



# **ISCN STRATEGIC PLAN 2020 - 2023**



**ISCN**  
International Sustainable Campus Network

# TABLE OF CONTENTS

Letter from ISCN Leadership

Vision, Mission, Values

Strategic Priorities

Metrics and Indicators



**ISCN**  
International Sustainable Campus Network

# LETTER FROM ISCN LEADERSHIP

On behalf of the International Sustainable Campus Network (ISCN), we are delighted to present our new strategic plan. The plan was developed with input from members, advisory committee representatives, and board leadership, representing institutions in 23 countries and aims to guide us in the implementation of our new ISCN Charter developed in 2018.

We believe that there is tremendous opportunity to increase our impact, support our members to more effectively learn from each other and contribute as a network to meaningful global dialogue about the most pressing sustainability issues of our time.

We hope that you join us on this journey as we launch a suite of new programs and initiatives, designed to further strengthen our collective impact. On behalf of ISCN we are excited to move into the second decade of collaboration and shared learning as a network.



**Etienne Marclay**  
Board President



**Victoria Smith**  
Executive Director



**Silvia Hostettler**  
Executive Director

# VISION

ISCN members will use their shared capacity, passion, and intellectual capital to re-envision the future and take meaningful action to contribute to sustainable development.

# MISSION

The mission of the ISCN is to provide an international forum to support higher education institutions in the exchange of information, ideas, and best practices for achieving sustainable campus operations and integrating sustainability in research and teaching.

# VALUES

## **Respect and Diversity**

We value all members and the diverse perspective they contribute to our network.

## **Collaboration**

We seek to learn from each other, share knowledge and work together to deepen our impact.

## **Transparency and Inclusion**

We aspire to share openly and make decisions collectively for vitality of the network.

## **Bold Leadership**

We are inspired to take bold action on our campuses for the greater good of our planet.



**ISCN**  
International Sustainable Campus Network

# STRATEGIC PRIORITIES

Enhance member value through robust exchange and engagement platforms

Elevate ISCN's presence with key peer networks, agencies and funders

Mobilize the network around key themes/projects to focus activities

Evolve management and governance of the network to deliver on the strategic priorities

Increase student involvement with the network

Enhance member engagement with the Global South

Diversify funding sources to enable programming



**ISCN**  
International Sustainable Campus Network



## Enhance member value through robust exchange and engagement platforms

### GOAL

Members will have access throughout the year to a variety of programs and platforms for exchange, collaboration and sharing lessons learned to leverage the collective knowledge of the network

### PROPOSED ACTIONS

- Launch ISCN Peer Exchange program (staff and faculty mobility program)
- Finalize Peer Review process and platform
- Develop online programming and monthly webinar series
- Evaluate the feasibility of regional meetings (annual or biennial global conference)
- Finalize special interest working groups (e.g., plastics, air travel)



## **Elevate ISCN's presence with key peer networks, agencies and funders**

### **GOAL**

ISCN will be a key contributor and influencer in relevant global forums and events and have strong relationships with agencies and funders.

### **PROPOSED ACTIONS**

- Develop a list of key events and forums to participate in and attend
- Determine which networks ISCN should proactively collaborate and partner with
- Actively seek external partners, funders and agencies to work with to deliver programs



## Mobilize the network around key themes/projects to focus activities

### GOAL

Network engagement and collaboration will be greatly enhanced by having an annual thematic focus for joint activities, online programming and exploring research opportunities

### PROPOSED ACTIONS

- Develop an annual thematic focus (e.g., Climate, Resilience, Circular Economy)
- Evaluate the potential for a Grand Challenge research program (multi-institution)
- Create a monthly calendar of network events, online exchange topics, webinars and external engagement related to the thematic focus



## **Evolve management and governance of the network to deliver on the strategic priorities**

### **GOAL**

The network management and governance structure will enable transparent and effective delivery of the strategic plan priorities and enhanced programming for members

### **PROPOSED ACTIONS**

- Develop the management structure needed for effective administration and leadership of the network (including review of the existing statutes and updating as required)
- Implement a transparent conference host selection process and develop a new conference delivery model
- Develop a new reporting framework on financial /operational aspects of ISCN
- Decide on optimum network size to manage turnover and growth



# Increase student involvement with the network

## GOAL

Greatly enhance participation of students in the ISCN conferences, programming and projects to empower the next generation of sustainability thought leaders

## PROPOSED ACTIONS

- Mapping of existing student sustainability initiatives and conferences
- Create a student mobility program (exchanges between member schools)
- Pilot City-University Scholars program
- Plan for a student-led conference track



## Enhance member engagement with the Global South

### GOAL

Diversify membership and programming with higher education institutions in the Global South to increase impact and peer exchange opportunities

### PROPOSED ACTIONS

- Develop and fund the ISCN Ambassadors Mentoring program
- Create an ISCN Latin American Chapter as a legacy outcome of the 2019 conference
- Develop a strategy for increasing membership from the Global South



# Diversify funding sources to enable programming

## GOAL

The network will pursue diverse sources of funding to deliver the new programming for members

## PROPOSED ACTIONS

- Complete a scan of potential funding sources (foundations, government programs, UN)
- Develop pilot program options based on funding criteria
- Prioritize eligible grant programs and work with members to submit applications

# METRICS AND INDICATORS

## Enhance member value through robust exchange and engagement platforms

Members believe that ISCN is delivering significant value for membership

- % of satisfied members (baseline to be established year one)
- # participants in programming and online platforms
- Reported impacts and outcomes of peer exchanges / reviews
- % of members renewing their membership

## Elevate ISCN's presence with key peer networks, agencies and funders

ISCN is highly visible in relevant global forums and has external funders engaged

- # of ISCN members who are keynote speakers in global events
- # of requests for ISCN content of members to contribute to forums / events
- # of foundations, funders and agencies that ISCN is actively working with

## Mobilize the network around key themes/projects to focus activities

Three highly relevant themes are selected for 2020-2023

- # of thematic engagement sessions delivered each year
- % of members participating in collaborative thematic projects / cohorts
- % growth in members participating in ISCN online exchanges

## Evolve management and governance of the network to deliver on the strategic priorities

ISCN resources are restructured to deliver on the strategic plan

- % of member satisfaction with management / governance of the network
- # of AC / Board members who support the updated statutes

## Increase student involvement with the network

Increase year over year student engagement in ISCN

- # of students attending conferences and participating in programming
- Implementation of student cohort related to the conference
- # of student mobility exchanges and reporting of meaningful impact
- % of members who have students engaged in the network

## Enhance member engagement with the Global South

Grow network membership in underrepresented regions and enhance programming

- # of new members from diverse regions
- % growth of participants in Ambassadors programming

## Diversify funding sources to enable programming

Secure external funding to enable programs and grow revenue annually

- Amount of grant funding for programming relative to membership base
- % increase of revenue each year