

CENTER FOR ECONOMIC AND  
ENVIRONMENTAL DEVELOPMENT (CEED)

*at Allegheny College*

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**Mission**

CEED engages Allegheny College students, faculty, and the community in creating innovative approaches to environmental stewardship, environmental education, and regional revitalization. CEED projects demonstrate that economic and environmental decisions can work hand in hand to foster economic vitality and an improved quality of life.

# CENTER FOR ECONOMIC AND ENVIRONMENTAL DEVELOPMENT (CEED) at Allegheny College

## **What is CEED?**

The Center for Economic and Environmental Development (CEED) was established in 1997 by faculty from the Environmental Science Department at Allegheny College, a national liberal arts college of 2,100 students in Meadville, Pennsylvania. CEED engages Allegheny students, faculty and the community in creating innovative approaches to environmental stewardship, environmental education, and regional revitalization. Our unique blend of faculty-driven academic research and community problem solving promotes sustainability along eight interconnected fronts including the arts, community health, environmental education, ecotourism, local foods, forestry, green business including sustainable management and manufacturing, and watershed protection.

In collaboration with community partners, CEED faculty select projects for students to work on to serve and strengthen the communities around the College. About 100 students a year participate in CEED, spending at least one semester studying local and regional sustainability issues and, in the process, becoming the sustainability leaders of the future. Students are given the opportunity to work in the community through classes, seminars, internships, work-study jobs and independent study projects.

Based in best practices for community-centered learning and research, CEED engages more than 200 regional agencies, government organizations, schools and businesses in promoting sustainability. CEED projects involve and educate not only Allegheny College students, but also citizens of all ages and backgrounds, from kindergartners through CEOs.

## **CEED's Strategic Plan**

At the recommendation of our National Advisory Board, CEED conducted a strategic planning process in 2002 to strengthen our internal capacity, to build on our successes in creatively responding to community problems, and to address issues of program sustainability, governance, communication, administration and project selection and development. Since adopting the strategic plan, we have:

- Established an inclusive and participatory governance system with clear roles and responsibilities and terms of service for the National Advisory Board and the executive committee.
- Streamlined CEED's mission statement.
- Established clear roles and responsibilities for the CEED director, program coordinator, and project directors, and established criteria for CEED projects.
- Secured basic resources to maintain the CEED office and to respond creatively to new opportunities and options. Allegheny College provides course release(s) to the CEED Director, a base operating budget for the CEED office, and salary support for CEED's program coordinator. CEED and its individual projects continue to seek grant funding to sustain our initiatives.
- Established assessment parameters to measure the impact and value of CEED on the communities it serves and a strategy to disseminate those findings to internal and external audiences.

## CEED and Allegheny College

CEED's synthesis of science and other academic disciplines, problem-solving and civic engagement is a signature example of Allegheny College's mission, which, as explained in our mission statement, is to prepare students *"to think critically and creatively, write clearly, speak persuasively, and meet challenges in a diverse, interconnected world,"* while at the same time *"promoting students' intellectual, moral, and social development and encouraging personal and civic responsibility."* In the best and most powerful sense, CEED defines "applied liberal arts education."

CEED's successful model inspired Allegheny College's strategic plan, *Tradition & Transformation: Allegheny College 2010*, which identifies civic engagement as a top priority. Other initiatives at Allegheny College have built on the CEED model to develop their own interdisciplinary studies and community partnerships, addressing issues such as democracy, civic engagement and electoral participation. Colleges and universities from across the country have sought CEED's advice in building or strengthening their own programs in environmental sustainability and civic engagement.

Institutionally, Allegheny College has embraced the CEED model of economic and environmental sustainability and civic engagement. This is more than just "greening the campus." In the past several years, Allegheny became the first college in Pennsylvania to install an on-campus composting facility, and the College provides 10% of its electricity from wind power. In the fall of 2006, Allegheny College President Richard Cook appointed a Presidential Taskforce on Environmental Responsibility to ensure that Allegheny's decision-making processes continue to include protection and conservation of natural resources in all elements of its operations.

## CEED's Accomplishments

The following represent some of CEED's accomplishments during the past 10 years:

- Completed four public art projects
  - *Green Room*
  - *Signs and Flowers*
  - *Greening the Gateway*
  - *Read Between the Signs*
- Formed the Northwest Pennsylvania Woodland Association
- Created the Meadville Area Local Growers
- Served nearly 2,500 students at three Local Foods dinners on campus
- Hosted nearly 10,000 students at 15 Creek Connections symposiums
- Created 13 environmental education modules on a variety of watershed topics available for loan through Creek Connections
- Created a nature tourism Web site and Web-based eco-tours for the region
- Published four issues of *The French Creek Journal*, an on-line undergraduate journal of environmental writing and art
- Developed pollution prevention plans for Conneaut Lake School District, Greenleaf Corporation and Meadville Area Senior High School
- Established the Northwest Pennsylvania Pollution Prevention Roundtable
- Spun off the Meadville Community Energy Project to expand their work regionally as the Commonwealth Community Energy Project, part of the Pennsylvania Environmental Council
- Modeled civic engagement to the Allegheny College campus community
- Developed comprehensive plans for creating a sustainable Meadville

## Votes of Confidence

CEED is widely recognized as a model program in the field of experiential learning and civic engagement. Both CEED itself and its individual programs have received many awards, including

- 2006 Western Pennsylvania Environmental Award Finalist for Creek Connections
- 2005 Western Pennsylvania Environmental Award for Arts & Environment Initiative
- 2005 French Creek Award for Arts & Environment Initiative
- 2002 Team Innovation Award for Arts & Environment Initiative's *Signs & Flowers*, awarded to PennDOT by the Governor's Office through the Center for Customer Service and Innovation
- 2002 Pennsylvania Governor's Award for Meadville Community Energy Project
- 1999 Three Rivers Environmental Award for Creek Connections
- 1999 Pennsylvania Governor's Award for CEED
- 1998 Pennsylvania Governor's Award for Creek Connections
- 1997 Pledge and a Promise Environmental Education Award to Creek Connections sponsored by Anheuser-Busch/Sea World
- 1997 Conservation Educator of the Year Award to Creek Connections from the Pennsylvania Wildlife Federation
- 1996 Excellence in Education Award Finalist to Creek Connections from Consolidated Natural Gas Foundation

In addition to awards, CEED faculty have received numerous grants to support their initiatives. Our success in garnering support from foundations is a testament to the excellence of CEED. More than 20 private foundations and state and federal agencies have provided more than \$2 million in grant funding for CEED. Some of the foundations that have provided support include:

- Alcoa Foundation
- Bayer Foundation
- Henry C. Frick Fund of Buhl Foundation
- Community Foundation for the Alleghenies, Penelec Sustainable Energy Fund
- Coro Center for Civic Leadership
- Arthur Vining Davis Foundations
- Eden Hall Foundation
- Environmental Protection Agency
- Grable Foundation
- The Heinz Endowments
- Henry Luce Foundation, Inc.
- The McKenzie Foundation, Inc.
- Richard King Mellon Foundation
- Mid Atlantic Arts Foundation
- National Science Foundation
- The Nature Conservancy
- Pennsylvania Department of Education
- Pennsylvania Department of Environmental Protection
- PPG Industries Foundation

## ***CEED's Projects***

In addition to the projects listed below, **CEED** has taken the lead in developing *Meadville, PA: Not Your Run of the Mill Community*, a project that places our natural assets, primarily Mill Run, an historically significant stream that winds its way through Meadville, at the heart of community and economic development efforts. CEED also has mobilized economic development stakeholders in support of a Keystone Innovation Zone (KIZ) for Crawford County and northwestern Pennsylvania. Through these and other college and community initiatives, we are working to transform Meadville and Crawford County into models of economic, ecological and social sustainability.

The **Arts & Environment Initiative** uses art to promote regional revitalization and beautification. This initiative works with community partners to produce art that generates awareness of environmental problems while teaching sustainability.

In **Creek Connections**, our students and faculty collaborate with regional elementary and secondary schools in western Pennsylvania and New York, using the French Creek and Allegheny River watersheds as outdoor laboratories for ongoing water quality investigations done by students. School children and their teachers increase their awareness of natural resources and learn to appreciate their local waterways.

The **Ecotourism Project** works with the community, government agencies and tourism-related businesses to promote nature tourism in Crawford County, northwestern Pennsylvania, and the Great Lakes region.

The **Environmental Health Initiative** surveys the risks and assesses the damage of environmental factors on the health of the community. The initiative currently is researching the incidence of lead poisoning among regional children and collaborating with social service agencies to raise awareness about this health risk.

The **Environmental Writing Project** forms partnerships with other colleges to publish undergraduate creative writing and art focused on nature and environmental topics in a juried, online journal, "*French Creek: The Journal of Undergraduate Environmental Writing and Art.*" View the journal at: <http://frenchcreekjournal.allegheny.edu>.

The **Local Foods Network** works with area farmers to promote the Meadville Area Local Growers, a collaborative of small producers who sell a variety of locally grown foodstuffs. The network facilitates cooperation among local producers, local markets and consumers to support a diverse and healthy food network.

The **Northwest Pennsylvania Sustainable Forestry Project** brings local forest landowners and forestry professionals together to promote better forest management. In addition to improving woodlot management practices, the project seeks to substantially increase the economic contribution of the wood products industry in this region.

**Strategic Environmental Management** works with area businesses to reduce costly waste streams and reinvent and promote the use of sustainable products and production processes.

**Sustainable Manufacturing Initiative** works directly with local industry, specifically tool and die companies, to research, identify and solve challenges relating to their ability to be competitive and successful.

# **CEED Projects and Project Directors 2007**

## ***Arts & Environment Initiative***

Amara Geffen  
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## ***Creek Connections***

Jim Palmer  
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## ***Ecotourism***

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## ***Environmental Health Initiative***

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## ***Environmental Writing***

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## ***Local Foods Network***

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Erin Kirk  
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## ***Northwest Pennsylvania Sustainable Forestry Project***

Terrence Bensel  
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## ***Strategic Environmental Management***

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## ***Sustainable Manufacturing Initiative***

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# CENTER FOR ECONOMIC AND ENVIRONMENTAL DEVELOPMENT (CEED)

## **Organizational Structure**

### *Roles and Responsibilities*

National Advisory Board

Executive Committee

Director

Program Coordinator

Project Directors

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## National Advisory Board

### ***Membership:***

The Advisory Board is composed of representatives from the following groups:

- Allegheny College Board of Trustees
- National media
- Foundations
- Environmental leaders
- Faculty from environmental programs at other colleges/universities
- Allegheny College alumni working in environmental fields (e.g. former CEED interns)
- Legislative/governmental/elected officials
- President of Allegheny College

The President of Allegheny College is the official convener; the CEED Director plans and facilitates the meetings.

### ***Responsibilities:***

- Assists CEED in developing national visibility and networks, including connections to foundations
- Keeps CEED informed of best practices nationally
- Brings resources (or awareness of resources) to CEED

### ***Election & Terms of Service:***

The Advisory Board members are recommended by the executive committee. The CEED Director makes the initial contacts, but members are formally invited by the President of Allegheny College to serve for a term of three years. Membership can be renewed.

### ***Meeting Schedule:***

The Advisory Board meets at least once every three years, and not more than once a year.

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## Executive Committee

### ***Membership:***

The executive committee is composed of faculty, administrators and community members as follows:

- CEED Director (committee chair)
- Dean of the College
- 1 Administrator (Alumni, Admissions, Development, Public Affairs, etc.)
- 1 CEED Project Director
- 1 Faculty member with connection to CEED
- 2 Community members
- 2 Students
- CEED Program Coordinator (staff to the executive committee)

### ***Responsibilities:***

- Serves as an advisory group for the Director of CEED, helping to frame strategic directions while maintaining institutional perspective
- Operates on a consensus basis while holding executive decision responsibilities
- Approves CEED's annual budget based on recommendations from the Director
- Reviews criteria for selection of projects from Project Directors
- Approves/terminates CEED projects
- Broadens internal and external support for CEED and expands base of support/resources
- Reviews and updates CEED Operating Handbook as needed
- Nominates Advisory Board members
- Assists the Director in setting the agenda for Advisory Board meetings
- Recommends the hiring of the CEED Director to the Dean of the College
- Consults with the Dean of the College, who initiates and coordinates a review of the CEED Director every four years
- Reviews annual project assessments
- Facilitates a periodic self-study

### ***Election & Terms of Service:***

Executive committee members serve a term of two years with an option to renew for a maximum of two additional terms, after which members must observe a one-year hiatus before re-election to the executive committee. The executive committee nominates new members as needed.

### ***Meeting Schedule:***

The executive committee meets monthly, or as needed.

# CENTER FOR ECONOMIC AND ENVIRONMENTAL DEVELOPMENT (CEED)

## CEED Director

### **Position Summary:**

The Director will provide strategic leadership to continue to grow and expand the value of CEED to Allegheny College students, faculty, administration and the community through innovative approaches to environmental stewardship, environmental education, and regional revitalization, by:

- Keeping students and faculty in the forefront of economic and environmental sustainability issues through networking, idea sharing, publications, professional development, and internship opportunities.
- Supporting the growth of existing projects and encouraging the formation of new ones.
- Serving as an advocate for CEED and its mission to internal and external audiences.
- Encouraging interdisciplinary projects, communication, and collaboration among Allegheny College students, faculty and regional community.
- Positioning CEED as more than the sum of its projects.

### **Primary Responsibilities:**

#### **Leadership & Administration**

- Develop a shared vision for CEED.
- Provide strategic direction in achieving organizational goals.
- Serve as an advocate and spokesperson for CEED, leading CEED's efforts to convene and collaborate with others and establishing CEED as a recognized and reliable voice on economic and environmental sustainability issues.
- Manage overall operations, paying special attention to alignment with organizational priorities, accountability and assessment, and priority setting.
- Work with the Executive Committee and National Advisory Board to provide them with information, data, and/or reports.
- Prepare the annual budget and supervise receipt and disbursement of funds.
- Recruit, hire, train, supervise, evaluate, and terminate (as required) CEED staff.
- Coordinate activities with professional advisors and consultants.
- Provide leadership and technical assistance to support CEED projects and Project Directors, including "first screen" for all proposed projects and activities.
- Work with Allegheny College faculty, students and community members to identify opportunities for new projects that address the mission of CEED.

#### **Development**

- Serve as liaison with Allegheny College development office to identify and help secure a mix of funding sources necessary to support the organization, including endowment, grants, earned income and in-kind donations.

#### **Academic**

- Teach the equivalent of five academic courses per year, with special arrangements for additional course releases to be negotiated with the Dean of the College.

### **Public Policy & External Relations**

- Monitor legislative bills and actions that are potentially of interest to CEED.
- Represent CEED, as called upon, with state and federal government officials, charitable organizations, and other economic or environmental associations.
- Facilitate the involvement of CEED students and faculty in public and private initiatives regionally and nationally.
- Support CEED faculty, students and community partners to serve as a prominent voice for economic and environmental sustainability issues through speaking engagements and print media.
- Make connections with key people and organizations that CEED needs to influence in carrying out its goals and long-term strategies.

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## **Program Coordinator**

### Administrative Duties:

1. Maintain CEED office including:
  - Coordinate budget and bookkeeping
  - Maintain files and computer documents
  - Coordinate and record meetings and events
  - Coordinate work study students and interns as needed
  - Purchase supplies and equipment as needed
  - Develop displays and presentation materials as needed
  
2. Coordinate publicity for CEED including:
  - Organize and publish the annual CEED Newsletter in consultation with the CEED Director
  - Oversee maintenance of CEED Web site
  - Write press releases and prepare publicity posters in a timely manner

### Representation of CEED:

1. Maintain familiarity with all CEED projects and planning
2. Act as initial contact person for CEED and assist community partners in reaching the appropriate CEED Project Director
3. Participate in relevant College functions on CEED's behalf
4. Attend meetings and conferences relevant to development of our programs

### Research support:

1. Assist in research as needed for existing and potential projects and programs, including research into available grants.

Perform other duties as requested

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## Project Directors

Any Allegheny College faculty member may submit a proposal to the CEED Director and Executive Committee. Proposals may receive preliminary funding to “test” the proposal or to pay for start-up expenses while additional funding is sought for the project.

### Project Directors:

- Manage their projects, students, interns, partners, assessment and budgets.
- Assist the CEED Director and Development Office liaison with fundraising as needed.
  - Report regularly to the CEED Director and Executive Committee on status of project, including budget updates, lessons learned and best practices in field.
- Assure the consistency between their projects and CEED criteria.
  - Participate in “outside” assessments to measure success of project in meeting goals.
  - Participate in PR/marketing efforts in support of individual CEED projects and the CEED program.
  - Submit project ideas in the required format for Executive Committee review.
  - Provide annual summary report for CEED-funded project by April 30.

### CEED provides:

- Financial support where available and appropriate
  - General operating funds available for matching funds to leverage other grants
  - Summer income for Project Directors and interns
- Staffing/administrative/logistical support where available and appropriate
- CEED newsletter
- Budget forms/accounting services
- Technical assistance to new projects as needed, e.g., planning, facilitation, networking, budgeting
- Coordination of effort among CEED components and the College including collaborations with Center for Civic Engagement, VESA, ACCEL, Service Learning and Center for Political Participation
- Access to interns
- Marketing support
- Professional support toward:
  - Progress to tenure
  - Promotion
  - Publications, speaking opportunities, panels/committees (college/regional/national)
  - Interdisciplinary investigation/new course development
- Opportunities to engage in social, collegial, academic activities