Executive Summary

Environmental education is essential to the flourishing of all people and life on the planet. The North American Association for Environmental Education (NAAEE) is the leading network advancing environmental literacy in order to create a more equitable and sustainable future. To continue innovating and increasing representation and transparency, an NAAEE Affiliate Network 2.0 working group was established and resourced with a facilitation team in fall 2020 to conduct a collaborative three-month design sprint imagining 2021 and beyond. That design sprint produced drafts of...

#1 New Network Goals (*pages 5-7*)

"The NAAEE affiliate network advances environmental literacy to create a more equitable and sustainable future. As a network, we collaborate on joint efforts and share learning in order to:

1. Build the capacity of individual NAAEE affiliates, NAAEE, and the affiliate network to advance the field of Environmental Education
2. Increase equity and inclusion in Environmental Education through initiatives at individual NAAEE affiliates, NAAEE, and the affiliate network
3. Reach more people and increase support for EE through joint Advocacy and Messaging
4. Advance additional efforts to be a just, effective, and innovative network as they emerge"

The group also suggested a recurring process for moving these goals to execution and more detail.

#2 Ecosystem Mapping (*pages 8-11*)

The working group developed an ecosystem mapping design that can map the full network in 2021:

-   A digital, interactive ecosystem map based on the available sample of the affiliate network (stakeholder view | geographic view)
-   Google Spreadsheets integrated with the map
-   Data Dictionary & instructions for gathering/integrating data on the whole network
-   Sample interpretation of the affiliate network's alignment to the four network goals

#3 Body and Process for network collaboration (*pages 12-15*)

Seeking to increase representation and transparency while still supporting higher-capacity NAAEE affiliates' voluntary contributions to the affiliate network, the working group outlined a single inclusive cadence of network collaboration meetings with two levels of involvement:

-   An Advisory Group that is more broadly representative with lower commitment (~3 mtgs/yr)
-   A Working Group of a smaller number of affiliates with additional capacity (monthly mtgs)

#4 Next Steps (*pages 16-18*)

The working group and facilitation team identified next steps and learnings, including:

1. Keep moving quickly and trying new things: seek network-wide feedback on these drafts in Q1 2021 and use them starting in Q2, adjusting as needed
2. Continue the current working group through Q1 to help spread the word and hear feedback
3. Focus more externally on listening to constituents and innovating to serve them

Participants — Fall 2020 Affiliate Network 2.0 Working Group

- Abbie Enlund, Environmental Education Association of Illinois

- Adrian Ayson, Maine Environmental Education Association

- Alex Porpora, Utah Society for Environmental Education

- Ashley Hoffman, Kentucky Association for Environmental Education/Southeastern Environmental Education Alliance

- Audrey Eisenhauer, New Hampshire Environmental Educators/New England Environmental Education Alliance

- Brenda Metcalf, Environmental Education Council of Ohio (EECO)

- Bruce Young, NAAEE

- Charzy Jones, Environmental Education Association of Oregon (EEAO)

- Debra Veeder, Mississippi Environmental Education Alliance (MEEA)

- Diona Williams, Arizona Association of Environmental Education

- Judy Braus, NAAEE

- Laura Collard, Maryland Association for Environmental and Outdoor Education

- Laura Downey, Kansas Association for Conservation and Environmental Education (KACEE)

- LoriAnne Barnett, Arizona Association of Environmental Education

- Renee Strnad, Environmental Educators of North Carolina / Southeastern EE Alliance / NC State University

Co-Chairs: Katie Navin (Colorado Alliance for Environmental Education) & Sarah Bodor (NAAEE)

Thank you to the working group participants for their many hours of time and insights contributed to this effort to help the NAAEE affiliate network and the local communities and environmental educators it serves. Insights are theirs and errors are our own.
-The Facilitation Team

Background & Methods

Background: An Impactful Network

Environmental education is essential to the flourishing of all people and life on our planet. Every day, environmental educators help people to grow their environmental literacy and in the process improve people's physical, mental, and social health; school performance; a sense of place and civic connection; and community engagement.

The North American Association for Environmental Education is the leading network advancing environmental education. The professional and volunteer leaders of NAAEE Affiliates serve as conveners, thought leaders, policy advocates, and champions of equitable access and justice. And NAAEE itself is a network hub for the affiliate network and many environmental education partnerships and networks, offering vital leadership and support to the affiliate network by building capacity, galvanizing resources and support for Affiliates and the environmental education field, and growing impact through collaboration.

The NAAEE Affiliate Network—the professionals and volunteers of NAAEE affiliates and NAAEE itself combined—is defined by strong relationships and shared passions that knit participants together toward common goals, even when resources are finite and formal accountabilities minimal. The professionals and volunteers of the NAAEE Affiliate Network work diligently and creatively to create a more sustainable and equitable future through environmental literacy.

Time to Innovate: the NAAEE Affiliate Network 2.0 working group

For years, the Affiliate Network Steering Committee (ANSC), a volunteer leadership body providing advice and support to the network as a whole, has helped advance the NAAEE Affiliate Network. In Q3 of 2020, the ANSC responded to a desire for expanded representation, transparency, and innovation by taking the courageous step to wind itself down and invite additional participants and outside consultants to a short design process to help imagine the next phase of the NAAEE Affiliate Network.

After a network-wide invitation to additional participants, the "NAAEE Affiliate Network 2.0 working group" was formed to embark on a three-month design sprint to identify new affiliate network goals, to begin ecosystem mapping to better understand the network and priorities, and to recommend a new body and process for continuing and expanding the work in 2021. Three two-hour calls were supplemented by document review, surveys, and one-on-one conversations to create strong drafts of these three deliverables, with the expectation these drafts can next be taken to the full network for further improvement (Q1 2021) and then application and iteration (Q2+ 2021).

Methods

The three-month design sprint of the NAAEE Affiliate Network 2.0 working group occurred in the context of this expected overall timeline:

- 2020 Q4: develop strong drafts of Network Goals, Ecosystem Mapping, and Body and Process
- 2021 Q1: seek and listen to network-wide feedback and update drafts accordingly
- 2021 Q2: finalize drafts and plan for a successful roll-out
- 2021 Q3 + Q4: roll out new Goals, Mapping/Priorities, and Body/Process; learn and adjust

The charge of the NAAEE Affiliate Network 2.0 working group was to help define new **Network Goals**, begin **Ecosystem Mapping** in order to help identify network priorities, and establish a **Body and Process** for continuing this work.

To pursue this charge in a collaborative, inclusive, and productive way in just three monthly calls, the facilitation team used these methods:

1. Onboarding Calls and Opening Survey to understand hopes and concerns, support inclusion, and begin identifying insights into Network Goals
2. Review of recent written documents related to the NAAEE Affiliate Network (sample list below)
3. Three feedback surveys sourcing significant content input from each individual participant
4. Three extensive pre-reads summarizing learning, proposing drafts, and offering questions to focus the calls (Pre-Read #1, Pre-Read #2, Pre-Read #3)
5. Three interactive and collaborative two-hour calls to share feedback on drafts, inform design criteria for upcoming drafts, and raise questions and ideas.
6. Three optional "tea times" for any participant to attend and raise any questions or ideas
7. Weekly meetings with working group Co-Chairs to check progress and go deeper
8. Eight one-on-one conversations with additional stakeholders and participants
9. Closing Survey to hear final content recommendations and participant experience

Examples of documents reviewed in discovery include:

- "2019 Affiliate Workshop" notes (suggesting three goals of Inclusion, Communications, and Providing Resources; collaborative drafts of possible values and operating procedures)
- "2020 Affiliate Network Steering Committee workshop" (including defining a purpose as to "grow our EE effort (NAAEE the org + affiliate network) to create a just and sustainable world")
- "2020 ANSC Action Plan for Network 2.0" (ID'ing need for "shared understanding of our common goals as a network" and to "mov[e] from resource sharing to connecting, aligning, producing")
- "NAAEE Strategic Framework 2020-2023"
- 2020 COVID bi-weekly affiliate call notes (naming needs: financial, going online, racial equity)
- "Affiliate Relationship Maps" (drawn systems mapping by the ANSC at the Jan 2020 retreat)
- "Draft Roles for ANSC Review" (a working draft of network relationship mapping)
- "2020 ANSC Operations Guidelines" (a draft of how ANSC might work in the future)
- "Affiliate Network Operating Procedures" (an authoritative but dated defining of ANSC)

Deliverable #1: <u>Network Goals</u>

<u>Background & Approach</u>

Network Goals can help a network focus joint efforts and investments, increase common understanding, and encourage innovative/spontaneous collaboration and coordination.

New NAAEE affiliate network Network Goals were developed in a collaborative and iterative process that included three drafts. The first draft was generated through several rounds of listening by the facilitation team. This initial listening included:

1. Discovery review of notes from recent network-wide sessions (2019 workshop, 2020 COVID calls)
2. The working group's feedback provided in onboarding calls and opening survey
3. Review of the network context of individual affiliate and NAAEE stated goals
4. Discussion and review with working group Co-Chairs and additional one-on-one conversations
5. Promising practices in other networks and organizations

The working group indicated overall agreement that the first draft was close to right, with a few updates needed. Those updates were made in a second draft circulated to the working group along with a survey form for additional input. During its third call, the working group indicated unanimous support for a third and "final" draft of the goals (next page).

By "final" draft, we mean:

- These are big picture and conceptual goals that are the NAAEE affiliate network equivalent of similar big picture / conceptual goals at individual affiliates and NAAEE (next page has examples)
- These big picture and conceptual goals are the starting place for essential detail that would follow, such as definitions, specific targets, assignments, etc (see "Recurring Process" below)
- These goals would be shared with the full affiliate network and key stakeholders for their feedback in early-to-mid 2021 via a structured process that included context and explanation
- Such context and explanation can include the ideas surfaced throughout this process, including ideas on methodology or tactic (see Appendix) and your feedback (aggregated agreement via survey and any significant differences of opinion you wish to share)
- The ideal stage of draft to share in 2021 is early enough to invite actual feedback but far enough along to clarify rather than confuse (so this version is "final" only in the sense of 2020)

<u>Recurring Process</u>: these big picture and conceptual goals should be the starting place for a recurring process by which the NAAEE affiliate network, affiliates, and NAAEE work together to:

A. Note past and/or current efforts relevant to each goal
B. Explicitly define terms within each goal, important everywhere and essential for goal #2
C. Establish measurements or targets for the goals and timeframe (90 - 360 days) where possible
D. Indicate which group(s) of people are lead for advancing the goals for the timeframe
E. Identify approaches (joint initiatives, trainings, convenings, etc) for pursuing the goals

NAAEE Affiliate Network Goals ("final" draft for 2020):

The NAAEE affiliate network advances environmental literacy to create a more equitable and sustainable future. As a network, we collaborate on joint efforts and share learning in order to:

1. Build the capacity of individual NAAEE affiliates, NAAEE, and the affiliate network to advance the field of Environmental Education
2. Increase equity and inclusion in Environmental Education through initiatives at individual NAAEE affiliates, NAAEE, and the affiliate network
3. Reach more people and increase support for Environmental Education through joint Advocacy and Messaging
4. Advance additional efforts to be a just, effective, and innovative network as they emerge

Note: these Network Goals work alongside NAAEE's Goals and the goals of individual affiliates.

NAAEE Goals

To use the power of education to advance environmental literacy and civic engagement to create a more equitable and sustainable future.

- Drive excellence and spark field-wide innovation
- Invest in leadership for a stronger and more inclusive movement
- Cultivate collaboration and strengthen networks for change
- Champion environmental education through policy, communication, and outreach
- Sustain a thriving organization

State Affiliate Goals Examples

Colorado Alliance for Environmental Education: work to ensure everyone in Colorado has an opportunity to learn about the environment where they live.

- Driving Excellence: We increase the quality of EE in Colorado by providing professional development, access to best practice, knowledge and current trend information.
- Foster Collaboration: We bring together Colorado environmental educators to pursue innovative education and engagement strategies.
- Mobilizing Support: We champion EE at all levels by advocating for policies, partnerships and philanthropy to support environmental education.

Arizona Association for Environmental Education: Educate, Inspire, and Empower one another to actively and responsibly engage in our communities ecologically, socially, and civically.

- Goal 1: Strengthen AAEE to ensure long-term sustainability
- Goal 2: Raise the profile of AAEE
- Goal 3: Increase professionalism of the field of EE in Arizona
- Goal 4: Foster collective impact toward increased environmental literacy for Arizonans

Additional Feedback

In the Closing Survey or elsewhere at the end of the process, one or more working group participants shared the following additional feedback on Network Goals:
- Feeling good about the Network Goals (4)
    - Now we need to focus on how to implement them (1)
- Desire for the first sentence of the Network Goals to outline the NAAEE affiliate network's unique differentiators

As part of Call #2, the working group did a brainstorm activity to identify potential Unique Differentiators of the NAAEE Affiliate Network:
- Our reach across North America
- Largest network of EE'ers in North America (maybe global)
- Amplification from communities/voices that may not be heard singularly
- Connected at many scales
- Affiliate members do the work in communities
- Amplify the voices of all of us
- Share successes and not yet successes
- Network is well-positioned, work with prek-12 schools, nature and community, connections to environmental justice
- Working together helps us better understand each other.
- The network is uniquely suited to help/enable Affiliates to be better, stronger, and more effective.
- Collective impact through collaboration
- Researching, promoting best practices
- Affiliates are collaborative and share resources & knowledge at may different levels.
- Share and encourage best practices
- Training/Networking Opportunities
- Affiliates are an information highway
- Strength in Numbers!
- Connecting everyone from the state level up to the national level with best practices, research, collaboration, networking, etc.

Deliverable #2: <u>Ecosystem Mapping</u>

<u>Background & Approach</u>

An ecosystem map can be a helpful tool to visualize entities and relationships within a network. Similar to the way it's used in a biological context, when we refer to "ecosystem" we mean a community of interrelated actors and their environment.

Developing an ecosystem map can provide insights to questions related to:
- Data – What's important for us to understand about different stakeholders in the network?
- Density – How many relationships exist? How has this changed over time? Where could we build stronger relationships?
- Shape of the network – Is this a centralized network where all activity happens through one central actor? Decentralized?
- Super-connectors – Are there incredibly influential nodes? Nodes that serve as the sole connection between what would otherwise be two separate ecosystems?
- Missing Nodes – Who isn't represented? Who appears on the map in an aspirational way but without strong relationships?

Understanding answers to these questions can help NAAEE and the affiliate network prioritize work by addressing gaps in the map and leveraging areas of strong interconnection.

The facilitation team and the working group first clarified what components should be represented in an NAAEE affiliate network ecosystem map using participant survey feedback to establish a draft and a collaborative call to improve that draft. The facilitation team then developed a sample ecosystem map using available data from working group participants to inform the final deliverable.
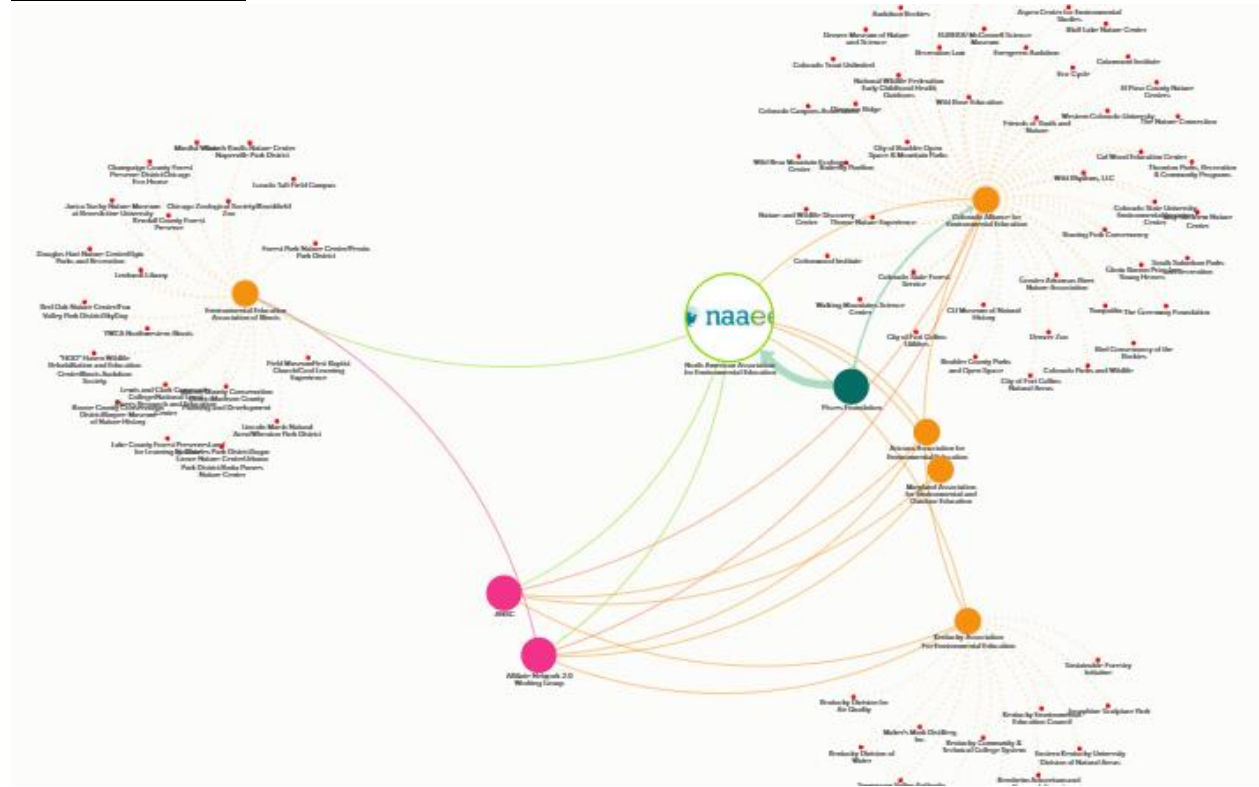
Deliverable #2: Ecosystem Mapping

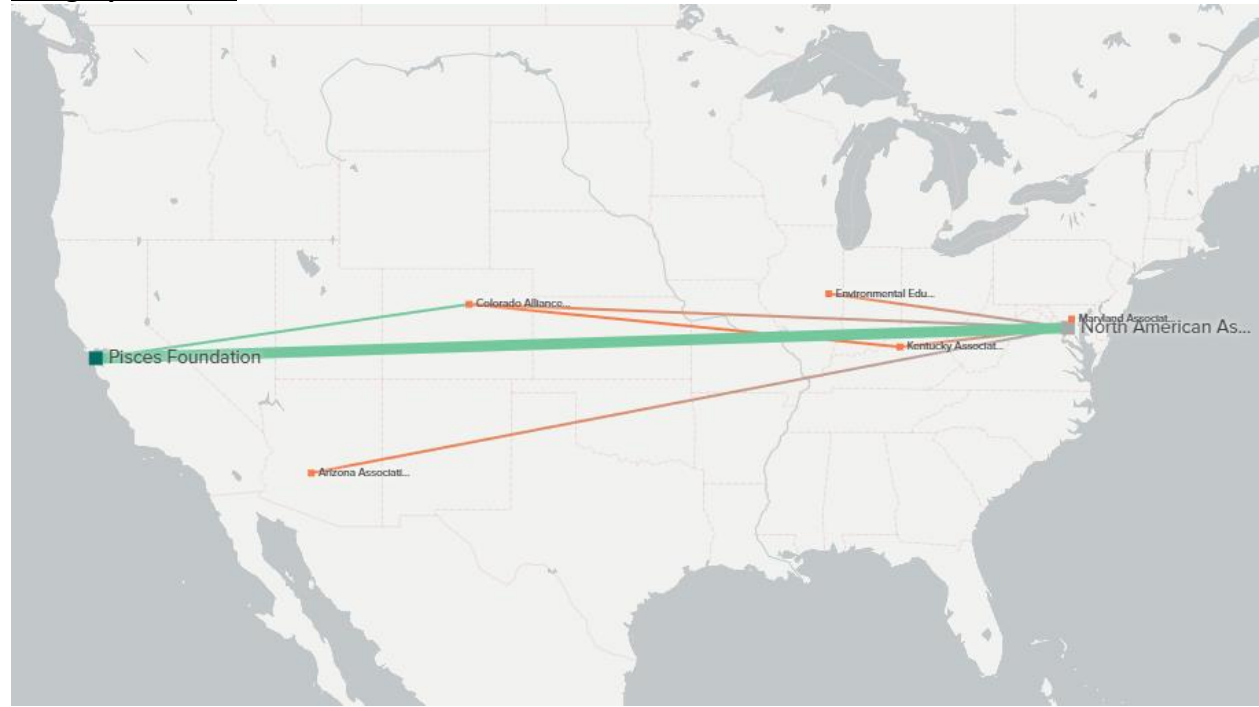The final Ecosystem Mapping deliverable includes:
- An interactive ecosystem map based on the available sample of the affiliate network
  - [stakeholder view](#) | [geographic view](#)
- [Data Dictionary and instructions](#) for gathering/integrating data to represent the whole network
- Sample interpretation of the affiliate network's alignment to the four network goals (next page)

While ecosystem maps can provide great clarity to projects, they are not a panacea. Like geographic maps, they make it easier to plan your journey. But where the NAAEE affiliate network is heading and the turn-by-turn steps to get there are still decisions the future affiliate network leadership bodies and, NAAEE, and individual affiliates will need to make.

Stakeholder View

Geographic View

Sample Interpretation of Ecosystem Map for Use with Funder

The NAAEE Affiliate Network provides a forum for ongoing dialogue, shared learning, and joint activities to enhance environmental education capacity. The network yields greater impact through collaboration and creates a stronger and more unified voice for environmental education on the provincial, state, territorial, regional, national, and international levels.

Mapping the network and the entities that support the movement provides a new view of the state of environmental education collaboration across North America. In 2021, there were:

- ## affiliate organizations in the Network
- ##organizations in the Network ecosystem supporting environmental education through funding, advocacy, membership, and thought leadership
- ##connections between organizations, groups, and projects, including ## direct connections between affiliates partnering on important work

To achieve greater impact, the Affiliate Network will focus its efforts on four goals:

1. Build the capacity of individual NAAEE affiliates, NAAEE, and the affiliate network to advance the field of Environmental Education;
2. Increase equity and inclusion in Environmental Education through initiatives at individual NAAEE affiliates, NAAEE, and the affiliate network;
3. Reach more people and increase support for Environmental Education through joint Advocacy and Messaging; and
4. Advance additional efforts to be a just, effective, and innovative network as they emerge.

While these stated goals were adopted by the affiliate network in 2021, the affiliate network including NAAEE already are collaborating in groups and on projects that align with each of these goals. The matrix below offers a few examples:

Group or Project	Goal 1: Capacity	Goal 2: Equity & Inclusion	Goal 3: Advocacy & Messaging	Goal 4: Additional Efforts
Affiliate JEDI	X	X		
EPA Regional Grants	X			X
Annual Affiliate Workshop	X	X	X	X
Action Network			X	

Collaboratively engaged and focused on the future, the affiliate network is poised to strengthen environmental education throughout North America and the world.

<u>Additional Feedback</u>

In the Closing Survey, one or more working group participants shared the following additional feedback on Ecosystem Mapping:

- Excited for this tool (4)
- Anxious about the data collection process and hope every affiliate feels their contributions as valuable to the big picture rather than see this as a competition for who has the most (2)
- Not clear how it will help my affiliate (1)
- Desire to include the full affiliate network in the map (1) *(note: that is the plan for 2021)*
- Excited to use the software myself; please remind us how to do so (1)

Deliverable #3: <u>Body and Process</u>

<u>Background</u>

Like many nonprofit networks, the NAAEE affiliate network relies on the volunteer time of network participants—usually professional staff and volunteer leaders of network members—to support network-wide efforts. Such volunteer bodies play vital roles in a nonprofit network's success. Volunteer bodies also can have limited representation or lack transparency, due to a combination of informal or undefined design, reliance on participation from those with resources, and lack of active outreach to be more clear, representative, and inclusive.

To continue innovating and to increase representation and transparency, part of the working group's charge was to develop a new body and process for supporting network-wide work. The group developed design criteria (must do, must not do) during Call #2 that led to a draft idea from the facilitation team. Survey responses from each participant and additional one-on-one conversations then improved the idea. The improved draft was discussed on Call #3, where all but one group participant indicated agreement to move forward (9 strong agree; 5 agree).

In summary, the working groups design expectations for a new Body and Process included:
● Clear purpose of the bodies and clear relationships to other bodies/network nodes
● More representative of the whole affiliate network and more transparent in process
● Still maintain a body/mechanism for working together to advance Network Goals
● Intentional process for selection, onboarding, and leaving
● Light enough in design and process that it is manageable to facilitate and participate in groups

Considering that feedback and the rest of the discovery and learning during the project, the facilitation team offered these additional considerations:
● We are trying to improve (keep improving), rather than expecting perfection in our next step.
● The current resource environment requires relying on "volunteer" work (and passion, fun, trust, etc.) of affiliate network leaders with capacity to dedicate to advancing the Network Goals.
● High-performing networks both listen deeply (to other network nodes, to "end users" such as environmental educators and local communities themselves) and innovate and lead.
● One group cannot solve for full representation AND all participants having the capacity to devote weekly work. Representation means including affiliates who may not have that capacity yet.
● Nobody wants two siloed efforts, and resources to support groups is limited. A promising way forward is a single effort of collaborative work with different options for depths of wading in.
● In the prior year, significant energy was invested in discussing internal organizing, often without resolution. Almost anything that shifts the focus outward to EE practitioners and local communities, innovating to serve them, and advancing Network Goals will be a worthy attempt.

Body and Process for 2021+

We are proposing a single inclusive and effective approach to NAAEE affiliate network collaboration to advance our Network Goals, with multiple options for participating. Very practically, this will look like monthly two-hour virtual meetings with consistent Co-Chairs and connected additional efforts as needed.

- The NAAEE Affiliate Network Advisory Group will be a more broadly representative group that meets ~3x a year for ~90 minutes to aid network communication, increase breadth of feedback and new ideas, and build more relationships. Some Working Group participants will be in this body as participants, and all Working Group participants will attend to listen.

- The NAAEE Affiliate Network Working Group will be a smaller group of affiliate network reps with additional capacity to dedicate to advancing Network Goals. They will meet monthly (listening to the Advisory Group as their meeting in the months it meets) to work collaboratively and transparently with the rest of the affiliate network and NAAEE to advance Network Goals

- The two groups have the same Co-Chairs. One Co-Chair comes from NAAEE (typically the Affiliate Network role Sarah Bodor occupies) and one Co-Chair comes from the affiliate network itself. (Further detail below.)

- These groups would coordinate closely with topic-/goal-specific groups, ranging from designating a goal-specific committee (such as capacity building) of the Working Group that is informed by and shares progress back to the Advisory Group to, at a minimum, open communication with a self-organized group related to but not directly working on a network-wide goal (such as a self-organized group innovating together on civic engagement).

- Each of these groups has a detailed, intentional, and clear but also lightweight purpose, composition, activities, and selection/terms guidelines. (Details in the Appendix)

The next page summarizes this approach, and significant additional detail covering every question the working group could come up with is included in the Appendix. This approach is a significant step forward with relatively low costs and the potential to make a big difference.

Specifically, we expect this approach to:
- Help create increased representation (geography, affiliate capacity, racial group identity, gender identity, + some role) of the full affiliate network
- Continue to encourage and support higher capacity affiliates contributing vital energy and efforts to the Network Goals
- Increase relationships and listening in the network, encouraging innovation and effectiveness

Summary of 2021/22 "Body and Process"

One collaborative, inclusive, and effective NAAEE Affiliate Network effort

-Working together to advance environmental literacy to create a more equitable and sustainable future

-Collaborating on joint efforts and sharing learning in order to:

1. Build the capacity of individual NAAEE affiliates, NAAEE, and the affiliate network to advance the field of Environmental Education
2. Increase equity & inclusion in Environmental Education through initiatives at individual NAAEE affiliates, NAAEE, and the affiliate network
3. Reach more people and increase support for Environmental Education through joint Advocacy and Messaging
4. Advance additional efforts to be a just, effective, and innovative network as they emerge

Cadence of Monthly Two-Hour Meetings (virtual; Oct. may be in person; Working Group members will attend Advisory Group mtgs)

	January	February	March	April	May	June	July	August	Sept.	October	Nov.	Dec.
'21	Network-wide feedback: share drafts and invite feedback			Launch invitation to new groups and select new participants			**Advisory Group**	Working Group	Working Group	**Advisory Group**	Working Group	Working Group
'22	Working Group	Working Group	**Advisory Group**	Working Group	Working Group	**Advisory Group**	Working Group	Working Group	Working Group	**Advisory Group**	Working Group	Working Group

Ongoing: **topic-/goal-specific groups** to advance specific network goals or topics and/or innovate as forerunners ----------------------------------->
  - Examples include: DEI call, Fund Development call, Professional Development Committee, etc.

Ongoing: **Communications** and **current Programs** to link efforts and update/invite all affiliates (nodes of network) --------------------------------->
  - Monthly newsletter, monthly ED call, eePro, ED calls/listserv, COVID monthly calls, phone trees, etc.

Ongoing: **NAAEE** programs and efforts leading field and supporting Network Goals -->

Summary Descriptions (detail subsequent pages; Co-Chairs of Working Group and Advisory Group are the same)

NAAEE Affiliate Network <u>Advisory</u> Group	NAAEE Affiliate Network <u>Working</u> Group	Topic/Goal-Specific Groups
-A more representative group (geo., capacity, identity, role) advising Working Grp (and all network efforts), NAAEE, individual affiliates -Purpose is to aid communication, increase feedback + new ideas, and build relationships	-A smaller group of affiliate network reps with capacity to dedicate to support Network Goals -Purpose is to work collaboratively and transparently with the rest of the affiliate network and NAAEE to advance Network Goals	-Advance Network Goals in coordination w/ Working Grp & w/ feedback from Advis. Grp -These groups are created by Working Group as needed or can self-organize (and it is good practice to disband when needed, too)

Additional Feedback

In the third call, the working group identified reasons they liked this Body and Process approach, including:
- Allows broader representation of the network (7)
  - Those with less capacity can engage quarterly (2)
- Multiple options for engagement (4)
- Something new to try and revise as needed (3)
- More transparency (2)
- Consistent schedule and clearly defined time commitment (2)
- Clarifying roles and relationships (2)
- Opportunities to increase equity and inclusion
- Concrete way to more forward
- Like the range of term options (one to three years) and that flexibility

In the third call, Closing Survey or elsewhere at the end of the process, one or more working group participants shared the following additional feedback on Body and Process:
- Thankful for this process / high hopes that this will work (2)
- Concern with Co-Chairs selecting members of the Advisory Group and Working Group (2)
- Good beginning, ever evolving; it will take listening and not getting bogged down in each specific to make this work for the whole network (1)
- Wonder if October is the best time for the in-person gathering; might be better another time (1)
- Might we consider setting monthly topics in advance? (1)
- Ensure that affiliates with less capacity have a seat at the table, too (1)
- Defining good agendas for the Advisory Group calls will be important, as will pre-reads (1)
- Some language is unclear (1) *(note: we have attempted to fix unclear language in this version)*
- We may still need to address the network-wide communication pinch we have (some affiliates may not be represented in either group) but will know more at end of 2021 (1)
- Co-Chairs should not make any decisions, all decisions should be made by the group as a whole (1)

Next Steps: 2021+

Looking ahead to 2021 and beyond, the facilitation team recommends the following next steps based on the work and experience so far:

#1 Keep moving quickly

First, we believe the NAAEE affiliate network collaborative effort made strong progress this quarter and can move forward faster in 2021 than predicted in September 2020:

- ~~2020 Q4: develop strong drafts of Network Goals, Ecosystem Mapping, and Body and Process~~
- 2021 Q1: seek and listen to network-wide feedback and update drafts accordingly
- 2021 Q2: roll out new Goals and invite new voices to Body/Process
- 2021 Q3 + Q4: complete Ecosystem Mapping; learn from doing and adjust as needed

#2 Use current working group to help spread word and hear feedback

Second, we suggest the current NAAEE Affiliate Network 2.0 working group continue working together and with NAAEE through Quarter 1 of 2021 to help share these drafts with the whole network and listen to network feedback. In Q2, the working group will end, and the Co-Chairs will invite and select participants for the Advisory Group and Working Group. Examples include:

Quarter 1, 2021: seek and listen to network-wide feedback and update drafts accordingly
- NAAEE AN 2.0 working group likely activities :
  - Forward digital announcements, reach out to relationships and hard-to-hear-from affiliates (pairing up for 1:1 interviews?), participating in thematic open space calls, etc.
  - "User" interviews with Environmental Educators and local community members to continue building deep insights into what your users and members need (for use both in informing this process but also for informing future work in the Network Goals)
- Co-Chair, NAAEE, potential facilitator likely activities:
  - Organize and facilitate listening opportunities with AN 2.0 feedback; synthesize and incorporate affiliate network feedback into improved drafts; establish a timeline and the specific tools (such as application form) for Q2 roll out, with AN 2.0 feedback

Quarter 2, 2021: roll out new Goals and invite new voices to Body/Process
- NAAEE AN 2.0 working group:
  - Officially ends, celebrates and is thanked, and perhaps takes a short vacation (Tea Time without a pre-read!?); when the application goes live for Advisory Group and Working Group, individual participants choose whether to apply (the new cohorts absolutely will need a mix of new voices and returning voices)
- Co-Chair, NAAEE, potential facilitator likely activities:
  - Communicate with all applicants and select participants; onboard new participants; and organize kickoff calls to focus on innovating in and executing on the Network Goals

In survey and live brainstorms, the working group participants shared these additional ideas to support communicating to the full affiliate network:
- Webinar (5)
- As many channels / tools as possible! (3)
    - The classics: emails, listserv, eePro, ED calls, etc
- One-on-one outreach (3)
- Phone tree (2)
- Regional communications (2)
    - Such as SEEA putting it in newsletter with AN 2.0 rep contacts
    - Regional meetings?
- Affiliate happy hour (2)
- Attend (virtual) board meetings of affiliates
- Email survey
- One-to-two pager
- Community Call
- Holiday affiliate network newsletter
- Affiliate ED group

#3 Focus more externally on listening to constituents and innovating to serve them
Third, the facilitation team encourages the NAAEE affiliate network to focus more and more of its time and energy on innovating to address the Network Goals and listening to local environmental educators and communities to better understand what will best serve them. The internal organizing of the Advisory Group and Working Group need be just good enough to support that external-facing, user-focused work and then regularly improving from there.

In their third call, working group participants began their discussion by rooting themselves in a list of what they understood EE practitioners and communities to want from them, including:
- Connection and community (7)
    - Networking (1)
- Advocacy support and guidance (4)
- Leadership (4)
- Financial support (4)
- Professional development opportunities (4)
- More including: coordination, promotion of events, best practices and research, connection to the department of education, voice in cross-sector collaboration, implementation support, help with developing partnerships, the Big Picture

Learning

In the final call of 2020, working group participants also built a collaborative list of things they have learned from this three-month design sprint that they could apply to 2021+.

These learnings include:
- The value of a pre-read (6)
    - Continuously referring back to previous work done (1)
- Be willing to embrace change and try something new (3)
- Systems mapping (3)
    - Kumu (ecosystem mapping tool) (2)
- Having facilitators is huge (2)
    - Having facilitators to do the between-meeting synthesizing is huge (1)
- We need to over-communicate with the network (2)
- Multiple opportunities to engage and ask questions before we begin a meeting
- Tea time (optional drop-in hours after a pre-read and before a meeting)
- Giving ourselves a timeline to move forward and sticking to it
- Clear outcomes and communication
- Be willing to compromise to help a group move forward
- Great prompts like "I just want to say that…"

Facilitation Team

Mike Brooks, Co-Lead

Mike Brooks (he, him) helps diverse groups build shared visions and new programs, make collective decisions, and grow. He has designed and facilitated more than 135 such digital and in-person sessions. Mike draws on his direct experience as a practitioner: Chief Digital & Strategy Officer at ChildFund International, SVP of Innovation & Strategy at United Way Worldwide, Managing Director at Longpath Labs, and founder of acquired civic engagement startups. He cares about people and our precious world. Mike earned a Master of Divinity at Yale and a Master of Public Administration at George Washington.

Edwin Goutier, Co-Lead

Edwin Goutier is the Vice President of Innovation for United Way Worldwide, recently named to Fast Company's Most Innovative Companies list, where he is responsible for creating and executing United Way's innovation strategy. He brings his passion for reimagining how we come together to solve social issues into his work each day. Edwin is a firm believer in the power of technology to augment human intelligence, particularly to enhance equitable solutions that are designed locally. Edwin has training in product management and design thinking. He holds a degree in Sociology from the University of Florida.

Rev. Leonard Curry, Adviser

Leonard is a sought-after thought leader, intellectual, public speaker, preacher, teacher, and writer. Leonard is an expert in addressing racism, antiblackness, gender discrimination, sexual orientation, and disability. He brings experience from the education, non-profit, and ecclesial sectors. Leonard is a trained researcher and facilitator, combining what he has learned from education, pastoral care, chaplaincy, and church leadership to identify and name resistances, and to push beyond them towards personal, social, and professional equity and inclusion goals. Leonard has a BA from Rhodes College, an MDiv and STM from Yale Divinity School, and an MA from Vanderbilt University. Leonard is excited to help you strengthen the commitment to Antiracism, Inclusion, and Belonging in your workplace.

Kelli Kreps, Adviser

Kelli Kreps is an expert in network design, operations, and effectiveness. Her current work includes creating an operational network and structure for a national healthcare network that engages hospital, insurers, nonprofits, universities and additional stakeholders to respond to the Social Determinants of Health. Previously, Kelli was Vice President of U.S. Network Engagement and Performance at United Way Worldwide, where she led the National Professional Council (a network advisory council of ~30 CEOs of local United Ways) and the US Performance Partnerships (a series of intensive pilots developing collaboration models to help United Ways increase their impact). Kelli is a native of Monroe, Michigan, with degrees in broadcasting and public relations from Central Michigan University.