**Greater Portland Sustainability Education Network (GPSEN)**

**2016-2017 Annual Plan**

**Executive Report**

The Greater Portland Sustainability Education Network (GPSEN) is a multi-sector network of organizations, educators, students, non-profits, political and industry leaders, and community members collaborating to promote sustainability education in the greater Portland region, including Clackamas, Clark, Multnomah, and Washington Counties. Acknowledged as a Regional Center of Expertise (RCE) on education for sustainable development (ESD) by United Nations University, in 2013, we have made a lot of progress, thanks to the many efforts and accomplishments of our Board of Directors, core committees (Governance; Programs & Events; Outreach & Communications; and Research & Curriculum), working group members, fellows, interns, and volunteers.

**Vision**

GPSEN envisions a healthy, just, and thriving region where education for sustainability is prioritized and integrated across sectors; and where everyone has opportunities to shape a sustainable future.

**Mission**

GPSEN connects diverse organizations in a collaborative network that multiplies our collective capacity to educate, empower, and engage for a sustainable future.

**Values and Principles**

* Sustainability (People, Planet, Prosperity, Peace, and Partnership)
* Inclusive participation
* Equity and Environmental Justice
* Transparency and Accountability
* Innovation
* Transformative learning

**Challenges**

We address regional E6 challenges related to: education, environment, economics, equity, empowerment and engagement.

**UNESCO’s Global Action Programme on ESD Priority Action Areas**

1. Advancing policy by mainstreaming ESD
2. Transforming learning and training environments through whole-institution approaches
3. Building capacities of educators and trainers
4. Empowering and mobilizing youth
5. Accelerating sustainable solutions at the local level

**Overview**

The Greater Portland Sustainability Education Network (GPSEN), aka RCE Greater Portland, is a growing network with representatives from many different sectors engaged in a wide variety of activities. Thanks to the leadership of the Board, committee members, fellows, interns, and volunteers, the GPSEN team accomplished a great deal this year, including developing and hosting well-received signature events. Despite facing some capacity challenges, we have much to celebrate and build upon in the future.

**Accomplishments**

We currently have 18 formal organizational partners (needs to be updated on website), 160 informal organizational partners, and 658 (up from 448 in November) individual members on our listserv, along with 427 (up from 320) people who like our Facebook page. Our Sustainability Social, Sustainability Symposium and Hope and Resilience Workshops were particularly successful. Further details are included below, comparing our set targets to what we achieved. While we did not meet some of our targets, others were far-exceeded.

**Challenges**

While we did accomplish a lot, it is also valuable to consider where we have room for improvement. These are enumerated in more detail in the charts below, but there are a number to highlight. As examined in our SWOT review at our retreat last year, we still struggle with funding and leadership capacity in a number of areas, related to some committee work and intended programs, such as the database. We also remain unevenly represented in the city of Portland and Multnomah County, with lower engagement from the broader Metro region, including Washington, Clackamas and Clark Counties. Questions have also been raised on how to advance our inclusion of diverse voices from across the region, which will receive particular focus during our retreat and the coming year. The upcoming transition in leadership will likely lead to further levels of awareness on where capacity gaps may lie.

**Opportunities**

The changes in leadership and new incoming Board members will also bring fresh energy and ideas to our sustainability education mission. With increasing numbers of groups reaching out to GPSEN to explore opportunities to collaborate, more relationships with partners are being established and new and exciting programs are being proposed. Recognizing the value of “letting the network do the work”, the power of collective impact can be furthered through discoveries of new ways to leverage resources, advance synergies across sectors, and engage volunteers in areas that inspire them to contribute in meaningful ways.

Given that that the UNU encourages RCEs to be social experiments within their communities, these efforts to try different models and programs offer opportunities to reflect, learn, and grow. May our review of our strategic plan, along with our accomplishments and challenges, serve as a valuable touchstone for honoring the past, while creating the future.

**Educate ~ Empower ~ Engage**

**Board of Directors**

The Board of Directors for GPSEN, helps shape and facilitate the work of GPSEN. Members of the Board volunteer their time to:

* + establish GPSEN’s mission, vision, values, goals, and objectives
  + create strategic plans to meet the core mission and goals of GPSEN
  + attend monthly meetings
  + provide input on GPSEN/RCE activities
  + help with outreach to increase awareness of the mission of GPSEN in our broader communities
  + serve as liaisons between GPSEN and their member organizations
  + attend quarterly GPSEN partner and stakeholder meetings
  + conduct the overall business of GPSEN through volunteering with a subcommittee and/or working group of interest.

**Committees**

**Governance**

* Develop organizational structure/internal policies to meet mission and goals
* Engage in strategic planning
* Model ethical governance, including accountability and transparency
* Develop and implement policies on organizational and political advocacy
* Maintain accountability of GPSEN on issues of diversity, equity, and justice as they relate to sustainability education
* Seek out and implement funding opportunities to support staff and project capacity
* Develop strategic partnerships with other regional efforts
* Develop assessment tools that evaluate results of programs and support transparency and accountability
* Assess outcomes and provide public reports

Working Groups

Policy and Planning  
Ethics  
Grant Development

Assessment

Finances

Diversity and Equity

**Outreach & Communications (O&C)**

* + Develop and implement plans for outreach and partnership development and retention
  + Facilitate transparency on GPSEN’s goals and actions
  + Participate in programs to raise public awareness about education for sustainable development, including presentations and tabling
  + Develop clear branding, messaging and marketing materials
  + Insure diverse representation, messaging and actions based on social equity and justice
  + Influence broader policy development related to education for sustainable development
  + Manage listservs, newsletter, social media, and website
  + Keep updated calendar/opportunities list for partners/public
  + Collect best practices and resources to be shared on website and in newsletters

Working Groups

Partnerships

Regional Outreach

International Relations

Marketing

Advocacy

Newsletter and Social Media

Website

Database

**Programs & Events (P&E)**

* Increase sustainability education and training opportunities in the region
* Co-sponsor, organize, and/or promote conferences and workshops
* Foster collaboration and connections among members, including formal and informal educators
* Develop networking opportunities, including socials and symposiums
* Facilitate discussions about regional issues and challenges
* Develop programs for members focusing on professional development and capacity building, including workshops and leadership development
* Empower and mobilize youth in our community
* Set up internship opportunities
* Develop service-learning opportunities

Working Groups

Events  
Professional Development  
K-12 Youth Network

College Student Network  
Civic Engagement Internship Program

**Research & Curriculum (R&C)**

* Support efforts to advance research in our region, on sustainability issues
* Identify existing research
* Promote collaborative research opportunities
* Promote and help disseminate research
* Work with Outreach team to keep research visible on website
* Research and post best practice tools on website
* Promote and share curriculum development
* Offer forums for innovation through our Think Tank
* Facilitate articulation agreements between institutions

Working Groups

Research Projects  
Curriculum Development

Think Tank

Fellowship Program  
Articulation

**GPSEN Goals, Objectives, and Actions**

**Goal 1.** Continuously build and maintain a vibrant and diverse regional cross-sector network of individuals and organizations advancing education for sustainability together

**Objective A**. Establish partnerships that facilitate inclusive and culturally diverse participation and collaboration across sectors and organizations

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| --- | --- | --- |
| Targets | Committee/Working Group | Status |
| Create an outreach plan by Dec 31, including: | Outreach & Communication (O&C) | Not fully completed – no formal outreach plan developed |
| Reach out to at least 15 culturally diverse partners | Partnerships | Progress made, e.g., NE Coalition, OPAL, PLACE, Verde, Oregon CEDAW Coalition, CDE, NAYA, Wisdom of the Elders, etc. |
| Survey partners to determine how best to accommodate their needs with partnership projects | Regional Outreach | No formal survey completed with broader partner community; shared goal-setting and planning process with co-sponsors of events |
| Send messages through email and social media to all partners about upcoming events | Newsletter and social media | Ongoing; with significant increase in listserv subscriptions |
| Update outreach strategy, as needed, per partner feedback | Regional Outreach | In process |
| In planning every event and outreach opportunity, consider creative ways to be inclusive | Programs & Events (P&E), O&C | Completed - Ongoing |
| Update partnership list quarterly and analyze for inclusivity and cultural diversity | Website, Partnerships | Ongoing |
| Update GIS stakeholder map, on website, quarterly | Website | In development, with GIS instructor and website intern |
| Establish a renewal and reminder system for partners | Partnerships | Reminders sent for annual renewal, but no formal system set yet |

**Objective B.** Convene events where everyone is welcome to discuss and share ideas related to ESD and social equity issues

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| Targets | Committee/Working Group | Status |
| Establish a list of current topics for events, including SDGs, that help further the cause of ESD and social equity | Board, Partners | Completed, collaborated with UNA Portland and Hosteling International. Hosted a number of UN Days. |
| Survey partners to determine how best to accommodate needs with respect to meeting times and locations | P&E | Not completed. |
| Maintain a list of meeting spaces throughout the region, focusing on underserved areas | P&E | In process, in co-creation with partners |
| Organize 3 signature events and 5 collaborative events, with partners | P&E | Completed:  Sustainability Social (Sept, 2017)  Sustainability Symposium (Jan, 2017)  Train-the-Trainer Workshops:  Hope and Resilience (Feb, 2017)  Facing Climate Change (April, 2017)  Regional Faculty Training (May, 2017)  See below for details on collaborative events. |
| Update calendar of regional events bi-weekly and monthly, in newsletter and on GPSEN website | O&C | Completed – On-going. How integrate into database? |
| Send messages through email and other social media to all partners about upcoming events | O&C | Completed – On-going. Other opportunities? |

**Objective C.** Share research and innovative practices in ESD to promote partnerships, learning, whole institution approaches, and advancements across the region and beyond

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| Targets | Committee/Working Group | Status |
| Collect research and ESD curriculum in region and beyond | R&E | On-going. Fellows; college network; newsletter and website. Need to include in database. |
| Share monthly updates on innovative ESD research and curriculum through the GPSEN website, database, email and/or social media | R&E, O&C | Yes, via website, newsletter, email and/or social media, but not database yet. |
| Organize 2 formal and 2 non-formal ESD innovative research, teacher trainer, and citizen science workshops for target audiences, including Sustainability Symposium (signature event) | P&E | Completed (except no citizen science workshop): 3 formal - Symposium; TGIF workshops, teacher training; 4 informal – EcoChallenge teams; UN Day; World Affairs Council Teach the World Conference; World Environment Day |

**Goal 2.** Identify and secure funding sources to support resource development and operations to achieve the mission of GPSEN/RCE Greater Portland

**Objective A.** Board works with Governance Committee to identify priorities and opportunities for funding

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| Targets | Committee/Working Group | Status |
| Create an annual budget and chart of accounts | Finance | Completed. See David Macek. |
| Identify potential funders and apply for 4 grants for signature events and programs (Database, Symposium, and Youth Network) | Development | Funders identified. 5 grants applied for; Received PCC TGIF grant ($6,000) for workshops and Fellowship grant from Clackamas County. Sponsors funded Symposium (Port of Portland, PCC) and Sustainability Social. |
| Establish 3 new Sustaining Partners and 10 new Contributing Partners | O&C | No new Sustaining Partners (PCC and PSU; Metro needs to renew); 5 new Contributing Partners (Port of Portland; Global PDX; etc) |
| Expand individual donor solicitations via website by 20% | Board, Development, O&C | Not accomplished….. Although received matching fund from Standard Insurance – need to expand alternative solicitations. |
| Leverage current funds to expand financial capacity | Finance | Progress made; much in-kind support via Fellows, Interns, and collaborative programs. |

**Objective B.** Determine staff capacity needed to meet operational needs

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| Targets | Committee/Working Group | Status |
| Prioritize staffing needs | Board, Governance | In process |
| Create job descriptions based on current work being performed by volunteers and interns | Governance | In process |
| When funding is sufficiently secure, Board will hire an Executive Director | Board | Not completed. |
| ED will conduct open hiring process to ensure a diversity of candidates for each staff position | ED | Interns (5) and Fellows (4) appointed throughout the year |
| Create performance standards and conduct periodic informal and formal reviews to insure modeling of GPSEN values | ED, Governance | Exec Director evaluation completed. |
| Use Board Matrix to recruit new board members for maximum diversity | Board & Governance | Completed. Lacking regional diversity. |

**Objective C.** Establish succession plan for Board Executives and Committee Chairs

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| Targets | Committee/Working Group | Status |
| Establish succession plan for Board Executives and Committee Chairs | Exec Team | In process. |

**Goal 3**. Advance the development of lifelong sustainability learning opportunities in formal, non-formal, and informal education, training, and public awareness

**Objective A.** Develop and provide access to an array of ESD information and resources through online platforms

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| Targets | Committee/Working Group | Status |
| Fund, create and maintain a comprehensive, inclusive, searchable, and multi-lingual database of sustainability trainers, grants, events, internships, etc., within the year | O&C | Database committee continues to meet and make progress. Partnering with PCC for student interns and faculty support.  Content continues to be collected. |
| Update information and resources to GPSEN website and social media, with content of bi-weekly and monthly newsletter | O&C | On-going |
| Conduct annual update of research on regional ESD curriculum, resources, and providers | R&E | On-going, thanks to College Network. |

**Objective B.** Create and promote ESD curricula and programs that meet the needs and skill sets of a diverse audience

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| Targets | Committee/Working Group | Status |
| Collect ESD curricula and update quarterly with links to online resources for website and database | R&E | Posted in newsletter, on website, and on Facebook. Not documented in database yet. |
| Create ESD curricula on hope and resilience with PCC’s TGIF grant | P&E | Completed. Two workshops developed with eco-psychologists and funded by PCC’s TGIF grant: Hope and Resilience; Facing Climate Change |

**Objective C.** Create and support opportunities for ESD capacity-building and workforce development

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| Targets | Committee/Working Group | Status |
| Create 2 ESD trainings | P&E | 11 ESD Trainings: Hope and Resilience training for DEQ; AASHE Webinar; UN Day; WAC Conference; Sustainability Symposium; RCE Mentoring Training; Hope and Resilience; Earth Week; Facing Climate Change; ISSP Training; Faculty Training |
| Hire 4 interns for GPSEN internship program | P&E | Completed (7 interns): Development – Heather Moline; Julia Neish; College Network - Oussama Laraichi; Website – Andrea Bowles; Newsletter- Suzanne Tom; GIS (2) with Frank Granshaw |
| Plan to provide low-cost, accessible workforce sustainability trainings and continuing education for partners by June | R&E and P&E | Not completed. |
| Establish template for Fellowship Program and designate 3-4 Fellows | R&E | Completed. Fellowship application created. 4 active Fellows, with more interested. |

**Goal 4.** Increase public awareness about regional and international sustainability issues and the role of ESD in shaping a healthy, just, and thriving future

**Objective A.** Develop and implement marketing plan that raises public awareness and increases involvement in ESD

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| Targets | Committee/Working Group | Status |
| Raise public awareness through monthly newsletters on ESD efforts in our region | O&C | On-going. Bi-weekly, with intern support. |
| Create press release template | O&C | Completed. Developed for Symposium and World Environment Day, with shared media outreach list. |
| Contribute one article to Eco-Thinking Journal per year | R&C | Did anyone do this? |
| Develop and share Annual Report | Board, Governance, O&C | Completed. Shared with Board, UNU, UNESCO, City of Portland, Metro, and linked to our website and newsletter. Hard copies available when tabling. |

**Objective B.** Create opportunities for public dialogue on regional ESD policies and issues

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| Targets | Committee/Working Group | Status |
| Convene one public forum each year focused on important regional ESD policies and issues | P&E | Completed. Beyond our Symposium, PSU hosted session on Food Security. |
| Facilitate opportunities for people to come together and discuss sustainability issues in their neighborhoods, focusing on underserved neighborhoods | P&E | In process. Networking events were sparsely attended, but Sustainability Social in NE and World Environment Day in SE were widely advertised. |

**Objective C.** Develop marketing and programs on international ESD policies and issues

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| Targets | Committee/Working Group | Status |
| Share SDGs survey with stakeholders | Board | Not completed. |
| Convene one public forum each year focused on important international ESD policies and issues | P&E | Completed. 6 international forums were hosted: RCEs of the Americas meeting – attended by Lin Harmon-Walker; Global RCEs Meeting – attended by Ibrahim Ibrahim and Jocelyn Gary; UN Day #With Refugees; Investments for Developing Communities Population Forum; College Network – People’s Climate March; World Environment Day |

**Goal 5.** Support capacity building to develop global citizens who will steward our region for current and future generations and foster trust and healthy relationships in communities

**Objective A.** Offer leadership development and engagement opportunities for GPSEN leaders and partners

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| Targets | Committee/Working Group | Status |
| Encourage all working group participants to take leadership roles in working groups and to train their successors | Governance | In process. Some have made more progress than others. |
| Encourage Board members to take year-long (option to renew) leadership roles in committees and to train their successors | Governance | In process. Some have made more progress than others. |
| Recruit new Board Members and offer Board Orientation | Governance | Completed. 5 new Board members have joined our Board. With three stepping down, we now have 14 Board members. All new Board members have received formal orientation. |
| Mentor 3-4 youth in leadership development | P&E | Completed. In addition to several college interns, 4 youth were mentored: Ibrahim Ibrahim has been mentored all year to support the Youth Network. Camille Nava and Oussama Laraichi were mentored for the College Network. Heather Moline received grant development support and funding to cover her Cooperative Education credits. |

**Objective B.** Create and promote ESD service-learning and volunteer projects

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| Targets | Committee/Working Group | Status |
| Partner with community organizations to create 4 service learning and volunteer opportunities in the region | P&E | Not completed. Only 1 service project was achieved, now that the Teamworks program, through Hands On Greater Portland was cut through United Way. Advertised events for MLK Jr Day, in addition to programs through the Village Building Convergence. Outreach was made to Friend of Trees. |

**Objective C.** Support networks that empower and mobilize youth to engage in their communities

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| Targets | Committee/Working Group | Status |
| Establish leader and advise Youth Network monthly | P&E | Completed. Ibrahim Ibrahim continues to lead the program and serve as the liaison with UNU. |
| Develop 3 projects with College Network | P&E | 6 projects were created – database content research; Sustainability Symposium; Hope and Resilience Workshop; Facing Climate Change; Climate March; and PSU’s Food for Earth |
| Secure funding to send 1-2 youth to RCE Conferences | Governance | Completed. 1 youth (Ibrahim Ibrahim) received funding to attend the Global RCE conference in Indonesia. |

**2016 GAP Commitments**

1. Policy: Meet with government officials (completed – City of Portland and Metro)
2. Transforming Whole Institutions: Partnerships with colleges and industries (completed – continues to grow)
3. Trainings and Capacity-Building:
   * Develop Hope and Resilience Training (completed, in addition to Facing Climate Change)
   * Regional Faculty Workshop (completed, in partnership with PCC and AASHE)
4. Youth Engagement:
   * K-12 and College Student Networks (completed, both develop)
   * Pen Pal Program (completed, with Jocelyn Gary’s support)
5. Sustainable Communities:
   * EcoChallenge (completed, with many teams in the region)
   * Volunteer Projects (one completed, for MLK Jr. Day)

**Sample Action Plan *(in revision)***

**Goal 1.** Continuously build and maintain a vibrant and diverse regional cross-sector network of individuals and organizations advancing education for sustainability together

**Objective A**. Establish partnerships that facilitate inclusive and culturally diverse participation and collaboration across sectors and organizations

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| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Project** | **Tasks** | **Committee/ Working Group** | **Lead** | **Partners/**  **Resources** | **Outcomes/ Indicators** | **Assessment** | **Timeline** | **Status** |
| Create an outreach plan |  | O&C |  |  |  |  |  |  |
| Update partnership list quarterly and analyze for inclusivity and cultural diversity |  | O&C |  |  |  |  |  |  |

***This year’s accomplishments include:***

1. Governance development:

* Engagement of Board and committees in developing annual goals, objectives, and targets
* Management of non-profit status, by Executive Team
* Grant-writing through our Development Committee, with intern and Fellows
* Renewal process developed for partner fees collected via our website (ED)
* Selection and orientation of new Board Members (Board)

1. Innovative cross-sector partnerships and projects that support transformative education and research:

* Think Tank gatherings (James Reed and Fellows)
* Expansion of Fellows Program through Think Tank – we currently have four Fellows (ED and James Reed)
* 4th year participating in NWEI’s EcoChallenge (GPSEN team, led by Kim)
* AASHE webinar on SDGs (Kim)
* Sustainability Symposium, highlighting regional research and innovative projects (Program committee)
* Earth Week events at regional colleges and universities: speakers, tours, and films (Briar, Heather, and others)
* Development of Hope and Resilience and Facing Climate Change training workshops, funded by PCC (Kim, with Ecopsychologists)
* College Student Network updated and Leadership Fellow hired at PSU (Bruce and Heather)
* Co-hosted Investments for Developing Communities Population Forum (Kim)
* Kim Smith serves on AASHE’s Board of Directors and Heather Spalding sits on AASHE’s Advisory Council
* Collaboration with partners on events, including Port of Portland, World Affairs Council, ISSP, UNA Portland, Hosteling International, etc. (Various program working groups)

1. Media and Outreach:

* GPSEN website managed by volunteers and PCC computer science student intern (Steve Peters, Andrea Bowles, with Gary and David, as supervisors)
* Management of MailChimp listserv (Kim)
* Bi-weekly newsletter, edited by a communications intern (Suzanne and Kim)
* Resources and events shared on GPSEN’s website and Facebook page and via Twitter (Kim and others)
* Outreach committee created marketing materials (Briar)
* Meetings held with potential partners (Kim, with others)
* Interview on KPSU’s Shades of Green Podcast (Michele Machado and Kim)

1. Grant funding development:

* Multiple letters of inquiry submitted (Laura and Interns)
* Hope and Resilience and Facing Climate Change workshops funded by PCC’s Green Initiative Fund (Laura and Kim)
* GPSEN Fellow research on watershed management, funded by Clackamas County (Zahra Golshani)

1. Professional development opportunities and summits for ESD students, educators, and providers:

* GPSEN Internships and Fellowships (Kim, with support from teachers, supervisors, and James)
* GoGreen Business Conference (Kim)
* Workshops and presentations on ESD and campus sustainability at the AASHE conference, in Baltimore (Kim, Briar, Heather, and NWEI)
* Washington Higher Education Sustainability Conference (Briar)
* Globally Sustainable Self Conference (book in progress, with Oxford University Press) (Kim)
* Hope and Resilience and Facing Climate Change workshops for college network and community members (Kim and Laura, with ecopsychologists)
* Regional Faculty Sustainability Training­­­ (Heidi Sickert, with Briar and Kim)

1. Events and opportunities for networking, idea-sharing, and policy discussions:

* Sustainability Social, with custom ice cream created (Kim, George, and Youth Network, with What’s the Scoop)
* UN Day, with UNA Portland, focused on refugees (Yashar, Kim, and James)
* Attendance by partners at the AASHE conference (NWEI, US Partnership for ESD, Sulitest)
* Attendance by GPSEN leaders at RCE of the Americas meeting, in Curitiba, Brazil (Lin), and Global RCE Meeting, in Yogyakarta, Indonesia (Ibrahim and Jocelyn)
* Sustainability Symposium, with networking reception and Sustainability Leadership awards (Briar, Kim, Bruce, Heather, James, Oussama, and Yashar)
* Presentations to regional leaders (Kim, Ibrahim, Alfredo, and Lin)
* Meetings with PCC’s Sustainability Leadership Council (Briar and Kim) and PSU’s Institute for Sustainable Solutions (Heather, Lin, Frank, and Kim)
* Poster presentations at PSU’s Sustainability Celebration (Heather and Bashar)
* Screening of “Gaining Ground” (April Fong, Neeraja and Kim)
* College Network event at PSU on “Food for Earth” (Heather, Neeraja, and Kim)
* World Environment Day, focused on Sustainable Development Goals (SDGs), with Hosteling International and UNA Portland (Michele, Kim, Stephanie, and Yashar)

**SWOT Analysis- GPSEN 2016-2017**

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| --- | --- | --- |
|  | Positive | Negative |
|  | Strengths | Weaknesses |
| Internal | Dedicated Leadership (Amazing!)  Tracking and Coordination  Pushing through, perseverance  Strong Board  Sharing work with working groups; volunteer hours; Interns and Fellows  High level of intelligence and experience on the ground  Broad, diverse resources, people and interests  Age diversity  Enthusiasm, work well together | Over-reliance on leader (Kim)  Reliance on volunteers – management is difficult; always transitioning  Life happens (health, jobs, family commitments) – how do we respond?  Need more internal staff capacity – beware demise of CLF  Boundary setting - BURNOUT  Succession planning (ED liability)  Money for internal sustainability capacity – Revenue model for leaders, website, database, and signature programs and events  Age of organization (still young)  Marketing communication  Translating and transferring knowledge and relationships between leaders  Need more expertise in certain areas (finance)  Inconsistent work between committees- have committees give quarterly reports, with specific deadlines; meet regularly |
|  | Opportunities | Threats |
| External | Abundance of sustainability organizations in PDX  Network – need to track demographics  Connection and reputation to UN as RCE (growing numbers)  Can build a US-based coalition with more US RCEs  Timing with SDGs and Agenda 2030  Bringing global attention back to local and connecting local outward  Collective impact  Can recruit specific skilled people  Have wider regional participation  Diversify GPSEN, with diverse members in region  Host dinner parties to meet new people and deepen relationships  Share annual reports, with key event  Database development (although taking a while)  Utilize more forms of social media to attract youth  Develop International Committee for more engagement and advocacy | Challenges of networking and partnership development  US-based, not priority for UN initiatives  Competing with other networks (Intertwine, UNA, EEAO, CDE) – need to identify how different/complementary to Intertwine, AASHE, Oregon Green Schools, etc.)  Everyone is really busy, limiting involvement  Communication/Identity messaging for appropriate audiences  Need to identify unique GPSEN niche and contribution in PDX Metro  Change in federal administration  Multnomah County is over-represented in region  Lack of diversity – everything is in English, need to translate  Are more forms of communication needed, beyond newsletter, email?  Seasonal workflows- school/college vacations; grant cycles  Need to define fundable programs/projects  Need to increase press and media |