



KANSAS ASSOCIATION FOR CONSERVATION AND ENVIRONMENTAL EDUCATION

STRATEGIC PLAN 2007 – 2010

Introduction

The Kansas Association for Conservation and Environmental Education (KACEE) was established in 1969 as a public/private partnership. This partnership is composed of institutions and individuals recognizing the importance of environmental education that emphasizes critical thinking, problem solving, and effective decision-making. In 1998, KACEE developed its first strategic plan. In June 2002, the accomplishments of that first plan were celebrated and KACEE's second three-year plan was developed. In 2006, KACEE began working on a new three-year plan supporting current programs and developing new initiatives.

KACEE has made tremendous strides over the past few years by focusing on the targeted goals in the first and second strategic plans. A review of these accomplishments is located in Appendix A. Through the development of priority goals, strategies, and activities to accomplish those goals, KACEE continues to work toward its mission and vision. The development of a three-year plan will enable KACEE to keep its work timely and relevant by effectively addressing change and the evolving needs of conservation and environmental education in Kansas.

Through this plan, KACEE hopes to realize the following outcomes:

- Achieve consensus of KACEE Board, members, and staff as to KACEE's goals.
- Continue and strengthen KACEE's conservation and environmental education programs.
- Encourage innovation and use of new technologies and opportunities to reach KACEE's goals.
- Enhance partnerships and collaboration.
- Stabilize funding to accomplish strategic plan goals.
- Enhance communication and outreach.
- Unify the environmental education community in Kansas.
- Increase environmental literacy among Kansans.
- Clarify KACEE's role as the umbrella organization for conservation and environmental education in Kansas.
- Play a major role in fulfilling the first-ever Environmental Education Plan for Kansas.

KACEE's Planning and Assessment Committee took the lead in initiating the development of this plan.

KACEE's Mission

The Kansas Association for Conservation and Environmental Education (KACEE) promotes and provides effective, non-biased, science-based conservation and environmental education to all Kansans. (Adopted by KACEE Board of Directors 8 January 2002)

KACEE's Vision

KACEE's vision is an environmentally literate Kansas citizenry, with KACEE as the recognized leader of the state's conservation and environmental education network. (KACEE Five-Year Strategic Plan, 1998-2002)

Priorities for Action

A number of goals and strategies were identified during KACEE's strategic planning process. Realizing that accomplishment of the goals included within the plan are contingent on available staff, funding, and assistance from volunteers, many of the goals and strategies were consolidated. Strategies and activities to accomplish goals within six priority areas are detailed below. Other goals will be addressed as opportunity, funding, and human resources become available. Timelines and responsible parties are located in the section *The Strategic Plan at a Glance* on page 9.

When identifying goals for inclusion in this strategic plan, special emphasis was placed on goals that overlap with the new Environmental Education Plan for Kansas (EEPK). This statewide plan for improving and increasing environmental education was developed with KACEE's input as one of seven convening organizations, and has greatly influenced this plan. [Goals that overlap with the Environmental Education Plan for Kansas are cross-referenced in blue throughout this document.](#)

Education

KACEE brings high-quality, non-biased, science-based conservation and environmental education to Kansas, and reaches hundreds of teachers and non-formal educators each year. Through programs such as Investigating Your Environment, Community-Based Environmental Issues Forums, and Water Celebrations, and through co-sponsorship of Project Learning Tree with the Kansas Forest Service and Kansas Department of Health and Environment; Projects WILD and WILD Aquatic with the Kansas Department of Wildlife and Parks; and Project WET with the Kansas Water Office, KACEE has established a clear track record for identifying and providing proven EE programs.

Priority Goal 1

Promote and offer high quality conservation and environmental education programs and materials.

Strategies & Activities

- 1) Maintain and expand a workshop schedule including Project Learning Tree, Project WET, Project WILD, and Project WILD Aquatic. Integrate the Kansas Leopold Education Project into existing education programs.
 - Develop an annual action plan to coordinate and supplement existing programs with specialized pre-conference workshops, advanced workshops, thematic workshops, and companion curricula.
 - Develop a mechanism to more effectively utilize members of KACEE to aid educators.
- 2) Continue to sponsor, support, and promote the Kansas Environmental Education Conference.
- 3) Improve interaction and communication with the facilitator corps. (also in Communications)
 - Maintain an updated *Facilitator Handbook*.
 - Develop a facilitator training program that meets the needs of current and potential facilitators.
 - Update and incorporate Investigating Your Environment (IYE) into programming.
 - Investigate and possibly develop a facilitator recognition program.
 - Maintain **regular** facilitator communication.

- 4) Provide professional development for water festivals and celebrations.
 - Continue support of the Topeka Water Festival.
 - Develop a strategy for providing ongoing support and networking for water celebration organizers.
- 5) Post correlated EE materials on the Kansas State Department of Education (KSDE) instructional website. Reevaluate how EE fits into No Child Left Behind.
 - KACEE staff visit the KSDE committee working on the website to formalize process.
 - KACEE ask KSDE for a link to the correlations database on the KACEE website.
- 6) Continue working on an outreach and professional development program and materials for early childhood EE educators.
 - Work on a potential pilot school with Kansas City, Kansas Community College.
 - Include the early childhood initiative on the KACEE website.
 - Develop an early childhood EE leadership cadre to include experienced teachers and facilitators.
 - Evaluate early childhood EE programs, including KACEE programs, for possible adaptation and development of materials, programs, publications, and curriculum, including a bilingual mode.
 - Promote/offer early childhood environmental education workshops.
- 7) Develop programs for special audiences, including children with special needs.
 - Work with Rock Springs 4-H Camp to develop a program addressing childhood obesity.
- 8) Develop materials and resources to tie nature deficit disorder into EE programs and marketing.
- 9) Explore and promote networking and partnerships with organizations providing EE activities for youth, and seek opportunities to provide a broader role for students in KACEE.

Priority Goal 2

Legitimize and professionalize EE in Kansas.

Strategies & Activities

- 1) Work with the Kansas Board of Regents to include one unit of EE in pre-service curriculum, incorporating applicable national efforts. ([EEPK Priority Goal B, Strategy 5](#))
- 2) Facilitate partnerships to develop and conduct a statewide survey to determine a baseline for environmental literacy of Kansas citizens. (also in Partnerships) ([EEPK Priority Goal B, Strategy 1](#))
 - Refer to the KDHE Behavior Risk Factors Survey.
- 3) Conduct an analysis of student performance on assessed indicators in the Kansas Science Standards that address EE. (also in Partnerships) ([EEPK Priority Goal B, Strategy 1](#))
- 4) In conjunction with Environmental Education Plan for Kansas conveners, develop a method of reporting progress on the Environmental Education Plan for Kansas. (also in Partnerships) ([EEPK Measuring Progress, page 8](#))
- 5) As a prelude to implementing a system for independent evaluation of EE materials, create and regionally deliver a series of professional workshops based on currently existing professional development models established by the North American Association for Environmental Education (NAAEE). ([EEPK Priority Goal C, Strategy 1](#))

Partnerships

KACEE's many partners are invaluable to the fulfillment of KACEE's mission and vision. Partnerships provide more opportunities for KACEE to increase its services across the state, reach new audiences, and support organizations and individuals which provide quality conservation and environmental education.

Priority Goal 1

Enhance and develop partnerships and collaborations to realize a more coordinated delivery of EE in Kansas.

Strategies & Activities

- 1) Facilitate partnerships to develop and conduct a statewide survey to determine a baseline for environmental literacy of Kansas citizens. (also in Education) ([EEPK Priority Goal B, Strategy 1](#))
 - Refer to the KDHE Behavior Risk Factors Survey.
- 2) Conduct an analysis of student performance on assessed indicators in the Kansas Science Standards that address EE. (also in Education) ([EEPK Priority Goal B, Strategy 1](#))
- 3) In conjunction with Environmental Education Plan for Kansas conveners, develop a method of reporting progress on the Environmental Education Plan for Kansas. (also in Education) ([EEPK Measuring Progress, page 8](#))
- 4) Pursue opportunities to adapt and provide professional development services such as Community-Based Environmental Issues Forums, Community-Based Environmental Decision Making, and other existing programs to other organizations. (also in Public Relations)
- 5) Increase networking opportunities for members. (also in Membership) ([EEPK Priority Goal A, Strategy 2](#))
 - Hold regional brown bag lunches.
 - Hold meetings using "virtual" methods of communication.
- 6) Increase the number of links to partner websites on the Online EE Community. (also in Membership and Public Relations) ([EEPK Priority Goal A, Strategies 1 and 2](#))
- 7) Cultivate a sponsor for the school district liaison program. (also in Funding) ([EEPK Priority Goal D, Strategy 5](#))
- 8) Strengthen the Online EE Community as both a membership benefit and the primary resource for EE information in Kansas. (also in Membership and Public Relations)
 - Increase the number of links on partner websites to the Online EE Community.
 - Develop a plan for increased use of the Online EE Community.
- 9) Develop a plan for regular communication with membership using technological tools that promote ongoing feedback and input for KACEE. (also in Membership)
 - Utilize e-news updates, and electronic newsletters, surveys, website questions, etc. to communicate with members and encourage feedback.

Funding

Obtaining sustainable funding remains a challenge for KACEE. A combination of increased demand for services, difficult economic times, and limited staff forces a constant reevaluation of program priorities. An increased emphasis on funding has been included in this strategic plan.

Priority Goal 1

Implement the funding plan which provides a 25 percent cash reserve in KACEE's operating budget as well as adequate funding for staff, programs, and resources necessary to effectively implement the strategic plan and achieve long-term funding goals.

Strategies & Activities

- 1) Diversify funding sources and secure funds from high net-worth donors.
 - Develop annual action plans to accomplish the following within 3 years:
 - Receive donations from 25 individuals
 - Receive contributions from 50 companies (for-profit organizations)
- 2) Maintain current funding sources as evidenced by at least 65 percent of current donors making a contribution or grant.
- 3) Increase conference sponsorships by 15 percent annually.
 - Create a sponsorship subcommittee under the Conference Planning Committee.
 - Solicit at least 3 potential sponsors from KACEE board members and Conference Planning Committee members and encourage board and committee members to assist in sponsor recruitment.
 - Review sponsorship recognition plan.
- 4) Review and update funding plan on a biannual basis.
- 5) Cultivate a sponsor for the school district liaison program. (also in Partnerships) ([EPPK Priority Goal D, Strategy 5](#))

Membership

An ever-increasing membership base enables KACEE to pursue its primary vision of enhancing environmental literacy in Kansas. Much progress has been made in this area over the past few years. A focus of this strategic plan will be building on this progress.

Priority Goal 1

To effectively implement the Strategic Plan and the mission upon which it is based, annually identify and target specific audiences for retaining and increasing membership based on analysis of current membership.

Strategies & Activities

- 1) Develop an annual membership plan.
 - Include elements such as a membership drive, retention, benefits, networking, and marketing.
 - Focus on communicating the benefits of KACEE membership on a regular basis.
- 2) Use KACEE programs and events, such as the annual conference, workshops, and spring meeting, to reach targeted audiences.

Priority Goal 2

In order to attract and maintain KACEE members, strengthen the membership benefits plan.

Strategies & Activities

- 1) Strengthen the Online EE Community as both a membership benefit and the primary resource for EE information in Kansas. (also in Membership and Public Relations) ([EPPK Priority Goal A, Strategies 1 and 2](#))
 - Increase the number of links on partner websites to the Online EE Community.
 - Develop a plan for increased use of the Online EE Community.
- 2) Develop and implement a needs assessment related to membership communications. (also in Communications)
 - Develop an online survey to solicit feedback from members.
- 3) Develop a plan for regular communication with membership using technological tools that promote ongoing feedback and input for KACEE. (also in Partnerships)
 - Utilize e-news updates, and electronic newsletters, surveys, website questions, etc. to communicate with members and encourage feedback.
- 4) Increase networking opportunities for members. (also in Partnerships) ([EPPK Priority Goal A, Strategy 2](#))
 - Hold regional brown bag lunches.
 - Hold meetings using “virtual” methods of communication.

Priority Goal 3:

Increase the leadership capacity for EE among the KACEE membership.

Strategies & Activities

- 1) Create and implement a plan for ongoing leadership development of KACEE members.
 - Consider leadership clinics, facilitator development, committee work, and other methods of leadership development.
- 2) Create a board development plan that increases the capacity of KACEE’s board to effectively implement the strategic plan.

Communications

Improving communications both within KACEE and with KACEE’s stakeholders is a key component to successful implementation of KACEE’s mission.

Priority Goal 1

Increase and enhance the effectiveness of interaction and communication with KACEE members, partnering organizations, and stakeholders.

Strategies & Activities

- 1) Develop and implement a needs assessment related to membership communications. (also in Membership)
 - Develop an online survey to solicit feedback from members.
- 2) Enhance the KACEE website with innovative tools to increase utility and user-friendliness, and integrate new technology.

- 3) Improve interaction and communication with the facilitator corps. (also in Education)
 - Maintain an updated *Facilitator Handbook*.
 - Develop a facilitator training program that meets the needs of current and potential facilitators.
 - Update and incorporate IYE into programming.
 - Investigate and possibly develop a facilitator recognition program.
 - Maintain **regular** facilitator communication.
- 4) Regularly assess KACEE's technology capacity, upgrade hardware and software, and explore and utilize new technological tools to increase organizational efficiency and effectiveness.
- 5) Develop a plan for regular communication with membership using technological tools that promote ongoing feedback and input for KACEE. (also in Partnerships)
 - Utilize e-news updates, and electronic newsletters, surveys, website questions, etc. to communicate with members and encourage feedback.

Priority Goal 2

Building on the 1978 House Concurrent Resolution 5004, which directs the KSBE to encourage, support, and promote EE programs in Kansas school districts, develop a strategy for information-sharing, communication, and EE advocacy.

Strategies & Activities

- 1) Maintain a non-staff legislative contact.
- 2) Develop a legislative plan to guide staff, board members, and membership.
- 3) Develop a "case statement for EE," and strategies to promote the case statement in Kansas. (also in Public Relations)

Public Relations/Promotion

Development of KACEE's "brand" to more clearly communicate KACEE's programs and partnerships is a key to increasing participation in KACEE programs and membership.

Priority Goal 1

Increase the awareness, appreciation, and understanding of conservation and environmental education in Kansas through the promotion and marketing of KACEE, its membership, and programs and activities that address KACEE's mission.

Strategies & Activities

- 1) Develop a "case statement for EE," and strategies to promote the case statement in Kansas. (also in Communications)
- 2) Develop a public relations strategic plan and budget.
 - Create a designated line item in the budget for public relations/outreach efforts.
 - Include updates and upgrades to promotional materials such as KACEE's brochure, display, website, presentation, etc. in the PR strategic plan.
 - Include strategies to maximize the impact of these materials.
- 3) Strengthen the Online EE Community as both a membership benefit and the primary resource for EE information in Kansas. (also in Membership and Partnerships) ([ECPK Priority Goal A, Strategies 1 and 2](#))
 - Increase the number of links on partner websites to the Online EE Community.
 - Develop a plan for increased use of the Online EE Community.

- 4) Pursue opportunities to adapt and provide professional development services such as Community-Based Environmental Issues Forums, Community-Based Environmental Decision Making, and other existing programs to other organizations. (also in Partnerships)
- 5) Develop a promotional plan that integrates communications tools and consistent use of the “KACEE brand” to maximize the promotion of KACEE programs, events, and activities.

Evaluating KACEE’s Progress Under the Strategic Plan

A detailed process for annually evaluating KACEE’s progress under this three-year strategic plan will be undertaken by KACEE’s Planning and Assessment Committee. The evaluation process will include the following two questions:

- Are the goals and strategies of the strategic plan being met in a timely manner?
- Are the goals and strategies still appropriate?

This plan was approved by KACEE’s Board of Directors as a flexible document that is responsive to the changing needs of KACEE and the conservation and environmental education community. The Board of Directors will prepare an Annual Implementation Plan and Budget that will be developed and evaluated within the framework of this strategic plan.

The Strategic Plan at a Glance

KACEE Strategic Plan 2007-2010

CEP = Coordinator of Education Programs
 CSWCPD = Coordinator of Statewide Water Celebrations and Program Development
 EEPK = 2006-2008 Environmental Education Plan for Kansas
 MC = Membership Committee
 SPC = Special Projects Coordinator

CPC = Conference Planning Committee
 EC = Education Committee
 LDC = Leadership Development Committee
 PRC = Public Relations Committee

Education

Priority Goal 1: Promote and offer high quality conservation and environmental education programs and materials.

Strategy	Responsible Party(ies)	Timeline for Completion	Alignment with EEPK
1) Maintain and expand a workshop schedule including Project Learning Tree, Project WET, Project WILD, and Project WILD Aquatic. Integrate Kansas Leopold Education Project into existing education programs.	CEP, EC	Ongoing	
2) Continue to sponsor, support, and promote the Kansas Environmental Education Conference.	SPC, CPC	Ongoing	
3) Improve interaction and regular communication with the facilitator corps. (also in Communications)	CEP, EC	Ongoing	
4) Provide networking and support for water festivals and celebrations.	CSWCPD	Ongoing	
5) Post correlated EE materials on the KSDE website. Reevaluate how EE fits into No Child Left Behind.	KACEE staff	2008	
6) Continue working on an outreach and professional development program and materials for early childhood EE educators (potential pilot school with KCKCC, include initiative on KACEE website)	KACEE staff, EC	2009	
7) Develop programs for special audiences, including children with special needs (potential partner could be Rock Springs 4-H Camp, programs to help combat childhood obesity).	KACEE staff, EC	Ongoing	
8) Develop materials and resources to tie nature deficit disorder into EE programs and marketing.	KACEE staff, PRC	2007	
9) Explore and promote networking and partnerships with organizations providing EE activities for youth, and seek opportunities to provide a broader role for students in KACEE.	KACEE staff, EC	Ongoing	

Priority Goal 2: Legitimize and professionalize EE in Kansas.

Strategy	Responsible Party(ies)	Timeline for Completion	Alignment with EEPK
1) Work with the Kansas Board of Regents to include one unit of EE in pre-service curriculum, incorporating applicable national efforts.	KACEE Board and staff	2010	Priority Goal B, Strategy 5
2) Facilitate partnerships to develop and conduct a statewide survey to determine a baseline for environmental literacy of Kansas citizens. (also in Partnerships)	KACEE Board, staff, and convening organizations of EEPK	2008	Priority Goal B, Strategy 1
3) Conduct an analysis of student performance on assessed indicators in the Kansas Science Standards that address EE. (also in Partnerships)	KACEE Board, staff, and convening organizations of EEPK	2009	Priority Goal B, Strategy 1
4) In conjunction with EEPK Conveners, develop a method of reporting progress on the Environmental Education Plan for Kansas. (also in Partnerships)	KACEE staff and convening organizations of EEPK	2007 and ongoing	Measuring Progress, page 8 of EEPK
5) As a prelude to implementing a system for independent evaluation of EE materials, create and regionally deliver a series of professional workshops based on currently existing professional development models established by NAAEE.	KACEE staff and ad hoc committee	2009	Priority Goal C, Strategy 1

Partnerships

Priority Goal 1: Enhance and develop partnerships and collaborations to realize a more coordinated delivery of EE in Kansas.

Strategy	Responsible Party(ies)	Timeline for Completion	Alignment with EEPK
1) Facilitate partnerships to develop and conduct a statewide survey to determine a baseline for environmental literacy of Kansas citizens. (also in Education)	KACEE Board, staff, and convening organizations of EEPK	2008	Priority Goal B, Strategy 1
2) Conduct an analysis of student performance on assessed indicators in the Kansas Science Standards that address EE. (also in Education)	KACEE Board, staff, and convening organizations of EEP	2009	Priority Goal B, Strategy 1
3) In conjunction with EEPK Conveners, develop a method of reporting progress on the Environmental Education Plan for Kansas. (also in Education)	KACEE staff and convening organizations of EEPK	2007 and ongoing	Measuring Progress, page 8 of EEPK
4) Pursue opportunities to adapt and provide professional development services such as Community-Based Environmental Issues Forums, Community-Based Environmental Decision Making, and other existing programs to other organizations (also in Public Relations).	EC, PRC, KACEE staff	2007 and ongoing	

5) Increase networking opportunities for members, including (regional) brown bag lunches and virtual meetings. (also in Membership)	MC, KACEE board, KACEE staff	2007 and ongoing	Priority Goal A, Strategy 2
6) Increase the number of links to partner websites on the Online EE Community. (also in Membership and Public Relations)	KACEE staff, MC, PRC	2007 and ongoing	Priority Goal A, Strategies 1 and 2
7) Cultivate a sponsor for the school district liaison program. (also in Funding)	Executive Director, KACEE Board, ad hoc committee	2007	Priority Goal D, Strategy 5
8) Strengthen the Online EE Community as both a membership benefit and the primary resource for EE information in Kansas, including increasing the number of links on partner websites to the Online EE Community and developing a plan for increased use. (Also in Membership and Public Relations)	KACEE staff, MC, PRC	2007 and ongoing	
9) Develop a plan for regular communication with membership using technological tools that promote ongoing feedback and input for KACEE (e-news updates, newsletters, surveys, website questions, etc.). (Also in Membership)	MC, KACEE staff, KACEE board	2007 and ongoing	

Funding

Priority Goal 1: Implement the funding plan which provides for a 25 percent cash reserve in KACEE’s operating budget as well as adequate funding for staff, programs, and resources necessary to effectively implement the strategic plan and achieve long-term funding goals.

Strategy	Responsible Party(ies)	Timeline for Completion	Alignment with EEPK
1) Diversify funding sources and secure funds from high net-worth donors. Develop annual action plans to accomplish the following within 3 years: --Receive donations from 25 individuals --Receive contributions from 50 companies (for-profit organizations)	KACEE board, Executive Director	Ongoing	
2) Maintain current funding sources as evidenced by at least 65% of current donors making a contribution or grant.	KACEE board, Executive Director	Ongoing	
3) Increase conference sponsorships by 15% annually.	KACEE board, Executive Director	Ongoing	
4) Review and update funding plan on a biannual basis.	KACEE board	2007, 2009	
5) Cultivate a sponsor for the school district liaison program. (Also in Partnerships)	Executive Director, KACEE Board, ad hoc committee	2007	Priority Goal D, Strategy 5

Membership

Priority Goal 1: To effectively implement the Strategic Plan and the mission upon which it is based, annually identify and target specific audiences for retaining and increasing membership based on analysis of current membership.

Strategy	Responsible Party(ies)	Timeline for Completion	Alignment with EEPK
1) Develop an annual membership plan (membership drive, retention, benefits, networking, membership marketing, communicating benefits on a regular basis, etc.).	MC, KACEE Board	Ongoing	
2) Use KACEE programs and events, such as the annual conference, workshops and spring meeting, to reach targeted audiences.	MC, KACEE Board, KACEE staff	Ongoing	

Priority Goal 2: In order to attract and maintain KACEE members, strengthen the membership benefits plan.

Strategy	Responsible Party(ies)	Timeline for Completion	Alignment with EEPK
1) Strengthen the Online EE Community as both a membership benefit and the primary resource for EE information in Kansas, including increasing the number of links on partner websites to the Online EE Community and developing a plan for increased use. (also in Partnerships and Public Relations)	KACEE staff, MC, PRC	2007 and ongoing	Priority Goal A, Strategies 1 and 2
2) Develop and implement a needs assessment related to membership communications (online survey). (also in Communications)	MC, KACEE staff	2007 and ongoing	
3) Develop a plan for regular communication with membership using technological tools that promote ongoing feedback and input for KACEE (e-news updates, newsletters, surveys, website questions, etc.). (also in Partnerships)	MC, KACEE staff, KACEE board	2007 and ongoing	
4) Increase networking opportunities for members, including (regional) brown bag lunches and virtual meetings. (also in Partnerships)	MC, KACEE Board, KACEE staff	2007 and ongoing	Priority Goal A, Strategy 2

Priority Goal 3: Increase the leadership capacity for EE among the KACEE membership.

Strategy	Responsible Party(ies)	Timeline for Completion	Alignment with EEPK
1) Create and implement a plan for ongoing leadership development of KACEE members (leadership clinics, facilitator development, committee work, etc.).	LDC, KACEE Board, KACEE staff	2007 and ongoing	
2) Create a board development plan which increases the capacity of KACEE's board to effectively implement the strategic plan.	LDC, KACEE Board	2007 and ongoing	

Communications

Priority Goal 1: Increase and enhance the effectiveness of interaction and communication with KACEE members, partnering organizations, and stakeholders.

Strategy	Responsible Party(ies)	Timeline for Completion	Alignment with EEPK
1) Develop and implement a needs assessment related to membership communications (online survey). (also in Membership)	MC, KACEE staff	2007 and ongoing	
2) Enhance the KACEE website with innovative tools to increase utility and user-friendliness, and integrate new technology.	KACEE staff, web contractor, ad hoc committee	Ongoing	
3) Improve interaction and regular communication with the facilitator corps. (also in Education)	CEP, EC	Ongoing	
4) Regularly assess KACEE's technology capacity, upgrade hardware and software, and explore and utilize new technological tools to increase organizational efficiency and effectiveness.	KACEE staff, web contractor	Ongoing	
5) Develop a plan for regular communication with membership using technological tools that promote ongoing feedback and input for the organization (e-news updates, newsletters, surveys, website questions, etc.). (also in Membership)	MC, KACEE staff, KACEE board	2007 and ongoing	

Priority Goal 2: Building on the 1978 legislative resolution, develop a strategy for information-sharing, communication, and EE advocacy.

Strategy	Responsible Party(ies)	Timeline for Completion	Alignment with EEPK
1) Maintain a non-staff legislative contact.	KACEE Board	2007 and ongoing	
2) Develop a legislative plan to guide staff, board members, and membership.	KACEE Board, KACEE staff	2007 and ongoing	
3) Develop a “case statement for EE” and strategies to promote the case statement in Kansas. (also in Public Relations)	PRC, KACEE Board, KACEE staff	2007 and ongoing	

Public Relations/Promotion

Priority Goal 1: Increase the awareness, appreciation, and understanding of conservation and environmental education in Kansas through the promotion and marketing of KACEE, its membership, and programs and activities that address KACEE’s mission.

Strategy	Responsible Party(ies)	Timeline for Completion	Alignment with EEPK
1) Develop a “case statement for EE” and strategies to promote the case statement in Kansas. (also in Communications)	PRC, KACEE Board, KACEE staff	2007 and ongoing	
2) Develop a public relations strategic plan and budget that includes updates and upgrades to KACEE promotional materials (brochure, website, display, presentation, etc.) and strategies to maximize the impact of these materials.	PRC, KACEE staff	Ongoing	
3) Strengthen the Online EE Community as both a membership benefit and the primary resource for EE information in Kansas, including increasing the number of links on partner websites to the Online EE Community and developing a plan for increased use. (also in Partnerships and Membership)	KACEE staff, MC, PRC	2007 and ongoing	Priority Goal A, Strategies 1 and 2
4) Pursue opportunities to adapt and provide professional development services such as Community-Based Environmental Issues Forums, Community-Based Environmental Decision Making, and other existing programs to other organizations. (also in Partnerships)	EC, PRC, KACEE staff	2007 and ongoing	
5) Develop a promotional plan that integrates communications tools and consistent use of the “KACEE brand” to maximize the promotion of KACEE programs, events and activities.	PRC	2007 and ongoing	

The Strategic Plan at a Glance

Appendix A

Accomplishments under the Three-Year Strategic Plan, 2003 - 2005 (2006 Accomplishments are also included)

EDUCATION

- Expanded workshop schedule as follows: 53 in 2003, 55 in 2004, 62 in 2005, and 75 in 2006.
- Advanced and specialty workshops initiated and numbered 1 in 2004, 11 in 2005, and 6 in 2006.
- Numbers of workshop participants increased overall to 1,163 in 2003; 1,217 in 2004; 1,197 in 2005; and 1,438 in 2006.
- Kansas Environmental Education Conference held each year with an increasing emphasis on connecting conference content to state curricular standards. Keynote speakers included Emilio Williams (2003), Dr. Philip Nel and Bonnie Sachatello-Sawyer (2004), Al Batt (2005) and Dr. Estella Leopold and Dr. Bora Simmons (2006).
- *Facilitator Handbook* updated and distributed to facilitators.
- Worked with tribal education leaders to provide leadership development and programs for students.
- Topeka Water Festival hosted by KACEE each year, with increasing numbers of student participants, and a closer tie to state curricular standards.
- From 2003-on, WET in the City workshops on urban water issues were held.
- Hosted Community-Based Environmental Issues Forums in 2003-2004.
- Conducted Community Environmental Decision-Making Institute targeted for local decision makers in 2004 and 2005.
- Hosted the Environmental Leadership Camp for Youth in 2005.
- Statewide Water Celebrations grant received in 2005; 68 counties are being served by 40 water celebration events, and \$60,346.87 in start-up grants were awarded. Three training workshops were held and a resource guide was developed.
- Launched the Kansas Online EE Community in March 2005.
- Designated Kansas State Coordinator for Leopold Education Project in 2005.
- Developed and held Playa Lakes Multi-State Facilitator Workshops in 2005-2006.
- Waterspout Gardens curriculum was developed and at least 8 workshops were held in 2005-2006.
- Developed WRAPS website and held two capacity-building meetings in 2006.
- Developed Kansas Leopold Education Project materials in 2006.
- Discover a Watershed workshops were held starting in 2006.

PARTNERSHIPS

- In conjunction with the Kansas State Department of Education and Kansas State Historical Society, developed correlations to state education standards for Lewis and Clark curriculum in 2003.
- In 2005, partnered with K-State Research and Extension PRIDE Project and Office of Local Government to host the first Community-Based Environmental Decision-Making Forum.
- Worked with other convening organizations to develop Environmental Education Plan for Kansas in 2006.
- In cooperation with the City of Topeka Water Pollution Control, hosted a series of waterspout or rain garden workshops throughout the state and began installation of two waterspout gardens in Topeka with the Downtown Topeka Rotary (2006).

- Began working with the Kansas Department of Health & Environment's Bureau of Water to provide professional development for local leaders working on Water Restoration and Protection Strategy (WRAPS) projects (2006).
- Continued to maintain liaison with the Kansas State Board of Education and Kansas State Department of Education.
- Began a partnership with KDHE's Bureau of Air & Radiation to provide ongoing sustainable funding for EE in Kansas.
- Pheasants Forever became a partner for the Leopold Education Project in Kansas.

FUNDING

- Developed a Fund Development Plan in 2005.
- Funding from private sources increased.
- Foundational funding from the Kansas State Board of Education was obtained every year.
- Sponsorships for key KACEE programs remained secure and, in some cases, increased.
- Sponsorship of the Kansas Environmental Education Conference grew.
- Sponsorships for the Topeka Water Festival increased and the festival is now self-supporting.
- In-kind contributions from KACEE board members, staff, volunteers, program facilitators, committee members and others increased significantly.
- Funded a seed project for the Leopold Education Project with sponsorship from Pheasants Forever.
- Began planning for a new fundraising event to take place in Spring 2007.

MEMBERSHIP

- Membership benefits were reviewed and increased for both individuals and organizations.
- Membership materials were revised and updated.
- The Membership Committee instituted policy changes and a retention/recruitment plan and began implementing them.
- Online membership sign-up and renewal, membership listing, and calendar of member events were instituted in 2005 through the Kansas Online EE Community.
- New membership categories for student members and associate members were added in 2006.
- Organizational memberships increased from 2003 to 2006.
- In 2004-2005, membership dues increased for the first time in more than 15 years.

COMMUNICATIONS

- KACEE website updated and webmaster hired in 2004.
- Kansas Environmental Education Conference online registration started in 2005.
- Kansas Online EE Community launched in 2005.
- KACEE-Updates initiated in 2006.
- The Facilitator Handbook was completed in 2006.
- Initiated three online strategic planning sessions.
- Water Festival Field Guide and Idea Pool for water festival coordinators and facilitator newsletter "Reaching Out" were available online.
- Increased organizational efficiency by utilizing online technology for meetings.
- Designed an online feedback and evaluation tool for workshop attendees.
- Implemented quarterly staff reports and updates for board members.

PUBLIC RELATIONS/PROMOTION

- Updated presentation providing an overview of KACEE was completed in 2003.
- New KACEE logo and brochures were designed and implemented in 2003.
- KACEE website updated and webmaster hired in 2004, and efforts made to encourage members, stakeholders, and general public to utilize website for KACEE information.
- Kansas Online EE Community launched in 2005.
- In 2006, an updated member brochure listing new member benefits was designed and printed.

STRATEGIC PLANNING PROCESS PARTICIPANTS

KACEE BOARD OF DIRECTORS

Cindy Ford, Pittsburg State University, President
Schanee' Anderson, Sedgwick County Zoo, President-Elect
Rex Buchanan, Kansas Geological Survey, Secretary
John Strickler, Treasurer
Kate Grover, Hallmark Cards, Inc., Past President
Dolores Daniels, Kansas City, Kansas Community Campus Child Care Center
Gary Keehn, Jackson Heights High School
Brad Loveless, Westar Energy
Bill McGowan, Ernie Miller Nature Center
Mike Rader, Kansas Department of Wildlife & Parks
Kathy Sexson, Lee Richardson Zoo
John Shidler
Steve Swaffar, Kansas Farm Bureau
Dee Turner, State Conservation Commission
Dennis Wilson, Labette County Schools USD 506
Kim Bomberger, Kansas Forest Service, ex officio
Hank Ernst, Kansas Water Office, ex officio
Jaime Gaggero, Kansas Department of Health & Environment, ex officio
Janet Loebel, Kansas State Department of Education, ex officio interim
Janet Waugh, Kansas State Board of Education, ex officio

KACEE PLANNING & ASSESSMENT COMMITTEE

Shari L. Wilson, KACEE, Chair
Rex Buchanan, Kansas Geological Survey
Cindy Ford, Pittsburg State University
Kate Grover, Hallmark Cards, Inc.
Janet Loebel, Kansas State Department of Education interim
Brad Loveless, Westar Energy
Laura Downey, KACEE

KACEE STAFF

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