TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategic planning process overview</td>
<td>5</td>
</tr>
<tr>
<td>Review of student sustainability programs</td>
<td>6</td>
</tr>
<tr>
<td>Review of PSU student resource centers</td>
<td>7</td>
</tr>
<tr>
<td>Title and name changes</td>
<td>8</td>
</tr>
<tr>
<td>Vision, mission, and values</td>
<td>9</td>
</tr>
<tr>
<td>Signature events</td>
<td>10</td>
</tr>
<tr>
<td>Partnerships</td>
<td>10</td>
</tr>
<tr>
<td>Organizational structure</td>
<td>12</td>
</tr>
<tr>
<td>Goals and objectives by category</td>
<td>13</td>
</tr>
<tr>
<td>Five year plan</td>
<td>14</td>
</tr>
<tr>
<td>Staffing plan</td>
<td>15</td>
</tr>
<tr>
<td>Space needs</td>
<td>15</td>
</tr>
<tr>
<td>Budget projection</td>
<td>17</td>
</tr>
</tbody>
</table>
STRATEGIC PLANNING PROCESS OVERVIEW

The goals of the SLC strategic planning process were to:

- Convene campus partners and participants to provide input for a five year strategic plan
- Utilize participatory and creative processes to cultivate meaningful engagement opportunities
- Harness, compile, and discuss previous work to create outcomes, goals and strategies
- Create space for new connections to be built between our partners and supporters

The intended outcomes of the SLC strategic planning process were to:

- Revise mission and vision statements
- Revise values proposition
- Revise goals and strategies to strengthen the impact and quality of programs, events, and initiatives
  - Including ideal space characteristics to maximize reach and connections
- Create appropriate measures to understand the impact and quality of SLC programs, events, and initiatives
- Understand financial needs for program in order to create a projected budget
- Strengthen connections and commitment from campus and community partners through collaborative processes

The Sustainability Leadership and Outreach Coordinator (SLOC) and the strategic planning facilitator (Monica Cuneo, Graduate Fellow for the Institute for Sustainable Solutions) designed the goals, outcomes, and processes. The planning process was implemented during the spring and summer of 2014. The process was comprised of the following activities:

1. **Online survey** - Distributed to students, staff, faculty, community, and alumni.

2. **Working group** – Participated in two four hour meetings on May 19th and June 2nd:

   - Alex Accetta - Director, Campus Recreation
   - Jennifer Allen - Director, Institute for Sustainable Solutions; Faculty, Public Administration
   - Courtney Bailey – Advisor, Arts and Advocacy Groups, Student Activities and Leadership Programs
   - Travis Bell - Faculty, Architecture
   - Judy Bluehorse Skelton - Faculty, Indigenous Nations Studies and University Studies
   - Molly Bressers - Program and Outreach Coordinator, Campus Sustainability Office
   - Kenzie Eiden - Garden Coordinator, Sustainability Leadership Center
   - Amanda Johansson - Graduate Assistant, Sustainability Leadership Center
   - Sybil Kelley - Faculty, Educational Leadership and Policy
   - Beth Lloyd - Program Manager, Institute for Sustainable Solutions
   - Jenny McNamara - Campus Sustainability Manager, Campus Sustainability Office
   - Kristen Purdy - EcoReps Coordinator, Sustainability Leadership Center; Intern, Drive Oregon
   - Rachel Samuelson - Coordinator, Student Community Engagement Center
3. **SLC staff involvement** - SLC student staff were given multiple opportunities to offer feedback on the planning process, participate in the working group, complete the survey, attend the student session, and review outcomes of the entire process.

4. **Student session** - Hosted on May 22\(^{nd}\) for program participants and alumni.

5. **Research and reporting**: The SLOC researched comparable programs and pulled together information from the strategic planning process to create the draft report. Initial feedback was provided by the SLC graduate assistant, dean of student life, ISS director, and strategic planning facilitator.

6. **Review by working group**. The draft report was reviewed by the working group.

7. **Feedback group**: This group of key decision-makers will review the draft strategic plan and share additional insights, opportunities, and concerns.

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**REVIEW OF STUDENT SUSTAINABILITY PROGRAMS**

To understand and learn from overall trends in the student sustainability movement, the SLOC reviewed 11 sustainability programs across the country. Programs were chosen based on their focus on the campus life experience and co-curricular nature.

**Student-focused sustainability departments:**

- Student Environmental Resource Center, University of California – Berkeley
- Student Sustainability Center, Colorado State University
- Student Sustainability Coalition, University of Oregon
- Student Sustainability Collective, University of California – San Diego
- Student Sustainability Initiative, Oregon State University
- Center for Sustainability, Southern Oregon University
- Environmental Center, University of Colorado at Boulder

**Student-focused sustainability programs that are not designated as independent centers:**

- Sustainability Ambassadors – Arizona State University
- Sustainability Assistants – Taylor University
- Sustainability Advocacy Program – University of Virginia
- Student Sustainability Committee – University of Illinois, Urbana-Champaign
Most common characteristics of student-focused sustainability programs:

- Manifest and demonstrate the university’s commitment to sustainability by offering engagement and leadership opportunities for students.
- Include a combination of students and full time staff. The support structure correlates with the size of the institution’s student body. The mean support structure is as follows:
  - Full time staff: 1.5
  - Students (paid): 7
  - Average annual funding: $211,000
- Generally funded through student fees, but occasionally funded through a sustainability department or other department
- Located near the center of campus
- Maintain a campus garden located adjacent to or near the student sustainability center
- Support student-led campaigns and manage processes for students to interact with administration concerning campus sustainability goals, curriculum development, the student experience, etc.
- Convene an advisory board comprised of students, staff, faculty and community members
- Focus on specific educational themes
- Consider the general student body their main target audience
- Focus on applied campus projects and experiential learning
- Offer leadership trainings, workshops, and resources for the campus

REVIEW OF PSU RESOURCE CENTERS

In order to identify how student centers function optimally, the SLOC also reviewed ten comparable student resource centers within Enrollment Management and Student Affairs.

- **Disability Resource Center** (DRC)
- **Queer Resource Center** (QRC)
- **Resource Center for Students with Children** (RCSC)
- **Student Legal Services** (SLS)
- **Veterans Resource Center** (QRC)
- **Women’s Resource Center** (WRC)

Included in review, but not for funding and staffing:

- **Campus Recreation** (CREC)
- **Multicultural Center** (MCC) – requested information not provided
- **Student Activities and Leadership Programs** (SALP)
**Most common characteristics of student resource centers:**

- Average funding: $462,869
- Average number of full time staff: 3.5
- Average number of student hourly staff: 5
- Generally student fee funded, with some departments collecting a small amount of revenue for specific services
- Managed by a coordinator/director and assistant coordinator
- Facilitate programs and activities with varying levels of commitment
- Host an annual calendar of signature events
- Post open hours of operation and are open five days per week
- Utilize icons to convey thematic focal areas on websites, brochures, advertising, etc.
- Maintain connections with a larger umbrella organization on campus and connect students when appropriate
- Offer opportunities for students to network, strengthen their resumes, find paid positions, etc.
- Provide a student lounge area
- Co-sponsor events with other centers and departments

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**TITLE AND NAME CHANGES**

1. Based on the strategic planning process, it is recommended that the current title “Sustainability Leadership Center” be changed to “Student Sustainability Center”.

**Rationale:**

- Sustainability Leadership Center sounds similar to the Leadership for Sustainability Education masters program and the associated student group Sustainability Leaders Network.
- Some students do not see themselves as leaders and might find this term intimidating. Similarly, mainstream definitions of the word Leadership do not resonate with some students who are interested in sustainability.
- Including the word Student will better describe the program’s focus and reduce confusion in relation to the Institute for Sustainable Solutions and the Campus Sustainability Office.
- In the online survey, the name Sustainability Leadership Center received an average satisfaction value of 71.69%.

2. It is recommended that the Sustainability Leadership and Outreach Coordinator title be changed to Coordinator of the Student Sustainability Center.

**Rationale:**

- This designation will more clearly explain the position’s role to the general university and community.
• Most leaders of resource centers are titled Coordinator.
• This title will better align the coordinator’s title with peers in the Dean of Student Life alignment and lead to more seamless communication within the EMSA division.

VISION

The SLC empowers all students to be keepers of an interdependent, healthy, regenerative world.

MISSION

The SLC is an accessible hub that integrates sustainability with the student experience through transformational learning opportunities.

Sustainability Statement: SLC student staff felt strongly that a statement of our shared definition of sustainability should accompany the departmental mission and vision. They will craft this statement with the Coordinator.

VALUES

Values are guiding principles and themes that describe why we join together as a team toward the departmental vision and mission.

• Ecological literacy
• Whole systems design
• Communities and systems
• Cultural and social sustainability
• Gardens and food systems
• Personal sustainability
• Sustainable economics
• Sustainability leadership
SIGNATURE EVENTS

QUARTERLY
Student Craft Market
Field trip

FALL
Viking Days
- Environmental Sustainability Tour
- Cultural Sustainability Tour
- Garden Work Party
- Native Plant Walk and Talk
- Sustainable living workshop
- EcoReps recruitment event
- Portland Urban Hike
Cross-pollinator (orientation)
Social Sustainability Month
Fair Trade Trick-or-Treat

WINTER
Campus Conservation Nationals
Intercultural Sustainability Art Show and Exhibition

SPRING
Earth Days (hosted by Environmental Club)
Spring Community Carnival and Skill Share
Sustainability Resume Workshop
Village Building Convergence

SUMMER
Garden work parties
Extended field trip or study abroad opportunity
Events with K-12 schools

PARTNERSHIPS

Most of the partnerships listed are currently active. Partnerships listed with an asterisk are considered aspirational.

Core Campus Partners:
Academic Programs including:
- Educational Leadership and Policy (esp. Leadership for Sustainability Education specialization)
• Indigenous Nations Studies
• University Studies and Mentor Program*
Advising and Career Services
Campus Planning Office
Campus Recreation
Campus Sustainability Office
Commencement
Education Abroad
International Student and Scholar Services
Office of International Affairs
Orientations and Campus Visits
Student Community Engagement Center
Student Health and Counseling Center*
Student resource centers within the Dean of Student Life portfolio
• Queer Resource Center
• Veterans Resource Center
• Cultural Centers
• Resource Center for Students with Children
• Women’s Resource Center
• Student Activities and Leadership Programs
Sustainable Neighborhoods Initiative and Living Lab Initiative (through ISS)*
University Welcome Center (including Student Ambassadors)
University Housing and Residence Life

Core Off-campus Partners:
Chinook Book
City Repair Project
Coalition for a Livable Future*
EcoTrust
Equal Exchange
Hopkins Demonstration Forest
Kailash Ecovillage
Learning Gardens Laboratory
Northwest Earth Institute
West Linn Oak Savanna

Professional Organizations:
Association for the Advancement of Sustainability in Higher Education (AASHE)
North American Student Personnel Association (NASPA)
American College Personnel Association (ACPA)
A variety of programs create a strong portfolio of opportunities for students to connect with both student life and sustainability. Items marked with an asterisk are aspirational.

**Year Long Opportunities:**
- EcoReps
- Co-curricular advising*
- Paid positions
- Student Sustainability Leadership Council

**Term Long Opportunities with Potential to Continue:**
- Internships
- Sustainability Volunteer Program

**Short Term and Variable Length Opportunities:**
- Study abroad* and field trips
- Chinook Book app
- Signature events
- Graduation pledge
- Workshops
- Discussion courses
- Student newsletter
- Sustainability advising
- Committee service and campaigns
<table>
<thead>
<tr>
<th>GOALS AND OBJECTIVES BY CATEGORY</th>
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<tbody>
<tr>
<td><strong>Organizational Stability and Sustainability</strong></td>
</tr>
<tr>
<td>• Change name</td>
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<tr>
<td>• Create advisory board</td>
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<tr>
<td>• Create long term funding strategy</td>
</tr>
<tr>
<td>• Establish sustainable funding sources</td>
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<tr>
<td>• Design staffing plan</td>
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<tr>
<td>• Design visual identity</td>
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<tr>
<td>• Expand website</td>
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<tr>
<td>• Publish signature events calendar</td>
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<tr>
<td>• Strengthen program structures and processes</td>
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<tr>
<td>• Submit space request</td>
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<tr>
<td>• Write value proposition</td>
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<tr>
<td><strong>Research and Assessment</strong></td>
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<tr>
<td>• Infuse reflective processes and evaluation into programs</td>
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<tr>
<td>• Participate in assessing sustainability across campus by connecting co-curriculum and curriculum</td>
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<tr>
<td>• Revise assessment measures based on results of strategic planning</td>
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<tr>
<td>• Support EMSA units in setting &amp; achieving sustainability goals</td>
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<tr>
<td><strong>Connect with Academics to Create Transformational Learning Experiences</strong></td>
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<tr>
<td>• Connect to community service pillar through Sustainable Neighborhoods Initiative and Living Lab Initiative</td>
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<tr>
<td>• Support study abroad and community-based learning opportunities</td>
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<tr>
<td>• Launch learning modules and workshops tailored toward student leaders and student employees</td>
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<tr>
<td>• Launch peer advising position</td>
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<tr>
<td>• Map learning outcomes and connect with faculty in related areas</td>
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<tr>
<td>• Raise awareness among faculty and staff about SLC</td>
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<tr>
<td>• Showcase faculty projects, research, courses, programs to students</td>
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<tr>
<td><strong>Leadership Beyond PSU</strong></td>
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<tr>
<td>• Create and share social sustainability initiatives</td>
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<tr>
<td>• Connect with other OUS, national, and global student sustainability programs</td>
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<tr>
<td>• Participate in creating best practices for co-curricular sustainability programs</td>
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<tr>
<td>• Participate in relevant professional organizations</td>
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<tr>
<td><strong>Transformational Learning and Engaging All Students</strong></td>
</tr>
<tr>
<td>• Convene and cultivate garden-based education initiative</td>
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<tr>
<td>• Map pathways through the student experience</td>
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<tr>
<td>• Revise and scale up three “all campus” quarterly events (Social Sustainability Month, Campus Conservation Nationals, Village Building Convergence)</td>
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<tr>
<td><strong>Student-driven Institutional Change</strong></td>
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<tr>
<td>• Clarify roles between ISS, CSO and SLC</td>
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<tr>
<td>• Create student leadership and resource toolkit</td>
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<tr>
<td>• Incorporate students into existing boards and committees</td>
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<tr>
<td>• Identify new synergies and opportunities with campus departments</td>
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FIVE YEAR PLAN

2014-15
- Clarify roles between ISS, CSO and SLC
- Create advisory board
- Design staffing plan
- Design visual identity
- Create long term funding strategy
- Map pathways through the student experience
- Publish signature events calendar
- Create student leadership and resource toolkit
- Submit space request
- Write value proposition
- Convene and cultivate garden-based education initiative

2015-16
- Change name
- Launch learning modules and workshops tailored toward student leaders and student employees
- Expand website
- Revise assessment measures based on results of strategic planning
- Incorporate students into existing boards and committees
- Launch peer support program
- Identify new synergies and opportunities with campus departments
- Revise and scale up three quarterly “all campus” events (Social Sustainability Month, Campus Conservation Nationals, Village Building Convergence)

2016-17
- Raise awareness among faculty and staff about SLC
- Connect with other OUS, national, and global student sustainability programs
- Support study abroad and community-based learning opportunities
- Connect to community service pillar through Sustainable Neighborhoods Initiative and Living Lab Initiative

2017-18
- Map learning outcomes and connect with faculty in related areas
- Showcase faculty projects, research, courses and programs to students

2018-19
- Establish sustainable funding sources
- Complete new five year strategic plan
Ongoing goals

- Participate in measuring sustainability engagement and literacy across campus by connecting co-curriculum and curriculum
- Infuse reflective processes and evaluations into programs
- Participate in creating best practices for co-curricular sustainability programs
- Participate in relevant professional organizations
- Create and share social sustainability initiatives
- Strengthen program structures and processes
- Support EMSA units in setting & achieving sustainability goals

**STAFFING PLAN**

*Current staffing:*

- 1 Coordinator (1.0 FTE)
- 1 graduate assistant (0.49 FTE)
- 7 hourly student positions (1.5 FTE total)
- Evolving number of internships and volunteer positions

Total FTE = 3.0

*Proposed staffing:*

- 1 Coordinator (1.0 FTE)
- Office Specialist (1.0 FTE)
- 1 graduate assistant (0.49 FTE)
- 7 hourly student positions (1.5 FTE)
- Evolving number of internships and volunteer positions

Total FTE = 4.0

**SPACE NEEDS**

The planning process showed that, in order to fully accomplish the SLC’s vision and mission, a centrally located and accessible location is needed. The SLOC has already submitted a university space request, and the planning process refined the vision of what type of space is needed.

One survey response conveys the student perspective about space needs:

“*I feel that there is an initial leap that is needed to get in to the PSU sustainability world. It’s mentioned that there are sustainable things going on on campus, but there is no one central place….The initial barriers to get started are a bit high at first.*”

The “Wordle” image below was created to depict trends from the online survey, working group discussions and student sessions. Relative font size corresponds to the relative
frequency that each word was mentioned. The most common words were: Community, campus, get connected, get involved, diverse, students, events, help, and everyday life.

A student sustainability center will increase recruitment, retention, participation, community building, and transformational learning experiences.

**Ideal space characteristics, listed in terms of priority:**

- Centrally located resource center with high visibility and accessibility to the maximum number of students
- Welcoming, comfortable lounge area
- Billboard with opportunities to learn about: service learning, opportunities, internships, study abroad, events, field trips
- Meeting space
- Light and airy with windows that allow plants to grow
- Supplies storage
- Display area for student projects
- Creative project area
- Event space
- Space to share resources for sustainable living and sustainable campus practices
- Information about PSU’s sustainable and green features
- Library and video check-out
- Computer workstations
- Drop-off location for Community Supported Agriculture (CSA) shares
- Space for students to sell hand-made items

**Outcomes of relocating to a space closer to center of campus:**

- Provides a centrally-located space for sustainability staff to connect with the student and campus community
- Increased student recruitment and retention
- Contribution to branding of PSU’s image as a sustainable university
• Increased co-sponsorship of events and partnership with campus departments and resource centers
• Significantly expanded portfolio of workshops, trainings, and discussion groups
• Drop-in student support
• Inclusion of center in campus tours, brochures, and other student life access points
• Increased networking and community-building opportunities for students
• Enhanced ability to cultivate garden-based education initiative
• Greater student access to on/off campus sustainability and environmental resources
• Event space (depending on availability)

**BUDGET PROJECTION**

Funding requests will be requested in tandem with the creation of a long term funding strategy. The years of request may change depending on available resources.

Current budget allocation: $155,000 annually

*Proposed budget changes:*

<table>
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<tr>
<th>Funding Requests (in order of priority)</th>
<th>Amount</th>
<th>Outcome</th>
<th>Year of Request</th>
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<tbody>
<tr>
<td><strong>1. Office Specialist</strong></td>
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<tr>
<td>OS1: 47,171.49-59,886.49</td>
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<td>Coordinator takes on a stronger leadership role on campus, strengthened programs, increased impact, better management of student staff, increased campus and community partnerships, etc.</td>
<td>2014-15</td>
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<tr>
<td>OS2: 50,623.59-66,368.96</td>
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<tr>
<td><strong>5. Increased salary for SLC Coordinator</strong></td>
<td>Supervisor to request</td>
<td>Strengthens impact of Coordinator role and provides opportunities for organizational growth</td>
<td>2014-15</td>
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<tr>
<td><strong>4. Seed funding for resource center</strong></td>
<td>$5,000</td>
<td>Provides a library of books, activities, movies, and sustainable living resources for students, staff, and faculty</td>
<td>Upon relocation</td>
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