include a rating scale to gauge whether this hits or misses the mark)

Is there anything missing from the goals that you think should be included?

Additional Comments and/or Suggestions

CAPACITY BUILDING ACTIVITIES

The following set of questions are based on the assumption that the AN capacity building goals are intended to:

- Increase the capacity of each Affiliate organization
- Strengthen the Affiliate Network to leverage resources and to promote collaboration across Affiliates

With that in mind, please rate the following activities (generated during the Summit) in terms of their potential to build capacity for your Affiliate and for the AN. Prioritizing these activities will ultimately impact AN business plan development and implementation – helping to identify where we will need to focus our coordinated efforts first.

4. Affiliate Capacity: Please rate the following activities in terms of potential benefit to your Affiliate organization:

- Asset mapping: identify the strengths and capacity needs of each affiliate organization
- Share existing tools & resources (strategic plans, business plans, etc)
- Develop and/or enhance membership programs
- Strengthen fundraising capabilities (grant writing, etc) including participation in AN coordinated requests
- Build diversity & inclusiveness
- Improve organizational development and management (board structure and function, staff positions, policies, etc.)
- Build leadership/human capital (participate in AN mentor program, workshops, leadership clinics, other partnerships/collaboration, etc.)
- Develop and implement Environmental Literacy Plans
- Become stronger advocates for EE
- Other?

5. Network Capacity: Please rate the following activities in terms of priority capacity building activities for the AN

- Find and coordinate fundraising activities: regional/national funding requests
- Improve internal AN communications: create web-based interactive, user friendly clearinghouse to share resources, meetings, webinars, conference calls
- Improve external AN communications: media & promotion of EE, branding, NAAEE, diversify target audiences
- Provide professional development opportunities: workshops, scholarships, learning communities, summits, leadership clinics, etc.
- Promote collaboration between and across affiliates: establish mentor program, develop regional core groups and representatives, facilitate regional networking using technology, person to person, facilitate quarterly communication with affiliates
- Encourage research to support EE: in academic achievement (STEM, college, career, citizenship, 21st century), health, economy; compiling case studies; identify trends/issues with potential impact; research needs; research/evaluation linked to results
- Secure permanent staff for the AN

- Develop welcome packet for affiliates: visual diagram that shows the relationship between NAAEE & AN, AN/NAAEE membership list, clarity on AN Steering Committee selection process or governance rules
- Strengthen advocacy across the AN: case statements for EE, public policy involvement, etc.
- Other?

6. Please rate the following topics for professional development that would be of interest to your Affiliate:

- Communications (marketing, social networking)
- Business & Strategic Planning
- Environmental Literacy Plans
- Organizational Development (board management, staff roles & responsibilities, membership)
- Diversity & Inclusiveness
- Fundraising & Grant Writing
- Advocacy (NCLI & state)
- AN Capacity Building
- Assessment, Evaluation & Research
- Other

STRATEGIC & BUSINESS PLANS

The main goals for the AN capacity building project are to focus on developing a strategic and business plan for the AN in addition to supporting Affiliates in developing their own strategic and business plan. According to a recent Affiliate survey, 34 states have strategic plans and 6 states have business plans. We'd like to learn more about your plans and to determine whether you would be interested in serving as a strategic and/or business plan mentor or mentoree. The following set of questions is intended to serve as a reference tool and to catalog useful information and help establish Affiliate mentoring relationships to ensure that all Affiliates have comprehensive strategic and business plans in place.

Strategic Plans

7. Does your Affiliate have a strategic plan? (yes, no, in process)

8. How current is your strategic plan?

- No expiration
- Expires in 5-10 years
- Expires in 0-5 years
- Expired 0-5 years ago
- Expired 5-10 years ago

9. If your Affiliate organization has a strategic plan please check the following boxes to describe the existing components/activities involved with the development of your plan (check all that apply):

- Stakeholder Participation: Outside stakeholders (non-board members and staff) participated in plan development
- Vision: Plan includes a reason for being/purpose of your organization
- Mission: Plan includes description of how your organization is working toward the vision
- Values: Plan includes a description of the underlying principles guiding your work
- Target Audience: Plan includes description of whom the organization serves
- History: Plan includes a background description of the organization
- Critical Obstacles: Plan describes significant challenges to the work of the organization
- Internal & External Assessment: Plan includes a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis or similar assessment

- Key goals: Plan includes specific and measurable long and short-term goals
- Strategies/Activities: Plan includes clearly defined strategies/activities necessary for attaining goals
- Timelines: Plan includes timeline for completion of activities and/or goals
- Roles & Responsibilities: Plan includes accountabilities for activities and/or goals
- Tracking & Monitoring Progress: Plan includes process for review
- Resources needed: Plan includes description and/or financial needs for completion of activities and/or goals
- Format: Plan has been professionally formatted

10. Strategic Plan Mentoring (please check one box):

- I am willing to serve as a strategic plan mentor and assist another affiliate
- I am interested in working with a strategic plan mentor to assist my affiliate
- I am not interested in strategic plan mentoring at this time

Business Plans

11. Does your Affiliate have a business plan? (yes, no, in process)

12. How comprehensive is your business plan? (rating scale from very comprehensive to not at all comprehensive)

13. Business Plan Mentoring (please check one box):

- I am willing to serve as a business plan mentor and assist another affiliate
- I am interested in working with a business plan mentor to assist my affiliate
- I am not interested in business plan mentoring at this time

REVISITING THE VISION

The following questions are intended to capture the passion that truly drives you in your commitment to EE and to determine infusion of your passion within the AN vision. Our passion often gets lost in the shuffle (although it happens to be one of our greatest strengths!) as we plod along distracted by the capacity challenges we collectively confront. But these ideas are important and can certainly fuel both our AN and individual Affiliate fire. So, please entertain the following...

14. Your Passion: Please write one sentence that describes your commitment to EE – why do you do it?

15. Your Vision: Please reflect on your passion statement and write one sentence to describe the change that you wish to see in the world because of EE.

16. Additional Comments: Please feel free to include additional thoughts and/or concerns that you feel should be addressed in the capacity building efforts of the AN and its Affiliates.

<http://www.surveymonkey.com/s/ANSurvey>

Please contact Traci Price (tp@traciprice.net) with any additional questions and/or concerns.

Appendix C. Affiliate Network Survey: February 16, 2012

Hello Affiliates! Thank you for providing feedback on the draft Affiliate Network Strategic Plan. Please know that you can access the draft plan on the Affiliate Network wikispace anytime. Visit: <http://naaeeaffiliatenetwork.wikispaces.com/> to join and to access a variety of affiliate resources. The plan is located on the "Strategic Planning" page of the site.

Please use this survey to provide comments on the draft plan. If you have additional feedback that falls outside of the following survey questions please email tp@traciprice.net.

Thank you for your time and thoughts! Please make sure to complete the survey by Friday, February 24th.

GENERAL INFO

State Affiliate Organization:

Person completing this survey:

Role within state affiliate organization of person completing this survey?

Contact info for person completing this survey?

Question 1. Introduction

Introduction: This section sets the stage for describing the Affiliate Network and how the strategic plan was initiated.

How comprehensive is the Introduction in describing the Affiliate Network? (*Include a rating scale to gauge whether this hits or misses the mark)

Is there anything missing that you think should be included?

Additional Comments and/or Suggestions

Question 2. Strategic Planning Process

Strategic Planning Process: This section describes how the strategic plan was developed.

How comprehensive is the Strategic Planning Process section in describing how the Affiliate Network Strategic Plan was developed? (*Include a rating scale to gauge whether this hits or misses the mark)

Is there anything missing that you think should be included?

Additional Comments and/or Suggestions

Question 3. Vision

Affiliates first brainstormed a vision statement for the Affiliate Network during the Affiliate Network Summit in April 2011. Feedback on the vision statement was compiled from a subsequent affiliate survey in December 2011 and resulted in the following: ***The Affiliate Network promotes learning and collaboration across the largest coalition of individuals and organizations in North America dedicated to environmental education. Individual affiliates have stable and secured***

capacity to coordinate and deliver high quality environmental education, contributing to the cultivation of an environmentally literate citizenry and sustainable, healthy communities.

How does this vision statement resonate with you? (*Include a rating scale to gauge whether this hits or misses the mark)

Is there anything missing that you think should be included?

Additional Comments and/or Suggestions

Question 4. Mission

Mission: Affiliate leaders at the Summit also drafted a mission statement for the Affiliate Network. After integrating feedback from the December 2011 survey the mission is as follows: ***The Affiliate Network advances the mission of NAAEE by strengthening the organizational capacity of state, territorial, regional, and provincial environmental education affiliate associations to coordinate and deliver high quality environmental education to diverse audiences. The Affiliate Network provides affiliates with the opportunity to share and leverage resources, coordinate activities, build partnerships, and implement innovative strategies to strengthen the role of environmental education as a solution to our pressing environmental and societal challenges.***

How does this mission statement resonate with you? (*Include a rating scale to gauge whether this hits or misses the mark)

Is there anything missing that you think should be included?

Additional Comments and/or Suggestions

Question 5. Goals

Summit participants engaged in a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis and small group discussions to identify key goals for the Affiliate Network. Feedback for the draft goals was solicited in the December 2011 survey and resulted in the following:

The Affiliate Network has three broad goals:

- 1. Increase the organizational capacity of affiliates and the Affiliate Network***
- 2. Improve communications of affiliates and the Affiliate Network***
- 3. Broaden the impact of affiliates and the Affiliate Network in delivering EE***

How do these goals resonate with you? (*Include a rating scale to gauge whether this hits or misses the mark)

Is there anything missing that you think should be included?

Additional Comments and/or Suggestions

Question 6. Key Strategies

Summit participants brainstormed a list of capacity building activities they felt were important for the work of affiliates and the Affiliate Network. These strategies were prioritized by respondents of the December 2011 survey and further refined by the Affiliate Network Steering Committee and additional committees as follows:

The following strategies will ensure the Affiliate Network's ability to achieve its goals.

GOAL 1. Increase the organizational capacity of affiliates and the Affiliate Network

Strategy A. Improve organizational development and management practices

Strategy B. Provide and participate in professional development opportunities

Strategy C. Strengthen and coordinate fundraising activities

Strategy D: Work collaboratively with NAAEE to design and deliver products

GOAL 2. Improve communications of affiliates and the Affiliate Network

Strategy A. Improve internal Affiliate Network communications

Strategy B. Improve external Affiliate Network communications

Strategy C. Build stronger advocates for EE

GOAL 3. Broaden the impact of affiliates and the Affiliate Network in delivering EE

Strategy A. Encourage research to support EE

Strategy B. Support the development and implementation of environmental literacy plans

Strategy C. Enhance social capital of the Affiliate Network through diversity, inclusiveness and collaboration

How do these key strategies resonate with you? (*Include a rating scale to gauge whether this hits or misses the mark)

Is there anything missing that you think should be included?

Additional Comments and/or Suggestions

Question 7. Value Analysis

This section of the document recaps the SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis from small group discussions at the Affiliate Network Summit.

How does the SWOT analysis resonate with you? (*Include a rating scale to gauge whether this hits or misses the mark)

Is there anything missing that you think should be included?

Additional Comments and/or Suggestions

Question 8. Brief Organizational History

This section of the plan was compiled from historical documents and the Affiliate Network Steering Committee. It presents a chronological history of the network and its relationship to NAAEE.

How does the timeline resonate with you? (*Include a rating scale to gauge whether this hits or misses the mark)

Is there anything missing that you think should be included?

Additional Comments and/or Suggestions

Question 9. Overview of Goals

This section breaks the main goals down by key strategies and activities. The ideas represented in this section were a synthesis of the Summit, December 2011 survey and further refinement of the goals by the following Affiliate Network committees: Capacity Building Committee (Goal 1),

Communication & Membership Committee (Goal 2), Diversity & Inclusiveness Committee (Goal 3). The Affiliate Network Steering Committee provided further analysis of the goals.

Goal 1.

How does the overview of Goal 1 resonate with you? (*Include a rating scale to gauge whether this hits or misses the mark)

Is there anything missing that you think should be included?

Additional Comments and/or Suggestions

Goal 2.

How does the overview of Goal 2 resonate with you? (*Include a rating scale to gauge whether this hits or misses the mark)

Is there anything missing that you think should be included?

Additional Comments and/or Suggestions

Goal 3.

How does the overview of Goal 3 resonate with you? (*Include a rating scale to gauge whether this hits or misses the mark)

Is there anything missing that you think should be included?

Additional Comments and/or Suggestions

Question 10. Accountabilities for Successful Goal Attainment

Each of the three committees (Capacity Building, Communication & Membership, Diversity & Inclusiveness) assigned accountabilities to the activities of each goal. Oversight was provided by the Steering Committee.

Goal 1.

How do the accountabilities assigned in Goal 1 resonate with you? (*Include a rating scale to gauge whether this hits or misses the mark)

Is there anything missing that you think should be included?

Additional Comments and/or Suggestions

Goal 2.

How do the accountabilities assigned in Goal 2 resonate with you? (*Include a rating scale to gauge whether this hits or misses the mark)

Is there anything missing that you think should be included?

Additional Comments and/or Suggestions

Goal 3.

How do the accountabilities assigned in Goal 3 resonate with you? (*Include a rating scale to gauge whether this hits or misses the mark)

Is there anything missing that you think should be included?

Additional Comments and/or Suggestions

Question 11. Affiliate Network Committees: Responsibilities

This section collates the responsibilities of each Affiliate Network committee as they relate to all activities cited in the plan. Additional responsibilities are also outlined for groups outside of the Affiliate Network essential for the work.

How does this section resonate with you? (*Include a rating scale to gauge whether this hits or misses the mark)

Is there anything missing that you think should be included?

Additional Comments and/or Suggestions

Question 12. Next Steps: Securing Support & Tracking Progress

This section outlines ways in which the Affiliate Network can work together to support implementation and track progress of the strategic plan.

How does this section resonate with you? (*Include a rating scale to gauge whether this hits or misses the mark)

Is there anything missing that you think should be included?

Additional Comments and/or Suggestions

Question 13. Conclusion

This section offers final thanks and reiterates the value of having a plan.

How does this section resonate with you? (*Include a rating scale to gauge whether this hits or misses the mark)

Is there anything missing that you think should be included?

Additional Comments and/or Suggestions

Question 14. Additional comments

Please feel free to offer additional comments or suggestions for final edits to the strategic plan.

Please contact Traci Price (tp@traciprice.net) with any additional questions and/or concerns.

Appendix D. Record of Participants

Affiliate Network Survey Participants: October 24, 2011

Arkansas Environmental Education Association
Canadian Network for Environmental Education and Communication (EECOM)
Colorado Alliance for Environmental Education
DC Environmental Education Consortium
Environmental Education Alliance of Georgia
Environmental Education Association of Oregon
Environmental Educators of North Carolina
Iowa Conservation Education Coalition
Kentucky Association for Environmental Education
Minnesota Association for Environmental Education
Miss EE Alliance
ND Coalition for Conservation and Environmental Education (C2E2)
NYSOEA
Rhode Island Environmental Education Association
Saskatchewan Outdoor and Environmental Education Association
Wyoming Association for Environmental Education

Strategic Planning Webinar Participants

Arizona Association for Environmental Education
Colorado Alliance for Environmental Education
Colorado Alliance for Environmental Education
DC Environmental Education Consortium
Earth Force
Environmental Education Association of New Mexico
Environmental Education Association of Oregon
Environmental Education Association of Washington
Kansas Association for Conservation and Environmental Education
Kentucky Association for Environmental Education
Minnesota Association for Environmental Education
NC State University
ND Coalition for Conservation and Environmental Education (C2E2)
Nonprofit Association of Oregon
North Carolina Department of Environment and Natural Resources
Utah Society for Environmental Education
Wyoming Association for Environmental Education

Affiliate Network Survey Participants: February 12, 2011

Alaska Natural Resource & Outdoor Education Association
Arizona Association for Environmental Education
Arkansas Environmental Education Association
Colorado Alliance for Environmental Education and Steering Committee
Pennsylvania Association of Environmental Educators (PAEE)

Saskatchewan Outdoor & Environmental Education Association
Wyoming Association for Environmental Education

Business Planning Webinar Participants

Alliance for New Jersey Environmental Education
Arizona Association for Environmental Education
Audubon Society of Rhode Island
California Association for Environmental and Outdoor Education
Colorado Alliance for Environmental Education
DC Environmental Education Consortium
Environmental Education Association of New Mexico
Environmental Educators of North Carolina
Kansas Association for Conservation and Environmental Education
Kentucky Association for Environmental Education
MN Association for Environmental Education
Pennsylvania Association for Environmental Education
Rhode Island Environmental Education Association
Rocky Mountain Youth Corps
Staurolite Resource Group
VA Office of Environmental Education
Wyoming Association for Environmental Education/Science Kids