

ASLE Strategic Vision and Plan 2020-2026

Executive Summary

The strategic plan outlines priorities for ASLE. Emergent from our planning process are several areas of work: deepening and extending the work of justice, equity, and inclusion; furthering engagement with diverse public audiences; fostering regional collaborations; cultivating sustainability for the organization; and sustaining and stewarding *ISLE* as a premier journal in the field.

The process to create this strategic plan for 2020-2026 began at ASLE's 2020 Leadership retreat in Portland, Oregon, February 28-March 1, 2020. ASLE's leadership team comprises elected officers, the Executive Council (EC), appointed officers and liaisons, and ASLE's sole staff member, Managing Director (MD) Amy McIntyre. The 2020 leadership retreat, led by Co-Presidents Laura Barbas-Rhoden and Bethany Wiggin, focused on laying foundations for a new strategic plan.

Five strategic areas and planning groups emerged out of shared ideation and collective prioritization and documented in [these meeting slides](#). Working through a series of collaborative exercises, the EC identified the following strategic areas for ASLE to develop:

- Promoting diversity
- Fostering regional laboratories
- Modeling organizational sustainability
- Supporting public writing and engagements
- Supporting *ISLE*, ASLE's journal

Planning group members drafted relevant sections of the strategic plan. Their members were:

Diversity: April Anson, Rina García Chua, Heidi Hong, Mika Kennedy, and Andrea Knutson

Regional Laboratories: Karla Armbruster, Jenn Ladino, and Ray Malewitz (Oregon-local ASLE member)

Sustainability: Erin James, Heidi Scott, and Mary Tischler

Public Writing: Bridgitte Barclay, Christy Tidwell, and Jenna Gersie

ISLE: Stacy Alaimo, Jeffrey Cohen, Christina Gerhardt, Amy McIntyre, and Jennifer Westerman

In addition to these five areas of work, participants identified two additional vital and cross-cutting threads

- organizational development
- digital strategies/communications

Since its inception, ASLE has grown from a membership numbering in the low hundreds to a much larger organization. ASLE's membership over the course of 2020 included nearly 1700 people. Now is the time to standardize practices not captured in the bylaws so that we may provide clarity about EC roles and responsibilities, ease transitions as members join and leave the EC, and facilitate mutually beneficial work flows among the EC, elected officers, appointed officers, and managing director.

To promote organizational development, participants identified the following as desirable:

- Designating EC positions to carry out particular functions which are not at present specified in the bylaws.
- Creating an organizational chart for elected and appointed positions.
- Writing a two-year calendar of ASLE work flows (draft in development), in addition to the conference planning calendar, to be included in the welcome/on-boarding packet for new members of the leadership team.

Participants agreed that digital strategies and communications are vital to the future of ASLE; strong foundations have been laid by the current Digital Strategies (DS) Coordinator, Christy Tidwell.

The following areas represent critical priorities:

- Sustaining and institutionalizing the work of the DS Coordinator.
- Ensuring processes and support to generate high-quality content elevating the work of ASLE and its membership.

The following table identifies the strategic priorities needed for organizational development and for the support and expansion of digital strategies / communications. A separate section delineates strategic priorities for *ISLE*; included below is the strategic priority of adopting bylaws language that specifies editorial independence and delineates responsibility for contract review.

Table 1. Strategic Priorities: Organizational Development, Digital Communications, *ISLE*

| Strategic Priority | Responsible Entity |
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| <p>EC Duties. Delineate duties for VP and 5 at-large EC posts. These might include any or all of the following</p> <ul style="list-style-type: none"> ● Author awards, reception, celebrations ● Appointing and liaising with a Sustainability Officer ● Biennial conference, chairing the newly struck conference committee ● Regional collaboratories | 2021 EC |
| <p>Charters for Committees. Establish, and specify in bylaws, a process by which each committee is chartered. Each charter should include Chair, membership, duration & renewal of committee, primary duties, and communicating/reporting schedule desired by the committee.</p> | 2021 EC |
| <p>Conference Committee. Establish a timeline and process for formation of a conference committee for each biennial conference; workflow and communication with the EC, managing director, and co-presidents; and responsibility for managing contractual obligations (site, hotels, honoraria, etc.).</p> | 2022 EC, led by inaugural Conference Chair designated EC post |

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| <p>ISLE. Delineate in the bylaws the following:</p> <ul style="list-style-type: none"> ● Editorial independence ● Financial oversight of publication contract by ASLE Treasurer and EC (or Budget Committee); party (or parties) responsible for negotiating and signing publication contract | <p>2021 EC, including ISLE Editors</p> |
| <p>Digital Strategies / Communication. Formally dissolve Digital Strategies Committee; empower DS Coordinator and EC Public Engagement Officer to develop committee or structure of her choosing, in consultation with EC. New committee will regularize formation of any/all new digital platforms and their leadership, hosts, their editorial boards, etc.</p> | <p>2021 EC</p> |
| <p>Adopt template Memorandum of Agreement (MOAs). Develop MOAs for off-year symposia. Explore whether there should be an MOA for ASLE co-sponsorship of events or simply a process by which formal approval may be sought and what approval entails (expectation of display of ASLE logo, written acknowledgement of sponsorship, report about event or press coverage, etc.)</p> | <p>MD with legal counsel, MOA templates to be approved by EC in late summer or early fall 2021.</p> |

1. Diversity

We envision an accessible and diverse ASLE that invites the participatory inclusion of its membership through anti-racist methodologies, transparency, visibility, and mentoring. Here, we outline actionable items to facilitate a more inclusive ASLE.

Table 2. Strategic Priority: Diversity

| Strategic Priority | Responsible Entities |
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| <p>Conference: CFP 2023 in Portland. The CFP should begin with the recognition of the Cowlitz and Clackamas peoples whose lands we will meet on. It must also include recognition that while Oregon is often thought a haven for environmentalist thinking, the state was founded as a racist utopia through anti-black legislation, Chinese exclusion laws, and Indigenous genocide. These facts are inseparable from current tensions between local white nationalist and antifascist groups. Additionally, the call should invite reflection on citational</p> | <p>MD, Co-Presidents, Co-Diversity Officers (DO)s, Conference Regional Committee</p> |

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| <p>politics, extractive orientations to knowledge production, and critical perspectives on scientific narratives. It should ask after an inclusive, ethical, and critical engagement with not just <i>what</i> we know but <i>how</i> we know, through questions of process and reflections on what counts as expertise and practices of accountability, reciprocity, compassion, and consent at multiple levels and scales.</p> | |
| <p>Conference: Clusters and Streams. The biennial conference should foster streams or clusters around/by: Affiliated organizations; such as ASA, NAISA, AAAS, and others; ASLE global affiliates, regional hubs, and geographic areas of study; Indigenous scholars and scholars of color seeking to find and collaborate with each other (toward a robust list of senior mentors and mentorship opportunities for students of color); Activist concerns like antiracism/decolonization as well as a living committee on land acknowledgment statements; Community leaders, activists, and academics who do public engagement work; Mentorship needs (by interests, identity, etc.).</p> | <p>MD, Co-Presidents, Co-DOs, EC Conference Chair</p> |
| <p>Conference: Keynotes and sponsored panels. Invitations are made first to scholars of color, Indigenous scholars, and scholars with disabilities; Format for keynote sessions focus on dialogues between senior and junior scholars; or prescreened questions to prioritize thoughtful engagement; Sponsor panels of senior scholars of color (as a plenary?), opportunity for junior scholars to engage via blog, interviews, or videotape to share with scholars for accessibility and to highlight what ASLE is doing.</p> | <p>MD, Co-Presidents, EC Conference Chair</p> |
| <p>Conference: Accessibility. Ensure physical access to rooms, equipment, and to/from lodging, and accommodate further accessibility and/or mobility requests. Publicize proactively clear expectations around access copies and slides, as delineated in Accessibility Guidelines, and secure and publicize with accessible conference space where participants can make them available – this is best done digitally, where presenter uploads their talk and/or slides to a specific site (to avoid problems with intellectual property).</p> | <p>MD, Co-DOs, EC Conference Chair, with committee of their convening</p> |

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| <p>Provide model language for Q&A to ensure it generates questions from diverse interlocutors (ie. model from Eve Tuck asking audience to “peer-review” their questions). Include pronouns on name badges. Designate quiet room/s and designated lactation room/s. Recruit volunteer on site representatives/greeters wearing bright t-shirts who can answer questions, welcome new people, help jet lagged or lost folks, offer stickers for name badges (to signal open to ask questions and to list preferred pronouns if that option is not available in registration).</p> | |
| <p>Conference: Facilitate a transparent and flexible communication strategy with contingent and/or independent scholars regarding conference updates, changes, and/or cancellations, and advocate for other forms of audio-visual conference presentations to accommodate scholars who request to do so.</p> | <p>MD and Digital Strategies Coordinator</p> |
| <p>Conference: Set up clear mode (PayPal) and recipients for donations at the conference, giving to local organizations, Indigenous groups, and groups working on serving vulnerable populations or advancing racial, economic, and environmental justice;</p> | <p>MD, Co-DOs, Conference Chair and committee</p> |
| <p>Organizational Development: Calls for officers and other positions. Each call should be open, with responsibilities and criteria for selection specified, and a selection protocol (if not by election by the membership) documented with the Managing Director.</p> | <p>MD, all members of ASLE Leadership team</p> |
| <p>Organizational Development: Grants and Awards Processes. Establish uniform metrics for evaluation of travel grants and other forms of support for multiply marginalized; offer funding for international attendance.</p> | <p>MD, Grants and Awards Chairs</p> |
| <p>Organizational Development: Communications. Establish mailing list or social media group for BIPOC ecocritics and environmental humanists (in addition to Diversity Caucus listserv and FB group)</p> | <p>Co-DOs</p> |
| <p>Organizational Development: Building alt-ac connections. Explore alt-ac connections with community organizers, secondary school educators, and others as a way to engage more diverse populations.</p> | <p>Co-Presidents, Co-DOs, Public Engagement EC officer</p> |
| <p>Voting action and/or bylaws changes recommended: none.</p> | |

2. Regional Collaboratories

We propose that ASLE actively foster self-organizing regional collaboratories and seed these as needed/desired. Because of their smaller size and regional anchoring, regional co-labs present numerous opportunities and advantages for ASLE members. These include: gathering together people from multiple disciplines, diverse kinds of academic institutions (CCs, HBCUs, HSIs, liberal arts colleges, public regionals, R1s, etc.), cultural sector entities, community organizations and collectives; encouraging cost-effective and carbon footprint-lowering, multi-institutional visiting lecture series; bolstering education in the environmental humanities at institutions with limited resources; building and strengthening relations of reciprocity among academics, grassroots networks, and local and regional nonprofits to build more just environmental futures. ASLE might consider seeding one region as a pilot. Long-term outcomes might include the creation of a regional institutional consortium, in which schools with funding and schools with fewer resources can pool resources to fund conferences and other events; the development of a summer field school; as well as ties of relationships and reciprocity with regional populations facing precarious futures together.

Table 3. Strategic Priority: Regional Collaboratories

| Strategic Priority | Responsible Entities |
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| <p>Planning: creating conditions for self-organizing regional networks. Identify possible regions, understanding participants’ interest in engaging with both place of primary residence and region of work. Issue a call to members to identify those interested in forming a regional network. Identify/tap a regional liaison who will coordinate the network and get a preliminary sense of what is needed, and what might work, in given regions.</p> | <p>EC + MD, with Regional Collaboratories EC officer as lead</p> |
| <p>Biennial Conference: fostering networks. Set up a registration option for conference attendees to self-select into up to two regions (primary residence; region of work, if different from that of residence). Schedule 1-1.5-hour time slots at the 2021 digital + 2022 in-person conference meetings and create space and time for regional collabs to meet and strategize. Provide prompts and seed ideas for those conversations and designate a regional liaison (or two) to run the discussion</p> | <p>Regional Collaboratories EC officer with EC + MD</p> |

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| <p>Organizational Development: managing work flow and communication. Regional collabs in development should decide how to manage communication flow and work, with the liaison (1) managing communication with the ASLE EC and Managing Director, and (2) ensuring onboarding of new participants.</p> | <p>Regional Collaboratories EC officer</p> |
| <p>Organizational Development: seeding collabs. Issue a Call for Collab symposia or project. Provide seed funding for the sponsored symposium. Content of that event would be determined by member interest and momentum on current projects. It might be useful to share institutional and administrative strategies (and obstacles) and plan ways of collaborating. Feature the work of the seeded collab in a workshop or sponsored panel at the next biennial conference.</p> | <p>Regional Collaboratories EC officer, with EC + MD</p> |
| <p>Organizational development: communication. Encourage regional collabs to partner with public writing and digital strategies groups to generate content featuring scholarly and pedagogical experts in the region. Encourage the creation of short (less than 2 minute) videos featuring “experts” on the ASLE website to help members keep up to speed on other members’ research as well as to elevate research strengths of members of various publics.</p> | <p>Regional Collaboratories EC officer, with EC + MD</p> |
| <p>Voting action and/or bylaws changes recommended: designation of one EC elected officer position to be that of Regional Collaboratories Officer</p> | |

3. Sustainability

ASLE recognizes our responsibility to explore, develop, and model sustainable environmental, financial, and labor practices on behalf of our members and for the benefit of other academic professional organizations. ASLE recognizes that substantial member benefits come from conference participation and the *ISLE* journal, both of which have notable material impacts. *ISLE* has shifted to being an online only journal, as of 2021. ASLE already has a biennial conference model with an off-year virtual symposium, which is considered a best practice among peer organizations.^[1] As with the decision by the EC to move ASLE conferences to a LEED Platinum facility, future decisions should take into consideration environmental, financial, and labor sustainability.

Table 4. Strategic Priority: Sustainability

| Strategic Priority | Responsible Entity |
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| <p>Conference: site selection. Future biennial conferences should be hosted at LEED Platinum facilities in locations readily accessible by rail or flight.</p> | <p>EC + appointed Sustainability Officer</p> |
| <p>Conference: on site impacts.¹ Reduce or eliminate single-use plastic. Continue practice of offering vegetarian and vegan menus for events. Request conference services provide composting for compostable waste.</p> | <p>Sustainability Officer</p> |
| <p>Conference: reducing carbon footprint from travel. Consider innovative ways to allow members to participate in the conference remotely, both as presenters and as audience. Make “big-name” panels and keynote speeches web-accessible and/or later available online. Permit virtual Skype/Zoom/Facetime-only or a track of pre-recorded panels for virtual engagement.</p> | <p>Sustainability Officer + Public Engagement Officer and DS Coordinator</p> |
| <p>Conference: maximizing networking. Offers slots in the program for regional networking, during which scholars working in similar geographic areas can develop online resources (online reading and discussion groups, writing support groups), schedule regional meetings, develop proposals for off-year conferences. Offers slots in the program for subject-related networking, when scholars working in similar subject areas can develop online resources and plan for regional or local symposia.</p> | <p>Regional Collaboratories Officer</p> |

¹ Further reading:

<https://www.insidehighered.com/news/2017/07/25/article-sparks-new-round-criticism-costs-associated-academic-conferences>

<https://www.6connex.com/virtual-trade-show-software/virtual-events-vs-physical-events-pro-con-list/>

<https://www.press.org/live-virtual-or-hybrid-events-which-approach-best>

(note especially their discussion of “hybrid” events)

“We Have to Stop Meeting Like This: The Climate Cost of Conferences,”

<https://thetyee.ca/Analysis/2019/07/22/Climate-Cost-Conferences/>

<https://www.insidehighered.com/views/2019/04/18/12-scholars-share-ideas-reducing-carbon-emissions-academic-travel-opinion>

“Reducing the Carbon Footprint of Academic Travel,” <https://www.insidehighered.com/views/2019/04/18/12-scholars-share-ideas-reducing-carbon-emissions-academic-travel-opinion>

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| <p>Continue to hold subject-related workshops in the days before the conference to introduce participants to new ideas and/or function as writing workshops.</p> | |
| <p>Conference: field trips and service activities. Continue the tradition of a variety of field trips, ideally within walking distance or using group transportation and inclusive of options for those with mobility challenges. Inquire about whether local activist groups would benefit from specific work/service activities during the biennial conference.</p> | <p>Conference Chair, Public Engagement Officer, Regional Collaboratories Officer</p> |
| <p>Website and social media: pre-conference practices for sustainability & making the most of conference time. In the weeks prior to the biennial conference, host a series of short videos that profile members getting ready for the conference as they pack their reusable cutlery, water bottle, and a variety of clothing for the mixed use of the ASLE conference scene. Post videos from veteran members explaining what aspects of the conference they are looking forward to, and how newcomers might prepare. Post videos from veteran members explaining what aspects of the conference they are looking forward to, and how newcomers might prepare. Consider building a series of videos from contributors about their strategies from past conferences, such as members who have cycled to conference locations instead of driving or flying. Consider awarding a travel grant to support muscle-based transportation, and highlight these journeys through a Vlog, especially if they make the journey an exploration of landscape and culture. Solicit a video from the convention center, host city, or no existing video is available, a regional ASLE member a “conference locale” video that highlights sustainable resources in transportation (rail to conferences (vs. flying), public transportation (vs UBER/LYFT from train station or airport w/in city), bike shops, independent and local eateries vs. chains, and recreation in the conference region, or continue to include this information in written packets.</p> | <p>Conference Chair, Public Engagement Officer, Regional Collaboratories Officer</p> |

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| <p>Website: conveying leadership in work of environmental justice and sustainability. Translate more long-form work to blurbs and eco-provocations on social media and/or curate monthly videos on best practices for sustainability and how members are employing them.</p> | <p>DS Coordinator, Sustainability Officer, MD (to decide, prioritize)</p> |
| <p>Divestment and Impact Investing. Because ASLE’s former investment platform, TIAA, did not offer any fully divested funds, all ASLE assets were removed and transferred to SBW checking in July 2020. They remain there temporarily while decisions on future investments are investigated. In consultation with professionals in investment, ASLE should explore multiple options for divestment from fossil fuels; carbon-free funding options; and impact investing and bring research and recommendations for EC consideration by the midpoint of this strategic plan.</p> | <p>EC Sustainability Officer, chartered committee on sustainability.</p> |
| <p>Financial Sustainability. Given that memberships and biennial conferences currently provide revenues that sustain ASLE operations (salary for MD, website, insurance, etc.), it is imperative that ASLE leadership works to sustain membership at numbers adequate to fund expenses. Off-year symposia should have a net zero cost to ASLE and if possible, generate revenue in the form of registration or memberships or both. ASLE leadership will identify 2-3 target funders for support of our strategic vision. The Sustainability Officer and the MD, in consultation with the Officers and EC, shall draft grants. Before submission, grant proposals will be reviewed, edited, and approved by the EC and Officers.</p> | <p>Co-Presidents, Sustainability Officer, Treasurer</p> |
| <p>Labor Sustainability: Designated functions and committee charters. The EC together should further strategic priorities, with at-large EC members supporting existing work or emergent priorities. Committees should be chartered for easing transitions, and the charter for each should include membership, duration & renewal of committee, primary duties, and communicating/reporting schedule. Develop a list of recommended practices for “baton-passing” by EC members or outgoing committee chairs, including the possibility of a formal turnover process (like a 6-month mentorship) after the EC position changes hands, to ensure that</p> | <p>EC</p> |

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| <p>whatever initiatives ASLE has in the works are safely passed to the next EC member. Complete organizational chart, with defined roles. Complete calendar of two-year work ASLE work flow. Ensure each new member of the leadership team receives an updated welcome packet, organizational chart, and calendar overview.</p> | |
| <p>Financial Sustainability. The in-person conference has typically produced a net positive in the budget such that the budget can be balanced over a two-year period. However, the financial gains have occurred in large part because universities have underwritten some expenses for conferences they have hosted (in kind labor contributions, for example) or EC members have accessed funds available at their institutions to support the conference events. The EC should explore any of the following for feasibility: Keynotes sponsored by particular universities, EH programs, or presses. Increases in membership dues. Fee structures for off-year symposia so they generate revenue. Modified affiliation fees for members of regional collaboratories. Other ways of diversifying revenue, for example, grants for specific, mission-aligned projects.</p> | <p>Co-Presidents, Treasurer, Conference Chair</p> |
| <p>Voting action and/or bylaws changes recommended: create an appointed Sustainability Officer position.</p> | |

COVID-19

The current public health crisis has thrown into question the viability of international conferences, not in terms of sustainability, but in epidemiology and travel restrictions. There are intriguing research possibilities that explore how this disruption may inform strategies in the long term. ASLE should foster opportunities for members to collaborate and share their work on Covid-19, climate, health humanities, and environmental justice. The ASLE website and the planned thematic clusters for the 2021 virtual conference on “Emergence/y” offer an opportunity to curate, host, and share members’ ideas on Covid and justice, health, regeneration, and sustainability.

ASLE leadership should remain committed to thinking about how to offer members benefits and cultivate a sense of community outside of the biennial face-to-face meeting.

4. Public Writing and Engagement

ASLE will work to foster organization and member connections and relationships with diverse collaborators and the public by strengthening public writing, research, and the arts. ASLE should become a widely recognized leader on environmental issues, in the humanities and beyond. Members' work should be highlighted for media, with appropriate press releases, website announcements, and social media chatter. Building on the success of the public engagement digital workshops held in January and February 2021, ASLE should support public humanities engagements by its members with non-profits, grassroots community groups, agencies, NGOs, and funders. Additionally, ASLE should help members engage with science writing and public writing to more explicitly impact public discourse.

Table 5. Strategic Priority: Public Writing and Engagement

| Strategic Priority | Responsible Entity |
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| <p>Emphasize public writing and equip members to do it</p> <ul style="list-style-type: none"> ● Develop new programming and digital spaces to help ASLE members and groups make their own work more visible ● Use existing tools (the website and social media) to more effectively promote members' work and public projects ● Provide opportunities for members to learn to write effectively for the public ● Establish a network of ASLE members to provide training for other members. | <p>Public Engagement Officer and Digital Strategies Coordinator</p> |
| <p>To achieve the goal of increasing public humanities engagements between members and grassroots community groups, non-profits, agencies, NGOs, and funders, ASLE should do the following:</p> <ul style="list-style-type: none"> ● Offer at least one pre-conference workshop on public engagement appropriate for new or aspiring practitioners. ● Workshops / convenings for practitioners of different levels of experience to deepen and mutually support work in the academy. ● Advocacy and activist panels should become a priority area for all conferences, remote, in-person, and regional, with prioritization of longer arc of engagement of grassroots and activist groups, from planning of mutually beneficial engagement prior to conference to continued engagement through regional collaboratories. ● Building relationships with funders for higher education and also local and regional funders for public health, | <p>Public Engagement Officer and Digital Strategies Coordinator, with Conference Chair</p> |

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| <p>environmental justice, inclusive placemaking, responsive philanthropy.</p> <ul style="list-style-type: none"> ● Look at interdisciplinary projects like University of Idaho’s Confluence Lab, PPEH, LENS as examples and put out a call for others who are doing work like this, working with regional leaders and collaboratories and featuring the work on the ASLE website | |
| <p>In developing tools to help ASLE members and groups make their own work more visible, using existing tools to promote members’ work, providing opportunities to learn effective public writing, and establishing a network of training, we will do the following:</p> <ul style="list-style-type: none"> ● Provide support to members with guidelines about publicizing work by providing a PR document on the website and updating the press kit on the website ● Create a concrete list of experts to post on the website (E.g, experts in indigenous studies, environmental justice, ecomedia, climate change communication, food, vegan studies) for media and for collaborative work ● Send out regional press releases about the conference, off-year symposiums, and collaboratories ● Publicize specific public-facing panels at the conference, off-year symposiums, and collaboratories ● Pitch themed series to national publications ● Post guidelines on how to pitch and develop templates for different types of series or posts (e.g., interviews, book reviews) ● Make lists of publications and contacts ● Organize the ASLE website to foreground information for media ● Organize workshops at conferences about public communication ● Highlight public pedagogies and develop the teaching resources database on the site ● Research grants for public science, environmental writing ● Cultivate relationships with EH series editors and create opportunities for ASLE members to interact with them | <p>Public Engagement Officer and Digital Strategies Coordinator</p> |
| <p>Voting action and/or bylaws changes recommended: designate one EC elected officer as Public Engagement Officer</p> | |

5. *ISLE* Strategy

As the professional journal of the Association for the Study of Literature and Environment (ASLE), *ISLE: Interdisciplinary Studies in Literature and Environment* will continue to be the leading scholarly journal for the fields of ecocriticism and environmental humanities, reflecting the values and aims of ASLE and its membership; advancing innovative, creative, and transdisciplinary scholarship by a diverse range of scholars and practitioners; and promoting understanding of ecological change on a planet in peril.

The five-year plan for *ISLE*, 2020-2025, includes the following goals:

1. Increase savings and revenue generated, including publishing *ISLE* in digital format only in order to be more environmentally and financially sustainable;
2. Improve turnaround time from submission for review to publication;
3. Broaden readership and audience;
4. Enhance diversity and inclusion, including membership on the Editorial Advisory Board (breadth in terms of institutions -- SLAC, R1, R2, public, private, regions represented -- and in terms of demographics, both with regard to the Editorial Team, the Editorial Advisory Board members and their areas of expertise with regard to race, class, gender, sexual orientation, differently abled) and the reviewers and with regard to journal content (what is discussed, by whom, engaging and representing the aforementioned ranges);
5. Explore standard practices for relationships between journals of professional organizations, especially of comparable sized-organizations (memberships #s), comparable sized-journals (quarterly, circulation #s, submission #s), and their revenue-generating structures and amounts. The *ISLE* working group will continue this work going forward; and
6. Investigate other publishers and obtain and evaluate proposals. The key concerns are inclusion in Project Muse, fair economic arrangements between the publisher and ASLE, continuing availability of *ISLE* content, and adopting systems that work well for the editorial staff of *ISLE*. The *ISLE* working group will continue this work going forward. Beginning in Summer 2022, the *ISLE* working group members will write a report and make a recommendation, submitting it to the ASLE leadership for discussion and a vote at the 2023 ASLE Biennial Conference Executive Council (EC) meeting. If a publisher other than Oxford University Press offers a better contract, ASLE should consider ways to support the Editors during any transition, including possible course buyouts or paying for temporary assistance with the editorial process.

***ISLE* Governance**

The members of the *ISLE* working group would like to underscore how important it is for ASLE to support *ISLE*'s efforts to maintain the highest scholarly and academic standards and to proceed according to best practices in terms of peer review and editorial processes. The Co-Editors-In-Chief of *ISLE* should

operate with academic integrity, thoughtfulness, and discretion and maintain open lines of communication with ASLE leadership. These goals are best achieved by ensuring that *ISLE* maintains its editorial independence.

We envision ASLE leadership supporting the editors in their mission and, in their role as financial stewards for the organization, ensuring that the publishing contract for *ISLE* is fair and mutually beneficial to ASLE and aligned with best practices for relationships among professional organizations, journals, and presses. In turn, the Co-Editors-In-Chief will work to establish collegial, collaborative, and communicative practices with ASLE leadership; to maintain professional, transparent, and meaningful relationships with the journal's publisher and publishing staff; and to continue the tradition of publishing first-rate, cutting-edge scholarly and creative work that explores relationships between human beings and the environment, broadly conceived.

No committees external to the *ISLE* working group shall govern the journal, decide its internal structures or hiring, or otherwise interfere with the Editors' work or the journal's internal work.

The *ISLE* Editors, and the *ISLE* working group when appropriate, should consider and respond to all proposals and recommendations from ASLE leadership. The Co-Editors-In-Chief should communicate any changes in editorial structure to the ASLE leadership.

***ISLE* Finances**

ASLE's Treasurer and Budget Committee will provide financial oversight for *ISLE*, informed by the annual budget reports from the journal's publisher and the overall ASLE budget. The Editor(s) should be informed annually about the financial status of the journal by the publisher and relay this information to the ASLE EC at the annual retreat or biennial conference.

Any institutional support from the Editors' institutions -- e. g. funding of a Graduate Assistant; allocation of an office space and of office expenses; course reduction(s); and funding for the Editor to attend the annual ASLE EC -- is drawn up in a Memorandum of Understanding (MOU) that is signed by the Dean(s) of the Editor's institution (or Editors' institutions) and by ASLE's Managing Director.

***ISLE* Editorial Structure (2020-2025) and Hiring Processes**

Beginning July 1, 2020, the Co-Editors-In-Chief will assume editorial responsibility for *ISLE* for a five-year term (2020-2025). This term is renewable one time for a two-term maximum of 10 years. The Co-Editors-In-Chief will appoint three Associate Editors in Creative Nonfiction, Fiction, and Poetry for five-year terms (2020-2025) renewable one time for a two-term maximum of 10 years; establish a new Editorial Advisory Board whose members will reflect the diversity of ASLE and serve for five-year terms (2020-2025) renewable one time for a two-term maximum of 10 years (2025-2030).

The Co-Editors-In-Chief will be responsible for drafting and circulating position announcements; interviewing applicants; and selecting final candidates for Associate Editors, Editorial Assistants, and the Managing Editor.

A selection committee, including the *ISLE* Co-Editors-In-Chief and members of the ASLE EC leadership, will be responsible for drafting and circulating position announcements, interviewing applicants, and selecting final candidates for the Editor(s)-in-chief position.