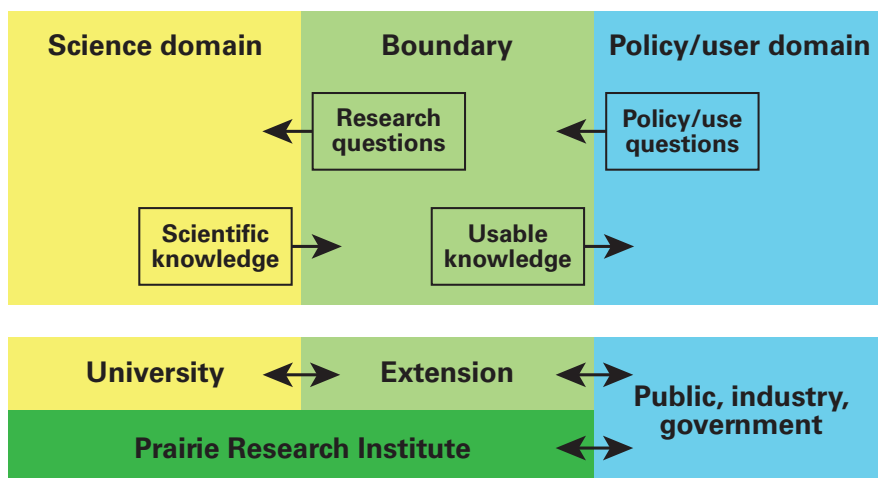




STRATEGIC PLAN 2013-2018

JULY 2013



Role of the Prairie Research Institute in Meeting the Needs of Society

EXECUTIVE SUMMARY

The Prairie Research Institute is a unique and world-class multi-disciplinary unit of the University of Illinois at Urbana-Champaign; it provides research, expertise, and data on the natural and cultural resources of Illinois to benefit the state's economy, environment, and people. There is no comparable entity in any other state or university. Science and solutions developed here are adopted throughout the world.

Institute researchers integrate scientific knowledge, field expertise, and collaborative partnerships to provide objective, business- and policy-relevant research and information. As specified in statute, the Institute is the research arm of the state of Illinois, and provides anticipatory research, long-term data collection, and a capacity for rapid deployment and response to sudden or unexpected circumstances.

In 2013, the Institute, in its various forms, marks 162 years of service and five years since its administrative transfer from state government to the University of Illinois. To assess alignment within the university and the status and needs of its staff and constituents, the Institute convened visioning sessions with staff, faculty, and external stakeholders and undertook a strategic planning process. The assessments show an urgent and enduring need for the Institute's research and services. This five-year strategic plan identifies immediate and longer-term measures that maintain and enhance the personnel, facilities, information, and other scientific assets that are fundamental to conducting this work at the scope, scale, and quality needed to meet these needs.

Specifically, the plan:

- Assesses the Institute's strengths, weaknesses, uniqueness, and value to its most important constituencies, including the state of Illinois, the University of Illinois, and public and private sector users of its research and data
- Identifies threats, opportunities, and trends related to the Institute's ability to carry out its mission now and in the future

- Specifies an integrated suite of goals, objectives, and strategies that address opportunities and deficits, organized into four overarching goals that encompass the Institute's output and operations:
 - Knowledge
 - Service
 - Visibility
 - Capacity
- Establishes a framework for implementation of the plan, including developing and allocating resources and monitoring progress

Key outcomes and components of the plan include:

- Increased scientific collaboration across units within the Institute and university, and with external partners. Expanded Institute-wide research themes will provide an enhanced framework for interdisciplinary collaboration and deployment of expertise
- Intensive, additional integrated effort to increase the visibility and awareness of the Institute's work and value among its constituents, including state legislators and industry
- A succession plan for senior administrative and scientific leadership, and increased focus on professional development across the Institute. A key component is an immediate call to establish a viable promotion and personnel classification system to fit the Institute's needs

Implementation of this Strategic Plan will be a concerted effort across Institute management and staff. It will require additional details, timelines, milestones, assignments, and oversight and will need to be a priority for all in order to be accomplished in a timely manner. To be fully realized, strong support from campus is needed and new grants and other sources of funding must be secured.

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1. INTRODUCTION

The Prairie Research Institute marks its fifth year as part of the university on July 1. This Strategic Plan addresses the next five years, 2013-2018. The overarching objectives of the plan are to:

- Set direction and paths for the successful evolution of the Institute and Surveys over the next five years
- Address strategic issues critical to meeting the mission and pursuing the vision of the Institute
- Establish research priorities and ensure effective use of resources to meet the statutory requirements and service expected by the state and other constituents
- Align Institute and Survey management and staff around common goals and vision
- Support university and Urbana campus strategic direction where aligned with the Institute's strategic direction
- Further the understanding of the Institute as a strategic asset to the university and the state

Staff in the Office of the Executive Director (OED) coordinated the planning process and document preparation. A Core Team comprising the Survey Directors and senior scientific staff advised OED staff, met for discussion, and reviewed drafts. Details of the process and team can be found in Appendix 1.

We sought out and received input through visioning sessions with Institute staff, faculty and staff on the Urbana campus, and external constituents gathered in Chicago and Springfield. Institute staff also had the opportunity to complete an online survey. Visioning sessions and the survey were facilitated by the university office of the Associate Provost for Strategic Planning and Assessment. Details of the stakeholder input can be found in the appendices. The questions addressed were:

- What are the key strengths of the Institute?
- What are the real or perceived weaknesses or things that need to be changed?

- What are the emerging issues or scientific challenges on the horizon that the Institute should prepare to address? What do we do to prepare?
- What are the key success factors required to meet these challenges?
- What are the top five priorities among these issues?
- What other opportunities do you see for the Institute?

At the request of the Vice Chancellor for Research, this is a high-level strategic plan to guide direction and leadership and demonstrate strategic alignment with campus. Further details will be covered in an implementation plan.

2. VALUE PROPOSITION

The Prairie Research Institute is a world-class multi-disciplinary unit of the University of Illinois that provides a unique balance of research, expertise, and data on the natural and cultural resources of Illinois to benefit the state’s economy, environment, and people. There is no comparable entity in any other state or university. Institute scientists and engineers pursue basic and applied research and provide objective, integrated, practical advice to public and private sectors. Our researchers encompass a wide breadth of expertise and draw upon over 160 years of collections, records, and data sets. **The Institute and Surveys are known in Illinois, nationally, and internationally for anticipating issues, being responsive, and producing timely, actionable, objective research and information of the highest quality.**

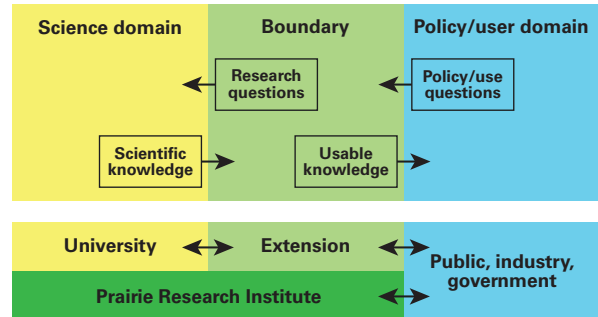
The Institute has pursued its mission since 1851. With the same visionary leaders¹ and intellectual tradition as the subsequent Morrill Act of 1862, this mission remains vital and relevant today. The way that mission is fulfilled has evolved and will continue to evolve to utilize advances in science and technology and meet ever-changing needs. The economy, environment, and the public all benefit when decision-makers and citizens have accurate, actionable knowledge about natural and cultural resources. Organizing this expertise and data collection in the Prairie Research Institute ensures that scientific capacity, service, and data coverage is delivered in a cost-effective and integrated manner.

The Prairie Research Institute fulfills critical roles for the three constituencies it serves: the state of Illinois; the University of Illinois; and the scientists, agencies, local governments, industries, and public who utilize and benefit from its products and services.

1. State of Illinois

The Institute and Surveys were established with statutory requirements to provide timely,

Figure 1: Role of the Prairie Research Institute in Meeting the Needs of Society



There is continuing public need for organizations that bridge the gap between the producers and users of scientific knowledge. University science is typically confined to the science domain. Organizations such as Cooperative Extension occupy the boundary between science and user domains, but have little independent research capacity. The Prairie Research Institute integrates science/research and “boundary” functions to deliver targeted, relevant science. Adapted from Turnhout, E., Hisschemoller, M., & Eijsackers, H. 2007. Ecological indicators: Between the two fires of science and policy. *Ecological Indicators* 7:215–228f

credible, relevant, objective science to inform resource management decisions in Illinois. In addition, agencies such as the Illinois Department of Transportation and Department of Natural Resources contract with the Institute for mission-critical research and assessments. Effectively, we are the research arm of the state of Illinois. In FY2012, \$15.8 million in General Revenue Funding expenditures leveraged \$64.6 million in grants, contracts, and other funding, for a total of more than \$80 million, a 4:1 direct return on the legislature’s investment.

Institute projects and programs deliver science and services tailored to decision-makers, saving lives, dollars, and resources. In addition, Institute scientists, data, and collections act as a reservoir of knowledge and expertise that can be rapidly deployed to inform and respond to unforeseen and evolving resource issues such as natural disasters,

¹ Jonathan Baldwin Turner, the father of the Morrill Act, was the inaugural president of the Natural History Society of Illinois, parent entity of the Prairie Research Institute’s Illinois Natural History Survey.

(flood, drought, invasive species), economic development opportunities (e.g., FutureGen), or policy developments (legislation, regulation).

2. University of Illinois

In the spring of 2013, the Urbana campus adopted a vision statement:

Together, we will be the preeminent, public research university with a land grant mission and global impact,

and the following shared goals:

- Scholarship, discovery, and innovation
- Transformative learning experiences
- Societal impact.

The Prairie Research Institute aligns strategically with the University's vision and goals and adds unique, essential value. **We exemplify the land grant mission.** The Institute's projects garner national and international attention, and our potent and measurable impacts at the local and state levels address the university's goal of societal impact by providing direct service to the state. The Institute's diverse clients and stakeholders offer new partnerships for the university. Our expertise in applying science to societal problems; experience with industry and economic development projects; well-established network of constituents throughout state and local government and the private sector; extensive scientific physical collections and databases; and ability to employ hundreds of students, offer additional complements to the academic and educational strengths of the University.

With an enduring mission to address societal challenges, Institute researchers are already active in the six focal areas identified in the University's Campus Visioning process: energy and the environment, health and wellness, social equality and

cultural understanding, education, information and technology, and economic development.

3. Public and private sector clients and the public

The Institute's defining characteristic is its researchers' ability to integrate scientific knowledge, field expertise, and collaborative partnerships to provide objective business- and policy-relevant research and information. By engaging with industry, local governments, and other decision-makers, we produce science that can be used immediately to improve understanding, inform decisions, and manage the state's resources. Signature historic² and continuing³ accomplishments have firmly established the Institute's reputation for objectivity, excellence, innovation, and service. **Institute scientists and stakeholders agree that its most highly valued services are anticipatory research, long-term data collection, and capacity for rapid deployment and response to sudden or unexpected circumstances.**

² e.g., developing what became the national network of Doppler radar, pioneering and managing modern agricultural pest control. See prairie.illinois.edu for capsule histories of the Surveys.

³ e.g., Illinois Basin – Decatur carbon sequestration project, Asian carp, water supply planning. See prairie.illinois.edu/pdf-files/annual-rept-fy12.pdf for an extended summary of current work.

3. SITUATION ANALYSIS

The Prairie Research Institute comprises the Illinois State Scientific Surveys, which are applied research, data, and service organizations established by the state of Illinois beginning in 1851. The State legislature and the university established the Prairie Research Institute in 2008 when the scientific Surveys were administratively transferred from the Illinois Department of Natural Resources to the University of Illinois Urbana-Champaign campus. Within the university, the Prairie Research Institute is located in the Office of the Vice Chancellor for Research.

The Institute employs 1,000 scientists and support staff, including 140 PhDs and more than 250 students each year. They work at 40 locations on campus and in the Champaign-Urbana area and in more than 30 facilities and field stations around the state. The Prairie Research Institute is the largest institute on campus in terms of staffing and budget. Of these staff, 194 FTEs are paid on state appropriations, and they provide critical leadership and support for the science and service functions of the staff. The remaining staff are funded directly or indirectly on grants, contracts, and gifts.

Over the course of the next five years, senior leadership and key scientist retirements are anticipated across the Institute, including most of the Scientific Surveys. Succession planning is therefore of paramount importance.

The 2008 creation of the Institute and transfer to the University of Illinois opened up opportunities for increased collaboration and integration among the Surveys, and between the Institute

Figure 2: Office of Vice Chancellor for Research Institutes, Staffing Levels

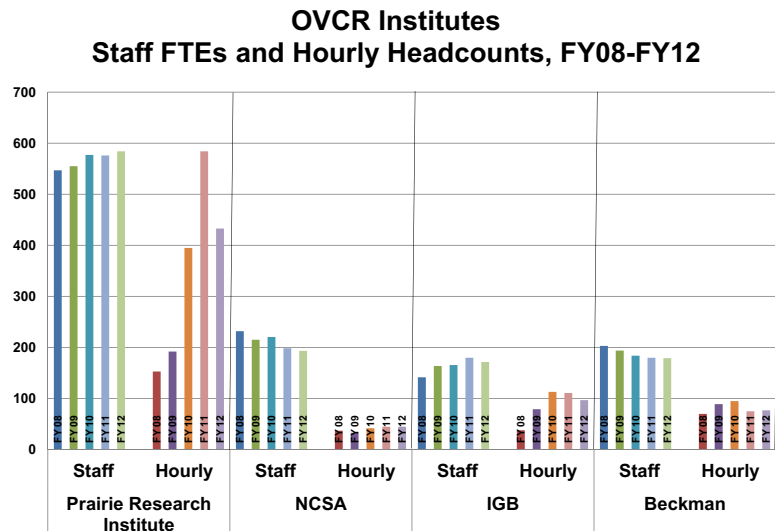
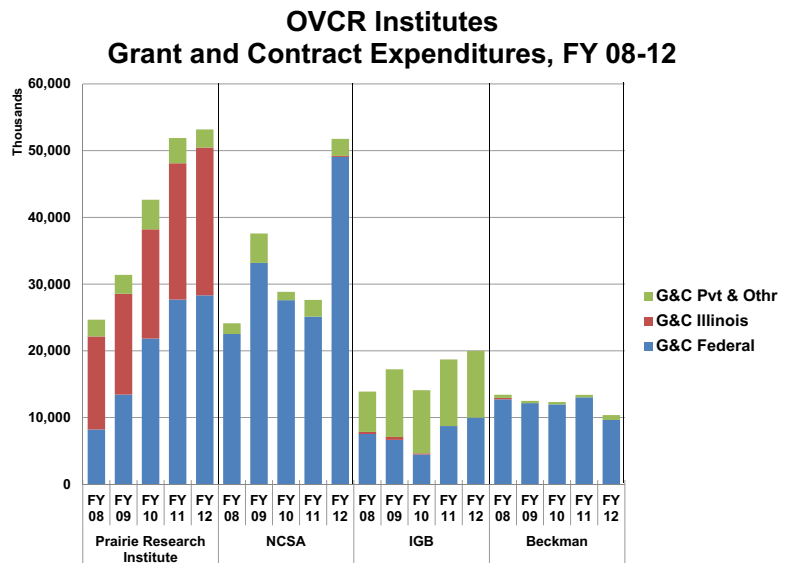


Figure 3: Office of the Vice Chancellor for Research Institutes, Grant and Contract Expenditures, FY2008-12. The Prairie Research Institute’s substantial grants and contracts with Illinois state agencies are a relatively unique funding stream within the University.



and the university. One objective of this strategic plan is to identify and plan measures that build on Institute strengths and complement university strengths, to more effectively pursue shared Institute and university goals.

In the past two years, the university and the Urbana campus have undergone significant changes in leadership, including a new Vice Chancellor for Research, who oversees the Institute, presenting an opportunity for a fresh consideration of the Institute's current and future role as a major asset within the university.

State general revenue funding for the Institute has declined by half since its inflation-adjusted peak in the early 1970s. Growth in grant and contract funding has more than offset that loss, **but state general revenue funding is fundamental to the Institute's ability to meet its statutory mandates and to provide what its scientists and stakeholders agree are its most highly valued services: anticipatory research, long-term data collection, and capacity for rapid deployment and response to sudden or unexpected circumstances. State funding is also critical to meet the match requirements of the many federal contracts that come through the state to the Institute.** This strategic plan calls for a suite of objectives and strategies aimed at maintaining a broad mix of scientific expertise and securing the necessary resources through a range of communication, policy, and development strategies.

The Institute is fortunate that state appropriations have remained constant over the past five years. This level of support cannot be assumed to continue without the widespread support of decision-makers across the state for the value of the responsive and relevant service and applied research of the Institute.

Strengths, Weaknesses, Opportunities, Threats

Informed by the staff, faculty, and stakeholder visioning process, we developed a "SWOT Analysis" summarizing strengths, weaknesses, opportunities, and threats. A summary appears as Appendix 6 and was used to develop and shape the goals, objectives, and strategies that appear in section 5.

Scientific Priorities

The Institute's research and services address a range of societal needs that cluster around seven themes: advancing clean energy, managing water resources, supporting agriculture, protecting the public, stewarding natural and cultural resources, and guiding transportation development. Additional scientific challenges and emerging issues that were raised by the Core Team and visioning sessions include climate change and its impacts; ground-water quantity, quality, and use; biodiversity; alternative energy; land stewardship; "Big Data"/ data visualization; and public policy development. See Appendices 2-5.

4. PRAIRIE RESEARCH INSTITUTE FIVE-YEAR STRATEGIC GOALS

This section outlines goals, objectives, and strategies that the Prairie Research Institute will deliver through implementation of the strategic plan. For clarity and organization purposes, the integrated research and services provided by our scientists and support staff have been partitioned between goal 1 (knowledge) and goal 2 (service). In this context, "service" encompasses scientific activities such as monitoring, data collection, and curation as well as providing assessments, decision support, and targeted advice. Goal 3 (visibility) includes a suite of objectives related to making the Institute and its work more visible and better understood. A large part of that visibility and understanding arises directly from our scientists' and staff's work with constituents and partners reflected in goals 1 and 2. With a new organizational structure and a new administrative home, visibility and understanding also require the proactive and coordinated effort at communications reflected in goal 3. Goal 4 is where objectives and strategies related to staffing, leadership, administration, facilities, equipment, and funding of the Institute are addressed.

Goal 1. Knowledge

Enhance scientific knowledge through research applied to scientific and societal challenges

Objectives:

- Anticipate and meet the scientific needs of our constituents
 - Sustain and enhance the Institute's core research and expertise
 - Define priorities based on mandates, constituent needs, and emerging issues
 - Enhance interdisciplinary research across the Surveys
 - Better serve the Chicago Metropolitan area
- Improve and expand research through collaboration
 - Expand relationships with faculty, researchers, and students on the Urbana campus and at other universities
 - Support bioengineering, biomedical, and other campus research strengths by providing broader environmental and public health and safety contexts
 - Leverage connections with UIC to expand Chicago work and with UIS to expand participation in public policy
 - Expand relationships with potential clients and partners in government, private sector, and non-governmental organizations
 - Collaborate with national and international research units
 - Provide more opportunities for postdoc positions
 - Develop an adjunct program for Institute staff in other campus units and for campus faculty in the Institute
 - Increase graduate and undergraduate participation in Institute research
 - Provide more opportunities to students to conduct master's- and PhD-level theses/ research projects
 - Increase student employment opportunities (including fellowships and assistantships) that provide basic and applied research experiences on the Urbana campus
- Enhance coordination of Institute-wide research themes that bring to bear the combined strengths of the Surveys, such as
 - Energy – assessing conventional and new energy sources and technologies, including ones that reduce environmental impacts, energy efficiency and conservation practices, deployment of renewables, and water supply for energy applications
 - Water Management – state-wide planning for supply and quality as well as flooding and drought, climate change impacts, aquatic invasive species, river ecology, sedimentation, water treatment technologies and practices

- Climate Adaptation – assessing impacts of and responses to societal demands for water, energy, land, and other infrastructure; shifts in agricultural production; and changes to terrestrial and aquatic habitat for fish and wildlife; adapting transportation, water and wastewater infrastructure to extreme weather, flood, and drought hazards
- Data integration – developing the infrastructure to allow integrated analysis of large biological, geological, hydrological, climatological, archaeological, historical, and socio-economic data sets

Goal 2. Service

Build on the Institute’s extensive data, information, and service to support science, policy development, and decision-making

Objectives:

- Anticipate and meet the data, information, and service needs of our diverse constituents
 - Enhance interdisciplinary data, information, and service across the Surveys
 - Improve delivery of data, information, and service tailored to the needs of our diverse constituents
 - Refine the delivery model for meeting local needs
 - Increase the accessibility of Institute data and collections through digitization, web-based and mobile technology, and other data stewardship initiatives
- Improve and expand data, information, and service through collaboration
 - Expand relationships with faculty, researchers, and students from the Urbana campus and other universities
 - Leverage connections with UIC to expand Chicago work and with UIS to expand participation in public policy
 - Expand relationships with potential clients and partners in government, private sector,

and non-governmental organizations

- Collaborate with national and international research units

Goal 3. Visibility

Enhance visibility and understanding of the Institute

Objectives:

- Take a more active role in campus initiatives and with faculty and researchers in allied disciplines
 - Work with OVCR to facilitate the Institute’s role and participation
 - Improve contacts with individual faculty and campus programs
 - Contribute to campus efforts to expand applied research activity
 - Share expertise to become the recognized campus resource for basic and applied research, data, and service in natural and cultural resources
 - Establish relationships with and provide expertise and services to top administrators who manage natural and cultural issues for the campus and university
- Develop a strategic communications and marketing plan for the Institute
- Develop an Institute-wide strategic vision for outreach, public engagement, and public education that serves the state’s diverse population
- Develop an external affairs plan including constituent relations (director position being filled)
- Explore creation of a public Science Center in Champaign-Urbana with allied partners to share our scientific work and information year-round, provide science education, and promote science careers
- Increase professional activity beyond campus
 - Participate in more professional societies
 - Increase scientific publishing across the Institute

Goal 4. Capacity

Ensure effective staffing and leadership, efficient administration, modern facilities and equipment, and adequate funding to support the work of the Institute

Objectives:

- Develop a staffing system that supports the unique nature of the Institute
 - Increase diversity among Institute staff where underrepresented
 - **By December 31, 2013, obtain executive-level university approval of a functional staffing system that addresses classification, promotion, and career path issues within the Institute**
 - Establish a professional development program across the Institute including mentoring
 - Review and update annual performance review and work plan process
- Ensure an optimum level of stability, evolution, and growth for the Institute
 - **Develop a succession plan for Executive Director, Associate Executive Director, and Director positions (see Appendix 7)**
 - Develop a succession framework across the Institute
 - Incorporate leadership development opportunities into the operational and organizational structure of each Survey
 - Conduct assessments of each Survey and major initiatives on a regular basis
- Deliver a high level of administrative service while improving efficiency
 - Review technical and IT service and support
 - Periodically review the shared services approach to administration

• **Secure stable, diverse, and growing funding for the Institute**

- Maintain base funding from the state
- Expand dedicated state funding
- Work with the Office of the Vice Chancellor for Institutional Advancement to develop Institute advancement programs
- Work with the Office of Corporate Relations to develop an industrial research partners program and other initiatives
- Expand grant and contract funding
- Provide essential facilities and equipment to produce outstanding science
 - Modernize scientific equipment and maintain and expand monitoring networks
 - Establish proper facilities for storage and utilization of the Institute's world-class physical collections

5. ALLOCATING RESOURCES

Budgets (Funding the Institute)

A realistic and flexible funding plan is needed to sustain core programs, allocate existing resources, enhance capabilities, and undertake and incentivize new efforts as envisioned in this plan over the next five years. Cost estimates of these strategies and appropriate funding sources will be identified by the implementation team. Goals and strategies include:

- Continuation of existing state appropriations, including special funds
- Maintenance of ICR at least at the current allocation (44%) to the Institute
- Increased grant and contract funding from local, state, and federal partners
- Continued campus support including for spousal hires and postdoc programs
- Participation in campus advancement programs to increase private funding
- Creation of one or more new revenue streams
- Savings from administrative efficiencies and other initiatives

We anticipate base funding of \$15.8 million from GRF. Increased costs for raises and operations necessitate additional funding to maintain current staffing and programs.

During the annual budget process, the Executive Director will determine commitments of funding, space, and staff for each of the strategies identified in this plan.

Sources

- Efficiencies and reallocations – some funds will be pooled to match OVCR funds for seed funding of research and for multidisciplinary research projects addressing priority topics, including energy, water, climate adaptation, and data and information. ICR and other funds will also be allocated to address other aspects of this plan, including upgrading of facilities, modernizing

equipment, and addressing data collection and curation needs.

- University administration reallocations – includes requests to support hiring of strategic postdoc positions, matching funds for seed funding research projects, and assistance with non-recurring investments in research equipment, facilities, and start-up packages for joint hires
- Partnerships – includes joint funding of initiatives (e.g., CyberGIS) and strategic hires
- Grants and contracts – large, innovative research efforts across the Institute and with partners will be facilitated and supported in order to secure new sources of funding. Some existing large grants are winding down (e.g., new Mississippi River Bridge and Illinois Basin – Decatur geologic carbon sequestration with ADM), which may result in decreases in existing grant funding if other opportunities are not realized.
- Philanthropy – targeted to funding endowed scientific positions, modernizing scientific equipment and monitoring networks, research experiences for students, and outreach activities

Estimated costs of actions

To be established as a part of the funding plan

Staffing

A staffing plan will be created that identifies key areas for investment and hiring of research staff.

Space/Facilities

Existing space utilization will be reviewed in terms of adequacy, needs, and opportunities, including modernization, facilitating multidisciplinary collaboration, consolidation of field offices, reduction in rental costs, and collaboration, in particular, with Cook County and UI Labs.

6. IMPLEMENTATION

Implementation of this Strategic Plan will be a concerted effort across Institute management and staff. It will require additional details, timelines, milestones, assignments, and oversight. It will need to be a priority for all in order to be accomplished in a timely manner.

Once the Strategic Plan is agreed upon, an Institute-wide Implementation Plan will be set with action plans for specific goals and strategies.

An Implementation Team will be established for development and oversight.

An example of an implementation plan for the Energy theme under Goal 1, Objective 4 is proposed for the development of the Institute's Advanced Energy Technology Initiative (AETI). (See Appendix 8.)

7. POTENTIAL PROGRESS INDICATORS/METRICS

The following metrics are candidates for the monitoring and assessment component of the implementation plan, in addition to standard fiscal and personnel data and major plan milestones.

Overarching/General

- Number of faculty adjuncts (Institute and other university units)
- Number of national and international honors
- Number of cross-Survey multidisciplinary projects initiated and completed (energy, water, climate adaptation, data, outreach, others)
- Number of projects with UIC and in the Chicago area (including funding resources)
- Number of projects and funding levels with key state agencies (Illinois Departments of Natural Resources, Transportation, Commerce and Economic Opportunity, and Agriculture, and Illinois Environmental Protection Agency)
- Number of collaboration teams formed with faculty and others
- Impact on societal needs (examples)

Goal 1. Knowledge

- ICR generated
- Strategic hires of scientists and engineers
- Number of postdocs supported
- Number of (non-employee) graduate and undergraduate students with research experience (in partnership with academic units)
- Number of employed undergraduate students
- Number of employed graduate students
- Number of master's students supervised
- Number of PhD students supervised
- Number of research projects completed

- Research priorities identified based on constituent needs (on-going)
- Research priorities being addressed
- Amount of GRF allocated to research (including required match)
- Number of scientific publications
- Number of presentations at scientific meetings

Goal 2. Service

- Creation and adoption of interdisciplinary service plan
- Percentage of staff (FTEs) involved in direct service
- Delivery of information and provision of interdisciplinary expertise to key decision-makers
- Data and publication downloads
- Involvement of key stakeholders in collaboration activities
- Integrated data and simulation plan milestones
- Number of new local projects or services

Goal 3. Visibility

- Adoption of strategic communications and marketing plan
- Involvement in campus initiatives
- Milestones of the communications plan
- Adoption of Institute-wide outreach, engagement, education plan
- Adoption of external affairs plan
- Number of leadership positions in professional organizations
- Amount and quality of news media coverage
- Number of popular publications

- Number of public presentations
- Number of contract reports completed

Goal 4. Capacity

- Diversity of staff (progress toward goals)
- Total funding by source (GRF, special funds, grants and contracts, gifts, expanded dedicated state funding)
- Institute advancement program in collaboration with campus
- Level of deferred maintenance (facilities and scientific equipment condition index)
- Percentage of collections adequately housed
- Establishment and implementation of a promotion/career path plan
- Establishment of an appropriate classification system for research leaders (retention and recruitment)
- Adoption of a succession plan for Executive/Director-level positions
- Implementation of a leadership development program
- Implementation of a professional and leadership development plan
- Completion of an assessment of a Survey or the Institute
- Completion of reviews of administrative and support functions

APPENDIX 1. STRATEGIC PLANNING PROCESS

Timeline/Milestones

- March 27, charge letters out to staff
- March 18, visioning session questions agreed on by Core Team
- April 2, charge e-mail out to Advisory Board
- By April 24, staff visioning sessions done
- By April 26, faculty visioning sessions done
- May 16-29, staff survey
- By May 30, external constituent visioning sessions done
- June 12, Core Team meeting to hear staff, faculty, and external visioning session results and staff survey summary presentation; discuss plan outline/format and potential goals
- June 18, Core Team meeting #2 to discuss next draft of plan; distribute to full Advisory Board for input
- June 26, Core Team meeting #3 to discuss next draft
- July 1, plan to Peter Schiffer

A brief video overview of the Institute was created as an introduction for each of the stakeholder visioning sessions and may be viewed for more details. (<http://youtu.be/FcA6JBavc6g>)

Core Team

- Short-term team to work with and advise the Coordinator on process and implementation, suggest content, and review drafts. The Core Team also provides another source of validation.
- Will meet to review results of survey and visioning sessions; discuss drafts of plan.
- Input from the stakeholder engagement process will be incorporated into a five-year strategic plan for the Institute.
- The entire Advisory Board will have an opportunity to review the draft plan.

Core Team = Management Team + Survey Designates + Advisory Board Representatives

Survey Designate – chosen by each Director to attend, participate and serve as back-up when needed

Advisory Board Representatives – Advisory Board members may volunteer to participate more fully in our Strategic Planning process by joining the Core Team. Input, discussion, and review will take place via e-mail and three to four Core Team meetings to be held at the Institute during May and June. Attendance at all the meetings is not required. The entire Advisory Board will have an opportunity to review the draft Strategic Plan later in June.

Management Team

Gary Miller, Brian Anderson, Tom Emerson, Don McKay, Rob Finley, Mike Demissie, Dave Thomas, Mona Knight, Sue Key, Libby Johnston, Steve Wald

Survey Designates

Geoff Levin, INHS; Duane Esarey, ISAS; Steve Brown, ISGS; Scott Frailey, AETI; Dave Kristovich, ISWS; Kishore Rajagopalan, ISTC

Advisory Board Volunteers

David Gross, Bob Vickrey, Craig Bazzani

Coordinator

Libby Johnston; support: Gary Miller, Steve Wald, Angie Wisehart, Patti Hill, Lisa Sheppard, Sara Olson

APPENDIX 2. FACULTY AND STAFF VISIONING SESSIONS INPUT SUMMARY

Summary of input from three campus faculty and staff visioning sessions and two Institute staff visioning sessions held on the Urbana campus in April prepared by the facilitator, Stig Lanesskog, Associate Provost for Strategic Planning and Assessment.

Strengths

What are the key strengths of the Institute?

The Institute (and the individual units within) is unique in the connection to the state of Illinois and to the University.

Strong partnerships with the Illinois Department of Natural Resources, the state, and industry allow for the research to influence policy and to be put into practice.

Relationship with the University allows researchers to interact with students and faculty to provide internships, advisors, and research partners.

Longitudinal data sets provide a long, deep history of data.

Vast collections provide rich opportunities for ongoing research.

Breadth, size, and expertise of the researchers allow for multiple contributions to natural history of the state and region.

Strong reputation across national and international boundaries and professional organizations.

Applied, unbiased research allows for problem solving that can address major societal needs for efficiency and environmental sustainability. (S)

Collaboration across the units allows for advances in interdisciplinary, applied research. (S)

Strong public outreach to k-12 and college students. (S)

Strong expertise of staff and researchers create a high level of professionalism. (S)

Ability to maintain focus on research without the interference of teaching or acquiring tenure—unlike traditional faculty.

The structure of the Institute could allow for leveraging relationships, collaboration, and funding opportunities.

Well established infrastructure and facilities for this type of research.

Strong ability to fulfill the public service mission of the University.

Interested and able to integrate itself into the University.

Strong field research capabilities and presence across the state.

Ability to translate research into "plain English" for public consumption.

Weaknesses

What are the real or perceived weaknesses or things that need to be changed?

Need to leverage state expenditures to conduct projects.

Need to ensure that the Institute's individual components are all considered for future projects.

Most of the growth is through contracts and subcontracts, which should be evaluated.

Need to strengthen incentives for better partnerships and integration with the University.

Not viewed as practicing progressive science.

(S)- denotes input that came predominantly from Institute staff

Recruiting and retaining staff as well as losing staff positions and not refilling them. (S)

- Low salaries
- Job titles need to be rationalized
- Professional development needed
- Lack of promotional paths
- Location in Central Illinois

Lack of succession planning. (S)

Facilities and labs are aging and need updates. (S)

Researchers do more administrative work that leaves less time for science. (S)

Administrative structure removes funding from individual units and what it offers in return is unclear. (S)

Lack of cohesion as an Institute, in part because of poor avenues of communication, and partly because of the long history of the individual units as well as a lack of physical proximity. (S)

The Institute is not as recognized as much as the individual units within it. (S)

Need clearer, more proactive long-range planning. (S)

Units do not identify with the Institute. (S)

Lack of recognition for academic work. (S)

Need for more collaboration with private organizations. (S)

Need to raise awareness of surveys/data and to index data between Surveys to allow for sharing of data and resources. (S)

Slow and cumbersome decision-making as well as a lack of accountability.

Cultural shift required from surveying (valuable to Illinois) to individuals who can bring value to the public policy.

Confusion relative to the scope and purpose of the Institute and its units (Are they faculty? What type of research do they do? Can they teach?)

Unsure how to collaborate with the Institute and how their titles convert to campus titles.

Hard to handle "mid-sized" contracts because of the university/state procurement regulations and the resources allocated toward small/medium grant opportunities.

Emerging Issues or Scientific Challenges

What are the emerging issues or scientific challenges on the horizon that the Institute should prepare to address?

Climate change

Water shortages and management

"Big Data" and visualization of data

Digitizing collections and preserving digital materials

Eco-Informatics

Biodiversity, mass extinction

Population growth

Conservation and environmental/global health

Evolving regulatory framework

Alternative energies

Sustainable agriculture and feeding the world

Cyber infrastructure

Natural disasters and their impact

"Green" chemistry

Job production/"Green jobs"

Pollution, air quality, and health

Development of scientific literacy with the public

Suburban sprawl

Linkages across natural resources

Emerging contaminants

Understanding ecosystems

(S)- denotes input that came predominantly from Institute staff

Environmental impact on health

Drive behavior change (use the data to communicate to the "outside world")

Connecting data to policy decisions

Fracking (an unbiased review of its impact)

Consideration of Natural History outreach efforts

Key Success Factors

What are the key success factors required to meet these challenges?

Grow student engagement by creating communities of scholars through fellowships.

Consider ways to creatively hire Institute staff and University faculty.

Share the data sets more broadly to allow for predictive modeling and better decision-making.

Disseminate research in top journals.

Link efforts in energy and the environment to the campus units who are doing similar research so as to gain federal-level grants.

Define the economic impact of the workforce development (green jobs) taking place at the Institute.

Study urban systems.

Be stewards of Illinois' natural resources.

Increase both soft and hard funding.

Recognize and reward risk taking. (S)

Market the Institute more effectively. (S)

Centralize the administrative support activities. (S)

Mentor successors. (S)

Expand collaboration with University, disciplines, states, and international scientists. (S)

Attract, retain, and provide professional development for staff. (S)

Clear communication of resources, expectations, and goals. (S)

Better coordinate administrative grant writing support at the Institute level.

Set higher expectations of staff to make the Institute better known.

Create additional outreach efforts.

Better understanding of HR practices.

Align incentives to the priorities.

Clarify the contribution of the Institute to the University's mission.

Address the salary structure of staff.

Be nimble so as to redirect resources more quickly to address emerging issues.

Priorities

What are the top five priorities among these issues or challenges?

Improve the connection to campus and to academic units by creating incentives for better alignment.

Connect Institute data sets/research to researchers outside the Institute by digitizing the collections.

Develop a clear mission across units that does not homogenize the units and set clear goals, expectations, and challenges.

Maintain the Survey functions currently performed.

Sharpen the value proposition.

Pursue excellence in all areas through high quality journal articles and more exposure.

Identify a path to become an Institute like other successful ones at Illinois.

Develop a comprehensive HR strategy. (S)

- Focus on the retention of researchers/staff
- Create succession planning by mentoring newer staff members

(S)- denotes input that came predominantly from Institute staff

Communicate the value of the services provided to those external to the University as well as those internal. (S)

Work on setting a clear funding structure that would increase funding to allow for facility upgrades, IT upgrades, and personnel advancement. (S)

Create an interdisciplinary network for collaboration and communication across Institute units, including environmental conservation, ecology monitoring, research, and evaluation. (S)

Improve bottom-up approach rather than a top-down approach at the Institute level. (S)

Continue to focus on sustainable development of energy, environment, and water resources. (S)

Develop Institute "consulting agreement." (S)

Prioritize water management, environment protection, renewable energy, and agriculture issues, and imaging the subsurface with 3D data visualization. (S)

Better integrate graduate students and postdocs.

Provide adequate storage and staff expertise to maintain and provide access to collections.

Create a natural history museum.

Better allocate resources to applied research that will make an impact on relevant/timely issues.

Opportunities

What other opportunities do you see for the Institute?

Create stronger connections to the broader region (Midwest), nation, and world by becoming national and international leaders.

Translate the mission of the Institute as to support the land-grant mission of the University.

Incentivize researchers to support teaching and advising.

Look to other successful Institutes on campus (IGB, Beckman, etc.) as models of ways to connect faculty to the Institute.

Engage with campus to strengthen ties to the University.

Create opportunities for professional development. (S)

Make the Institute more visible in various ways including using social media. (S)

Build on outreach and public engagement; for example, with exhibits like the Expo that are more permanent (e.g., a museum). (S)

Build more connections to the Institute versus the individual units. (S)

(S)- denotes input that came predominantly from Institute staff

APPENDIX 3. EXTERNAL VISIONING SESSIONS INPUT SUMMARY

Summary of input from two constituent visioning sessions held in Springfield and Chicago in May prepared by the facilitator, Stig Lanesskog, Associate Provost for Strategic Planning and Assessment.

Areas of Strength

An objective source of information and insight, which is valued by national organizations

A unique organization given the Institute's mission and its history/longevity

A long history of collections/time series of information that is available to be mined

A depth of expertise amongst the staff

A very "hands-on" staff (i.e., work in the field)

An ability to be resourceful and to adapt to the needs of projects

A strong passion for the work being done at the Institute amongst its staff

An ability to respond quickly

An attitude of helpfulness

A willingness to partner with other organizations

An ability to leverage the capacity and knowledge of students

An ability to leverage resources across the units of the Institute

Areas of Weakness

Must significantly increase the awareness of the Institute and the value that it provides to all stakeholders

Need to develop a more sustainable funding model, including seeking more "consulting" projects that can provide incremental revenue

Need to have more ongoing engagement with local issues/projects and enhance partnerships with local organizations

Need to make information more accessible to local communities

Need to better collaborate across the Institute units

Need to better align activities of the Institute with other major initiatives and other major research institutes

Need to protect the mission of the Institute, especially with the integration into the University

Emerging Issues/Scientific Challenges

The impacts of climate change (e.g., pest migration, corridors for wilderness species, storm water events, size of carbon footprint, etc.)

The protection of cultural resources

Groundwater quality, quantity, and use

Waste management and recycling as a resource

Land stewardship

Biological diversity/invasive species

Green chemistry (e.g., safer chemicals)

Emergency response planning

Affect public policy decisions with scientific facts and insights

Ability to align resources to local issues and projects of smaller organizations

Ability to work at a paced scale and to have state-wide impact

Advising related to the impact of emerging technologies

Priorities

Improve the alignment of priorities internally across Institute units and with external stakeholder needs

Address succession planning at all levels of the organization

Improve internal communication across Institute units and develop a single common message about the Institute

Increase the visibility of the Institute to target audiences and enhance its messaging related to the value that it provides

Maintain focus on the core mission of the Institute (e.g., maintain data collection, management and access activities)

Increase involvement in impacting public policy development

Increase the scientific literacy of the public

Increase the level of collaboration and engagement of the Institute at the local level

Develop a more sustainable funding model for the Institute

Improve the integration across Institute units to better leverage the collective resources

Develop more useful scientific forecasting

Leverage focus on "Big Data"

Key Success Factors

Improve communication and visibility (e.g., hire additional communication/marketing staff)

Consider changing the name of the Institute, as it does not resonate with some stakeholders

Better engage with legislators and other public champions to increase visibility and to obtain testimonials

Remain true to the scientific excellence of the Institute as its core competency

Increase integration across units of the Institute

Adapt science to addressing local issues

Develop a robust commitment to diversity on multiple levels

Address succession planning needs at all levels of the organization (e.g., bring more young people into the organization, be attractive to top scientists, etc.)

Continue core data collection activities and further improve access to the data (e.g., phone applications)

Identify and create additional partnerships, including "non-traditional" partnerships

Balance the purity of the science provided with the need to market the Institute for additional revenue opportunities

Be nimble to enable the Institute to adapt to emerging needs at the local, state, and international levels

APPENDIX 4. STAFF SURVEY RESULTS SUMMARY

Summary of input from the Institute staff survey prepared by the office of the Associate Provost for Strategic Planning and Assessment

This report summarizes the findings of the Institute survey that took place in May 2013, closing on May 29. If responses to the survey were also mentioned in focus groups, then the item is listed immediately below the question. Any new items that emerged from the survey are listed next, with the identifier "new."

The total response rate for the survey was 91 people. Using data reported through the Division of Management Information (DMI) on headcounts on all funds for faculty and staff in each of the individual surveys, the following shows the percentage of people who responded to the survey.

Unit	Total Headcount	Number of responses	% responses
All of units of the Institute	584	91	16%
Sustainable Technology Center	29	9	31%
Natural History Survey	210	27	13%
State Archaeological Survey	71	8	11%
State Geological Survey	156	27	17%
State Water Survey	109	9	8%

What are the key strengths of the Institute?

Strong public outreach to k-12 and college students

Breadth, size, and expertise of the researchers allow for multiple contributions to natural history of the state and region

Applied, unbiased research allows for problem solving that can address major societal needs for efficiency and environmental sustainability

Strong expertise of staff and researchers creates a high level of professionalism

Vast collections provide rich opportunities for ongoing research

Strong field research capabilities and presence across the state

Strong reputation across national and international boundaries and professional organizations

Strong partnerships with the Illinois Department of Natural Resources, the state, and industry allow for the research to influence policy and to be put into practice

The Institute (and the individual units within) is unique in the connection to the state of Illinois and to the University

Collaboration across the units allows for advances in interdisciplinary, applied research

Strong field research capabilities and presence across the state

Ability to translate research into "plain English" for public consumption

Relationship with the University allows researchers to interact with students and faculty to provide internships, advisors, and research partners

Strong ability to fulfill public service mission of the University

Strong funding and shared resources (new)

Institute Library (new)

Abundant supportive/administrative staff (new)

Internal public review system (new)

Agile, flexible, and resilient given budget cuts (new)

Centralized location (new)

Freedom to explore emergent research questions (new)

What are the real or perceived weaknesses or things that need to be changed?

Lack of cohesion and coordination as an Institute, in part because of poor avenues of communication, and partly because of the long history of the individual units as well as lack of physical proximity

Recruiting and retaining staff as well as losing staff positions and not refilling them

- Low salaries
- Job titles need to be rationalized
- Professional development needed
- Lack of promotional paths
- Location in Central Illinois
- Using different criteria for hiring (new)
- Misuse of time reporting (new)

Need clearer, more proactive long-range planning

Need to strengthen incentives for better partnerships and integration with the University

Slow and cumbersome decision-making as well as a lack of accountability

Researchers do more administrative work that leaves less time for science

Lack of succession planning

Not viewed as practicing progressive science

Confusion relative to the scope and purpose of the Institute and its units (Are they faculty? What type of research do they do? Can they teach?)

Need to raise awareness of Surveys/data and to index data between Surveys to allow for sharing data and resources

Facilities and labs are aging and need updates

Institute is not as recognized as much as the individual units in it

Most of the growth is through contracts and subcontracts, which should be evaluated

Competition between Surveys (new)

Too much top-down planning and development (new)

Lack of recognition of staff knowledge and contribution (new)

Duplicating services and not focused on mission (new)

Lack of cultural diversity and outreach (new)

Protection for fringe benefit and F&A rates to remain constant for grant contracts (new)

Lack of funding caused by shrinking state and federal funding and increased costs for travel and IT (new)

Need for a standardized data management system; need for archiving (new)

Lack of leadership in some units (new)

Not enough support for outreach efforts beyond the Expo (new)

Lack of encouragement for publication and low publication records (new)

Lack of incentives for collaboration (new)

University policies, regulations and workflows impede meeting deadlines (new)

What are the emerging issues or scientific challenges on the horizon that the Institute should prepare to address?
Climate Change

Natural disasters and their impact

Water shortages and management

Biodiversity, mass extinction

Sustainable agriculture and feeding the world

Alternative energies

Linkages across natural resources

Suburban sprawl

Fracking (an unbiased review of its impact)

Population growth

Pollution, air quality, and health

"Big Data" and visualization of data

Drive behavior change (use the data to communicate to the "outside world")

Eco-Informatics

Consideration of Natural History outreach efforts

Accounting for the societal and economic value of natural resources (new)

Infectious disease in fish and wildlife (new)

Natural resource management (new)

Earth surface processes and geologic underpinnings determine opportunities and limitations for our mega-city: Chicago. The subsurface geology of the Chicago metro area needs to be mapped in detail.

What are the top five priorities among the following issues or challenges?

What are the key factors required to achieve these priorities over the next three to five years—either an action that the Institute must take or a situation that must arise?

Mentor successors

Centralize the administrative support activities

Expand collaboration with University, disciplines, states, and international scientists

Attract, retain, and provide professional development for staff

Increase both soft and hard funding

- Hire a development officer to work with private industries (new)

- Lobby in state to improve relationships (new)

Align incentives to the priorities

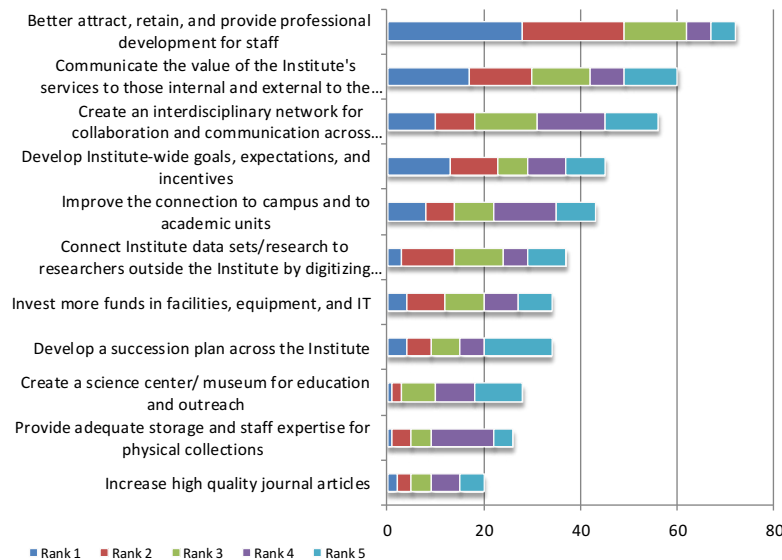
Create additional outreach efforts

Better coordinate administrative grant writing support at the Institute level

Set higher expectations of staff to make Institute better known

Market the Institute more effectively

Ranking of Priorities



Create a strategic plan for the Institute and the individual surveys that outlines the goals and that involves all levels of staff

Disseminate research in top journals

Focus on areas that are important to the mission; curtail marginal activities and reduce redundancies (new)

Improve leadership (new)

Create a promotional path for employees (new)

Remove coordinating function of the Institute and function as individual units (new)

Continue to add to database (new)

Establish museum or science center to put a public face on the Institute (new)

Clear communication of resources, expectations, and goals (internally and externally)

Address the salary structure of staff

Use performance evaluations to terminate staff if ineffective (new)

Hire people who can work in a team (new)

Encourage collaboration within the Institute for interdisciplinary research (new)

- Create a website or portal to allow for individual researchers to list their areas of expertise

Improve technology (new)

Create a central data repository (new)

Create a succession plan (new)

Train managers (new)

Encourage international connections through national and international service and allow for visiting scholars (new)

What other opportunities do you see for the Institute?

Look to other successful Institutes on campus (IGB, Beckman, etc.) as models of ways to connect faculty to the Institute

Build on outreach, public engagement, and marketing

Create stronger connections to the broader region (Midwest), nation, and world by becoming national and international leaders

- Partner with UI Extension (new)

Become involved in policy (new)

Increase efforts in the quantitative Human Dimensions (social science) arena (new)

Build the Institute to be a peer with institutes such as DRI, Scripps, and Woods Hole Oceanographic (new)

Develop satellite offices at other UI campuses (new)

Involvement with community groups (new)

Create public short courses and seminars (new)

Create on-line/mobile apps mapping to serve geospatial data in a user-friendly way (new)

Integrate our local hospitals in issues related to wildlife and human health (new)

APPENDIX 5. SUMMARY OF INPUT FROM ALL STAKEHOLDERS

Summary of input of all stakeholders from campus faculty and staff, external, and Institute staff visioning sessions and Institute staff survey prepared by the facilitator, Stig Lanesskog, Associate Provost for Strategic Planning and Assessment

Strengths

Unique mission

Depth of expertise

Perceived objectivity

Amount and time series of data/collections

Level of responsiveness/willingness to be helpful

Reputation, especially with external stakeholders

Ability to leverage resources across Institute units

Weaknesses

Increase awareness of the Institute and its units

Improve collaboration/coordination across Institute units

Define the role of the Institute central organization

Increase focus on local issues

Develop a sustainable funding model

Strengthen partnerships with university

Develop succession planning/career pathing at all levels

Invest in facilities and maintenance of collections/data

Scientific Challenges/Emerging Issues

Climate change and its impacts

Ground water quantity, quality, and use

Biodiversity

Alternative energy

Land stewardship

"Big Data"/data visualization

Public policy development

Priorities

Align the priorities of the Institute units

Better communicate about the Institute, its value and impact

Improve connection with campus

Enhance staff recruitment and professional development

Address succession planning

Develop a sustainable funding model

Maintain mission of the Institute while increasing the focus on local issues

Key Success Factors

Improve communication and visibility

Better engage with external stakeholders, including legislators and other public "champions"

Balance the "purity" of the science performed with the reality of the need to generate revenues

Clarify the role of the Institute within the university

Align the priorities of the Institute units

Align incentives to the priorities

Address succession planning and internal HR needs

APPENDIX 6. SWOT ANALYSIS

Internal Factors

Strengths

Quality and breadth of staff expertise

Long-term reputation for high-quality, objective service and science for the state

Recognized expertise in applying science to real-world problems

Long-standing, nationally significant environmental monitoring projects

Well-established relationships throughout state and local government and the private sector

Extensive scientific physical collections and databases

Unique laboratories and research technologies

Hundreds of active field-study sites across the state

Part of a world-class research university

Opportunities for efficiency and cost effectiveness through continued integration

Advisory board

Weaknesses

Reliance upon state funds given highly uncertain political/fiscal climate. State contracts generate less overhead/ICR.

Succession planning across the Institute

Maintaining and growing quality scientific staff in the face of demographic, budget, and retention issues

Maintaining adequate support staff (lab, shop, IT, administrative staff)

Poor perception/understanding among faculty

Titling/promotion path ill defined

Transitioning information systems, data and analysis, and collections to leverage new technologies

Dispersed and aging facilities; collections facilities scattered and inadequate; some equipment and technology dated

Location well outside Chicago region

External Factors

Opportunities

Increased partnerships with University of Illinois faculty and students

New funding sources: Institute alumni, major donors, corporations, foundations

Expand political support across the state through expanded service and outreach

Coordinate and grow interdisciplinary work among the Surveys

Increased utilization of Institute data resources: collaboration with NCSA

Increased support of Chicago urban redevelopment and sustainable economic development efforts through coordinated, interdisciplinary work across the Surveys

Explore new museum/science center to help fund curation/storage of collections

Threats/Challenges

Recent rapid growth of grants and contracts may not be sustainable over time (e.g., stimulus-funded and large, one-time projects)

University establishment of UI Labs (Chicago) and Applied Research Institute (Champaign) may divert resources/attention/projects/clients

Prospect of decreased federal research funding in reaction to national budget issues

APPENDIX 7. SUCCESSION PLANNING FRAMEWORK FOR DIRECTOR LEVEL POSITIONS

- Based on 2013 Strategic Plan goals, objectives, and strategies, update Executive Director and Director job descriptions to support organizational direction and leadership needs of the next five to ten years
- Update current organizational charts and descriptions, based on 2013 Strategic Plan
- Identify key characteristics, skills, and experience for next leaders based on the Strategic Plan direction
- Identify internal candidates or high performers and provide leadership development opportunities
 - Organizational or role changes
 - New positions
 - New projects, assignments
 - External training and experience
- Identify the Institute Advisory Board role in advising the OVCR on filling the position of Executive Director including consideration of candidates internal to the Institute and desired qualifications and experience
- Develop a list of external sources of potential candidates based on updated descriptions and needs by position. Potential sources include:
 - Internal
 - USGS
 - Other research institutes
 - Campus research units
 - Illinois state agencies (IDNR, IDOT)
 - Other state, provincial, and national surveys
- Establish standards for Director search committee makeup: chairperson selection, members' expertise, committee size; e.g., committee will be chaired by another Survey director, committee members will possess deep relevant scientific and administrative expertise, committee members will cover the scope of the Survey's science and engineering
- Develop a transition plan
 - Interim management sources
 - Internal
 - Retirees
 - Search process
 - Review current organizational needs and Strategic Plan; revise current job description, as needed
 - Determine scope of search; posting and advertising venues based on the Succession Plan

APPENDIX 8. IMPLEMENTATION PLAN EXAMPLE

Further Develop the Advanced Energy Technology Initiative (AETI)

- Reposition AETI to become a higher-level unit of the Institute with greater independence to address state, regional, and global issues
- AETI will increase linkages with the university in the energy research arena to leverage its applied expertise in energy resources, carbon sequestration, petroleum engineering, energy literacy and policy, and chemical engineering
 - The AETI Director will work with the OVCR to lend expertise to campus research initiatives, committees, and policy discussions
- AETI will address succession planning for its Director in the next 24 months by making at least two critical hires on GRF funds at a substantial level of experience
- The Directors of AETI and the Geological Survey have agreed on an adjusted allocation of ICR resources to allow the AETI Director to diversify AETI's research lines beyond the predominance of carbon capture and storage
- AETI will focus on replacing major funding that ends in 2017



University of Illinois at Urbana-Champaign

prairie.illinois.edu • 217-333-5111
615 E. Peabody Drive • Champaign, IL 61820

Illinois Natural History Survey
Illinois State Archaeological Survey
Illinois State Geological Survey
Illinois State Water Survey
Illinois Sustainable Technology Center