



Strategic Plan (2024-2027)

Priorities, Strategies, and Measures of Success
for building leaders to accelerate climate solutions

Why a Strategic Plan and Why Now?

The impacts of climate change are here. Every year, our planet experiences increasingly catastrophic events, where people least responsible for climate pollution experience the greatest impacts. The need for innovation, education, and building resilience is greater than ever. With 25 years of experience as a leader and strategic partner in creating climate careers pathways in education and workforce development, SEI is in the privileged and unique position to respond to requests to advise similar programs developing nationwide.

In the next decade, thousands of environmental jobs will be created, driven by new climate policies and commitments. The volume of people needing to be educated and trained in sustainable practices will have a transformative impact on our planet, and SEI is eager to support and steer this transformation and build leaders to accelerate climate solutions.

To be in the strongest position to fulfill this mission, SEI has spent much of the last year undergoing a reorganization, affirming our vision, mission, and core values, while learning from the communities we partner with and serve. With the support of our insightful board and incredible staff, SEI is growing our impacts nationally while keeping our focus local to each project, and investing in the leadership skills and diversification of our staff.

The creation of this three-year strategic plan reflects the national scale of our programs while responding to the dynamics of our regional initiatives. We're expanding thoughtfully by doing the work of mindful listening, and then responding appropriately. For example, we have deeply rooted advisory committees in the Northeast and Southeast, and previously worked with a local committee in the Pacific Northwest before launching our Climate Corps program in Oregon and Washington.

In 2023, I traveled around the country to see firsthand our key regions of growth and to meet with our partners. In the coming years, I will continue to engage with and invest in those connections while building relationships with local and national climate leaders. Our vision of a resilient future where all communities thrive is possible only through collaboration. The priorities laid out in the plan reflect that approach and inspire us to continue to evolve and meet that need in an impactful and meaningful way.

With hopefulness,



Cyane Dandridge
Executive Director, SEI

Our Path Forward

MISSION

Building leaders to accelerate climate solutions

VISION

A resilient world where all communities thrive

CORE VALUES

We are committed to impact. We focus on what matters to the communities we serve and set goals and track progress to hold ourselves accountable

We are networkers and collaborators. We engage with partners and funders to implement our programs and accelerate solutions at the speed and scale our changing climate demands

We are inclusive and just. We work to realize equity and inclusion within our organization and in our work, considering climate justice in our programs and creating an internal culture where we can bring our whole selves to work

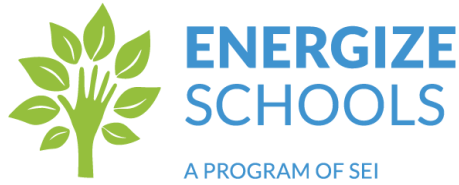
We are always learning. We mentor and develop our team members and learn from our mistakes and successes. We are a safe place to innovate and are not afraid to fail

We are one team. We collaborate efficiently across geographies and teams in service of our mission, with trust and transparency at the heart of our organization

STRATEGIC PRIORITIES

Thoughtful Partnership Expansion	We learn from our partners and the communities we serve and offer climate solutions by collaborating at the speed of trust
Climate Justice	We listen to and learn from communities and program participants that are most at risk of adverse climate impacts and strive to deliver our programs around community needs
Building Climate Leaders	We ensure our programs equip participants with demonstrated skills and leadership capacity
Strong Organizational Culture	We attract and retain employees that uphold SEI's values, and we maintain systems, technology, and operations that ensure a positive and fulfilling work experience
Fiscal Sustainability	We invest in building relationships and partnerships and take an intentional approach to funding our programs

Programmatic Strategic Priorities



Priority	What will success look like?	How is progress measured?
Strong relationships with district stakeholders	Successful systemic, structural opportunities to reach teachers and students	Surveys to see how teachers are integrating sustainability Working with schools when applying for grants
Growing impacts based on community needs	<p>Prioritization of community needs and climate goals while minimizing administrative efforts</p> <p>Effective processes to collect project feedback, assess outcomes and impacts, and refine project elements/design</p>	<p>Effectively meeting needs based on surveys of schools, communities before implementation of projects</p> <p>Evaluation and reflection of project design process is effective in assessing project impacts and outcomes</p>
Updated, data-driven, and DEI-aligned curriculum library	<p>Ready-to-use resources</p> <p>Google Drive Curriculum contains current science, latest pedagogy, and DEI intersections</p>	Creation of internal process and external assessments to evaluate curriculum for current science, latest pedagogy, and DEI intersections as well as regular updates
<p>Regional Priorities in 2024: Gain a deep understanding of program impacts, assess national demand for curriculum, CTE, and training. Addressing regional expansion based on demand</p>		



CLIMATE CORPS

education outside 

A PROGRAM OF SEI

Priority	What will success look like?	How is progress measured?
Advance K-12 nature-based ecoliteracy education	CCEO team working on developing alternative services or menu of offerings outside of current model based on exploratory conversations with partners/schools	Surveys or assessments from potential partners and/or funders, as well as internal staff to confirm interest and feasibility
Build staff capacity to support DEI and enact the CCEO Racial Equity Action Plan	Staff has the knowledge and skills to discuss and respond to issues related to equity, inclusion, intersectionality, and belonging with Fellows	Fellow feedback sessions and forms; Fellow retention rate Staff assessments; retention and efficacy of key staff
Premier fellowship experience	Fellows have structured support from both program and school staff and receive maximum compensation and benefits	Content received in Fellow feedback sessions and forms; retention rate/reasons for exiting Fellowship; level of compensation and benefits High rate of Fellows receiving job offers within 3 months of completing fellowships

Regional Priorities in 2024: Continue strengthening relationships with Bay Area schools



ENERGIZE COLLEGES

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Priority	What will success look like?	How is progress measured?
Ensure Communities of Practice are inclusive, accessible, and diverse	Inclusion of DAC* and HBCU* campuses in Communities of Practice. Increased breadth and diversity of participating academic disciplines	Increase number of collaborations with DAC partner institutions and HBCU campuses
Broaden stakeholder support	Commitments from dedicated campus contacts (sustainability champions) to partner with Energize Colleges	<p>Increase the number of partner institutions, types of institutions, and number of students engaged in programming (fellowships, internships, Communities of Practices, academic projects).</p> <p>Evaluate engagement with feedback surveys</p>
Expand program content	<p>Communities of Practice in new climate topics as identified by a needs assessment</p> <p>Academic projects integrating renewable energy content</p> <p>Integration of “campus as a living lab” component into Communities of Practice</p>	<p>Growth in participating campuses, participants, and revised courses in communities of practice with new sustainability content</p> <p>Increased number of courses integrating the “campus as a living lab” component</p> <p>Increased number of Fellows with renewable energy-focused scopes of work</p>

Regional Priorities in 2024: Pilot and expand programming with California campuses, State University of New York system campuses, and with HBCUs across the East Coast. Explore partnerships with higher education institutions in Southwest Washington and decarbonization efforts on campuses in the Pacific Northwest

*DAC: disadvantaged communities and areas throughout California burdened by a combination of economic, health, and environmental challenges

*HBCU: Historically Black Colleges and Universities

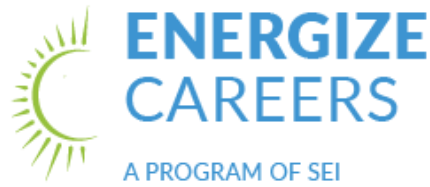


CLIMATE CORPS

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Priority	What will success look like?	How is progress measured?
Refinement of specialized Fellow cohort model	Model is localized, driven by partner and regional needs, supported sustainably from multiple funding sources, and at appropriate scale	Increase in number of partners approaching SEI for specialized Fellow staffing Increased number of funding sources
Expansion of collaborative partnerships	Our partners are trained in effectively delivering program model Our internal systems enable us to accelerate program delivery	Staff time is shifted from program development and outreach to implementation and consulting of external organizations
Premier fellowship experience	Diverse representation across Fellows and partners, aligned with SEI and partners DEI commitments High-quality program support to all partners and Fellows, focusing on regular engagement, clarity and coordination	Metrics showing increased stipend and benefits, demographic data, and an increase in partner, Fellow, and staff retention and satisfaction >85% of Fellows receive a job opportunity within 3 months of completing fellowship

Regional Priorities in 2024: Ongoing national expansion (across 10+ states), and cohort models focused on statewide policies and priorities. Working with new partners on the East Coast



Priority	What will success look like?	How is progress measured?
Replicable program model	We've created a model to take Energize Careers into new regions	The Energize Careers model is active in at least one new region
Increased accessibility of program for targeted communities	SEI offer an in-demand and a cost-effective approach to addressing workforce development with individuals who experience barriers to employment	Increased number of program participants are from DAC* as measured by survey results Community engagement increased
Continuous investment in participant experience	Internal systems enable us to accelerate program delivery Structures are designed to support local partners and participants	Increase in partner, participant, and staff retention and satisfaction as measured by surveys and job opportunities post-training

Regional Updates: Current region is primarily the West Coast, with initial proposals and development in Utah and the greater New York area. While there is currently utility and community choice aggregation funding for these projects, we see growth through state and federal funding opportunities such as EECBG*, Workforce Investment Boards, etc.

*DAC: disadvantaged communities and areas throughout California burdened by a combination of economic, health, and environmental challenges

*EECBG: Energy Efficiency and Conservation Block Grants