

# EEAO STRATEGIC PLAN



2019-2022

Prepared by: EEAO Board of Directors, June 2019

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# EXECUTIVE SUMMARY

Over the past two years, EEA board of directors has embarked on a journey to deepen our understanding of diversity, equity, and inclusion, how they connect and intersect each other, and what that means in our organization. Our strategic plan reflects this process and a goal of being intentional in interweaving diversity, equity, and inclusion in everything that we do. We realize this is a starting point and that we have a lot of continued learning, and work to do.

We hope over the next three years this guides us in making progress in working together to provide spaces for communities and individuals to build relationships, improve practices, and share ideas around environmental education. Oregon is such a diverse state ecologically and socially.

We believe connections with each other and to place is needed. Environmental education can be one tool to drive connections and we realize there are many different ways to practice environmental education. We want to find ways that helps us connect with one another and to place and broaden our perspectives in environmental education.

**Compassionately working together to create equitable connections to and expressions of the local and global environments:**

- **JUSTICE:** We acknowledge environmental education is a segment of environmental justice and supports solutions that affirm the diverse strengths and needs of communities of color, low-income, and other marginalizations, ultimately strengthening our state as a whole.
- **DIVERSITY:** We accept that there are many ways to practice and define environmental education, and we celebrate the various experiences of individuals and communities.
- **COLLABORATION:** We welcome and engage in conversation with many voices and amplify the voices of marginalized communities to strengthen the environmental education community.
- **COMMUNITY:** We continually work on building relationships and establishing trust to provide opportunities for transformation individually, as an organization, and across the environmental education community.

## VISION

*Oregon communities passionately working together to create equitable connections to and expressions of the local and global environments.*

## MISSION

To cultivate environmental literacy and engagement among diverse community leaders.

## WHO WE ARE

EEAO is a statewide membership organization made up of individuals and organizations that deliver environmental education to a wide range of audiences (and mostly in nonformal settings). Through EEAO, individuals and organizations connect and learn from one another and create a collective voice on the importance of environmental and outdoor learning for all communities in Oregon.



# OUR GOALS:

## GOAL 1 PROGRAMMING

**Provide spaces for communities to build relationships, improve practices, and share ideas through conferences, regional meetings, and workshops.**

EEAO has played a valuable role in connecting a wide audience of environmental educators across the state through out the years. Due to our relationships across the state, EEAO is uniquely position to bridge communities and the practice of environmental education and generate opportunities for a wide breadth of perspectives to be shared. We want to continue to strengthen opportunities for members to connect with one another.

### PRIORITY 1: CONFERENCE

Work with members and partners to develop a conference-like event every other year.

Host a conference-like event every other year that brings a breadth of perspectives tied to environmental and outdoor education and 150 individuals attend.

**MILESTONE:** An equity plan is developed on how to engage with communities of difference and how to evaluate conference development and execution.

### PRIORITY 2: NAAEE GUIDELINE'S TRAINERS BUREAU

Create NAAEE Guideline's Trainers Bureau in Oregon that includes trainers from communities of color and non-traditional environmental education providers and a plan to maintain the Bureau.

Establish a NAAEE Guideline's Trainers Bureau in Oregon that provides guideline trainings with a diversity, equity, and inclusiveness lens.

**MILESTONE:** The trainer's bureau represents 50% people of color or members of marginalized communities.

25% of workshop participants represent or work for organizations focused on marginalize communities.

## GOAL 2 ORGANIZATIONAL STRUCTURE

**To have the infrastructure needed to achieve program success.**

EEAO has been operating as mostly a volunteer organization since its existence. The future of EEAO depends on our ability to attract and engage talent at the board and volunteer levels and to do so in a way that builds relevance and credibility within our communities. This requires our board to lead from the top when it comes to a commitment to diversity and inclusivity and make real progress in diversifying nonprofit board leadership.

### PRIORITY 1: PARTNERSHIPS

Develop a formal partnership strategy with other state-wide organizations and community partners to enhance perspectives around environmental education.

Begin to work with partners to implement core programming (e.g. conference, trainer's bureau, etc.) across the state.

Deepen partnerships with organizations that are building opportunities for their talent to serve on nonprofit boards.

**MILESTONE:** Identify statewide partners that work with marginalized communities and have initial meeting.

### PRIORITY 2: BOARD OF DIRECTORS

Develop a recruitment strategy (with on-boarding best practices) for the board of directors around the importance of diversity on nonprofit boards and as a key criterion for evaluating overall board performance.

Fill the board to full capacity (15 members) consistently throughout the year with members that represent the various communities in Oregon.

Continue to grow and learn as a board of directors by participating in a minimum of one full board professional development training or activity with a diversity, equity, and inclusion lens per year.

**MILESTONE:** At least one representative from each region of the state and at least 1/3 of the board represent or are a member of a marginalized community.

**PRIORITY 3: POLICIES**

Review and update all organizational policies to ensure relevancy by 2022.

**MILESTONE:** Develop an equity lens policy that guides us in upholding our values in our work.

Create a governance board policy manual that embodies the board's beliefs, commitments, values and vision and addresses executive limitations, customer results, board-staff linkage, and governance process.

### **GOAL 3 FINANCIAL SUSTAINABILITY**

#### **Have a diversity of revenue streams to support operations and deliver consistent programming.**

EEAO's revenue has mainly been grants and some membership dues and program fees. Unrestricted funds (like membership and program fees) provides flexibility in creating and implementing our core programming (e.g. conference and trainer's bureau). The future of EEAO depends on a strong financial base. To make real progress, every program must have a financial plan in generating revenue, especially unrestricted funds like membership.

#### **PRIORITY 1: MEMBERSHIP**

Develop a membership recruitment strategy that attracts a wide cross section of outdoor, environmental, and social justice providers across the state and maintains 60% of current memberships and recruits a minimum of 25 new members per year.

Continue to enhance membership benefits that provide incentives or learning opportunities for members to grow in the field.

**MILESTONE:** \$50,000 in restricted & unrestricted funds to support EEAO operations by end of 2020 with an annual increase of 15% with a majority of revenue coming from program fees and memberships as well as some revenue from grants, sponsorships, and special events.

#### **PRIORITY 2: ANNUAL FUNDRAISER**

Host an annual fundraiser and gathering for members in alternative years of the conference that generates a scholarship fund for the conference.

**MILESTONE:** Have 1/3 of event expenditures be vendors from marginalized communities.

Establish \$2,000 scholarship fund for the conference.