Program Development at the Outback: Exploring Place-Based, Experiential Education through a Campus Farm.

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Program Development at the Outback
Exploring Place-Based, Experiential Education through a Campus Farm.

Paul Kearsley
in partial completion of the Masters in Environmental Education

w/ Dr. Nick Stanger
Huxley College
Western Washington University
Spring 2017
Section 0.1 Acknowledgments

Learning is a collaborative process.

This particular process was also a bit protracted, labor-intensive, logistically challenging, ephemeral, bureaucratic, dirty, smelly, questionably legal and consistently overwhelming.

Needless to say, I could not have done it alone. Following people were instrumental in this effort and should this project bear fruit, they will be the first to try it out.


Tommy Thompson, Albert Strasser, Della Mueller, Max Parsons, David Stein, Maddie Price, Tyler Mead, Zach Martin, Rose DeLorie, Tim Keal, Jacob Gerstner, Olas Perpich, Megan Johnson, Alyona Gudima, Julian Tennyson, & Jud Daffern.

Thank you to my Family and Friends. Sorry I have been so busy these past three years. I hope these 30 pages make some sort of sense for my absence.

Special Thanks to Dr. Nick Stanger- Thank you for your guidance, support, ideas, humor, practicality and willingness to bend the system into something like a panarchic potato chip.

And finally, I would like to dedicate these past three years of work to my beautiful wife, Jane Campbell. Throughout this whole process we built a home, found a farm, broke a back, had a wedding, ate breakfast and lived every day together. Thank you for understanding, challenging & inspiring me.
Section 1.1 Introduction

When teaching about systems thinking, the first idea I present is that everything is a system. When teaching about design, the first idea I present is that everything has been designed. I have been pleased to find that environmental education also embodies this ubiquitous perspective.

Context

This project began nearly five years ago. While working as an entrepreneur, landscape designer, and educator I grew very comfortable in a range of different disciplines. My work was practical, engaging, and valued by many different audiences. While considering my future career, and the potential to expand my reach, I began to look for a more refined niche. Ideally, this position would have a strong relationship with a piece of land, a consistent stream of eager and interested students, and a degree of creative freedom through which we could explore, learn and teach.

In my time searching led me to the Outback Experiential Learning Program (The OELP or The Outback) at Western Washington University (WWU). The Outback has been an element of the WWU campus since the 1970’s. The space is a student-led farm, which provides opportunities for learning about sustainable living, and agriculture. The Outback has been considering a strategic transition for a number of years, moving from the current status as an exclusively student-run program, towards the integration of a non-student staff position to foster long-term growth and development of the program. This paper represents a strong promotion for the development and piloting of a staff position in order to improve the programmatic offerings and develop the educational site to its fullest potential.

I was introduced to the field of Sustainable Design as an undergraduate at WWU. While studying Industrial Design, I was compelled by the application of my newly learned design skills to fundamental problems regarding the human experience. The Sustainable Design Minor was an excellent introduction to the foundational ideas and theories of sustainable design and urban ecology for college students and young adults. Developing and achieving a long-term staff position in the OELP offers the highest potential and capacity for a pedagogy of this nature.

1.2 Definitions

Throughout my education and professional career I have seen a wide range of terms emerge, evolve and disappear. My definitions have also changed as my understanding of and relationship to these ideas has matured. To be clear, the following definitions represent my perspective at this time regarding these most relevant topics.

Environment:

The dominant American perception of the “Environment” presents a world out past the edges of the man-made urban and suburban construct. Embedded within this definition is the notion that humans and their creations are distinctly separate from the “Environment.” The words “nature” and “wilderness” both suffer a similar treatment. William Cronon addresses this issue in his notorious writing “The Trouble with Wilderness”:

“One of my own most important environmental ethics is that people should always strive to be conscious that they are part of the natural world, inextricably tied to the ecological systems that sustain their lives. Any way of looking at nature that encourages us to believe we are separate from nature—as wilderness tends to do—is likely to reinforce environmentally irresponsible behavior.”

Though it has at times proved contentious, my preferred definition of “environment” comes from the visionary designer Buckminster Fuller. In his writings Bucky defines the universe as everything, and the environment as everything other than the self . By this definition and in the context of this writing, every pixel, byte, page, the author and the reader are all a part of nature, each individual existing within its own unique environment.

Environmental Education:

As I perceive it, Environmental Studies addresses the relationship between human cultures and their environmental conditions. Teaching within vague parameters such as these turns Environmental Education (EE) into a malleable perspective through which one can address a wide range of topics. It can encompass hard science and the STEM agenda, systems thinking, place-based or experiential education, and it can provide profound lessons in philosophy, community and oneness.

Understanding EE as a perspective instead of a prescription creates a flexible and versatile educational toolkit that crosses a broad range of disciplines and possesses a profound potential for depth.

In respect to the ubiquitous nature of EE, it is important to note that teaching our children how to treat their environment is a foundational component of all cultures. Ancient mythology was imbued with lessons of the seasons and the stars. Recycling programs and phone apps for identifying bird calls both demonstrate the cultural significance of our relationship to our environment. Likewise, by not addressing our cultural relationship to our immediate ecology, we demonstrate a societal disregard for these systems, which is a lesson in and of itself.

Ecological Design:

“The seminal book Cradle to Cradle critiques the modern fixation on sustainability and “Eco-Efficiency”.

“[Eco-Efficiency]…works within the same system that caused the problem in the first place, merely slowing it down with moral prescriptions and punitive measures. It presents little more than an illusion of change.”

Indeed, modifying our consumption and disposal are necessary steps towards a better cultural relationship with nature; it is important to be “less bad”. However, this strategy fails short of doing actual good.

Environmental discourse rarely transcends the line between humans as destructive consumers and humans as creative producers. It is not widely acknowledged that humans can rebuild topsoil, improve biodiversity and regenerate healthy watersheds. In fact, people have been doing these tasks across cultures, through generations and over centuries.

Since it fits the current cultural concept of my work the term sustainability will be used throughout this document. However my specific goal as it relates to Ecological Design is to move beyond the ideas of “less bad” and cross over into discussion of regeneration, co-creation and having mutually beneficial relationships with our environment. This is synonymous with the term “Permaculture”, design:

The lower-case d is intentional. It represents my effort to make design a more accessible practice.

I have been teaching design through WWU since 2013 and find that many people believe that only designers design. To begin my courses I often solicit a definition of design from my design students. Their responses are generally vague explanations regarding problem-solving, aesthetics and the Adobe Suite.

We work through the various applications of the term and end up with a definition both definite and ambiguous: Design is the organization of parts into a whole.

Additional Terms:

The Associated Students-
A student organization providing services and programs for WWU students.

AS Student Coordinators-
Half-time student employees who manage the OELP.

System-Parts organized into a whole.
1.3 Educational Philosophy

Our education is an ongoing and ever changing process that begins at birth and only resolves when we pass away. As a lifelong student, my educational philosophy is subject to this relentless revision and hopefully refinement.

Praxis

My teaching practice reflects my own learning process. For many reasons, I have grown accustomed to learning through a very tactile, hands-on approach. This has been informed by intentional critique and personal reflection. Drawing, design school, apprenticeships, entrepreneurship, etc have all reinforced this process. It is not always pretty, but it makes for strong connections and meaningful lessons.

As an instructor, I have had great opportunities to teach in the way that I learn. Most of my courses are hands-on and skill-based. Subjects of this nature (such as drawing) offer immediate feedback, which provides opportunities for correction and calibration during the learning process. This feedback allows for intentional, meta-cognitive reflection from the learner and through my experience, can yield remarkable results.

It is understood that this type of learning is ill-fit for conventional academic discourse. So often, higher education is little more than a process of transmitting information. Students develop familiarity and eventually mastery of a subject by reading, understanding and interpreting the works of other masters. Eventually, their work is referenced by the next generation of students and the cycle continues. Personal narratives are too subjective to withstand the rigor of conventional academic scrutiny.

But space exists for a less conventional and more personal approach. Many educators are advocating for a process of learning through experiential application and personal reflection. The value that personal experience can bring to research based fields is poignantly presented in Cynthia Chambers’ “Path with Heart”.

"NARRATIVES ARE CRUCIBLES THAT HOLD THE EVENTS, AS WELL AS THE PATHOS, LOGOS AND ETHOS AT WORK IN EACH STORY. THROUGH STORIES TEACHERS/RESEARCHERS RECORD SIGNIFICANT EVENTS, AND LIKE THE ORIGINATIVE MEANING OF RE-CORD, THROUGH STORIES THOSE SIGNIFICANT EVENTS ARE PASSED BACK THROUGH THE HEART AGAIN."  

This document records my personal narrative as I learned my way through a Masters of Environmental Education. Significant works from the canon of EE certainly influenced my path and I will give credit to the masters, where credit is due. Paraphrasing Sauvés “Currents in Environmental Education”. Any pedagogy will likely embody a range of her listed typologies and it is difficult at first to single out one as the most appropriate fit. That is until one reads the explanation of the Praxic Current:

"This current emphasizes learning in action, by action, and for the ongoing improvement of action. It is not a matter of developing knowledge and skills beforehand, in view of potential action, but rather of placing oneself in a situation of action and learning through, by, and for that project. Such learning calls for reflexivity throughout the project. Praxis essentially consists of integrating reflection and action such that they feed one another.”

My teaching practice is a direct reflection of my preferred learning process, which is certainly praxic in nature. Try it out; see what happens; learn from the feedback; improve next time. By design, this approach was deeply integrated, into my masters study and has come to define my educational philosophy. Indeed, I was teaching college level drawing courses throughout the extent of my masters program and would often immediately apply new concepts from my course work to the lessons. I was teaching that week. These experiences provided immediate feedback which led to more questions and meaningful connections. The cycle persisted for nearly three years. Through this process I was able to learn in my preferred manner of applying theory, receiving immediate feedback and then correcting and refining my practice in the next iteration. My personal experience with my drawing students has revealed great value in this process, which no other study, researcher or article could have revealed.

As my masters project has developed, I have been able to integrate both academic and experiential lessons in education into new EE curricula. This context has proved more challenging because the feedback often takes many weeks, months or even years. Opportunities for learning with immediate feedback do exist though these often involve large transformations in the landscape, created through a group learning experience. The capability of 20-35 adults collaborating and participating in an ecological context is often novel and empowering for young adults. Working inside of a space through clearing, planting or building is often a remarkable learning experience for students as evidenced by their often impressed reactions. Smaller scale participation can also have immediate feedback, and the associated reflection, though these either require more substantial background knowledge, more intensive facilitation, or a lot of student focus and intention.

Categorizing this educational approach is simplified by Lucie Sauvés “Currents in Environmental Education.” Any pedagogy will likely embody a range of her listed typologies and it is difficult at first to single out one as the most appropriate fit. That is until one reads the explanation of the Praxic Current:

"This current emphasizes learning in action, by action, and for the ongoing improvement of action. It is not a matter of developing knowledge and skills beforehand, in view of potential action, but rather of placing oneself in a situation of action and learning through, by, and for that project. Such learning calls for reflexivity throughout the project. Praxis essentially consists of integrating reflection and action such that they feed one another.”

1.4 Learning Process

This project plan is a multifaceted representation of my educational philosophy. It embodies both my learning process and teaching practices in a self-reflexive cycle rich with lessons.

The Swale Trail:

I have been organizing large group work projects for nearly a decade. These involve between 10-50 participants all collaborating on the same common tasks. This work has been conducted in private workshops, community gardens and within the GELP. I am also a strong advocate for the value of visual communication and use this language intuitively.

While preparing for the first day of my Ecological Design I course, I found myself wanting a concise, visual explanation of our tasks, work flow and group dynamics. After a quick conceptual sketch, I created the project plan. It is a concise explanation of how 30 students will all co-create a 50ft causeway through a muddy abandoned roadway. Please review the plan for the details of the day.

Prior to class I worked with 6-8 students to go over the specific tasks, location of tools and materials and general work flow. This plan was copied and handed out to 30 new students to be completed as the first lab session. We covered the basic process, then broke into teams and conducted the work. With the help of my volunteer leaders, we were able to accomplish all of this in the scheduled class time and demonstrated to the group their collective potential as a creative force of nature.

In terms of Sauvés Praxic Current, two different levels are at play. First, is the experience of the students. They were simply placed into a collective experience where each one did the best they could. We reflected on the process at the end of the session and returned to space next week for a similar installation. Second, I have never used a document of this nature during a group work project. I simply thought it might help. The final result was an incredibly effective group process which now serves as a benchmark in my EE career. I am working to integrate this type of planning into all of my future collaborations and hope to normalize the plans as effective educational tools.
We are part of the environment. The separation ideology is rooted in our contemporary affinity for reductionism. Understanding a whole via a thorough understanding of its individual components is currently a useful process. However, without consideration of the original context, there is a risk of not fully understanding the role of any individual part.

Systems thinking addresses the “whole” as its unique context. It is a valuable perspective which is under-represented in contemporary higher education. Certain fields address systems thinking in the context of their own work, such as electrical or business systems, though few transcend the boundaries of the institutional disciplines. Indeed, the entire structure of our higher education is built around the unique, dis-integrated perspectives of highly specialized fields. Transcending these fields is a direct effort to confront cultural expectations of specialization and expertise.

In order to create mutually beneficial relationships in a system, or synergy, it is necessary to understand the existing components as well as the intrinsic properties which emerge from the particular arrangement of the whole. Irrigating bee pollinator systems with gray-water provides a simple example. In order to design the system, one needs to know building systems and the plumbing trade. Familiarity with insectary plants and their soil preferences is necessary for the biological aspects of the system. Finally, treating domestic gray-water on-site is often in violation of local building and health codes and so an awareness of the legal landscape is a must. This simple example emphasizes the need for holistic perspectives and collaborative design.

From an Environmental Studies perspective, these components involve individual people, communities, resources, biomes, infrastructure, cultural norms and the entire range of academic fields. Interdisciplinary systems design is therefore the medium for creating synergy in the context of human-nature relationships.

The necessary work is Interdisciplinary Systems Design.
Section 2.1 Methods

I remember crossing paths with Seth Vidaña during my undergraduate studies. He was a graduate student, working to create an Office of Sustainability for WWU. He intensively developed the concept throughout his studies and following his graduation, he was hired into the newly formed position of Campus Sustainability Manager. It struck me as a practical use of the graduate program and I set out to emulate his process.

Integration

My master plan is and has been the formation of a non-student, non-staff position to be known as the Outback Farm. It is the sole reason I entered this masters program. Every course, every project and every assignment would be in service of that ultimate goal. The process of integrating all of my work was relatively straightforward. Every assignment, regardless of it’s parameters had a predetermined focus and additional constraints. No course work was seen as separate from the larger mission and upon reflection the sum total of these projects is an impressive body of work. I am not sure if this list is necessary, but I think it is worth noting that every single tool I earned in my graduate studies has been integrated into my culminating project.

ENS 585 Fall 2014

Environmental Education Foundations-

Here I developed the basis of my teaching platform via a facilitated Inquiry Process. These Educational Foundations are listed in section 1.4. This course orientated me within my peer group who seemed interested in my perspective and contributions. However, I felt as though I was from an entirely different school of thought. My professional background and intensive focus on ecological design were uncommon, though appreciated and this pattern continued throughout my studies.

ENS 587 Fall 2014

Conservation Psychology-

I conducted a series of interviews with all seven of the previous AS Outback Student Coordinators. These discussions focused on the pros and cons of student leadership, from their first-hand experience. We also discussed the Outback’s contributions to student well-being and personal development. This research provided valuable insights into the history of the space and it’s associated programs which certainly informed future conceptual development.

ENS 582 Winter 2015

Curriculum in Environmental Education-

This course provided an opportunity to design and develop a 10-week curriculum for a course I titled Ecological Design I. The facilitated development allowed me to integrate my foundations, as well as previous professional work into a unique teaching and learning experience. The curriculum focused on systems thinking, design process, sustainability concepts and basic hands-on techniques and practices in ecological design.

ENS 500 Winter 2015

Assessing the Outback-

This self-directed independent study provided a platform for researching the long and interesting history of the Outback. I also continued my investigations into current programming associated with the OELP. This was the first instance that I used the independent study option to further develop my master plan. The flexibility of this masters program was a big part of its appeal.

ENS 500 Spring 2015

Human Ecology Practicum-

This was the initial trial of the curriculum developed in ENS 582. While I was completing the curriculum course, I began the administrative process necessary to pilot the class. In collaboration with John Tuxill of Fairhaven College, we successfully ran a 10-week course with over 25 students. This was the initial instance of my praxic approach to both learning and teaching and this course gave me that brief glimpse into the potential I was working towards.

ENS 595 Summer 2015

Teaching Practicum-

I co-facilitated a 2-week, 72-hour Permaculture Design Course (PDC) with instructor Dave Boehnein and Alderlea Wilderness College. We had 22 students from all over North America.

Though I had much experience working in the context of a PDC, this course team group was one as I integrated elements of my masters studies into an already familiar format. The result was a successful milestone in my teaching career.

ENS 500 Winter 2016

Urban Agriculture Workshop Facilitation-

For this independent study, I designed and ran a three-part "Introduction to Permaculture" workshop series through the Outback. Much of this material was familiar, though it was a good exercise in course administration and the resources and processes available at the university. A secondary goal of this course was to generate interest in the second offering of Ecological Design I to be held in the spring of 2016.

ENS 595 Spring 2016

Ecological Design I-

I ran the second version of the curriculum developed in ENS 582. This course was hosted by Huxley College and listed as ENS 397K, which is an experimental designation. Running a course a second time is a great opportunity to refine the individual lessons, the 10-week arc and the intensive logistics associated with hands-on experiential education. The refinements proved successful and I have continued to work with students from this class.

ENS 501 Fall 2016

Research and Projects in Environmental Studies-

Though intended as an early course to help students guide their studies, it took until 501 much later in my process. Regardless, this course facilitated the formalization of the Outback Manager Position. Materials and research from this project are currently being used in two separate funding proposals for a 3-year pilot position. This course marked a significant transition from development to implementation.

ENS 588 Fall 2016

Assessment, Evaluation & Research in Environmental Education-

I designed and conducted an assessment of administrative personnel with long-term relationships to the OELP. Their feedback was coded and quantified into a series of collective/ community goals for the space and program. This project informed the concept and content of the 501 materials, which were being created simultaneously.

AHE 578 Winter 2017

Program Development in Adult & Higher Education-

This course provided a platform for the development of an Extended Education program to run through the Outback. Though not directly related to the Outback Manager Position, the Extended Education program could provide an alternative method for utilizing the space as a supplement to the master plan. This is what I like to think of as “Plan B”.

ENS 691 Fall 2017

Environmental Education Assessment, Evaluation & Research in Environmental Education-

This course focused on the administration and successful implementation of an Extended Education program to be run through the Outback. Though I did not directly relate to the Outback Manager Position, the Extended Education program could provide an alternative method for utilizing the space as a supplement to the master plan. This is what I like to think of as “Plan B”.

ENS 691 Spring 2017

Environmental Education Field Project-

My field project has focused on two primary routes for the formation of an Outback Manager Position. Currently both proposals are in the application process and appear to be well received. The culmination of three years of work and over 45 credits of study is daunting, relieving and fulfilling all at once.

Section 2.2 The Beginning

During the first year of my studies the primary goal was orientation and assessment. As with any design process, I began with an open mind, flexibility and a curious process.

Orientation

I came to the program with nearly seven years of experience working in the field of permaculture design and education. This involved everything from teaching lessons on landscape drawing, to facilitating community garden installations. All of this took place outside of the context of the formalized field of Environmental Education. Reading works by Chambers, Sauvé’s Praxic Current embodies this principle as well and both of these permeate my learning process and teaching practice.

The conclusion of my first year was the implementation of the curriculum I designed in ENS 582 via Fairhaven College. As a final step in my orientation, I applied these newly learned theories in the context of higher education which solidified the value of my unique perspective.

The Lobster Hunter-

Occasionally, teachers will challenge their students to incorporate drawing into their assignments. This was one such case. Since the challenge of drawing was easily met, it became an opportunity to explore and imbue the work with additional meaning. This one was from the beginning of my masters program. I interjected a caption stating: “Will this work?” “Will I find what I am looking for?” “Am I good enough?” “Will it be delicious?”

My students did, and the outcome was a series of drawings reflecting their thought processes and the culmination of the Lobster Hunter’s experience.
2.3 The Middle

This year involved extensive administrative "research". Though this work was not explicitly credited, it was a necessary process for understanding how to develop the position. A scheduling conflict slowed down my overall project. However, the slower pace allowed time for a more protracted administrative strategy.

Contextualization

A small group meeting during the fall of 2015 loosely resembled the Outback Governing Council, which serves as an advisory board for the OELP. Iministries were both Associated Student Outback Coordinators, two college Dean's and an Outback alum/potential community partner. In advance of this meeting I developed a "decision package" as a concise budgetary proposal for the position. The meeting confirmed that everyone at the table saw a position as a critical step for moving forward. This felt like progress, however the institutional context was about to come clear.

Following this initial collaboration… nothing happened. The group was unable to schedule another meeting for weeks and then months. People were busy and though this position seemed like a good idea, it could not be prioritized. I pursued individual conversations with the college deans in an effort to better understand the impedances. As with most projects, the issues were administrative and financial.

The Outback serves a wide audience and is integrated into a number of different programs in the University. Details of these relationships are outlined in section 5.3.

During my second year, a number of things became clear regarding management of the site and program.

First, decision making responsibilities are diffused across a broad range of stakeholders. Second, all of these stake holders are preoccupied with other responsibilities, making the OELP a small fraction of their scope of work. Third, the rapid turnover of the primary stakeholders, the AS Student Coordinators, is out of sync with the working time frame of the institution.

This was my first-hand experience with the problem I had come to address. Without a consistent point-person primarily responsible for the representation of the OELP within the University, there was no clear channel for programmatic development. The proposed action addresses all three of these issues, however its absence serves as the primary impedance to its inception; a chicken and an egg.

Though I did not find Fields of Learning until 2016, Laura Sayre 15 concludes in her comparative evaluation of 15 higher-education student farms: "… student farms seem frequently to have gotten started thanks in large part to the persistent efforts of a single, dynamic individual with a vision of how a student farm could fit into their campus community."

Though the Outback is a long-standing element of the WWU campus, its programmatic structure is hindering its own maturation and my personal project may be instrumental in the transition to a more effective educational resource.

2.4 The End

Following two years of researching the OELP, teaching in the space and investigating potential paths forward the third year was characterized by efforts towards implementation. Again, this has been a praxic process, "learning in action, by action and for the ongoing improvement of action." 1

Development

During the fall of 2016 I was enrolled in both ENV 501 Research and Projects in Environmental Studies and ENV 588 Assessment Evaluation & Research in Environmental Education. Each course focused on a primary project and I integrated them both into my larger master plan.

The 501 project has been designed to facilitate the thesis development process for masters candidates in the environmental studies program. My work was in the "project" category and the course facilitated my formalization of the Outback Manager Position proposal.

The previous years administrative issues only reinforced the need for such a position. However the financial impediments remain. Given the disparate stakeholders in the OELP, no one group would benefit directly enough to warrant the expense of a new position. The AS already supports three student coordinators. Fairhaven is providing an operating budget and capital for large site developments. The limited involvement of all the other stake holders is not promising for substantial financial support.

Another key funding issue is a well-known programmatic trap associated with developing new positions. Grassroots funding is an obvious resource, however using grant funding to pay salaries is a major red-flag. Proposals without long-term funding models included are less-appealing because of the potential dependence upon on-going grant support to maintain key personnel.

With this in mind, I used the 501 project to develop a distributed support system which would generate a vested interest in a range of stakeholders. This strategy involves dividing costs via a tiered sponsorship structure for primary, secondary and tertiary OELP stakeholders. At the time, this represented a potential and practical long-term funding model. Outlining this structure and finding conditional support from primary stakeholders became a primary focus.

For my 588 project, I conducted a more refined assessment of the Outback and its associated programming. This was represented as a Logic Model, which is often a graphic representation of a programs context, inputs and outputs. Logic models are a tool used by funders, managers, and evaluators to assess the effectiveness of a program. The Outback Logic Model can be seen in section 5.3.

Following the development of the Logic model I conducted a series of loosely structured narrative interviews with administrative personnel who have had long-term relationships to the OELP. The major takeaways from this assessment were where the collective perceptions of the Outback as a singular and unique experiential learning space; as a resource to the Bellingham community and the distinct need for clear programmatic goals, organizational structure and staff support.

Implementation

The simultaneous creation of these two projects facilitated a direct integration of their concepts and content. Using logic models, I constructed a refreshed budget proposal for my plan in earnest in the spring of 2017, only to be derailed as another untapped financial source. Somewhere within this committee recommending to that committee who then on-subsidized this position and therefore advises on this budget which may be integrated into an appealing budget proposal is moving forward. In parallel, Kamie Black and I have submitted a proposal to the Sustainable Action Fund, which uses student fees to promote sustainability on campus. Each proposal covers the costs of an initial pilot position for 2 and 3 years, respectively. Each has been well received and we are awaiting the results.
Section 3.1 The Outback

After years of experience in similar educational spaces, I have a strong emotional reaction to the layers of student projects that cover the 5-acre Outback Farm. The great sense of hope and wonder is met with an equal sensation of anxiety and sadness. The untapped lessons of this educational landscape can be deafening at times.

History

The landscape of the Outback Garden embodies a rich history, dating back far beyond colonization. The land itself, within the territory of the Straits Salish Peoples, specifically the Lummi and/or Nooksack Nations. Following the displacement by the United States, the landscape was logged a number of times throughout the nineteenth century. In the 1850s, it was the initial mining site for the Bellingham Bay Coal Company. June and Farrar Burns homesteaded on the site during the early twentieth century (1935-1939). Their original cabin still stands and was renovated by the WWU Physical Plant in 2006. The entirety of Sehome Hill was turned into a city park in 1922 and into the Sehome Arboretum in 1967. The expanding campus of Western Washington University ultimately encompassed the land, and in 1972 the Outback Farm began.

Since its inception the Outback has been a primarily student-led experiential learning site, focused on agriculture, human ecology and sustainability. It has included pigs, goats, ponds, a barn, and various alternative energy systems.

In recent years, the Outback has been adopted by the Associated Students of WWU. Since 2007, the AS has supported a half-time student coordinator to manage the various responsibilities of the landscape and associated programs. In that time the site has seen considerable development including the formation of a Community Garden, a Market Garden, a Forest Garden and various ethnobotanical plantings. Construction projects have included an amphitheater, a substantial greenhouse and a beautiful outdoor classroom. These most recent developments seem to have coincided with a recent resurgence of interest in sustainable agriculture.

The "Good Food Movement", to borrow a term from the famous urban farmer, Will Allen, is thriving today in the form of young farmers, local markets and school gardens. Food is an obvious bridge into human relationships with the environment and growing food may serve as a simple accessible means of engaging citizens in environmental stewardship. As an interactive garden/park the Outback functions as a bridge between wild and managed nature. It is an urban agricultural laboratory where motivated students can explore their connection to the environment, personally design a small piece of earth and ultimately develop long lasting perspectives that support whole healthy persons.

Campus Farms

Published in 2011, Fields of Learning is an effort to contextualize the Student Farm movement in American Higher Education. The collection represents evaluations of 15 campus farms from across North America. The Outback Farm fits into this movement of ~100 unique student farms in higher education institutions and is indeed mentioned in the book. These farms represent an invaluable resource for profound, place-based, interdisciplinary education.

In their assessment of campus farms, Sayre and Clark outline a range of themes that provide both challenges and opportunities to programs of this nature. A primary concern is the difference between student versus faculty/staff management. A common pattern in the development of these sites and programs is the transition from chaotic student-led development period into a mature, fixed form of staff management. The OELP has been in this liminal space for nearly ten years. Students and administration alike have made a range of efforts to transition from a student-led program. The TAP analysis conducted by the AS in 2010, an appeal to the AS by the Outback Coordinator in 2012, a SPAC assessment by the AS in 2014 have all surmised that the most critical need for the OELP is long-term staff involvement.

Fields of Learning offers a range of anecdotal insights regarding the development and management of place-based, experiential learning programs. The conclusion of the book provides a set of 10 steps for the development of a robust and meaningful academic resource. These ten steps have been a valuable example for the methods of this project. Some of them have already been accomplished (Step 3. “Hunt for Land”, Step 4. “Know the Context”). Others are explicitly addressed (Step 2. “Identify Allies”, Step 5. “Seek Funding”, Step 11. “Cultivate partners and supporters beyond campus”).

Design Projects:

Initially, I wrestled with the notion of using my professional design experience to create an official master plan for the Outback. Expansive Learning Program. Though alluring at first, I decided against it for a handful of reasons. If I designed it, the plan would be perceived as mine. There is a deep rooted sense of communal ownership in the Outback campus and the prospect of some know-it-all student, hi-jacking the space seemed like a threat to the legacy of the program. Likewise, just because a plan has been made, does not mean it will be created. Had I spent a year or two developing an in-depth master plan with detailed explanations of the site and systems, there is no guarantee that it would ever manifest. Indeed, without a staff position to guide the project through the years, it would likely suffer the fate of so many other well intentioned student contributions.

Instead, the order of operations became; make a position to facilitate development across multiple years. Then use that long-term planning capacity to co-create a master plan in collaboration with all of the various stakeholders. Through this process, many folks would feel ownership over the vision and with the help of a consistent Outback Manager could participate in it’s implementation through a diversity of channels.

Without a comprehensive master plan for the site, excessive development runs the risk of precluding future opportunities. With that in mind, I have worked with students to develop some simple improvements to the overall landscape.

An early project was improving access to the Forest Garden, this space was developed as a perennial polyculture by Karl Wolschlagler and Nick Spring in 2008. It was planted with fruit trees, berry bushes and a collection of edible species. It has my impression, that the space lay in spite of the windy, narrow, uneven pathway in. My students created a ~150’ walkway over a mucky expanse. We created seasonal ponds and planted the space with shade tolerant edible species. We have also installed an outdoor kitchen, 500 gallons of rainwater collection, a lumber rack, a covered workbench and a whimsical entry arbor. These were all simple upgrades to existing infrastructure, working towards a more functional and legible whole.
3.3 The Base Map

This map was produced in collaboration with a student who was interested in cartographic skills. It was printed and laminated and has served as a handy tool for orienting students within the educational landscape.
Section 4.1 Teaching

The Outback Manager concept is explicitly and intentionally not a faculty position. Even still, teaching is and has always been my primary goal. Throughout my masters program, I was employed as an instructor at WWU and as a student, created further opportunities for teaching the material I am so interested and passionate about.

Enabling Autodidactic Designers

As an instructor, my primary goal is to no longer be needed by my students. I can clearly remember one of my best days as a teacher, 

Czikszentmihalyi outlines three different conditions that have to be met in order to induce the flow state:

- One must be involved in an activity with a clear set of goals and progress. This adds direction and structure to the task.
- The task at hand must have clear and immediate feedback. This helps the person negotiate any changing demands and allows them to adjust their performance to maintain the flow state.
- One must achieve a good balance between the perceived challenges of the task at hand and their own perceived skills. One must have confidence in one’s ability to complete the task at hand (*). The parallels between Czikszentmihalyi’s flow state and Sauvèr Pracic Current are numerous. Both concepts are deeply embedded in my own environmental educational practice which prioritizes teaching via immediate participation and feedback from the environment in pursuit of better human-environment relationships.

In line with my strategy for integrating projects across my masters programs, I developed an opportunity to teach the curriculum I had designed in ENVS 582. Implementing the curriculum dramatically increased the value of an otherwise theoretical exercise. The first iteration of Ecological Design I was through an administrative hand-off that I orchestrated with Dr. John Tufti of Fairhaven College. The course was well received by the 25 enrolled students whose end-of-quarter feedback consistently referenced expanded skills and improved confidence. The second iteration was refined in a few ways. I had included four teachers who worked with prior to class to prep for projects. The second iteration did not have this cohort of support. I was able to create a similar community within the student group, but it was much more effective to integrate it from the start. Relfections to the narrative also changed the course. These were minor additions including new readings and presentations. I have leaned over the years that small seeds planted in the beginning of a course can have a marked impact on student perceptions-6 weeks later. This course was also deemed successful and included in the curriculum, a small group of students took on the development of a student club in order to maintain the practice and learning community the course had generated.

Ecological Design I: Schedule Overview

This class will begin with the introductory instruction and overview of the project and program. As the quarter proceeds, the majority of this course will take place in the field. We will begin with a tour and simple projects to get familiar with the space. A series of Agroecology Primers will give students a baseline of skills for working in a productive landscape. Medium Work Projects will involve simple planning and design and set up/Implementation Teams. These will be more intensive installations, designed and implemented by each of our working teams. The schedule leaves ample time for this work and includes a range of overflow projects if there is need.

<table>
<thead>
<tr>
<th>Week</th>
<th>Thursday</th>
<th>Class Time</th>
<th>Friday</th>
<th>Lab Time</th>
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<tr>
<td>1</td>
<td>Mar 30</td>
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<td>Apr 4</td>
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<td>Apr 11</td>
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<td>Apr 18</td>
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<td>5</td>
<td>Apr 25</td>
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<td>6</td>
<td>May 2</td>
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<td>7</td>
<td>May 9</td>
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<td>8</td>
<td>May 16</td>
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<td>9</td>
<td>May 30</td>
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<td>10</td>
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<tr>
<td>11</td>
<td>Jun 8</td>
<td>9-11 AM</td>
<td>TBD</td>
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</tbody>
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Ecological Design I
Course Materials
- Clipboard
- Boots
- Gloves
- Dry Clothing
- Work Clothing

Work Projects
- Trail stewards
- Access Development
- Forest Garden Maintenance
- Brunching & Trucking
- Assisting Coordinators
- Agroecology Primers
- Annual Production in Common
- Hot Composting
- Perennial Production in the Forest
- Fruit Tree Pruning
- Medium Projects:
  - Road Sweeps
  - Peasant Farming
  - Orchard Restoration

Facilitated Team Projects
- Urban Ag Fields
  - Agroecology Primers II
  - Trail Swale & Forest Gardening

Introductory Work Projects
- Intro to Work Projects
- Meeting the Outback

Facilitated Team Projects II
- Terra Phoenix
- Equitable Developed

Facilitated Team Projects III
- TBD

Terra Phoenix Sample Projects
- As-Builts
- Implementation Techniques
- Design Process
- Methodologies, Protocols, etc.
- Projects
- Design Process

Simple Work Projects
- Using the Outback
- Agroecology Primers II
- Trail Swale & Forest Gardening
- Medium Work Projects II
- Fruit Tree Pruning
- Medium Projects
- Road Sweeps
- Peasant Farming
- Orchard Restoration
- Others

Medium Projects
- Road Sweeps
- Peasant Farming
- Orchard Restoration
- Others

Downloadable Outfits
- Gardening Tools
- Access Development
- Forest Garden Maintenance
- Assisting Coordinators

Course Materials
- Clipboard
- Boots
- Gloves
- Dry Clothing
- Work Clothing

P. Kearsley 2016
Section 5.1 Administration

The administrative assessment of the Outback that I conducted during the fall of 2016 provided a number of valuable insights. Two particular issues embodied self-perpetuating circular logic; first, the vague goals were too easily met, which qualified the program as a perpetual underwhelming success; and second, the lack of structured management was impeding the formation of structured management.

Context

Administrative tasks are often labeled a necessary evil. I approached this project with that typical mindset, yet over the past three years I have learned these can be a creative process like any other. And, as with most skill sets, it gets easier with practice.

The unique nature of the Outback makes the administrative work particularly crucial as well as challenging. Laura Sayre explains this relationship well during her intro to Fields of Learning:

“(Student Farms) are absolutely unique: liminal spaces on the border between community and market that are relatively insulated from the market, powered by the energy and enthusiasm of twenty-somethings, and enriched by the intellectual resources of academe.”

The Outback embodies all of this. The Community Garden offers plots to over 30 neighborhood residents who are seeking a place to cultivate. The Educational Garden provides students the space and resources to learn through hands-on agricultural processes. Their produce is not sold, but often shared with the Bellingham Food Bank. Skill-based workshops are frequently hosted and open to both students and the public. Students and instructors alike acknowledge the unique potential of the space, though only a small population are compelled to fully engage. I believe that many of the unique potential of the space, though only a small population are compelled to fully engage. I believe that many of the

During my integration of learning and teaching, I found myself doing a large volume of administrative work. I organized, publicized, and registered students for my first two iterations of Ecological Design I. Each of the three classes has involved a 3-day field trip to Orcas island, including van rentals, ferry reservations, budget requests and camping arrangements. What I have learned from these experiences is that effective administration is key for programmatic development and success. When managed well, these systems maintain a smooth flow of information, resources and responsibilities and thereby enable a safe and seamless learning experience.

The production of the Logic Model, presented in section 5.3, provided a macro-view of the Outback as a system. The context, inputs, outputs and goals were all clearly displayed in relation to each other. A small bit of research revealed an aggregate program budget of nearly $50,000 per annum. This analysis addressed three different time-frames for the anticipated outcomes; quarterly, year-to-year and multi-year. When viewed from the quarter-to-quarter short-term perspective, the OELP provides a range of learning opportunities. It continually attracts a community of students interested and involved in the site and programming. Likewise, from the long-term perspective, the OELP continues to operate and develop a student run program. The year-to-year and multi-year goals present a different picture. A negative feedback loop severely limits programmatic development. A distinct lack of institutional memory as well as accessible administrative resources and responsibilities leaves student leadership consistently under informed and overwhelmed. This cycle has led to a degree of stagnation where the program is indeed meeting its listed but it is not continually maturing into a refined resource over the scope of 3, 5 or 10 years.

Changes within an institutional scale take time. Far longer than the duration of typical student involvement which generally lasts for one or two years. Interviews I conducted with the former AS Coordinators thematically claimed that administrative work was overwhelming and keeping them from the hands-on experiences in the landscape, which was often the reason they applied in the first place. These themes also showed up during the interviews I conducted with key administrative stakeholders.

Pursuing the formation of an Outback Specialist has certainly involved nearly three years of administrative problem solving. It began with semi-formal appeals to two different colleges. These were appreciated in their intent, but neither was approved. The next version was an intricate arrangement of distributed funding, outlined in section 6.2. This holds the greatest potential for long-term funding, however it has been placed on hold in favor of the third and current effort. This involves both an application to the Sustainable Action Fund as well as a one-time budget request to the office of the provost. Each of these models has required a fair degree of legwork, meetings, research and correspondence and I believe the necessary work has far exceeded the capacity of a part-time, undergraduate student coordinator.

A major responsibility of the Outback Specialist position will likely involve this administrative work. Budget access has always been a challenge for student coordinators. A small discretionary budget for the position will streamline the wide range of small purchases necessary for a site of this nature. As I mentioned before, this all gets easier with practice. A long-term staff position will have the scope necessary for developing additional administrative tools for tracking purchases, student use of the space, for collaborating with community partners and facilitating academic involvement. Ideally, this role provides substantial involvement from indolent employees, so that they might learn within an existing framework, instead of continually reinventing/discovering these processes. And, if it is well facilitated, they may even come to enjoy this necessary evil.

5.2 Budgeting

There is a persistent perception in our culture that ecologically responsible choices are luxury only accessible to populations with the necessary means. This perspective is disenfranchising and counter productive. Instead of solutions that few people can do with thousands of dollars, I prefer solutions that thousands of people can achieve with just a few dollars.

Resourceful Design:

Throughout my work in the Outback I strove to embody a resourceful perspective. Though the Outback has a small operating budget, I worked very hard to accomplish projects without accessing the limited resources of the student program. Likewise, finding alternative mechanisms for financial support involved extensive institutional paperwork so the financial strategy became, “make do with what we have”. This type of limitation can be restrictive, or it can be an earnest example of real-world problem solving. During my administrative interviews, John Tuxill offered a really compelling perception of the Outback Farm:

“The rest of the University is largely planned and reflects a large bureaucratic circitum. The Outback is different. It is organized bit by bit ramshackle. It runs on a tight budget. But those are limitations that many people in their day-to-day lives find that are not reflected in the rest of the University.”

I appreciated this perspective and it strongly reflected my experience working within the space. During my first large group project, outlined in section 1.4, I created over 50 linear feet of improved trail, three ephemeral ponds, improved access to the forest garden, provided hands-on learning experiences for ~25 students, planted locally appropriate species and spent less than $10 on a single 16 foot length of drain-pipe.

There exists a vast resource network in and around Bellingham. With the stupendous generosity of Richard Neyer, we borrowed a truck from the WWU Recycling Center to collect materials from the abundance of the urban waste stream. Student projects have incorporated dozens of yards of free manure (fertility), free wood chips, truckloads of cardboard (biodegradable weed barrier), free seeds (Bellingham Food Bank), free starts (Joe’s Gardener), free plant material (WWU Gardeners), mushroom spawn, lumber, lumpy white debris, tools, gray-water infiltrators, rain water collection tanks, bike powered pumps and more.

Programmatic development certainly requires financial capital. The attached tool list was a collaboration with Lily Morgan, the 2016 Student Coordinator and was fulfilled using the Outback’s budget to improve the Outback’s capacity. However, many of the most authentic examples of appropriate technology are simple systems that are intrinsically low budget. Exposure to these types of solutions should provide students with practical examples which may be adapted to their own lives or scaled up into future professional projects.
### 5.3 The Logic Model

The logic model was one of many different programmatic assessment templates available. It is a practical format and its creation yielded a number of insights. Specifically, the extent of the budget, which amounts to approximately $50,000 per annum.

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<tr>
<td>CONTEXT: The Outback Experiential Learning Program is a student run 5-acre farm on the campus of Western Washington University. The site and associated programming provides learning opportunities in sustainable land-care for Western students and the wider community. This model represents an effort to better understand the effectiveness of the OELP Program.</td>
<td><strong>PROGRAMMING: Personal</strong> - 3.5 FTE AS Student Staff Positions - Fairhaven Faculty Advisor - AS Program Advisor - 6-10 Work Study Students</td>
<td><strong>ACTIVITIES:</strong> - Student Program Workshops - Hosting Work Study Positions - Hosting Classes / Class Tours - Hosting Independent Study Projects - Hosting Service Learning (LEAD) - Hosting Community Garden - Hosting Summer Camp (CFT) - Hosting Events - Hosting Soils - Wetland Participation</td>
<td><strong>STRENGTHS:</strong> - STUDENT LEARNING - Job Skills via AS Employment Workshop Attendees - ISP Participants</td>
<td><strong>STRENGTHS:</strong> - OELP COMMUNITY: - Small Land-Based Community - Limited WWU Partners - Occasional 1-Ham Partners</td>
<td><strong>STRENGTHS:</strong> - OELP COMMUNITY: - Lifelong Passions - Tom Thorton, Ray Renoud, Nick Spring, Malia Jones, Melanie Swanson</td>
<td><strong>CHALLENGES:</strong> - No Strategic Plan - No multi-year partnerships</td>
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<td>SITUATION: - Founded in 1970's as student led organic farm. - Operates as such for ~25 years. - Threatened by development in early 2000's. - Defended and designated as Educational Space in WWU Master Plan. - Incorporated into Associated Students Programming. (To retain 1-Ham Student Staff Position, aka the Recycle Center)</td>
<td><strong>PRIORITIES:</strong> - Student Run/Student Centered. - Providing experiential learning opportunities for students. - Students learn about, develop and implement sustainable land-use practices. - The OELP also provides job-related skill building and community networking opportunities for students.</td>
<td><strong>PARTICIPATION:</strong> - Students (ISP's, Tours, etc.) - Staff (AS Positions, Work Studies, Advisors) - Volunteers (Work Parties, Community Garden) - 1-Ham Community (Workshops)</td>
<td><strong>PARTICIPATION:</strong> - Ongoing Community Garden - Ongoing Infrastructure Development - Multi-year wetland rehab New Infrastructure</td>
<td><strong>PARTICIPATION:</strong> - Multi-year partnerships</td>
<td><strong>PARTICIPATION:</strong> - Multi-year partnerships</td>
<td><strong>CONCLUSION:</strong> - OELP COMMUNITY: - No Strategic Plan - Life Long Passions - New Coordination - Multi-year partnerships</td>
</tr>
<tr>
<td>PREDICTORS: - Student Run/Student Centered. - Providing experiential learning opportunities for students. - Students learn about, develop and implement sustainable land-use practices. - The Outback Experiential Learning Program is a student run 5-acre farm on the campus of Western Washington University. The site and associated programming provides learning opportunities in sustainable land-care for Western students and the wider community. This model represents an effort to better understand the effectiveness of the OELP Program.</td>
<td><strong>BUDGET:</strong> - $5,000 Fairhaven Annual Budget - $9,260 AS Outback Manager Salary - $8,614 AS Assistant Manager Salary - $8,691 AS Forest Garden Mgr-Salary - $2850 Work Study Students x 8 Positions</td>
<td><strong>BUDGET:</strong> - $0 Annual Revenue</td>
<td><strong>BUDGET:</strong> - $0 Annual Revenue</td>
<td><strong>BUDGET:</strong> - $0 Annual Revenue</td>
<td><strong>BUDGET:</strong> - $0 Annual Revenue</td>
<td><strong>BUDGET:</strong> - $500,000 Since 2010</td>
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<td><strong>HARD ASSETS:</strong></td>
<td><strong>PLANTS:</strong> - Seeds &amp; Starts - Manures - Consumables (Row cover, straw, etc.)</td>
<td><strong>PLANTS:</strong> - Educational Garden Produce (7500 Lbs. per year) - Community Garden Produce (~30 Plots)</td>
<td><strong>PLANTS:</strong> - Educational Garden Produce (7500 Lbs. per year) - Community Garden Produce (~30 Plots)</td>
<td><strong>PLANTS:</strong> - Educational Garden Produce (7500 Lbs. per year) - Community Garden Produce (~30 Plots)</td>
<td><strong>PLANTS:</strong> - Educational Garden Produce (7500 Lbs. per year) - Community Garden Produce (~30 Plots)</td>
<td><strong>CONCLUSION:</strong> - In it's current pattern of operation, the OELP is currently meeting its stated goals. From the quarter-to-quarter Short-Term perspective, the OELP provides a range of learning opportunities. The Outback continually attracts a community of students interested and involved in the site and programming. From the multi-year Long-Term perspective, the OELP continues to operate and develop according to student determined needs and capacities. The year-to-year Mid-Term goals are impeded by a Negative Feedback Cycle. The quick turn-over of the primary program coordinator (AS Position) is a well recognized limit on year-to-year continuity and the development of the site and programming. Financially, the OELP is not designed to produce earnings. The annual budget of ~$50,000 per year represents a minor expense in the scope of WWU. The AS and Fairhaven College. However, compounded over the long term operation of the program these expenses gain significance. Development of the site and program are severely limited by the lack of Institutional Memory, Strategic Plan and long-term non-student staff position of Outback Manager.</td>
</tr>
<tr>
<td><strong>INFRASTRUCTURE &amp; ACCESS:</strong> - 5 Acres of WWU Campus Real Estate - Class Room - Tool Shed &amp; Tools - Community Garden Beds - Green Houses - Amphitheater - Fencing - Burns Cabin (Historical Building) - Trails</td>
<td><strong>WATER:</strong> - Irrigation (~35,000 Gallons per Month) - Stream (Storm-water / Burns Creek Flow)</td>
<td><strong>WATER:</strong> - Stream (Outflow + Irrigation Runoff)</td>
<td><strong>WATER:</strong> - Stream (Outflow + Irrigation Runoff)</td>
<td><strong>WATER:</strong> - Stream (Outflow + Irrigation Runoff)</td>
<td><strong>WATER:</strong> - Stream (Outflow + Irrigation Runoff)</td>
<td><strong>INFRASTRUCTURE &amp; ACCESS:</strong> - Ongoing Infrastructure Development (E.g. Amphitheater, Classroom, Fencing, Greenhouse, etc.)</td>
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Section 6.1 The Position

The formation of this position was the original intent of my entire masters pursuit. During the beginning of this endeavor, I struggled a lot with the concept of the means and the ends. Reflecting on the means thus far, I have indeed learned far more than I had anticipated. And I feel confident that I will walkaway with some element of my original vision in the end.

Purpose

Based on the recommendations presented in previous assessments of the Outback, as well as the observed success of other university farms, this work is advocating for the creation of a non-student Specialist position for the Outback Experiential Learning Program.

The specialist designation is in anticipation of a diverse and unique set of responsibilities, including but not limited to repairing irrigation systems, diagnosing plant pathologies, collaborating with faculty and community partners and working with a team of 8-12 student employees.

The half-time designation reflects an economy of scale. A skilled specialist providing effective facilitation and technical support could streamline the existing student staff and budget to meet the demands of the 5-acre landscape and programs. Beyond the focused administrative and technical responsibilities, the most effective additional work would be building capacity as an instructor by recruiting and training future student employees via a ~25 student course comparable to ENVS 347 (Campus)

This three-year study would serve as a proof of concept for the long-term existence of this position.

This research and document will assist in the development and implementation process, the creation of specific measurable goals for the position, as well as a detailed job description, outlining specific roles and responsibilities. Themes within this work will reflect the larger goals of the Outback.

Following the initial 3-year pilot position, the ultimate goal will be long-term (7-12 year) performance-based, institutional, financial support for a non-student staff position of Outback Program Specialist.

The proposed Program Specialist position will facilitate the mid- and long-term development of the Outback into an invaluable resource for Western Washington University.

Long-term continuity is a crucial component for any campus garden. Programs designed as exclusively student-run are severely limited by the rapid turnover of key personnel. Adding additional student positions increases capacity, to a degree, but does not contribute to long-term continuity in program and site development.

With programs of this nature, there comes a point in development when the need for organizational maturation supplants the intrinsic value of student direction. The OELP has reached this point. Indeed, the formation of a non-student program specialist has been on the table for nearly 10 years. This year, with the help of the AS-Fairhaven, we have secured the financial support to implement this position.

The OELP has undergone two major assessments, occurring in 2010 and 2014. These processes analyzed the goals of the OELP, and the efficacy of its existing programming. One recommendation in particular arose from both assessments: the need to implement a non-student supervisor position that will oversee and support existing student employees.

Now, the OELP is presented with a unique opportunity. In 2007, the program was adopted by the Associated Students and has seen significant development for the site and program. Along with growing societal interests in sustainable food production, students are increasingly interested in hands-on experiential education as it relates to human-scale sustainable systems. In 2013, in addition, interdisciplinary studies and systems thinking are emerging as key components of sustainability studies.

Piloting the initial 3-year trial is a practical investment for a number of reasons. The OELP is a small-scale demonstration site and with professional facilitation it could host a variety of sustainability projects both large and small. These opportunities would reach many students as well as the Bellingham community. This non-student position will dramatically improve the performance of an existing campus sustainability resource, promoting a broader reach for the OELP as well as deeper, more sophisticated connections between students and the space.

Support

After clarifying the need and outlining the goals and responsibilities of the position, securing financial support will be the next critical step. The Sustainable Action Fund application, and the one-time budget request are designed to cover a 2-3 year pilot. Developing structure for on-going support would be a primary goal of the position if the position proves valuable.

Similar positions on campus, such as program specialists and institutional/classroom support technicians, generally receive an annual salary of ~$50,000. As stated in section “Program Specialist” the specific strategy at the Outback is not for a full time employee (FTE). Given the nature of the site and the associated programming a half time employee (~$50,000) would be the most effective staffing arrangement. Beyond half time, an NTT instructor contract would facilitate larger scale student training and thereby build programmatic capacity.

The manager would be providing administrative and technical support for the existing student positions. Faculty would facilitate technical and academic development and reach the site. Therefore a 2-3 year pilot (~$36,000 per year, for 3 years, or ~$109,000. This includes a conservative addition of a 30% payroll burden.

Over the past three years, traditional sources for funding have been thoroughly explored. Members of Fairhaven's faculty and administration developed a budget proposal and presented it to the state legislature, where it was denied. A small proposal was developed and presented as an emergent budgetary item for WWU provost's office, where it was also denied. A primary goal throughout my process has been developing and securing long-term (7-12 year), performance-based, institutional, financial support for an Outback Manager.

The following strategies represent less conventional funding options, but given the unique nature of the site and program, they seem like practical routes forward.

• Distributing the cost via a tiered sponsorship structure for primary and secondary OELP stakeholders;
• Applying for an Sustainable Action Fund Grant (currently underway);
• Appealing directly to the President and seeking funding off-campus.

The overarching strategy has been the pursuit all of these options, seeking matching support from each to limit their upfront investment while overcoming the startup challenges of long-term programmatic development.

Tiered Sponsorship

This strategy has been prioritized as it represents the most likely long-term model for support. The Outback currently serves a wide audience and is managed by a diverse team. It is imperative that the college to find a position that serves so many others. Instead, by distributing funding across three tiers of stakeholders, the contributions will be directly related to the degree of involvement of each supporting entity. This concept represents the most feasible long-term strategy for long-term support, as no stakeholder bears the entire burden.

The First Tier (~$8,000 per year)

Fairhaven College- (Manages & Develops Site)
• The Associated Students- (Manages Staff & Programming)
• Huxley College- (Peripheral Academic Involvement)
• Facilities- (Maintains surrounding grounds, assists with infrastructure developments)

Each of the primary stakeholders contributes ~$8,000 toward the Outback. Their collective total covers ~$32,000 the majority, over 80%, of the annual salary and estimated payroll burden.

The Second Tier (~$3,000 per year)

University Residences- (Outback is surrounded by 1360 dorm students)
• Student Employment Office- (Supports 8 work-study positions)

Dining Services- (Promotion of Real Food Challenge on Campus)
These three groups would contribute $3,000 each towards the cost of the position to improve the site and programming as it relates to their existing responsibilities. Their collective contribution would be ~9,000, nearly 30% of the annual salary (minus payroll burden).

The Third Tier (~$1,000 per year)

• The Office of Environmental Health & Safety- (Risk Management)
• Biology Department- (~200 Student Labs per quarter)

These two groups would contribute $1,000 annually towards the cost of the position to improve the site and programming as it relates to their existing responsibilities. Their collective contribution would be ~$2,000, or 6% of the annual salary (minus payroll burden).

A distributed support system generates a vested interest in a range of stakeholders. A matched funding system helps to overcome the initial start up costs. And the current human resources available for this effort present a unique opportunity in the long and interesting history of the OELP.

6.2 The Potential

Throughout this process, I explored the various mechanisms within Western Washington Universities institutional machine. Again, learning through doing led me to the results presented below. It is understood that this is an unconventional funding structure. But if it weren’t a scrappy and unique student-led effort, it wouldn’t really fit the Outback :)
Challenges

Obviously challenges were expected in this process. They are an integral part of the educational process. As such it becomes difficult to separate the individual struggles from their associated successes and failures.

Some of my challenges had to do with my unique relationship with the entire program. I entered the campus-based track on a three-year trajectory. This kept me outside of the three separate student communities by my design and led to some feelings of isolation. Though I had many fine peers, it was difficult to integrate into an on-going learning community with peers who were a great platform for exploring course material outside of the facilitated classroom context. I wanted to continue compelling discussions beyond our scheduled time, but given our different and very busy schedules, these were often left unresolved.

Layering in my unique edible landscape approach also contributed to my teacher role during class conversations, but resisted the intended cognitive gains beyond traditional classroom interaction. This lead to another type of frustration throughout my studies. I often felt that the conversation was not being shared by many students within my department. Direct feedback from both my own instructor's feedback while reading books and articles that clearly lacked creative ideas that material was distilled from my permaculture teaching experience. Conversations in that context are all building upon that material was distilled from my permaculture teaching experience. Conversations in that context are all building upon

Meaning

One of my primary goals as an educator is to make meaningful learning experiences. There has been a lot of substantive work over the past three years which has provided me with genuine lessons regarding my relationship to my environment, my relationship to my students and their facilitation of their relationship to their own environments. But what does that mean in a bigger context? Is there anything that work contributes to the greater good? Ecological Design differs from other design practices on account of it’s ethical foundations. These reflect the most common ethical concepts used in contemporary sustainability statements and as, many of whom have a broad and contentious field. The ethical frame work I teach consists of:

- Care of the Planet
- Care of People and;
- A Careful Process.

Care of the Planet

This ethical approach underlies the entirety of environmental education. Even still, there is room for a range of interpretations. The majority of our required readings material were still mired in the language of “doing less bad.” The language only reinforces the separation ideology and lacks creative, proactive participation. This perception was shared by many students within my department. Direct feedback from my own instructor’s feedback while reading books and articles that clearly lacked creative ideas that have been studying within Huxley College for 2-4 years, frequently confirmed that this defeatist language permeates the majority of environmental discourse within the institution. After 4 years, this disheartening rhetoric takes its toll on the enthusiasm and inspiration of future environmental leaders. I understand that comments such as these require substantiation through a meta-study coding the most popular articles assigned environmental programs in higher-education, systematically quantifying each author’s qualitative perspective. This would warrant an entire masters thesis unto itself. This is all contains strong elements of egoism and after intentional personal reflection it provided substantive lessons regarding my particular orientation to the subject matter. Checking these egocentric thoughts will certainly make me a better student and educator, I feel that these frustrations which were focused into the development and delivery of my Ecological Design classes. But, all of this has been a familiar theme throughout my education. I was distinctly “designing” during my farming apprenticeship. It is only fitting that I was distinctly both of those things during my graduate studies.

Care of People

Environmental and Social Justice are inextricably linked. Over exploitation of natural resources is often contingent upon the oppression of marginalized communities. Working with privileged populations of American college students may not seem like typical social justice work, but the place-based, experiential context offers great potential for culturally transformative education.

Oppressive systems operate via the exploitation of cultural differences in race, ethnicity, gender, class, able-ness and education. I understand that my work has not explicitly addressed social and ethnic oppression. As outlined above, the Outback and associated programming have incredible potential as educational and cultural resources and could provide unique opportunities to underrepresented populations. I have not had the capacity to integrate justice into my work, though it is a compelling aspect that I hope to address in the future.

The hands-on experiential work does implicitly address a range of other cultural power structures. These include societal expectations regarding education, labor, gender roles and class. The following topics are easily integrated into the hands-on place-based educational work I have been focusing on.

Developing the intellect is a primary focus of academic environmental education. There is an effort to expand this scope for the inclusion of other ways of knowing. It was a prominent theme throughout the EPE program and the landscape of environmental education. It is a process of knowing regarding traditional resource management skills of First Nations communities presented a profound demonstration of an “other way of knowing”. Their intensive management of shellfish “gardens” was creating improved yields within and around the beds as well as greater biological diversity. Though their practices were not derived through the modern scientific process, they represent a profound understanding of their local ecological relationships. It is practically appropriate to learn other ways of knowing through place-based experiential education. Indeed, it becomes an implicit part of each lesson. Describing to a student the nuances involved in different land-management tasks is a valuable primer. However, the same conversation after an afternoons worth of work takes on a different context and depth of understanding. We can discuss the unique resistance each particular weed species expresses in opposition to being pulled. We can discuss how to listen to a screw gun and why gloves might be better than a broom for cleaning out the bed of a truck. These types of knowledge may not be explicitly valued in the academic context, however they represent a valuable learning process and depth of knowledge that can transcend disciplines and professions.
These particular examples also address pervasive cultural relationships to physical labor. Our current culture has a pattern of undervaluing and even denigrating occupations that work with their hands, and there is a need for young people to attend college as opposed to learning a trade is a pervasive example. As such, working with ones hands and body is not a typical feature of high-status professional life. However, the student as a shovelful of their upper-level coursework invites conversations regarding other ways of knowing, as well as social expectations regarding education, class and livelihoods. This generation and subsequent one of college students is not often taught the basic means of production and many of my students show great humility regarding their practical ineptitudes. Teaching students through the use of hands-on, body-confident, bodily insights glutted into the value of other ways of knowing.

The Outback is a platform for many different systems and their associated trades. Garden carpentry has proven to be a rich learning experience for many students. Plumbing irrigation systems appears simple at first, but requires nuanced technical know-how and skill. Stone-work, nursery-work and electrical-work are also potential platforms for introducing students to limitless bodies of knowledge and applied systems theory. Brief experiences with these various trades show students the depth of skill associated with each and gives them a first-hand understanding of, and respect for, the merits of non-academic careers.

Gender stereotypes are also prevalent during work of this nature. Young men and women are all subject to the pervasive narratives of appropriate or attractive gendered behavior. Land-care, in its various techniques can flip these expectations in subtle yet meaningful ways. Discussing the nuances of various ornamental flowers with a group of young men and building a lumber rack with a team of young women are genuine examples of such instances.

The Outback provides a meaningful context for addressing economic stagnation and a culture of consumption that ecologically responsible behavior is a luxury. Many of the consumer choices associated with sustainability (Table 1.4) are inaccessible. Organic, local foods, American-made electric vehicles, or energy saving homes and renewable energy systems are not currently available to most people. Even larger, hobby farms are far beyond the means of most citizens.

Tuxill’s quote in Section 5.2 captures the Outback’s essential economic statement. The space exists in stark contrast to the pre-modern environment, both natural and built was composed of community. A Careful of Process

Harari’s work outlines another important component of the modern social landscape; the exaggerated importance of the individual and of the empire. This comes at the expense of the immediate human-scale community. This community is composed of immediate family, friends, neighbors and extensions thereof. For generations, this served as the primary social fabric. An individual was an integrated part of this community. They were responsible for the well-being of others were held accountable for their own actions. Harari notes that a person can conceptually manage ~200 unique relationships, and up to ~600 individual identities. Beyond this scale we rely on our shared mythologies to facilitate larger more complex populations; an empire is formed. These shared beliefs allow for large aggregations of humans to collaborate with unbelievable capacities. However, in the same manner as the abstraction and isolation outlined above, we are less able to have an intentional and meaningful impact on the population of the empire. The modern, energy-intensive, technological and social constructs are all immediately disconnected from the extremes of the spectrum.

This is the context within which we are reeding, digging and learning. In parallel to this narrative I present a practical and transparent demonstration of their potential. I show my students that they are indeed highly capable interdisciplinary systems designers. As young adults they can confidently learn and work within local, human-scale systems. Ecological, technological and social constructs are all immediately accessible and transitioning between disciplines can be fluid and practical approach. By building competency in various fields they can gain confidence necessary to develop or reclaim their sense of agency. Exploiting them to the collective potential through collaborative group projects builds a sense of community.

Many students comment acknowledge the remarkable sense of community that consistently forms within the context of the Educational Design courses. Showing these young adults that they are capable learners who can acquire new skills through their own self-directed and systematic learning is an empowering cultural process.
Section 8.1 Conclusion

A summative assessment of my own learning would reveal a (trans)formative process. The change was not a remarkable discovery, nor a shift in direction. It has been a systemic maturation. Beliefs I’ve held dear have been reinforced and hardened. Connectivity has increased across my conceptual framework and the result is a refined and more resilient educational philosophy.

My unique approach to this program has been fun. The additional layer of integration across my entire body of work has been both challenging and rewarding. The separate paths of developing a position and a curriculum have each provided valuable lessons and opportunities which certainly justify the process.

The programmatic development of the Outback has been an nebulous goal. The potential of that landscape to teach the students of WWU and serve the community of Bellingham is remarkable. The necessary development is clearly continuity through professional staff. If given the opportunity to develop that potential, I would simply do my best, which has improved a good deal since the beginning of this journey. A unique component of place-based, design-focused, experiential education has been facilitating students as they explore a wide range of their own capabilities. Cataloging botanical names, handling tools and exploring novel world-views have all been important lessons in their personal development.

As these lessons and topics overlap, I believe they gain the confidence necessary to participate in the various systems that compose their environment; that is they expand their sense of agency.

Working with students in this space has provided valuable insights regarding my teaching practice. I am drawn towards a longer-term relationship than the typical college course provides. Through an ongoing staff position, or even consistent courses held in the Outback, there is potential to shift from a professor to a mentor. This is a class of teaching that deeply interests me and will likely shape the next phase of my professional career.

This project has shown me that there exists a great enthusiasm and desire for my particular teaching practice. It is my intention to do the best I can to provide students with these learning experiences. And it is my hope that they will use these experiences, skills and values to further propagate the same. And in time, we will have a more resilient and healthy community.

Section 9.1 Bibliography

Section 1

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Section 2


Section 4


Section 6


Section 7


Section 8