

CENTER FOR GEOGRAPHY EDUCATION IN OREGON

2012 STRATEGIC PLAN

THE IMPORTANCE OF GEOGRAPHY LITERACY

Today's students are tomorrow's decision-makers. Geographic literacy is critical to their development as global citizens. The Center for Geography Education in Oregon works to improve the geographic literacy of Oregon students through activities and materials that promote: understanding of the interactions of physical and human systems; using geographic reasoning to interpret and explain global interconnections; and using spatial thinking to make decisions and understand the implications of those decisions.

ABSTRACT

The Center for Geography Education in Oregon will engage in professional development, development of instructional materials, significant outreach to communities and parents, and develop strategies for influencing policy decisions in Oregon to enhance geographic literacy.

The strategic directions, goals, and strategies identified in this Strategic Plan are designed to enable C-GEO to support these activities and achieve its long-term goals. When people in Oregon think of geography, we want them to think of the Center for Geography Education in Oregon.

Key acronyms:

1. AAG: Association of American Geographers
2. NGEF: National Geographic Education Foundation
3. NCGE: National Council for Geographic Education
4. TC: Teacher Consultants (members of C-GEO)

CONTEXT OF GEOGRAPHY EDUCATION IN OREGON

It is said that geography in the classroom is a victim of time – and that is the case in Oregon. The recent emphasis on the fundamentals of mathematics, reading and writing, and the extensive testing in those areas, has resulted in a reduction of class time available

for social studies. Within social studies, there is competition for time among geography, history, civics, and economics. As of 2012 Geography standards are included in Oregon's newly-adopted social studies standards, and largely track the national geography standards. There is no required, stand-alone course in geography in Oregon's K-12 system. Advanced Placement Human Geography is offered in several high schools in the state (but the number of offerings and locations vary each year). Instruction on the topic of "Oregon" is required in several grade levels, and offers an opportunity for inclusion of geography in a range of subjects.

BACKGROUND TO THIS STRATEGIC PLAN

Since its founding in 1986 C-GEO has worked to support Oregon's PreK-12 geography teachers, primarily through professional development activities. Over time, changes in national and state education policies and funding have adversely impacted the presence of geography in the curriculum. Geographers realize that in order to improve geography education in the current environment, significant public outreach, including policy initiatives, must be added to the core activity of professional development. In 2011, C-GEO engaged in a strategic planning process funded by the NGEF. Although C-GEO has updated its strategic plans at regular intervals since its founding, the 2011 planning process is the first to provide training for key members of the planning team, engage professional strategic planning consulting support and actively solicit the advice and consultation of a wide range of stakeholders. As C-GEO celebrates its 25th anniversary in 2012, this strategic planning process enables C-GEO to reflect on its past successes and challenges, focus on defining its vision, goals, and strategies, and chart out a course that both builds off past work and embarks on a new and more expansive direction.

STRATEGIC PLANNING PROCESS

Leadership for strategic planning was provided by the 13 members of the C-GEO Steering Committee (see Table 1). Four members of C-GEO also served on the Design Team including Co-Coordinators Teresa Bulman and Gwenda Rice, and Steering Committee members Caryn Connolly and Norie Dimeo-Ediger. Design Team members assumed responsibility for designing the process, facilitating and carrying out small group activities and serving as a communication link with the full Steering Committee. Dahnes Medora, Senior Consultant from the Nonprofit Association of Oregon, supported C-GEO in this planning process. Strategic planning activities included: identifying critical issues facing C-GEO and the field of geography education; identifying and mapping key stakeholders;

conducting interviews and surveys with key stakeholders; analyzing the gathered information; identifying a set of strategic directions, goals, strategies and outcomes; creating a draft outline of the strategic plan for key stakeholder feedback; and finalizing the strategic plan.

FEEDBACK FROM STAKEHOLDERS

As a result of efforts to both interview and survey key stakeholders (Table 2), C-GEO engaged groups of individuals to learn more about both geography education and perceptions about C-GEO. What follows are highlights of what stakeholders had to say:

A. Geography education in PreK-12 (pre-kindergarten through 12th grade) needs to be an integrated part of the curriculum

1. There is a need to advocate for and promote the value of geography education
2. There is a need to build awareness of curricular connections to geography
3. There is a need for standards-based curricular materials in geography
4. C-GEO's professional development and materials for teachers are highly valued and critical components of support for PreK-12 teachers in Oregon.

B. Geography education is relevant to many disciplines and stakeholders

1. Links between geography and other disciplines and career paths need to be articulated and demonstrated
2. C-GEO should fortify and leverage its existing connections and be proactive in creating strategic relationships with key stakeholders

C. C-GEO needs to build its capacity by creating a "Center for Geography Education" to address its expanded mission and goals

1. There is a need to expand outreach to community partners and policy-makers in order to achieve statewide progress in geography education
2. The Center for Geography Education will require enhanced staffing and sustainable leadership planning
3. The Center for Geography Education will require adequate and stable funding, rooted in an overall fundraising plan

MISSION

The mission of the Center for Geography Education in Oregon is to improve and sustain geography education in Oregon.

VISION

C-GEO's vision is that systemic reform and redefinition of geography education in Oregon is realized and sustained. The relevance and usefulness of geography as a way of thinking and problem-solving are recognized by all groups interested in preparing our students for the world of work and decisions they will make as global citizens. Oregon high school graduates are geographically literate. Pre-service and in-service teachers are supported throughout their careers with professional development opportunities that strengthen the content and pedagogy of their geography teaching

VALUES

We value the use of geography by students, teachers, employers, and various communities of Oregonians to enhance their understanding of the world and to make decisions as global citizens. We value connections and interactions that allow individuals and entities interested in improving geography education to work together toward that goal. We value policies and actions that promote geographic literacy among students, teachers, parents, and communities. We value the time and energy that students and teachers dedicate to learning about geography in the classroom and in the field. We value the community created by the individuals who support C-GEO.

STRATEGIC DIRECTIONS

C-GEO has identified four strategic directions that both frame and prioritize our work: Core Work, Connections, Communication, and Capacity.

Core Work:

The core work of C-GEO is to increase the geographic literacy of Oregon's preK-12 students. Geography is a subject that is rarely prioritized in our schools. It has low visibility, is undervalued and the public has a limited understanding of its importance and potential for understanding today's interconnected world. C-GEO will work with teachers, parents, and community groups to ensure that geography is better understood, valued, and taught in Oregon's PreK-12 system.

Goals designed to achieve the ideas behind this strategic direction include:

1. Providing professional development for in-service and pre-service teachers
2. Advocating for and promoting the value and relevance of geography education for all learners for life and engaging parents and communities in discovering the value of geography
3. Aligning with the national program for geography education promoted by the NGEF and specifically with its goal that by 2025, 80% of 18-year-olds in each state will achieve a level of basic geographic literacy
4. Building an awareness of the connections and integration of geography with other disciplines and with the workforce
5. Supporting and developing standards-based curriculum and materials
6. Developing a system to assess the effectiveness of the programs offered by C-GEO

Connections:

Geography is a broad subject, with connections to many disciplines and relevance to numerous career paths. C-GEO will seek out opportunities to connect the subject of geography and C-GEO's work to other disciplines. C-GEO will actively engage a broad spectrum of community partners whose missions can be enhanced by connections with C-GEO and which can enhance C-GEO's mission. We will develop sufficient connections with stakeholders such that when people in Oregon think of PreK-12 geography education, they think of C-GEO. We will focus on establishing our credibility with each stakeholder group, recognizing that building relationships takes time.

Goals designed to achieve the ideas behind this strategic direction include:

1. Strengthening existing, and creating new, relationships with key stakeholders
2. Increasing stakeholder access to C-GEO and enhancing efforts to consult with all groups and individuals interested in improving geography education
3. Enhancing the connections with C-GEO's host institution and with other higher education institutions and departments of geography in the state
4. Serving as a link between stakeholders and the NGEF and other geography professional societies

Communication:

Much of the public believes that learning geography is complete once the state capitals are memorized. Additionally, teachers across the state are under pressure to focus on only reading, writing, and math. This has resulted in social studies being relegated to the backburner. C-GEO will better inform the public about geography and increase public awareness of C-GEO's mission and activities. To achieve the goals of better communication and public awareness, C-GEO must develop effective strategies for

communicating with a variety of audiences, develop cohesive and consistent messages, and expand our use of technology to communicate more efficiently and effectively.

Goals designed to achieve the ideas behind this strategic direction include:

1. Developing a plan for continuous, sustained, informed participation in policy venues (e.g., Oregon Dept. of Education, Oregon Legislature, Oregon Congressional Delegation)
2. Focusing specific outreach and informational activities to reach target audiences (e.g., teachers, parents, policy-makers, administrators)
3. Advising university geographers of the work of C-GEO and the relevance of PreK-12 geography education to higher education
4. Developing a plan for outreach to local, state, regional, national, and international media

Capacity:

Through years of budgetary cuts and constraints C-GEO has learned to be fiscally disciplined and efficient in use of labor. Through development of a sustainable financial plan C-GEO will build its capacity and infrastructure to create a Center for Geography Education that incorporates C-GEO's core activities and expands its policy and outreach activities. The stakeholder analysis component of this plan revealed that many stakeholders are uncertain what the "alliance" is. Stakeholders noted that if it is an "alliance of teachers", that suggests exclusion of other stakeholders. Stakeholders also noted that C-GEO's education mission is not evident in its name. As C-GEO expands its activities and outreach under this strategic plan, creating a Center for Geography Education provides both a broader umbrella for inclusion of a range of stakeholders and an organizational name that will have greater resonance with the public and partners.

Goals designed to achieve the ideas behind this strategic direction include:

1. Creating a "Center for Geography Education" to implement this Strategic Plan
2. Increasing office staff by at least 1.0 FTE and maintaining volunteer participation
3. Developing a financial plan to secure stable and increased funding for the array of activities of the Center for Geography Education
4. Developing a plan for a reformulated Steering Committee that includes representatives from a variety of stakeholder groups, brings additional expertise to the committee, and provides training for committee work and membership
5. Designing a plan to strengthen the sustainability of C-GEO's leadership
6. Developing the capacity to use technologies for professional development and communications

FINANCIAL PLAN

In order to fully realize the goals outlined in this strategic plan, C-GEO will rely on known and secure sources of revenue while making efforts to identify new sources. Throughout its 25-year history, expenses for C-GEO have largely been related to staffing, professional development for educators, and materials development. Implementation of the strategic planning goals and creation of the Center for Geography Education will be contingent on raising sufficient funds from stable and reliable sources.

Revenue:

For the next budget cycle, approximately \$457,000 (not including \$98,000 in in-kind) (see Table 3) will need to be raised for operating expenses, outreach, and C-GEO core professional development programs. Over the years C-GEO has successfully secured program funds from dozens of private, local, state, national and international sources (e.g., Government of Canada, Fulbright grants, Oregon Forest Resources Institute). Securing stable funding for operating expenses, including staff, has been more problematic. Three keys to reaching the fundraising goals include:

1. Creating a comprehensive fundraising plan
2. Ensuring that the co-coordinators have adequate time for fundraising
3. More fully involving members of the reformulated Steering Committee in fundraising activities

Known and potential sources for C-GEO in the budget cycle are:

Table 1: Secured Funds

Sources	Amount
Portland State University (cash)	\$52,000
National Geographic Education Foundation (cash)	\$35,000
Total	\$87,000

Table 2: Funds to be raised

Potential Sources	Amount
Oregon Community Foundation	\$200,000
Other sources	\$170,000
Total	\$370,000

Table 3: In-Kind Contributions

Sources	Amount
Portland State host facilities	\$33,000

Volunteer	\$50,000
NGEF geography materials	\$15,000
Total	\$98,000
Grand Total	\$555,000

Expenses:

Key anticipated expenses for C-GEO are as follows:

Expense Category	Amount
Staffing (e.g., core staff, co-coordinators, graduate assistants)	\$114,000
Professional development for educators (e.g., grants, travel, workshops)	\$213,000
Materials (e.g., curricular and outreach materials)	\$20,000
Travel (e.g., to professional meetings)	\$10,000
Events and meetings(e.g., annual conferences, Steering Committee)	\$25,000
Consultant support and volunteer incentives	\$20,000
Office operations and supplies; technology support	\$25,000
Other (e.g., faculty release time)	\$30,000
In kind (e.g., PSU, volunteer time, NGEF materials donations)	\$98,000
Total	\$555,000

IMPLEMENTATION PLAN

Accompanying the C-GEO Strategic Plan is an Implementation Plan, which translates each of the strategic directions into actionable indicators of progress with associated time frames and designated leadership responsibilities.

This plan represents a significant expansion of C-GEO’s activities, with a requisite increase in its budget. Although this is the first time C-GEO has engaged the prospect of a budget of

this size, our discussions with other geography alliances and our decades-long experience with budget management, gives us confidence that we can implement our plan with the anticipated funding described in the plan.

EVALUATION PLAN

Through quarterly work sessions, the Steering Committee will monitor progress on the strategic plan. A planning retreat will take place annually to make adjustments, note and celebrate accomplishments and renew commitments. The evaluation process will include both summative assessments that describe how that year’s implementation plan went, and formative assessments that suggest how the implementation process and steps can be improved in the future. In implementing this plan, C-GEO is growing its capacity to remain a vital and relevant organization in geography education in Oregon.

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Table 1: C-GEO Steering Committee (2011-2012)

Member	Amount	Association/Area of Expertise
Caryn Connolly	Salem	Oregon Education Assn: alternative education
Marika Conrad	Newberg	Elementary Education; technology Legislature
Tony Crawford	Canby	Legislature
Norie Dimeo-Ediger	Portland	Environmental Education
Jere Fitterman	Portland	Professional Development
Christopher Highfield	Corvallis	Private schools; alternative education
Jeremy Hirsch	Astoria	STEM; Technology
Nancy Hunt	Lebanon	Elementary Education; Literacy
Judith Mar-Zaleski	Forest Grove	Pre-Service Education
Brant Mellor	Bend	AP Geography
Magaret O’Brien	Madras	Middle School
June Satak	Corvallis	High School; AP Geography
Marty Stevens	Lostine	Rural education needs

Table 2: Groups of Stakeholders Interviewed or Surveyed by C-GEO Steering Committee

1. Deans and faculty members in Oregon teacher education programs
2. Chairs, Departments of Geography in Oregon’s University System
3. Pre- K- 12 teachers
4. Preservice teachers
5. Pre-K – 12 school administrators
6. Staff members, Oregon Department of Education
7. Members, Oregon Joint Board of Education
8. Members of geography- related Oregon professional organizations (e.g., Oregon Council for Social Sciences)
9. Donors
10. Non-formal educators (e.g., 4-H leaders)

Table 3: Detailed 2012-2013 Budget (some expenses are one-time expenses, such as consultants)

Core Activities	Base	OPE	Total
PD: Institutes (2)	\$150,000		\$150,000
PD: Teacher grants	\$10,000		\$10,000
PD: Travel	\$10,000		\$10,000
PD: Workshops	\$10,000		\$10,000
Family Geography Nights	\$10,000		\$10,000
Grant writing workshops	\$3,000		\$3,000
Annual conference	\$10,000		\$10,000
Outreach programs	\$20,000		\$20,000
Teaching Materials Development	\$20,000		\$20,000
			Subtotal: \$243,000

Steering Committee; volunteers; mtgs	Base	OPE	Total
Steering Committee Mtgs/expenses	\$15,000		\$15,000
Co-Coordinator travel funds	\$10,000		\$10,000
Volunteer Incentive Programs	\$10,000		\$10,000
			Subtotal: \$35,000

Staff and Consultant fees	Base	OPE	Total
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Staff 1 (1.00 FTE)	\$38,000	\$10,000	\$48,000
Staff 2 (0.5 FTE)	\$18,000	\$5,000	\$23,000
Co-Coordinator 1 Stipend	\$12,000	\$4,000	\$16,000
Co-Coordinator 2 Stipend	\$12,000	\$4,000	\$16,000
Graduate Assistants (2) (Salary)	\$11,000		\$11,000
Release time (faculty course release)	\$30,000		\$30,000
Consultant fees (one-time)	\$10,000		\$10,000
			Subtotal: \$154,000

Office Expenses	Base	OPE	Total
Office supplies/ expenses	\$5,000		\$5,000
Technology and web support	\$20,000		\$20,000
			Subtotal: \$25,000
In-Kind contributions			Subtotal: \$98,000
			Grant Total: \$555,000

STRATEGIC DIRECTION CORE:

Goal #1: Provide professional development for in-service and pre-service teachers

Strategies to succeed: Action Steps	Who will do this?	18 or 36 months? Or by when?	Resources Needed	Indicator of Accomplishment
Hold at least two professional development programs each year (one local and one international; summer institutes, conferences, etc.)	Co- Coordinators, Staff, volunteers	18 months; ongoing	Funding for staff and programs	1. At least two events have been held each year

<p>Identify professional development needs of preservice and in-service teachers</p>	<p>Co- Coordinators, Staff</p>	<p>18 months</p>	<p>Funding for staff and survey</p>	<ol style="list-style-type: none"> 1. Completion of survey of professional development needs for geography education in teachers education programs 2. Creation of an action plan based on those results
<p>Identify professional development and resource needs for teachers involved in geography education</p>	<p>Staff</p>	<p>18 months and ongoing</p>	<p>Funding for staff and survey</p>	<ol style="list-style-type: none"> 1. Completion of survey of professional development needs for teachers in geography education; 2. Creation of an action plan based on those results
<p>Publicize existing professional development opportunities (on-line or hybrid workshops, webinars etc.) provided by other geography entities (e.g., NCGE, AAG, ESRI etc.)</p>	<p>Staff</p>	<p>18 months and ongoing</p>	<p>Funding for staff</p>	<ol style="list-style-type: none"> 1. Have a current list of professional development opportunities for Oregon teachers and informal educators of C-GEO website

Goal #2: Advocate for and promote the value and relevance of geography education for all learners, for life, and engage parents and communities in discovering the value of geography.

Strategies to succeed: Action Steps	Who will do this?	18 or 36 months? Or by when?	Resources Needed	Indicator of Accomplishment
Create advocacy materials (brochures, etc.) for different audiences (e.g., teachers, libraries, informal educators, businesses etc.)	Staff, Co- Coordinators	18 months	Funding for staff and research	1. Completion of advocacy materials; 2. Disseminated to key groups
Create advocacy message text for different audiences	Staff, Co- Coordinators	18 months	Funding for staff and research	1. Completion of advocacy message and dissemination to key groups via different media (webpage, social media, ect.)
Create 'Geography Career Opportunity' materials for different audiences	Staff, Co- Coordinators	18 months	Funding for staff and research	1. Completion of 'Geography Career Opportunities' materials and dissemination to different audiences using different media
Create advocacy materials for schools to promote Advance Placement (AP) Human Geography courses	Staff, Co- Coordinators	36 months	Funding for staff and survey	1. 25% increase in AP Human Geography course offerings in Oregon
Survey 'informal educators' on their connections to	Staff, Co- Coordinators	18 months	Funding for staff	1. Survey completed and plan created

geography and create an outreach plan based on the survey results			and survey	based on the result
Hold Family Geography Nights for parents and other community members	Volunteers	36 months and ongoing	Funding for staff, programs and materials	1. At least three events help per year

Goal #3: Align with the national program for geography education promoted by the National Geographic Education Foundation (NGEF) and specifically with its goal that by 2025, 80% of 18-year-olds in each state will achieve a level of basic geographic literacy.

Strategies to succeed: Action Steps	Who will do this?	18 or 36 months? Or by when?	Resources Needed	Indicator of Accomplishment
Identify and align with NGEF goals for basic geographic literacy and proficiency	Co- Coordinators	18 months	Funding for staff	1. NGEF goal identified
Create a plan for achieving the 80% geography goal in Oregon by 2025	Co- Coordinators and Steering Committee	36 months and ongoing	Funding for staff and program events	1. Plan created and implementation begun

Goal #4: Build an awareness of the connections and integration of geography with other disciplines and with the workforce.

Strategies to succeed: Action Steps	Who will do this?	18 or 36 months? Or by when?	Resources Needed	Indicator of Accomplishment
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Create 'Crosswalk' materials for different audiences identifying connections (e.g., STEM, informal educators, teacher education programs, etc.)	Co- Coordinators, volunteers, staff	36 months	Funding for staff and meetings, and materials	<ol style="list-style-type: none"> 1. Completed 'Crosswalk' materials 2. Dissemination at STEM and related conferences
Hold outreach activities (e.g. Atlas Workshops) to illustrate and promote connections and integration of geography	Volunteers, Co- Coordinators	18 months and ongoing	Funding for staff and meetings	<ol style="list-style-type: none"> 1. Held at least 10 workshops (including Atlas Workshops) each year
Create a 'Geography Connections and Integration' workshop for use in teacher education programs	Co- Coordinators, volunteers, staff	36 months	Funding for staff, meetings, and materials	<ol style="list-style-type: none"> 1. Completion of workshop program 2. Presented to 1/3 of Oregon teacher education programs per year

Goal #5: Support and develop standards-based curriculum and materials.

Strategies to succeed: Action Steps	Who will do this?	18 or 36 months? Or by when?	Resources Needed	Indicator of Accomplishment
Identify existing standards-based curriculum and materials and additional needs	Staff	18 months	Funding for staff and research	<ol style="list-style-type: none"> 1. Data base of exiting materials
Develop and disseminate standards based curriculum and materials to address new	Co- Coordinators,	36 months	Funding for staff, meetings,	<ol style="list-style-type: none"> 1. Completion of exemplar standards-

Oregon Geography Content Stan	Staff, and Volunteers	and ongoing	and materials	based curriculum lessons for each grade level
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Goal #6: Develop a system to assess the effectiveness of programs offered by C-GEO.

Strategies to succeed: Action Steps	Who will do this?	18 or 36 months? Or by when?	Resources Needed	Indicator of Accomplishment
Develop and implement plan to assess effectiveness of C-GEO's activities	Staff, outside consultant	36 months	Funding for staff, research and outside consultant	<ol style="list-style-type: none"> 1. Periodic assessment reports completed 2. Action taken in response to reports

STRATEGIC DIRECTION: CONNECTIONS

Goal #1: Strengthen existing, and create new, relationships with key stakeholders.

Strategies to succeed: Action Steps	Who will do this?	18 or 36 months? Or by when?	Resources Needed	Indicator of Accomplishment
Create plan for annual outreach to key stakeholders	Staff, volunteers, co-coordinators	18 months	Funding for staff	1. Plan created
Hold events that bring C-GEO members and stakeholders together	Staff, volunteers, co-coordinators	18 months and ongoing	Funding for event	1. Hold annual event
Annual "What can C-GEO do for you?" survey	Staff	18 months	Funding for staff	1. Creation of survey materials

Identify and cultivate relations with key individuals at each teacher education program in Oregon (public and private)	Staff and co-coordinators	18 months and ongoing	Staff time; Funding for meetings and materials	<ol style="list-style-type: none"> 2. Placement of annual C-GEO calendar of events 1. List of contacts created 2. At least one meeting per year; 3. Creation of 'community of practice' for continuing relationship-building
Develop brochure for teacher education programs that highlights what C-GEO can contribute to their programs and students	Staff and co-coordinators	18 months and ongoing	Staff time; Funding for materials	<ol style="list-style-type: none"> 1. Creation of brochure 2. At least one dissemination per year
Identify links between geography and other disciplines and their professional associations (STEM, literature, health, etc.) and develop informational materials outreach plan	SC and co-coordinators	36 and ongoing	Funding for staff and research	<ol style="list-style-type: none"> 1. Prioritized list of disciplines at PreK-12 and universities levels
Identify careers for geographers and jobs that hire geographers	Staff and co-coordinators	36 months	Funding for staff research	<ol style="list-style-type: none"> 1. List of careers/jobs posted on C-GEO website

Goal #2: Increase stakeholder access to C-GEO and enhance efforts to consult with all groups and individuals interested in improving geography education.

Strategies to succeed: Action Steps	Who will do this?	18 or 36 months? Or by when?	Resources Needed	Indicator of Accomplishment
Identify and contact stakeholders with an interest in geography education and initiate plan for updating and continuing contact efforts	Steering Committee and co-coordinators	18 months and ongoing	Funding for staff	<ol style="list-style-type: none"> 1. Prioritized, comprehensive list of stakeholders 2. At least one contact per stakeholders per year 3. Creation of plan 4. Permanent agenda item o one meeting of Steering Committee each year

Goal #3: Enhance the connections with C-GEO's host institution and with other higher education institutions and departments of geography in the state

Strategies to succeed: Action Steps	Who will do this?	18 or 36 months? Or by when?	Resources Needed	Indicator of Accomplishment
Report and annual meeting with Dean of host institution to discuss C-GEO activities Identify and meet with key individual at each Dept. of Geography in the state	Host institutions-based co-coordinators Staff and co-coordinators	18 months and ongoing 18 months and ongoing	None Funding for staff and meetings	<ol style="list-style-type: none"> 1. Annual meeting held 1. List of key individuals and annual meetings with key individuals

Goal #4: Serve as a link between stakeholders and the National Geographic Education Foundation and other geography professional societies.

Strategies to succeed: Action Steps	Who will do this?	18 or 36 months? Or by when?	Resources Needed	Indicator of Accomplishment
Develop plan/procedure for serving as interface	Co-coordinators	18 months and ongoing	Funding for staff	1. Creation of plan to highlight Oregon issues in a national platform
Bring concerns of stakeholders to attention of professional societies	Staff and co-coordinators	18 months and ongoing	Funding for staff	1. Maintained list of shared concerns
Share concerns of professional societies with appropriate stakeholders	Staff and co-coordinators	36 months and ongoing	Funding for staff	1. Maintained list of shared concerns

STRATEGIC DIRECTION: CONNECTIONS

Goal #1: Develop a plan for continuous, sustained, informed participation in policy venues (e.g., Oregon Department of Education, Oregon Legislature, Oregon Congressional Delegation).

Strategies to succeed: Action Steps	Who will do this?	18 or 36 months? Or by when?	Resources Needed	Indicator of Accomplishment
Identify education and policy venues	Steering Committee	18 months	Funding for staff	1. List of venues
Develop a plan for on-going communication with these groups	Steering Committee,	18 months	Funding for staff	1. Plan for accessing those venues selected

Publicize professional development opportunities provided by other geography entities (e.g., NCGE, AAG, ESRI)	and co-coordinators Staff	18 months and on going	Funding for staff	by Steering Committee 1. Publication of opportunities in C-GEO media outlets
Develop plan for training volunteers to participate effectively in a variety of policy venues	Steering Committee, staff, Co-coordinators	36 months	Funding for staff	1. Creation of plan

Goal #2: Focus specific outreach and informational activities to reach target audiences (teachers, parents, policy-makers, administrators, business leaders, etc.).

Strategies to succeed: Action Steps	Who will do this?	18 or 36 months? Or by when?	Resources Needed	Indicator of Accomplishment
Identify and prioritize target audiences to be reached	Steering Committee, Co-Coordinators	18 months	Funding for staff	1. Creation of list with priorities identified
Develop specific outreach plans for each target audience.	Steering Committee, staff, possible outside consultant	36 months	Funding for staff and outside consultant	1. Creation of plans that are specific to each audience
Develop outreach materials for specific audiences.	Staff, possible outside consultant	36 months	Funding for staff and outside consultant materials	1. Materials developed

Create a plan for on-going review of outreach plans and priority of audiences to be reached.	Steering Committee	36 months and ongoing		1. Creation of plan
Create a working, interactive website with many links that reach our target audiences	Staff, web page manager	36 months	Funding for staff, technology	1. Web page with links that reach our target audience
Develop a sIC-GEO that conveys the focus of C-GEO	Steering Committee, Co-coordinators, outside consultant	18 months	Funding for outside consultant	1. SIC-GEO developed and tested

Goal #3: Advise university geographers of the work of C-GEO and the relevance of PreK-12 geography education to higher education.

Strategies to succeed: Action Steps	Who will do this?	18 or 36 months? Or by when?	Resources Needed	Indicator of Accomplishment
Develop message and dissemination plan aimed at communicating the work of the C-GEO and the relevance of pre K-12 geography education to higher education	Steering Committee, Co-Coordinators	18 months	Funding for staff and materials	1. Creation of message
Create a plan for on-going review of message, list of geography professors, and communication plan	Steering Committee, Co-coordinators	36 months and ongoing	Funding for staff and meetings	1. Creation of implementation plan

Goal #4: Develop a plan for outreach to local, state, regional, national, and international media.

Strategies to succeed: Action Steps	Who will do this?	18 or 36 months? Or by when?	Resources Needed	Indicator of Accomplishment
Identify and prioritize media outlets at each level	Steering Committee, Co- Coordinators	18 months	Funding for staff	1. Creation of prioritized list
Create an implementation outreach that targets each level of media	Steering Committee, Co-coordinators, staff , outside consultants	36 months and ongoing	Staff, outside consultant (PR Person)	1. Creation of plan 2. Monitor outreach by C- GEO (press releases, ect.)
Develop a plan for on going review of media outlets and outreach plans	Steering Committee, Co-coordinators, staff , outside consultants	36 months	Staff, outside consultant (PR Person)	1. Creation of plan
Dedicate a portion of website and other social media to public relations	Steering Committee, Co-coordinators, and staff	18 months	Staff, technology	1. Publication of materials on website and social media

STRATEGIC DIRECTION: CAPACITY

Goal #1: Create Center for Geography Education to implement strategic plan

Strategies to succeed: Action Steps	Who will do this?	18 or 36 months?	Resources Needed	Indicator of Accomplishment
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Or by when?

Create Center for Geography Education at host institution	Steering Committee and Co- Coordinators	18 months	Funding for staff	1. Implementation of the strategic plan
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Goal #2: Increase office staff and volunteer support

Strategies to succeed:
Action Steps

Who will do this?

18 or 36 months?
Or by when?

Resources Needed

Indicator of Accomplishment

Increase office staff to minimum of 1.5 FTE	Co- Coordinators	18 months	Funding for staff	1. Increase to 1.5 FTE
Increase volunteer participation in C-GEO activities and implement volunteer incentive plan	Steering Committee, volunteers, and Co- Coordinators	18 months and ongoing	Staff time	1. 10% increase in volunteer time and delivery of volunteer incentives

Goal #3: Develop a financial plan to secure stable and increased funding for the array of activities of the Center for Geography Education

Strategies to succeed:
Action Steps

Who will do this?

18 or 36 months?
Or by when?

Resources Needed

Indicator of Accomplishment

Continue to clarify and prioritize funding needs	Steering Committee	18 months	Funding for staff	1. Ongoing review of funding needs
Identify potential funding resources	Steering Committee, and Co- Coordinators	18 months	Staff time	1. Creation of list

Develop financial plan for operating expenses and program expenses	Steering Committee, Co- Coordinators, and consultant	18 months	Staff time	1. Creation of plan
Build relationships with donors	Steering Committee and volunteers	36 months and ongoing	Funding for staff	1. Increased coordination and communication with current and potential funders
Create and implement outreach plan to business community	Steering Committee, and Co- Coordinators	36 months and ongoing	Funding for outreach activities	1. Plan created and outreach begun
Develop a plan for the creation of an endowed directorship (Director of the CGE) to be funded by annual contributions to the PSU Foundation until the endowment is fully funded	Steering Committee, Co- Coordinators, and PSU Foundation	18 months and ongoing	Staff time and volunteers	1. Endowment established
Work with the PSU Development office to secure matching funds for the NGEF Endowment	Steering Committee, Co- Coordinators, and PSU Development Office	36 months and ongoing	Staff time	1. Match secured
Identify and solicit sources of in-kind contributions (e.g., map companies, GIS companies, etc.)	Steering Committee, Co- Coordinators,	18 months and ongoing	Staff time	1. In-kind donor possibilities identified and contacted

Work with professional organizations (e.g., OCSS, NCGE) to secure discounts for groups of TCs to attend meetings	and volunteers Staff and volunteers	36 months and ongoing	Staff time and volunteers	1. Discounts secured
Identify key NGOs to develop partnerships in programs and outreach	Steering Committee, Co- Coordinators, and volunteers	18 months and ongoing	Staff time and volunteers	1. Partnership established

Goal #4: Develop a plan to reformulate the C-GEO Steering Committee to include to include representation from a variety of stakeholders, bring additional expertise to the committee, and provide training for committee work and membership.

Strategies to succeed: Action Steps	Who will do this?	18 or 36 months? Or by when?	Resources Needed	Indicator of Accomplishment
Identification of key needs in Steering Committee make-up	Steering Committee with outside consultant	18 months	Funding for consultant and for training	1. Needs list created
Develop list of potential outside Steering Committee members	Steering Committee, and Co- Coordinators, outside consultant	18 months	Funding for outsider consultant and meetings	1. List created
Solicit new members for Steering Committee	Steering Committee, and Co- Coordinators	36 months and ongoing	Funding for outreach activities	1. 3-5 new members brought on to Steering Committee

Create Steering Committee and other subcommittees to delegate specific projects and tasks	Steering Committee, and Co- Coordinators	18 months and ongoing	Staff time	1. Subcommittees and related structures created
Evaluate effectiveness of Steering Committee on an on-going basis	Steering Committee, and Co- Coordinators	18 months and ongoing	Staff time	1. On-going evaluations completed

Goal #5: Design a plan to strengthen the sustainability of C-GEO's leadership

Strategies to succeed: Action Steps	Who will do this?	18 or 36 months? Or by when?	Resources Needed	Indicator of Accomplishment
Define a clear outline of C-GEO's leadership needs	Steering Committee, Co-coordinators and consultant	18 months	Funding for consultant and for training	1. Creation of leadership needs outlined
Explore how other alliances have structured leadership transitions	Steering Committee, and Co- Coordinators	18 months	Staff time	1. Research completed and identification of ideas presented to Steering Committee for consideration
Develop and implement a plan for leadership transition	Steering Committee with outside consultant	18 months	Funding for consultant and training	1. Plan created and implemented
Update by-laws to include an outline of steering committee	Co- Coordinators	18 months	Staff time	1. By-laws updated

leadership related roles and responsibilities				
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Goal #5: Design a plan to strengthen the sustainability of C-GEO's leadership

Strategies to succeed: Action Steps	Who will do this?	18 or 36 months? Or by when?	Resources Needed	Indicator of Accomplishment
Identify appropriate technologies for use in professional development and outreach	Steering Committee, Co-coordinators and outside consultant to provide training expertise	18 months and ongoing	Staff time and volunteers	1. Technologies identified
Assess C-GEO needs for technology and communication hardware and software	Steering Committee, and Co- Coordinators	18 months and ongoing	Staff time	1. Needs identified
Fund technology training as necessary for use in professional development and communications	Steering Committee, Co-coordinators and outside consultant to provide training expertise	18 months and ongoing	Staff time and funding for training	1. Technology training provided
Develop and maintain C GEO library and data base (of digital and non-digital resources) available to public	Staff and volunteers	36 months and ongoing	Staff time and volunteers	1. Library and data base posted on website

Develop variety of social media (website, Facebook, e.g.), with on-going refinement	Staff, volunteers, and outside consultant;	36 months and ongoing	Staff time and consultant	<ol style="list-style-type: none">1. Social media in place2. Plan for on-going review in place
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