AASHE Strategic Plan
2018 - 2020

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Acknowledgements

Thank you to all of those who contributed to the development of this plan including Dallase Scott from Greener U, who facilitated the planning process, all of our members who provided feedback and insight, and the AASHE staff and board.

Our Mission

To inspire and catalyze higher education to lead the global sustainability transformation.

Our Vision

AASHE will lead higher education to be a foundation for a thriving, equitable and ecologically healthy world.

Our Values

Transparency, Collaboration, Hope, Stewardship, Innovation, Courage, Accountability, Diversity & Inclusion.

Letter from AASHE Leadership

We are very pleased to present this new strategic plan to our community. It represents over a year of work in collecting feedback and envisioning how we can best serve our members and advance our mission over the next three years. This plan will be a guide for the board and staff to continue to improve upon our programs and services and increase value to our members.

We will continue to connect you with the programs you need to improve your institution's sustainability performance. We'll work to recognize your achievements and celebrate how far higher education has come in advancing sustainability. We'll provide opportunities to learn from peers, develop your skills, and engage your campus community in sustainability. We'll also improve and expand upon STARS, our most valued program and an instrument of change that has helped transform so many colleges and universities.

Additionally, we will focus on strengthening our organization, fiscally as well as culturally. We're working to practice our values and model sustainability in every aspect of what we do and how we work. We will embark on a process to identify the future needs of our community in response to the increasing societal and political challenges we're facing today. This will start with a task force of the board and expand to engage key stakeholders in our community.

Amidst the current complexity of the world, we feel encouraged and inspired by our community's collective work. AASHE represents a community of change agents. You face internal and external barriers in your work regularly but nonetheless persist, steadfast in your belief that, as a community, we can make a difference. Our commitment to the principles of sustainability connects us all and, drawing from one another for support and inspiration will enable our community to be more resilient during these difficult times.

Our work is more important today than ever before. This plan provides direction for our future, details on how we'll accomplish our goals, and strategies for measuring our performance. Perhaps more important, it's about growing and strengthening our community and bolstering our collective impact. We're excited to continue this journey with you.

Sincerely,

Meghan Fay Zahniser, Executive Director   Charles Richardson, Chair of the Board

Process Overview

AASHE's staff and Board of Directors began an extensive strategic planning process in October 2016 to identify future priorities for the organization. This planning process included a detailed review of member survey feedback, collecting feedback from our advisory council, analyzing the needs of our community and many discussions with the staff and board. A consistent theme from our data review is that all existing programs are providing value to at least some portion of our membership. While there are many opportunities for the future, it is clear AASHE has a core set of programs that are valuable to our community.

In a retreat held in our home city of Philadelphia last spring, the board evaluated options for moving forward. In light of current social and political challenges, plus uncertain budgets within higher education institutions, the board felt it was important to both expand and improve upon existing programs as well as identify new opportunities to advance our mission. In order to help staff develop the best strategies for AASHE's future, the board provided areas of focus to consider. These focus areas were growth and capacity; business engagement; STARS; strategic leadership; and outreach. Staff used these areas to create new goals and objectives that build on our strengths and sharpen key needs of our community.

The planning process was a collaborative effort. Staff worked on the details of the plan including specific action items and key performance indicators, while the board continued to provide leadership and feedback throughout the process. During meetings in August and October, the board urged staff to better emphasize the bold actions of the new plan.

During these remarkably challenging times, we recognize that demonstrating clear and meaningful member value is paramount. This plan is a reflection of what we've heard from our diverse membership and what we believe will best support our members in advancing their institution's sustainability goals. In addition, we will also remain open to evaluating and changing the implementation strategies to best meet member needs on an annual basis.

While this plan provides a solid foundation for our future, given the significant challenges we are facing in our world today, we need to be nimble and responsive. As such, we'll be investing more time in thinking through strategies that will have the greatest positive impact. With this approach, we remain hopeful that higher education can and will lead the sustainability transformation.

AASHE's Strategy

Empower members to be transformational leaders for sustainability by providing indispensable resources and outstanding professional development	Catalyze sustainability action and innovation through STARS
- Develop new and improve existing resources - Strengthen the annual conference & expo to be the marquee forum for all stakeholders within the higher education sustainability community - Offer high-value professional development programs - Expand opportunities for networking and building community	- Simplify reporting requirements and reduce barriers to participation in STARS - Strengthen the value of a STARS rating - Improve the quality of STARS data - Increase net income for STARS
Accelerate higher education's contributions to global sustainability through increased outreach, communications and advocacy	Enhance organizational capacity & resilience
- Advocate for policies that advance sustainability in higher education - Champion the value of sustainability in higher education and increase support for sustainability in academics, engagement, operations, and administration - Identify new, high impact strategies to best advance our mission	- Grow the AASHE member community - Optimize internal efficiency and improve customer experience - Strengthen organizational leadership and governance - Create a culture that supports employee well-being and motivation - Ensure AASHE's financial health and stability

Goal 1 - Empower members to be transformational leaders for sustainability by providing indispensable resources and outstanding professional development

Overview

AASHE provides our members with the knowledge, skills, support, and tools they need to grow their understanding of sustainability and how to transform their institutions and organizations. In the coming years, we will continue to provide and improve upon these services to our members including strengthening existing resources and creating new opportunities for learning and engagement amongst member institutions and organizations.

Objective 1-A

Develop new and improve existing resources, tools and publications

Creating a foundation of knowledge and actionable tools is critical in building a network of sustainability leaders. For AASHE, this foundation is cemented by education and outreach tools such as the Campus Sustainability Hub, Bulletin, Sustainable Campus Index, the Sustainability Staffing Report, and many other resources. In order to maintain the strength of this base, we will invest in programs that provide the most value to our members. New programs and opportunities will be evaluated and woven into our offerings. By maintaining current resources, tools, and publications while also creating new opportunities, we will continue to provide excellent service to our members in the ever-growing and fluctuating world of sustainability.

Implementation Plan & Timeline

Action	Description	2018	2019	2020
1-A-1	Publish evaluation of Turning the Page on Campus Paper Use participants	●		
1-A-2	Develop a plan to incentivize submissions to Hub	●		
1-A-3	Enhance value of the Hub by adding content types for policies and plans	●		
1-A-4	Develop a plan to integrate Bulletin news stories into the Campus Sustainability Hub	●		
1-A-5	Support the development of large scale renewable energy through higher education procurement	●		

1-A-6	Develop a toolkit to help business members effectively connect with the HE sustainability community		●	
1-A-7	Create jobs board that integrates with the Bulletin newsletter		●	
1-A-8	Conduct the 2019 higher education sustainability staffing survey and publish the results		●	
1-A-9	Develop a directory of organizational profiles that pulls together data from STARS, Hub, Membersuite, Bulletin and Higher Logic		●	
1-A-10	Explore opportunities for upgrading AASHE publications to an online format (or some other alternative to a standard PDF)			●

Key Metrics of Success

- Number of unique visitors to the Hub (monthly average)
- Number of resources submitted through the Hub (monthly average)
- Hub value score in annual membership survey (annual)
- Number of Bulletin subscribers (monthly)

Objective 1-B

Strengthen the annual conference and expo to be the marquee forum for all stakeholders within the higher education sustainability community

Having a place to gather and share best practices and the expertise of our members creates a tight-knit community of sustainability leaders. To capitalize on the wealth of knowledge that is the AASHE member base, a conference has been held annually for the past 8 years to gather all those involved in sustainability in higher education. These conferences have provided members with information, resources, networking opportunities, but most important, a driving energy. The momentum gained at the conference each year, through sharing of best practices, policy challenges, and passionate conversation, provides hope and energy to the next year's wave of sustainability initiatives on each member campus. By strengthening the annual conference and expo, AASHE will provide a platform to inspire member institutions to continue to advance sustainability.

Implementation Plan & Timeline

Action	Description	2018	2019	2020
1-B-1	Expand research track to provide a forum for the presentation of academic research on sustainability that isn't explicitly related to higher education	●		

1-B-2	Add a "hot topics/breaking news" plenary session to the conference to present and discuss contemporary and emerging issues.	●		
1-B-3	Add an advanced track to better meet the needs of experienced practitioners	●		
1-B-4	Develop new tour program policies to minimize AASHE's risk and protect its brand.	●		
1-B-5	Consider creating a virtual attendance package that may include a virtual tradeshow, and promote as a sustainable option for those unable to attend in person.	●		
1-B-6	Enhance event technology tools to include gamification and social walls to drive attendance, increased exhibitor retention and promote engagement.	●		
1-B-7	Expand scholarship program to help under-resourced individuals attend the conference	●		
1-B-8	Formalize the process of determining when conference sponsor tradeouts are given.	●		
1-B-9	Formalize site selection policies and procedures	●		
1-B-10	Develop then implement a 3-year comprehensive, targeted conference marketing plan to increase attendance (and explore using video).	●	●	●
1-B-11	Implement new technology for digital poster sessions to improve attendee and presenter experience and to increase conference sustainability.		●	
1-B-12	Develop a plan for increasing session level engagement e.g. set types, technology, audience response, etc.		●	
1-B-13	Evaluate and improve exhibit/sponsorship sales and communication plan (includes targeting the right prospects, developing marketing plan, communications and relationship development, evaluate pricing, packages, hosting social activities, etc.)		●	
1-B-14	Evaluate the registration types, tiers, and dates.		●	
1-B-15	Consider prominent and high visibility keynote speakers who will attract attendees.		●	

		2018	2019	2020
1-B-16	Evaluate the need for adding a job fair component to engage students and employers		●	
1-B-17	Create an exhibitors feedback forum to gather feedback, ideas, and better connect with exhibitors & sponsors.		●	
1-B-18	Develop a plan for hosting a zero-waste conference		●	

Key Metrics of Success
- Total number of conference attendees/first timers/retention rate (annual)
- Total number of abstracts to present at the conference (annual)
- Conference value score in annual conference survey (annual)
- Number of exhibitors retained/new exhibitors/attendee-exhibitor ratio. (annual)

Objective 1-C
Offer high-value professional development programs

Maintaining the skills necessary to carry out sustainability efforts is vital to our community. Webinars and workshops provide a space for members to physically engage with sustainability efforts across the globe. AASHE will provide value to all types of stakeholders by offering interactive educational programs accessible to those with varying levels of sustainability background and understanding.

Implementation Plan & Timeline

Action	Description	2018	2019	2020
1-C-1	Develop a stand alone workshop focused specifically on senior leaders	●		
1-C-2	Explore offering a webinar series that covers strategies for systematically changing procurement practices and exposes campus sustainability advocates to solutions in specific product/service areas.	●		
1-C-3	Pilot offering the REFOCUS Applied Certification in Transformational Leadership to AASHE Members	●		
1-C-4	Evaluate demand for Centers for Sustainability Across the Curriculum workshops and determine whether we need to expand number of Centers	●		
1-C-5	Create a focus group to identify advanced programming options for senior sustainability staff		●	

1-C-6	Explore partnering with HEASC members to offer sustainability professional development to new audiences		●	
1-C-7	Evaluate demand for a STARS Accredited Professional program		●	
1-C-8	Explore a model for working with AASHE affiliates in organizing regional conferences		●	

Key Metrics of Success
- Total number of attendees at AASHE-organized workshops
- Total number of attendees at AASHE-organized webinars
- Average satisfaction score for AASHE webinars
- Number of attendees at workshops organized by Centers for Sustainability Across the Curriculum

Objective 1-D

Expand opportunities for networking and building community

One of the greatest benefits to our members is the ability to connect and learn from each other. We will launch a new online community to connect members with one another to provide information, guidance, and support. In addition, we will expand our mentorship program. This will create and maintain a strong base of members that are willing and able to share information across campuses, which will in turn deepen and expand the sustainability conversation around the world.

Implementation Plan & Timeline

Action	Description	2018	2019	2020
1-D-1	Launch a fully-featured online community to facilitate conversation and information sharing	●		
1-D-2	Refine Mentorship Program based on feedback from the first year	●		
1-D-3	Invite coordinators of existing topical and regional email lists to host their list through our online community	●		
1-D-4	Develop a social media strategy and plan		●	
1-D-5	Develop a plan for increasing engagement in the blog and incorporate content from thought leaders in our community.		●	

1-D-6	Evaluate AASHE's current volunteer opportunities, develop a continuum of volunteer engagement opportunities that focus on connecting members to their personal interests, ranging in time commitment and level of engagement		●	

Key Metrics of Success

- Number of new threads created in the online community
- Number of participants in the online community
- Number of Twitter followers
- Number of Facebook followers

Goal 2 - Catalyze sustainability action and innovation through STARS

Overview

In the coming years, AASHE will expand and improve STARS, our premier program. By making STARS a more valuable and accessible tool, many more institutions will be able to track and assess their sustainability efforts and achieve the kinds of transformations that have already come to pass on many member campuses. By providing a common framework to gather credible data in one location, STARS has the capacity to drive sustainability efforts at diverse institutions worldwide.

Objective 2-A

Simplify reporting requirements and reduce barriers to participation in STARS

In order to increase the use of STARS, we will make the process of collecting data easier. We will also launch a forum for participants to connect and learn from each other's experiences. Tying the simplification of data collection with the collaborative aspect of a member forum will lessen the stress and enhance the experience for those collecting data.

Implementation Plan & Timeline

Action	Description	2018	2019	2020
2-A-1	Simplify some reporting requirements by releasing STARS 2.2	●		
2-A-2	Create a STARS customer support forum within AASHE's online community	●		
2-A-3	Recruit and launch technical assistance cohorts		●	
2-A-4	Launch a STARS support fund to provide small grants to help offset costs and workload for participants		●	
2-A-5	Rebuild the STARS reporting tool to enable faster performance and support new functionality		●	
2-A-6	Develop Creditpedia, an online encyclopedia with an entry for each credit that provides credit info, related resources, history, FAQs, etc.		●	
2-A-7	Release a revamped STARS 3.0 as a simplified framework based on performance indicators			●

Key Metrics of Success

- Number of STARS rated institutions
- Number of institutions that improve their STARS rating

Objective 2-B

Strengthen the value of a STARS rating

Achieving a STARS rating is a huge accomplishment for an institution and AASHE will strive to make that recognition even more significant by raising the public profile of rated institutions through an exciting new benchmarking tool, visual scorecards, and a more widely recognized Sustainable Campus Index. Celebrating the impact that is represented by a STARS rating in more prominent ways will keep existing participants engaged and better demonstrate the value of STARS to those institutions not already using the tool.

Implementation Plan & Timeline

Action	Description	2018	2019	2020
2-B-1	Develop a Benchmarking Tool that enables AASHE members to easily compare STARS participants on key sustainability metrics	●		
2-B-2	Develop a plan to improve and better publicize SCI	●		
2-B-3	Redesign STARS website to make STARS reports more visually engaging, improve look and feel, and clarify navigation	●		
2-B-4	Enhance marketing toolkit for STARS Rated Institutions	●		
2-B-5	Evaluate requiring institutions who wish to share data with Princeton Review and *Sierra* to also share their data via a STARS report	●		
2-B-6	Purchase advertisements promoting STARS in publications read by key audiences (e.g., prospective students, administrators)		●	
2-B-7	Promote Sustainable Campus Index to high school guidance counselors		●	
2-B-8	Reach out to college search websites and encourage them to integrate STARS ratings into their institutional profiles		●	
2-B-9	Develop a licensing deal with a company that sells STARS-related materials (plaques, transparencies, etc) to campuses that earn a rating			●

Key Metrics of Success

- STARS value score in annual membership survey
- Number of downloads of the Sustainable Campus Index
- Number of unique visitors to the STARS website

Objective 2-C

Improve the quality of STARS data

We will continue to strengthen systems and processes to improve the quality of STARS data and enhance the credibility of the program. These efforts will involve launching a peer review system whereby participating institutions evaluate other institutions' data submissions. A peer review system will not only ensure that submitted data is accurate, it will foster inter-campus collaboration and create peer-to-peer learning opportunities.

Implementation Plan & Timeline

Action	Description	2018	2019	2020
2-C-1	Expand the use of outlier notifications in the online Tool	●		
2-C-2	Develop a standardized process for completing a STARS peer review as well as associated support resources	●		
2-C-3	Require a peer review (or paid staff review) for all Gold submissions and 2 peer reviews or 1 peer review and a paid staff review for Platinum submissions	●		
2-C-4	Develop a plan for engaging STARS TAs in the data review process	●		
2-C-5	Evaluate the efficacy of peer review in improving data quality and consider requiring more broadly		●	

Key Metrics of Success

- Percent of submissions relying on peer review for data quality (instead of staff review)
- Average percentage of credits flagged for review during the collaborative review and revision process

Objective 2-D

Increase net income for STARS

The improvements outlined in the other objectives will require a significant investment. Increasing paid

participation in STARS will help to generate the revenue needed to fund these improvements and provide even more value to participating institutions.

Implementation Plan & Timeline

Action	Description	2018	2019	2020
2-D-1	Develop a communication, engagement and retention plan for current STARS participants	●		
2-D-2	Conduct outreach to institutions with expired ratings and data sharers who have yet to submit a report	●		
2-D-3	Consider an increase to the STARS subscription fees	●		
2-D-4	Evaluate and revise the STARS fee structure to remove the disincentive to report annually and ensure profitability	●		
2-D-5	Invite prominent institutions outside the U.S. to participate in STARS to help us improve international applicability of STARS	●		
2-D-6	Explore a revenue share model with interested partners within the Global Alliance	●		
2-D-7	Provide all STARS participants the option to pay AASHE to conduct a complete review of their submissions		●	
2-D-8	Develop and implement a new comprehensive marketing plan designed to double the number of STARS participants by 2020		●	
2-D-9	Explore new approach for STARS sponsorship/advertising		●	

Key Metrics of Success
- Net income for STARS (annually)
- Number of full access subscribers

Goal 3 - Accelerate higher education's contributions to global sustainability through increased outreach, communications and advocacy

Overview

Higher education plays an important role in shaping our society and advancing the sustainability movement; a role that has become especially important with the current state of our world. Sustainability action is still not as aggressive as is needed given the acute impacts of climate change and societal injustices being experienced. Higher education institutions can help elevate sustainability actions and impact to the top of the global priority list.

Colleges and universities are integral to sustainability, but are often overlooked. In order to keep higher education and our community in the broader sustainability conversation happening worldwide, we need to highlight and communicate the value of our collective work. In addition to outreach and recognition, we will advocate for our members and the sustainability community by publicly supporting policies and activities related to sustainability in higher education.

Objective 3-A

Advocate for policies that advance sustainability in higher education

AASHE will lend its collective voice and credibility to lobby for policies and initiatives that support our members and mission. In doing so, we aim to increase recognition and funding that advance sustainability in higher education.

Implementation Plan & Timeline

Action	Description	2018	2019	2020
3-A-1	Join other organizations in signing on to advocacy letters related to sustainability in higher education	●	●	●
3-A-2	Designate "AASHE Liaisons" to key organizations / fora (e.g., ACE, COP, UNESCO)	●		
3-A-3	Develop a clear process for responding quickly to breaking news stories	●		
3-A-4	Develop advocacy plan		●	

3-A-5	Engage higher education accreditors on supporting sustainability		●	

Key Metrics of Success

- Number of advocacy statements issued by AASHE

Objective 3-B

Champion the value of sustainability in higher education and increase support for sustainability in academics, engagement, operations and administration

Despite the benefits of sustainability programs at institutions of higher education, these efforts are often thwarted by policy and budget limitations across campuses, states, and entire nations. With this objective, we will celebrate sustainability successes and the value that it brings to every campus through public outreach and member recognition.

Implementation Plan & Timeline

Action	Description	2018	2019	2020
3-B-1	Provide members with tools to most effectively utilize the statement on the value of sustainability in higher education	●		
3-B-2	Develop media relations/PR strategy to generate publicity for AASHE	●		
3-B-3	Update/improve list of higher education and sustainability media contacts to which we distribute press releases	●		
3-B-4	Evaluate and improve Google Adwords/Social advertising strategy	●		
3-B-5	Explore creation of a program to recognize individual contributions to sustainability in higher education.	●		
3-B-6	Consider hiring a white paper syndication service to help us get the value statement in front of the target audience (senior leaders)		●	
3-B-7	Implement PR campaign to communicate value of sustainability in higher education		●	
3-B-8	Consider launching an impact report to measure the progress of sustainability in higher ed		●	

3-B9	Seek out like-minded events to speak at and share findings from the value statement while increasing awareness for attendees		●	
3-B-10	Develop a plan to improve and better publicize Campus Sustainability Month		●	
3-B-11	Create plan to increase # of Bulletin subscribers		●	
3-B-12	Develop a plan to launch Business Declaration on Sustainability Education		●	

Key Metrics of Success

- Number of applicants for awards
- Awards value score in annual membership survey
- Number of media pickups and/or AASHE in the news articles
- Number of mentions
- Number of downloads of value statement document

Objective 3-C
Identify new, high impact strategies to best advance our mission

The landscape of higher education continues to evolve as do the increasing sustainability challenges that we are facing. With an eye to the future and a focus on increasing our impact, AASHE will invest resources to identify strategies beyond what is captured in this plan to scale up our work and maximize our impact.

Implementation Plan & Timeline

Action	Description	2018	2019	2020
3-C-1	Initiate a task force of the board to lead this discussion; members of the Advisory Council will also be engaged	●		
3-C-2	Create a process to gather and vet high impact new ideas from members and stakeholders that respond to the the significant societal and political challenges our community is facing.	●		
3-C-3	Pilot new high impact programs or services		●	

Goal 4 - Enhance organizational capacity & resilience

Overview

We intend to expand our capacity, grow membership and increase value to members in the coming years. With this goal, we will be able to best support our internal goals and objectives, increase efficiency, improve customer service and represent our values in everything we do.

Objective 4-A

Grow the AASHE member community

Membership is critical to the success of the organization. Growing the organization means growing membership. This objective will include engaging new institutions and organizations, diversifying our community, and building on current membership recruitment and retention processes.

Implementation Plan & Timeline

Action	Description	2018	2019	2020
4-A-1	Develop an annual marketing plan to promote membership to prospective members, include specific tactics and goals for each member category.	●		
4-A-2	Develop a suite of membership marketing materials to support membership development	●		
4-A-3	Implement annual member FTE update for dues calculations to ensure members are paying the correct amount	●		
4-A-4	Create process for considering dues increase	●		
4-A-5	Implement a streamlined ongoing process for members to update contact information/contacts to ensure we are reaching the right people	●		
4-A-6	Evaluate dues structure for all members to ensure the price is commensurate with benefits/value		●	
4-A-7	Develop a strategy for increasing AASHE's international presence and impact		●	
4-A-8	Improve dues billing and renewal process (anniversary date vs. annual billing cycle, length of time before lapse, grace periods, etc.)		●	

4-A-9	Consider adding membership rate for disadvantaged institutions to receive on a request basis.		●	

Key Metrics of Success

- Net membership growth
- Member value rating on annual member survey
- Total number of members
- Membership retention rate
- Percentage of AASHE members outside the U.S. and Canada
- Percentage of AASHE members that are Associate's colleges
- Number of Minority Serving Institutions that are AASHE members

Objective 4-B

Optimize internal efficiency and improve customer experience

By focusing on increasing effectiveness and efficiency internally, we will be more attentive and responsive to member needs. We will increase customer satisfaction by improving technology and customer support. These infrastructure and process enhancements will make us more efficient and will increase member satisfaction.

Implementation Plan & Timeline

Action	Description	2018	2019	2020
4-B-1	Develop a plan to consolidate multiple customer service platforms (Uservoice, Desk, gmail) and train staff	●		
4-B-2	Develop a plan for completing outstanding STARS IT projects	●		
4-B-3	Improve ability for members to reach staff by phone and customize voice messages	●		
4-B-4	Perform an IT security audit to ensure best practices for protecting data and property and communicate results to staff & board	●		
4-B-5	Provide staff visibility into status of IT support requests	●		
4-B-6	Evaluate needs and develop staffing plan to meet organizational goals and opportunities for advancement.	●		

4-B-7	Develop processes for cleaning & reviewing data collected through AMS for accuracy and alignment with IPEDS data	●		
4-B-8	Develop a staff training plan to ensure all staff are able to use key technology systems (e.g., Membersuite, Paylocity, Onebox, Google Apps, Skype, Desk)	●		
4-B-9	Improve internal contract management processes	●		
4-B-10	Research event management software to create greater efficiencies and manage/control costs.	●		
4-B-12	Utilize a rating scale or matrix system to evaluate efficacy of programs and services annually, make changes or eliminate underperforming programs as needed			●

Key Metrics of Success

- Customer service rating on annual member survey

Objective 4-C

Strengthen organization leadership and governance

Our mission of developing sustainability leaders in higher education cannot be met without strong leadership. We will provide opportunities for those in volunteer and staff positions to enhance their leadership skills. This objective also aims to strengthen the engagement of staff with the advisory council, board, and other volunteer positions. In addition, we will ensure that everything we do reflects our values.

Implementation Plan & Timeline

Action	Description	2018	2019	2020
4-C-1	Codify Board election and appointment process	●		
4-C-2	Improve annual board member orientation, require for all board members annually	●		
4-C-3	Clarify and strengthen board member responsibilities for contributing to AASHE	●		
4-C-4	Adopt a formal diversity statement	●		

4-C-5	Create a board work plan	●		
4-C-6	Create board self-assessment	●		
4-C-7	Perform ED performance review	●		
4-C-8	Enroll in the International Living Future Institute's JUST program and publicize our scorecard	●		
4-C-9	Develop a process and methodology for periodically assessing AASHE's sustainability performance		●	
4-C-10	Develop a plan codifying AASHE's approach to diversity, inclusion and social justice		●	

Key Metrics of Success

- Number of board members making financial contributions to AASHE
- Attendance at board meetings
- Executive director performance and compensation reviews done on time, each year

Objective 4-D

Create a culture that supports employee well-being and motivation

In order to accomplish the ambitious and important work of AASHE, the organization needs incredible staff. To ensure that our staff thrive at work, we will prioritize the health and well-being of our employees. In doing so, we will serve as a model for other sustainability organizations aspiring to create a sustainable work environment for their staff.

Implementation Plan & Timeline

Action	Description	2018	2019	2020
4-D-1	Develop employee recognition program and other programs to enhance employee morale, health, wellbeing and happiness.	●		
4-D-2	Establish a fun & wellness committee	●		
4-D-3	Develop compensation strategy that motivates staff to continuous improvement and shared ownership of AASHE's success.	●		

		2018	2019	2020
4-D-4	Redesign employee onboarding process	●		
4-D-5	Provide professional development guidance to all staff and ensure sufficient time and funding are available	●		
4-D-6	Develop work-life balance guidelines	●		
4-D-7	Develop an employee happiness policy		●	

Key Metrics of Success
- Employee satisfaction score in annual survey
- AASHE staff retention rate
- Employee achievement of goals established in performance review

Objective 4-E
Ensure AASHE's financial health and stability

The financial health of the organization is fundamental to our success. With many higher education institutions experiencing budget cuts as well as the increasing number of challenges we're facing as a society, we need to remain focused on our long-term health and stability. This includes strengthening existing revenue streams, reducing expenses, and identifying new revenue generators.

Implementation Plan & Timeline

Action	Description	2018	2019	2020
4-E-1	Evaluate financial instruments to ensure adequate return on investment and consistency with our sustainability goals	●		
4-E-2	Update organizational financial policies and train all staff on these policies	●		
4-E-3	Hire outside financial analyst/consultant to assist with overall organizational financial analysis	●		
4-E-4	Explore crowdfunding as a strategy for increasing revenue	●		
4-E-5	Develop a comprehensive sponsorship program that allows entities to make an annual investment in AASHE's programs and services.	●		

Key Metrics of Success

- Net income (i.e., revenue - expenses)
- Number of weeks of operating expenses covered by reserves
- Net surplus or Deficit YTD compared with YTD budget