

Day 2 Strategic Planning

OUR GOAL:

Help you develop a plan to build
ILTER to meet
your networks' needs.

Plan for Today

1. Recap and expand on yesterday's session
2. Answer the questions:
What's the Value of ILTER to Your Network?
What Value Must ILTER Offer to Others?
3. SWOT:
 - Ascertain ILTER's *internal* strengths and weaknesses
 - Determine *external* opportunities and threats for ILTER
4. How do you want to be involved in the planning process?

Recap of Yesterday

Key Themes?

- Long-term, site-based research
- ILTER network must have unique role separate from national and regional networks
- Collaboration
- Internal information management
- External information delivery

Additions/Changes by network members?

- Multi-disciplinary
- Recognizing env. change
- Preservation of biological legacy
- Definition of long-term?
 - Forward and backward.
 - How many years?
- Necessary understanding of ecosystem processes over long-term to inform decision-makers

Key Questions to Discuss

1. What's the Value of ILTER to Your Network?

Current Value of ILTER responses by Network members:

- Learn from others to improve work
- Need wider range of data to understand global env. phenomenon
- Extend influence and relevance of national network
- International collaboration
- Finding more credibility for your own work
- Participation in larger effort

Key Questions to Discuss

1. What's the Value of ILTER to Your Network?

Five year value responses by network members:

- Permanence of network
- Facilitation to find additional funding sources
- Proof of concept
- Sustainable budget

1. What's the Value of ILTER to Your Network?

TEN year value of ILTER, responses by network members:

- Legacy contribution assurance
- Utilization and evaluation of research results
- First point of access for wide-ranging ecological information
- Get feedback on research
- Globally available databases, publications
- Less discussion of network, more of science
- Involvement of next generation
- Sustainable monetary source
- Meet unique needs for different regions
- Deliver very good science, scientific and social certification for regional and local development
- Tools to implement strategies
- Including scientific products in decisions
- Share approaches and methods
- Standardize data
- Development of ecological theory
- Predictive models that allow decision-makers to weigh their choices
- Model development
- Establish and measure effect of collaborative actions on decisions
- Product as well as performance measures
- Leveling and application for ecological theory regardless of country wealth
- Capacity building across different regions
- Mechanisms inside ILTER for adaptive management
- Incorporate social scientists (as an example)
- Be flexible and adaptive as an organization

Key Questions to Discuss

2. What Value Must ILTER Offer to Others?
 - What is ILTER's niche now? In 5 years? In 10 years?

ILTER's Unique Value

	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	Theory development	Inform scientists, policymakers, public
ILTER	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
ICSU			X			X	X	X	X				X		X
IGBP			X	X	X	X	X	X	X	X	X				X
GOSIC						X	X	X		X					X
GBIF						X	X	X	X						X
GEOS			X	X	X	X	X	X	X	X	X	X			X
START			X			X		X	X			X	X		X
CEISIN						X		X	X	X			X		X
MA			X			X		X	X	X	X	X			X

Key Questions to Discuss

2. What Value Must ILTER Offer to Others (NOW)? Responses by members:
- Focus on whole ecosystems (change to include human ecosystems)
 - There is some overlap to be aware of with others
 - ILTER members do research and GBIF collects information
 - Long-term ECOLOGICAL research
 - Site-based (other networks need data from ILTER)
 - This is occurring in non-scientific organizations
 - Theory development not unique, others are trying to this as well
 - Interdisciplinary research
 - Nexus of research and site-based
 - Large-spatial scale?
 - Useful for various levels of education
 - CI launched program for 50 field stations, but only focused on forests
 - Various aspects of ecology
 - Network of diverse research enterprises, range of projects, scientists, and sites
 - Driven by scientific inquiry
 - Government supported sites, work is sanctioned
 - Building scientific research platform in countries – building something to participate in
 - Long-term capacity building process

Value to others (five years)... responses by members:

- Recognition by other organizations
 - Data valuable to others
 - Organizations enhance/contribute to one another's data/activities
 - Outreach to inform other orgs
 - Partnership/cooperation with socio-economic scientists
- Human ecosystems
- More members
 - Better data coverage

Value to others (ten years)... responses by members:

- Decision-making based on ILTER results
- Increase social interactions (internal)
 - Others learn from ILTER's example
- Allow free and open data exchange, provide access to data on wide range of issues

SWOT Analysis

INTERNAL		EXTERNAL	
Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> •Examples: Many of you have done strat. plans at country/regional levels •Existing network of sites •Resilience •Independence •Egalitarian •Democratic •Flexible •Nice people •Interdisciplinary •Needed •Whole is greater than sum of the parts •Scientifically based •Produce quality, unbiased information •Strength in sites, countries, and regional networks 	<ul style="list-style-type: none"> •Lack of diversified funding •Funding •Lack budget •Infrastructure and organization •Lack of physical location •Based on voluntary work •Horrible website •Poor brand/logo •Difficult to find info. About us •Documents not accessible •Website needs to be multilingual •Do not provide information, publications at international level •No output to public •Not a legal entity 	<ul style="list-style-type: none"> •Increased recognition of long-term research •Consistency at all scales •Inform and influence policy •Encourage large-scale long term eco. Understanding •Input to international conventions and initiatives •Enhance awareness of ecological change •Provide effective and consistent data and information to inform policies and decisions •Develop mutually beneficial partnerships with other research and monitoring initiatives 	<ul style="list-style-type: none"> •Increased competition from similar organizations •Public relations •High competition with others who are better organized •Lack of communication to other organizations •Competition for funding •Others have more focus •Jealousy from other organizations •Lack of acceptance from purist scientific community •Scientists could get fed up with networking and leave •Politization of research •Politics affects research and funding

SWOT Analysis

INTERNAL		EXTERNAL	
Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> • Legacy of data • 32 countries • Scope • Concept • Reputation helps funding at national or regional levels • Local needs supported by international scale 	<ul style="list-style-type: none"> • Unequal gender ratio • Unclear priorities • Lack of branding • Lack of younger generation • Lack of secretariate • Funders may get impatient with broadness • Not enough emphasis on social science • Need to identify priorities • Need higher priority on network studies 	<ul style="list-style-type: none"> • Inform and improve regulatory and routine monitoring and assessment programs • Improve capacities where needed • Enhance educational opportunities • Foster a globalization of science • International conventions require this information 	<ul style="list-style-type: none"> • Need to establish partnerships • Depend on outside data which may not be accessible (meteorological)

Strategic Planning: Next Steps

- **Task Forces:**
 - **Planning Task Force, possible roles:**
 - Handles strategic planning issues
 - Reviews documents before circulation: mission, goals, strategic & funding plans
 - Ensures members are informed of and engaged in strategic planning
 - Coordinates with Development Committee
 - **Development Task Force, possible roles:**
 - Provides input on funding plan
 - Provides ideas and contacts for potential funders and develops relationships with potential funders
 - Coordinates review of all funding proposals for ILTER
 - Coordinates with Planning Task Force
 - Eventually, FUNDRAISING

Tomorrow. . .

- HOW DO WE USE SATURDAY?
- Revisit mission and goals?
- Task force meetings?
- Discuss short-term operational plan?