

ILTER Strategic Plan Presentation

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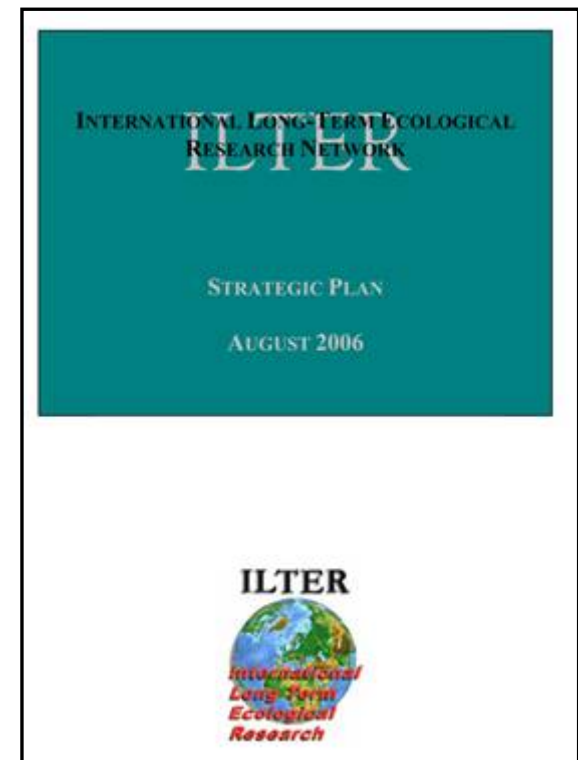
ILTER



Environment and Enterprise Strategies

Overview of Agenda

- Background
- ILTER's Value and Relevance
- Vision and Mission
- 10-year Goals
- Strategies for Achieving Goals
- Next Steps
- Ratification of Strategic Plan and Sign Endorsement Letter



Background

Reason for Strategic Plan

- Long-term survival of ILTER requires:
 - Formal organization/secretariat (headquarters)
 - Diversified funding sources beyond U.S. NSF
- Goals for Plan:
 - Develop 10-year vision and mission
 - Increase member-network involvement
 - Enable ILTER to reach scientific goals

Audience for Strategic Plan

- Members
- Funders

Background

Strategic Planning Process

- Engage ILTER Members
 - In-person Meetings
 - Interviews and Questionnaires
 - Site Visits
 - Planning Task Force
- Interview external scientists
- Conduct a SWOT Analysis – Strengths, Weaknesses, Opportunities, and Threats
- Identify ILTER's Value and Niche

ILTER's Value and Relevance

ILTER Is Unique

- Has a global network of sites
- Focuses on long-term, site-based research
- Built on a “bottom-up” approach



ILTER's Value and Relevance

TABLE 1 : ORGANIZATIONAL COMPARISON

	Site-based	Network of sites	Network of people/groups	Long-term research	Long-term monitoring	Scientific collaboration	Measurement and data standardization	Data sharing	Data integration	Long-term data preservation/access	Global trend detection	Country or regional trend detection	Teach/train next generation	Inform scientists, policymakers, public
ILTER	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
ICSU			✓			✓	✓	✓	✓				✓	✓
IGBP		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓			✓
GOSIC						✓	✓	✓		✓				✓
GBIF						✓	✓	✓	✓	✓				✓
GEOS		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓
START		✓	✓			✓		✓	✓			✓	✓	✓
CEISIN						✓		✓	✓	✓			✓	✓
MA			✓			✓		✓	✓	✓	✓	✓		✓

ILTER's Value and Relevance

ILTER's Internal Value to Its Members

<u>Current</u>	<u>In Five Years</u>	<u>In Ten Years</u>
<ul style="list-style-type: none"> • Collaboration, cooperation, data sharing • Increased understanding of global environmental phenomena • Extended influence, strength, and relevance of national and regional networks • Increased credibility over operating independently 	<ul style="list-style-type: none"> • Improved ILTER infrastructure to support long-term, cross site-based research • Increased fundraising capabilities • Proof of concept that local and national, site-based research data can be integrated on a global scale to inform solutions to known and unknown environmental and socio-economic problems • Expanded incorporation of social scientists 	<ul style="list-style-type: none"> • Access for ILTER members to wide-ranging ecological information, databases, publications • Shared approaches and methods, and standardized data • Potential development of ecological theory • Ability to establish and measure effect of collaborative actions on decisions • Effective knowledge transfer among all members regardless of wealth • Increased utilization of ecological data to solve human problems

ILTER's Value and Relevance

External Value

1. **Become the “go-to” repository for continuous, long-term data**

“One of the constant barriers in major global research projects is the lack of continuous data over time from sites around the world and the ability to do comparisons among them.”

2. **Help solve global ecological problems through question-driven research**

“Measurement institutions that do not have a research question focus tend to fade or lose caliber over the years.”

ILTER's Value and Relevance

Scientific Trends

- **Research Trends:**

- Climate change
- Sustainable development
- Biodiversity loss and sustainable use of biodiversity.
- Sustainable use of resources and ecosystem management.
- Environmental hazards and disasters

- **Technological Trends:**

- Technological advances
- Information technology

Vision

“ILTER’s vision is a world in which science helps prevent and solve environmental and socio-ecological problems.”

...long-term ecosystems research...

- broad description of ILTER’s hope for the world
- does not describe what ILTER *does*

Mission

What is a Mission?

- Reason for existence
- Contribution ILTER wants to make
- Guiding framework for all of ILTER's activities

Mission

“ILTER consists of networks of scientists engaged in long-term, site-based ecological and socioeconomic [observation and] research. Our mission is to improve understanding of global ecosystems and inform solutions to current and future environmental problems.”

Vision and Mission

- Discussion

Goals

What are Goals?

- Make the mission more tangible
- Broadly describe how ILTER will achieve its mission
- Provide a framework for action
- Specific to ILTER even if its mission is similar to other groups

Goals

1. **Foster collaboration and coordination among ecological researchers and research networks at local, regional and global scales**
2. **Improve comparability of long-term ecological data from sites around the world, and facilitate exchange and preservation of this data**
3. **Deliver scientific information to scientists, policymakers, and the public to meet the needs of decision-makers at multiple**
4. **Facilitate education of the next generation of long-term scientists**

Goals

Goal 1: Foster collaboration and coordination among ecological [and socioeconomic] researchers and research networks at local, regional and global scales

- Ranks as top priorities by ILTER members
- Seen as one of ILTER's greatest assets
- Shows ILTER's commitment to being a forum for international researchers

Goals

Goal 2: Improve comparability of data from [ILTER] sites around the world, and facilitate exchange and preservation of th[ese] data

- Pertains to research data series from specific sites
- Addresses need for access to continuous, long-term ecological and socio-economic data
- Enables integration of data to detect global environmental trends

Goals

Goal 3: Deliver scientific information to scientists, policymakers, and the public to meet the needs of decision-makers at multiple levels

- Ensures policy-relevance
- Informs solutions to environmental and related socio-economic problems

Goals

Goal 4: Facilitate education of the next generation of [LTER] scientists

- Fosters participation of junior scientists and graduate students in collaborative research, exchanges, conferences, and publications
- Enhances scientific training, particularly in developing countries

Goals

- Discussion
 1. **Foster collaboration and coordination among ecological researchers and research networks at local, regional and global scales**
 2. **Improve comparability of long-term ecological data from sites around the world, and facilitate exchange and preservation of this data**
 3. **Deliver scientific information to scientists, policymakers, and the public to meet the needs of decision-makers at multiple levels**
 4. **Facilitate education of the next generation of long-term scientists**

CHART 4 : ILTER'S MISSION, GOALS, AND STRATEGIES

ILTER'S MISSION:

ILTER consists of networks of scientists engaged in long-term, site-based ecological and socioeconomic research. Our mission is to improve understanding of global ecological systems and inform solutions to known and unknown environmental problems.

GOAL 1:

Foster collaboration and coordination among ecological researchers and research networks at local, regional and global scales

GOAL 2:

Improve comparability of long-term ecological data from sites around the world, and facilitate exchange and preservation of this data.

GOAL 3:

Deliver scientific information to scientists, policymakers, and the public to meet the needs of decision-makers at multiple levels.

GOAL 4:

Facilitate education of the next generation of long-term scientists.

1: ORGANIZATIONAL AND FUNDRAISING STRATEGIES

- Secretariat and Administration
- Staffing and Governance
 - Network Growth
 - Fundraising

2: SCIENCE AND PROGRAM STRATEGIES

- Research Agendas
- Data Standardization and Sharing
- Information Management
- Collaborative Research
- Public Policy

3: COMMUNICATIONS, EDUCATION, AND PUBLIC AWARENESS STRATEGIES

- Global and Regional Scientific Meetings
 - Education
- Member Communications
- Marketing and Branding
- Outreach

Strategies

What are Strategies?

- Outline the path to achieving goals
- Provide more detail on the structure of ILTER, how it will function, and what it will do
- Are broad, but have measurable objectives and action items in the 5-year operations plan

Strategies

1: Organizational & Fundraising	2: Science & Program	3: Communications, Education, & Public Awareness
<ul style="list-style-type: none"> ● Secretariat and Administration ● Staffing and Governance ● Network Growth ● Fundraising 	<ul style="list-style-type: none"> ● Research Agendas ● Data Standardization and Sharing ● Information Management and Cyber-infrastructure ● Collaborative Research ● Public Policy 	<ul style="list-style-type: none"> ● Global and Regional Scientific Meetings ● Education ● Member Communications ● Marketing and Branding ● Outreach

Strategies

1. Organizational & Fundraising

- **Secretariat and Administration**
 - Transition from a volunteer association of networks to a formal international organization
 - Establish a legal entity and secretariat
 - Establish external advisory committee
- **Staffing and Governance**
 - Hire staff
 - Strengthen existing volunteer governance
 - Form new committees: Science & Program, Fundraising & Mktg, Info. Mgmt, Public Policy
- **Network Growth**
 - Develop growth strategy
 - Develop a global directory of ILTER sites
- **Fundraising**
 - Diversify funding base (Member Dues and In-Kind Contributions, Multi-lateral Agencies, Foundations, Members' National Scientific Agencies)
 - Raise Funds

Strategies

2. Science & Program

- **Global Research Agendas**
 - Determine scientific research questions relevant to solving global environmental problems
 - Determine members/site participation in global research agendas
- **Data Standardization and Sharing**
 - Build methods for standardizing and sharing data w/o compromising past data collection
- **Information Management and Cyber-infrastructure (CI)**
 - Create cyber-infrastructure to provide worldwide access to data
 - Ensure capacity and access for all ILTER regions
- **Collaborative Research**
 - Design collaborative research projects
 - Encourage scientific coordination among members
- **Public Policy**
 - Develop policy-relevant research foci
 - Deliver information to decision-makers, while not advocating for or against specific policies

Strategies

3. Communications, Education & Public Awareness

- Global and Regional Scientific Meetings
- Member Communications
 - Communicate by email, list-serves, newsletters, website, etc.
- Education
 - Include junior scientists and grad students in research, trainings, meetings, exchanges and publications
- Marketing and Branding
 - Conduct strategic marketing analysis (ILTER's name, logo, brochures, website, etc.)
- Outreach
 - Develop relationships with other organizations

Strategies

- Discussion

- 1: Organizational & Fundraising

- 2: Science & Program

- 3: Communications, Education & Public Awareness

Next Steps

- Ratify strategic plan and Sign endorsement letter
- Discuss Operations Plan
 - Three “Phases”
 - Objectives and Action Items
- Revisit the strategic and operations plans annually
- Modify by-laws as necessary
- Create three new committees

Motion 1: the word “ecological” is replaced with
“ecosystem” in the strategic plan

13 in favour

6 opposed

2 abstain

Motion: changing the name of the organization Int’l
Long-term Ecosystem Research.

NOT SECONDED

Motion: adopt strategic plan w/modification in Motion 1
to be approved by PTF.

19 in favour

0 opposed

Endorsement Letter

We, as the governing body of the ILTER Network, are pleased to endorse the attached 2006-2016 strategic plan. We embarked on a strategic planning process because the ILTER Network is in a major transformation, evolving from being a funded, volunteer association of networks to a self-reliant, formal international organization with a professional staff and new, diverse funding sources. Owing to the fact that the U.S. National Science Foundation will no longer be our major funder, ILTER has to thoroughly change the way it functions in order to support itself.

We are facing challenges in the areas of funding security and organizational stability, apart from scientific advancement. In order to broaden our funding sources and increase our funding level, member networks around the world have to become involved in fundraising. The organization also cannot run on volunteer labor as it has. We have to have an organizational structure in place so that when key individuals leave their posts, ILTER can continue to function smoothly. ILTER also has to now take advantage of the ecological and socio-economic data from hundreds of its long-term research sites across the globe to enhance our international research collaborations, be able to synthesize and compare data readily, and produce scientific results.

In the face of such challenges, strategic plans are an effective means of guiding an organization through a transformational phase and planning for the future. The primary objective of the ILTER planning effort is to establish a solid organization that will foster site-based, long-term research around the globe. One of our most crucial strategic imperatives in the coming year prior to the 2007 Annual General Meeting is to establish a legal entity through which the ILTER Network can conduct its activities. This key step will greatly improve our ability to raise funds.

The strategic plan includes two sections: (1) an overview of the context in which ILTER operates; (2) ILTER's strategic plans, which are devised after a careful re-examination of its vision, mission, and goals for the next ten years. The plan prescribes three sets of strategies for ILTER to carry out in order to achieve its goals. These are (1) organizational and fundraising strategies, (2) scientific and programmatic strategies, and (3) communication, education, and public awareness strategies. We approve the vision, mission and goals that we developed over the past year, and the prescribed strategies to achieve them.

We are committed to working together over the coming years to implement this plan and build the ILTER Network into a robust and sustainable organization consistent with the long-term nature of our important work.