

**PRAIRIE
RESEARCH
INSTITUTE
STRATEGIC
PLAN**

2019-2022

I ILLINOIS

Prairie Research Institute

Prairie Research Institute Strategic Plan 2019-2022

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Introduction

For any organization to continue to thrive, it must look ahead, anticipate challenges and opportunities, and plan for the future. Strategic planning is a dynamic, iterative, ongoing process that includes identifying emerging needs and opportunities, responding to input from stakeholders, and adjusting to the evolving external environment.

This three-year strategic plan addresses issues that cut across the entire Prairie Research Institute, priorities that require collaborative action beyond a single unit or team, and activities that involve high-level analysis. Many other aspects of how science will be conducted and how scholarship will be produced will be determined by PRI's constituent surveys, which are united by their shared value for rigorous, objective scientific research and practice and are PRI's engines of research, service, and engagement. Each survey's director has been tasked with identifying their unit's strategic research priorities for the next three years, which will inform how PRI allocates resources and support.

PRI's mission is to provide integrative strategic leadership that supports its surveys, unite diverse scientific expertise to address consequential research challenges, and deliver positive impact to the state of Illinois and the global community. To fulfill this mission, PRI will:

- value the deep roots and legacy of its constituent surveys while fostering creativity and agility
- provide applied science, data, and expertise that address consequential challenges in the state and beyond¹
- produce rigorous, validated scholarship and new knowledge²
- assess and document the significant societal impact of its research, service, and engagement activities on the people, environment, and economy both within and beyond Illinois³

The following questions have been integral to PRI's strategic planning process and will continue to guide our strategic thinking:

- What are PRI and its constituent surveys doing well that should be continued and enhanced? How can we maintain and build on our strengths?
- What are PRI and its constituent surveys not yet doing that they should start? What emerging issues require our expertise? What opportunities should we capitalize on?
- What re-prioritization and shifting of resources need to take place so we can build on our strengths and respond to consequential research challenges? How should we realign our activities to meet current societal needs?

The PRI leadership team—made up of executive director Mark Ryan, deputy executive director Rick Winkel, the survey directors, and the leaders of PRI's administrative teams (communications, human resources, finance, facilities, and computing and data services)—continues to collaboratively weigh these questions. Also informing this strategic plan is the internal capacity assessment, conducted by PRI Fellows Jeff Stein and Sallie Greenberg, to capture the breadth of research, service, and engagement

¹ Supports U of I goal to “Make a significant and visible societal impact”

² Supports U of I goal to “Foster scholarship, discovery, and innovation”

³ Supports U of I goal to “Make a significant and visible societal impact”

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across the institute. For a detailed description of how staff input helped shape this strategic plan, see Appendix A.

The planning process has also taken into account PRI's unique nature and history. In a recent white paper, PRI deputy executive director Rick Winkel described the state statutes that have created, transformed, and financially sustained PRI and the scientific surveys⁴. While the surveys were created as units of state government in 1851 (Geological Survey), 1859 (Natural History Survey), 1877 (Water Survey), 1956 (Archaeological Survey), and 1984 (Sustainable Technology Center), the University of Illinois Scientific Surveys Act of 2008 established a new foundation for the organization and governance of the scientific surveys. The act transferred the surveys to the Prairie Research Institute at the University of Illinois to support and continue research, service, and engagement by the scientific surveys—in short, to serve as the scientists to the state of Illinois. Though the act directed the surveys to perform duties similar to those they had performed before the transfer, upon the transfer to the University of Illinois the surveys were no longer state agencies. As an interdisciplinary institute at the University of Illinois, PRI plays a unique role in connecting state government and the University, bringing scientific expertise and data to bear on issues that impact the people, environment, and economy of Illinois and beyond.

PRI now operates as an active member of the University of Illinois community. Therefore, it is critical that this plan aligns with the University's vision for the future, as expressed in the recently released U of I strategic plan covering 2018-2023:

“We envision a bold future built on our tradition of excellence and our land-grant heritage that will require us to harness our community's talents and our resources to be world-class in every dimension of our mission.”

The University of Illinois plan outlines four strategic goals⁵:

1. Foster scholarship, discovery, and innovation
2. Provide transformative learning experiences
3. Steward current resources and generate additional resources for strategic investment
4. Make a significant and visible societal impact

Finally, it is important to note that any strategic plan must be a living document in order to be effective. Looking to the future must be a continuous process, and our plan and our goals must evolve as circumstances change. There will be checkpoints over the next three years when we will measure progress, and this plan and PRI's priorities will be adjusted if necessary (See Appendix B for a preliminary implementation plan).

“Plans are of little importance, but planning is essential.” – Winston Churchill

⁴ STATE MANDATES: Before and after the University of Illinois Scientific Surveys Act of 2008, Richard J. Winkel, Jr., JD, August 2018. <http://hdl.handle.net/2142/102190>

⁵ <https://strategicplan.illinois.edu/>. For details about how PRI's plan connects to the U of I plan, see Appendix C.

Objective A: A strong organizational foundation enables PRI to operate effectively and efficiently.

In its first 10 years, PRI has made significant progress in integrating with the University of Illinois, complying with University, federal, and state regulations, and creating shared processes for its constituent surveys. Still, there are additional opportunities to improve the organization's policies, procedures, and capacities to ensure that PRI operates effectively and efficiently for many years to come.

Actions to improve PRI's organization and operation

1. Develop bylaws appropriate for PRI's internal governance as an interdisciplinary institute of the University of Illinois⁶.
2. Update the charter of the PRI external advisory board to better define the board's role and align composition of the board with its purpose.
3. Track policies and legislation relevant to PRI and its surveys⁷, in coordination with the U of I Office of Government Relations, the Chancellor's Office and Vice Chancellor for Research, and other appropriate U of I staff.
4. Analyze PRI's facilities and space needs and develop a process to efficiently manage space across the organization.
5. Develop safety policies and procedures, particularly for fieldwork.
6. Monitor safety activities and outcomes across the organization.
7. Develop a strategy and the requisite supporting infrastructure for advancement/fundraising.
8. Collect staff feedback and establish metrics to determine whether PRI operational and support systems are efficient and effective.
9. Develop a visionary roadmap for technology management and data stewardship and security.
10. Increase capacity to facilitate research, including identifying funding opportunities, emerging challenges, and potential collaborations; fostering interdisciplinarity; and enhancing scholarship.
11. Address deferred maintenance needs and necessary facility and equipment upgrades to ensure PRI provides staff and students with a safe, modern research environment.

Objective B: PRI addresses consequential research challenges.

The scientific surveys are PRI's engines of research. As such, survey directors and their staff are best positioned to understand the trends and emerging challenges in their disciplines. Therefore, each survey director has been tasked with identifying their unit's strategic research priorities for the next three years. These strategic priorities will work in tandem with PRI's overall strategic plan. This objective focuses on actions that will support scientists throughout the organization, such as assessing the political, social, and economic environment, identifying emerging challenges and opportunities, and allocating resources to ensure that PRI delivers impact to our stakeholders.

⁶ Recommended in "STATE MANDATES: Before and after the University of Illinois Scientific Surveys Act of 2008," Richard J. Winkel, Jr., JD, August 2018. <http://hdl.handle.net/2142/102190>

⁷ Recommended in "STATE MANDATES: Before and after the University of Illinois Scientific Surveys Act of 2008," Richard J. Winkel, Jr., JD, August 2018. <http://hdl.handle.net/2142/102190>

Actions to sustain and increase engagement with consequential research challenges and increase coordination of interdisciplinary research

1. Proactively scan PRI's political and economic context and societal needs to identify consequential research challenges that PRI and its surveys should address.
2. Build capacity in identified strategic research areas through strategic hiring and other investments.
3. Develop fiscal resources that can be deployed (e.g. buying out staff time, hiring post-docs and graduate students, supporting staff training, upgrading equipment) to enable agile, rapid response to emergent issues facing the people, environment, and economy of Illinois.
4. Scope the production of a periodic "State of the State" report on socially and economically significant issues in Illinois.

Objective C: PRI produces and disseminates rigorous science.

PRI and its surveys have a rich history of producing significant scientific knowledge. It is imperative that PRI continues to produce work that is relevant, rigorous, reliable, and accessible to diverse audiences. The form that work takes will vary from discipline to discipline, but we must maintain a high standard of science and scholarship across all of PRI's surveys, programs, and activities.

PRI recognizes the value of peer-reviewed science. When scholarship is published externally in scientific journals, PRI relies on each journal's peer-review process to evaluate the rigor and value of the scholarship. A substantial amount of PRI's scholarly output, however, is disseminated through internally published reports, bulletins, circulars, etc. When our staff publish scientific results and data through these channels, they speak with the voice of the institute and the University of Illinois. Therefore, the entire organization shares responsibility for ensuring the scientific and scholarly rigor of these publications.

Actions to support the production and dissemination of rigorous science

1. Establish institute guidelines and procedures (which may vary from survey to survey and discipline to discipline) for pre-publication review of internally published scholarship.
2. Develop protocols for the formation and operation of interdisciplinary response teams and working groups.
3. Increase production of communication products that make PRI research and data accessible to diverse audiences (e.g. factsheets, policy white papers).
4. Develop a rigorous framework for collaboration with international scholars.
5. Develop guidelines for public communication (e.g. op-eds, legislative testimony, participation in boards and commissions, etc.) and crisis communication protocols.

Objective D: PRI attracts and retains highly qualified staff with diverse backgrounds and perspectives. PRI staff at every level are capable, creative problem-solvers and leaders.

The heart of PRI is its people—their knowledge, their passion, and their commitment. PRI must have highly skilled scientists and other professionals in order to meet its strategic goals. Therefore, it is imperative that PRI recruits, retains, and develops its staff.

Actions to sustain and improve staff expertise and leadership

1. Develop a plan to recruit and retain highly skilled, diverse staff.
2. Develop improved, streamlined onboarding processes that introduce new employees to colleagues and to the culture and shared values of PRI and its surveys.
3. Explore the potential for “specialized faculty”⁸ (or similar designation) within PRI.
4. Increase staff capacity and knowledge through training, mentoring, and professional development activities, including the PRI Fellows.
5. Improve integration of measures of productivity and success into the annual performance evaluation and promotion processes.

Objective E: PRI effectively stewards its collections of data and of specimens, applies these resources to consequential research challenges, and derives new knowledge from its collections.

PRI’s extensive collections of data and specimens are unique assets. If these collections are lost or damaged, they cannot be recreated or recovered; therefore, protection and stewardship of these collections are vital responsibilities. It is equally important that we actively employ these rich collections of data and specimens to address scientific questions and to develop new knowledge.

While PRI has a long history of collecting, curating, and stewarding these collections, there are opportunities to improve our policies and procedures surrounding specimens and data and to expand how specimens and data contribute to research, service, and engagement.

Actions to support PRI’s unique collections of data and specimens

1. Explore and capture how PRI specimens and data are used for scholarship and decision-making, and develop best practices for unlocking the full potential of our specimen and data collections.
2. Develop guidelines for acquisition, management, and stewardship of PRI’s geological, archaeological, biological, and paleontological physical specimens.
3. Develop guidelines for management, security, and stewardship of PRI’s digital and print data collections.

Objective F: PRI engages with stakeholders to understand issues, gain perspectives, share knowledge and expertise, and produce positive societal impact.

PRI defines engagement as “the exchange of knowledge, expertise, or data between PRI...and business, industrial, university, or governmental entities or other individuals or organizations.”⁹ This two-way exchange is a critical component of addressing consequential issues and producing measurable impact. PRI must continuously engage with stakeholders in order to identify, prioritize, and respond to their needs and to provide expertise and data that can inform policy and be applied to emerging issues.

⁸ See <http://humanresources.illinois.edu/employees/current-employees/faculty/Specialized-Faculty/index.html>.

⁹ “STATE MANDATES: Before and after the University of Illinois Scientific Surveys Act of 2008,” Richard J. Winkel, Jr., JD, August 2018. <http://hdl.handle.net/2142/102190>

Actions to improve stakeholder engagement

1. Conduct a stakeholder analysis (including comprehensive review of stakeholders that use our services, data, and collections).
2. Create a multi-year plan to increase engagement with key stakeholders and to develop new strategic relationships.
3. Characterize the research, service, and engagement programs of the state scientists (archaeologist, biologist, climatologist, entomologist, geologist, hydrologist, and pollution prevention scientist).
4. Empower PRI scientists to improve the connection between science and policy by engaging with public policymakers who must make timely decisions on pressing issues.

Objective G: The activities of PRI and its surveys create significant societal impact.

The University of Illinois, PRI, and the scientific surveys aim to produce significant societal impact through research, applied science, public engagement, and service. Providing valuable scientific services to the state of Illinois is a distinguishing characteristic that helps define PRI's unique relationships with state agencies, communities, businesses, and non-profit organizations. PRI describes services as "any application of science performed for business, industrial, university or governmental interests or for other individuals or organizations."¹⁰ These high-impact, sustained partnerships with policymakers and communities are central to the emerging University of Illinois public engagement strategy; therefore, PRI has the opportunity to play a leadership role in the campus public engagement effort. Furthermore, expanding the social science capacity (particularly for evaluation and assessment) available to PRI's scientists presents an opportunity for new research foci for PRI.

While PRI and the surveys deliver this impact across Illinois and beyond, there is a need to characterize and measure that impact. Quantitatively and qualitatively capturing the profound impact of PRI's programs and projects will help position our scientists to continue to obtain support from state and federal agencies and other funding organizations. This is part of the value of fostering a culture of evaluation and assessment throughout the organization.

Actions to deliver and improve assessment of societal impact

1. Explore how increased social science capacity could benefit PRI research and applied science activities.
2. Understand and document the societal impact of PRI's activities and services by establishing a rigorous program of assessment.
3. Create transformative learning experiences through undergraduate and graduate student and post-doc participation in scientific research and practice at PRI.
4. Assess opportunities for collaboration with University of Illinois Extension.

¹⁰ "STATE MANDATES: Before and after the University of Illinois Scientific Surveys Act of 2008," Richard J. Winkel, Jr., JD, August 2018. <http://hdl.handle.net/2142/102190>

Appendix A: Strategic Planning Process

This section outlines the process used to develop the 2019-2022 PRI Strategic Plan. The PRI strategic planning process began in January 2018 and consisted of six phases:

1. Design and development
2. Data collection (see Table 1)
3. Data analysis
4. Writing draft report
5. Review of draft report
6. Finalization of plan

Executive director Mark Ryan requested a strategic plan for the three-year period of 2019-2022 to meet the following criteria:

- Provide measurable objectives for PRI Office of the Executive Director (OED).
- Map to the University plan in easily identifiable and measurable ways.
- Allow Survey strategic plans to tie to PRI objectives.

Executive director Ryan and deputy director Winkel tasked Sallie Greenberg, a PRI Fellow, to be the chief architect and facilitator for the strategic planning process. A strategic planning development team (including Ryan, Winkel, associate director for strategic communications Trish Barker, and PRI Fellow Jeff Stein in addition to Greenberg) was formed for the analysis and review stages.

Greenberg conducted an initial desktop assessment of the current PRI strategic plan (2013-2018), including the analysis of themes, objectives, goals, and implementation.¹¹ In addition, the current University of Illinois strategic plan was analyzed to better understand how PRI strategic goals fit within the University plan.

In order to better understand PRI's vision for the time covered by the plan, the executive director, survey directors, and key staff and stakeholders were interviewed and/or consulted during the strategic planning process. A series of meetings were held over a three-month period to engage OED, PRI Fellows, and the PRI Advisory Board in visioning exercises. The first such meeting, held Feb. 19, 2018, engaged the OED¹² and PRI Fellows in a real-time review of the 2013-2018 plan. Each meeting participant "voted" to keep, modify, or delete particular objectives from the 2013-2018 plan. This allowed for significant discussion around current goals and objectives; what aspects of the plan were working and which were not; and important factors to keep in the new plan. It was determined at this time that PRI would generate a completely new plan rather than a modification of the existing plan.

¹¹ Documents reviewed for the desktop assessment included: 2013-2016 Campus Strategic Plan; PRI Strategic Plan Accomplishments; PRI Strategic Plan; Strategic Plan Progress Report_FY14; Strategic Plan Metrics-04232014; PRI_Campus_compare-metrics; UISystemStrategicFramework.Final; Strategic Planning Questions CRAWG December

¹² PRI Executive Director Mark Ryan, Deputy Executive Director Rick Winkel, and the leaders of the major OED administrative units (Human Resources-Amy Dillman, Communications-Trish Barker, Finance-Alan Dudley, Computing and Data Services-Doug Ward, Facilities-Bob Tipsword, and Stakeholder Engagement-Angie Wisheart.

Table 1: The PRI strategic planning process.

Action	Phase	Timeframe
Desktop analysis	1	March 2018
Interview Survey Directors (combined with Internal Assessment/Stein)	2	March to June 2018
Research, Service, & Engagement Focus Groups (combined with Internal Assessment/Stein)	2	September to December (2018)
Full OED + Fellows Discussions* <ul style="list-style-type: none"> • Review results of voting • Key word brainstorming session • Visioning discussion <ul style="list-style-type: none"> ○ SWOT around vision 	2	March to May (2018)
Legacy/Vision discussion* (Ryan, Winkel, Barker, Greenberg)	1 and 2	April to May 2018
Data analysis and feedback	3	March to December 2018
Write draft plan with focus on actionable objectives and measurable metrics assigned (Barker and Greenberg)	4	July to September 2018
Strategic planning team review and discussion of implementation	5	August to December 2018
Review U of I strategic plan for alignment	5	February 2019
Review by Survey directors, OED Leadership, OVCR	5	February 2019
Incorporate review comments	5	February 2019
PRI staff comment period	5	March 2019
Finalize and release PRI strategic plan	6	April 2019

Shortly after this initial scoping meeting, the PRI Advisory Board met on Feb. 27, 2018. At that time, Ryan conducted a SWOT discussion with the board that brought their external perspectives to the strategic plan. The board’s discussion focused on vision of PRI, perception of PRI, and how to engage more with stakeholders.

A second SWOT meeting was conducted with OED staff and PRI Fellows on June 25, 2018. The meeting featured a round-table discussion focused on the guiding questions listed in the introduction¹³ and further highlighted specific strengths, weaknesses, opportunities, and threats at the PRI organizational level.

¹³ What are PRI and its constituent surveys doing well that should be continued and enhanced? How can we maintain and build on our strengths? / What are PRI and its constituent surveys not yet doing that they should start? What emerging issues require our expertise? What opportunities should we capitalize on? / What re-prioritization and shifting of resources needs to take place so we can build on our strengths and respond to consequential research challenges? How should we realign our activities to meet current societal needs?

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Greenberg and Stein interviewed survey directors and key high-level staff. These 90-minute interviews focused on three main areas: 1) areas of excellence, 2) survey vision for the future, and 3) survey interaction with PRI. Interviews were transcribed and the transcription notes mined for significant reoccurring themes related to strategic objectives for PRI. These interviews were conducted in the Spring/Summer of 2018.

Greenberg conducted individual interviews with the OED managers—Trish Barker-Communications; Amy Dillman-Human Resources; Alan Dudley-Finance; Bob Tipsword-Facilities; and Doug Ward-Computing and Data Services—to determine key aspects of their respective areas, if any, that needed to be specifically called out in the strategic plan.

Following all interviews, discussions, and desktop analysis, keywords from meetings and interviews were aggregated into a mind map using mapping software. Based on this comprehensive map, more than 40 categories for discussion were defined. These categories were then discussed by the strategic plan development team (Ryan, Winkel, Barker, Stein, and Greenberg). The key categories were then grouped into similar themes, which allowed for the development of the plan structure.

Greenberg and Stein conducted seven focus groups during fall 2018 and winter 2019 to engage scientific and administrative staff from all five surveys in discussion about three main areas: 1) strengths in their respective surveys, 2) areas missing or in need of improvement, and 3) future vision for their survey and the institute. Focus group participants were selected to provide a diverse representation of survey, time at PRI, discipline, etc. Following the focus groups, notes were analyzed for themes and recommendations for improvements; ideas for the shared vision for the surveys and PRI were compared with the PRI strategic plan and introduced into the implementation plan, which operationalizes the strategic plan.

Appendix B: Implementation Plan

This table provides a preliminary sense of how the PRI strategic plan will be implemented. The full implementation plan includes still-developing scopes of work for each action, additional personnel who will be involved in implementation, etc.

A number of these actions will require the work of committees with representation from across the surveys. As committees are formed and given their charges, these steps will be shared with PRI staff. Other milestones in the implementation of the strategic plan will also be shared through the staff newsletter and intranet, periodic staff meetings, and other mechanisms.

Action	Implementation Lead	Priority	Initiate	Deadline
A1: Develop bylaws appropriate for PRI’s internal governance as an interdisciplinary institute of the University of Illinois.	Mark Ryan	1	Year 1	12/31/2019
A2: Update the charter of the PRI external advisory board to better define the board’s role and align composition of the board with its purpose.	Angie Wisehart	2	Year 2	9/13/2019
A3: Track policies and legislation relevant to PRI and the surveys, in coordination with the U of I Office of Government Relations, the Chancellor’s Office and Vice Chancellor for Research, and other appropriate U of I staff.	Rick Winkel	2	Year 1	4/26/2019
A4: Analyze PRI’s facilities and space needs and develop a process to efficiently manage space across the organization.	Steve Brown	1	Year 1	12/31/2020
A5: Develop safety policies and procedures, particularly for fieldwork.	Shari Effert-Fanta	2	Year 1	12/31/2019
A6: Monitor safety activities and outcomes across the organization.	Shari Effert-Fanta	2	Year 1	12/31/2021

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Action	Implementation Lead	Priority	Initiate	Deadline
A7: Develop a strategy and the requisite supporting infrastructure for advancement/fundraising.	Mark Ryan	2	Year 2	12/31/2020
A8: Collect staff feedback and establish metrics to determine whether PRI operational and support systems are efficient and effective.		1	Year 1	12/31/2020
A9: Develop a visionary roadmap for technology management and data stewardship and security.	Mark Ryan	1	Year 3	12/31/2021
A10: Increase capacity to facilitate research, including identifying funding opportunities, emerging challenges, and potential collaborations; fostering interdisciplinarity; and enhancing scholarship.	Mark Ryan	1	Year 1	12/31/2019
A11: Address deferred maintenance needs and necessary facility and equipment upgrades to ensure PRI provides staff and students with a safe, modern research environment.	Mark Ryan			
B1: Proactively scan PRI's political and economic context and societal needs to identify consequential research challenges that PRI and its surveys should address.	Rick Winkel	2	Year 1	12/31/2021
B2: Build capacity in identified strategic research areas through strategic hiring and other investments.	Mark Ryan	1	Year 1	12/31/2021

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Action	Implementation Lead	Priority	Initiate	Deadline
B3: Develop fiscal resources that can be deployed (e.g. buying out staff time, hiring post-docs and graduate students, supporting staff training, upgrading equipment) to enable agile, rapid response to emergent issues facing the people, environment, and economy of Illinois.	Alan Dudley	1	Year 3	12/31/2021
B4: Scope the production of a periodic "State of the State" report on socially and economically significant issues in Illinois.	Trish Barker	3	Year 2	12/31/2020
C1: Establish guidelines and procedures (which may vary from discipline to discipline) for pre-publication review of internally published scholarship.		3	Year 1	6/26/2020
C2: Develop protocols for the formation and operation of interdisciplinary response teams and working groups		3	Year 1	12/31/2019
C3: Increase production of communication products that make PRI research and data accessible to diverse audiences (e.g. factsheets, policy white papers).	Trish Barker	2	Year 2	12/31/2021
C4: Develop a rigorous framework for collaboration with international scholars.	Mark Davis	2	Year 1	12/31/2019
C5: Develop guidelines for public communication (e.g. op-eds, legislative testimony, participation in boards and commissions, etc.) and crisis communication protocols.	Trish Barker	2	Year 1	12/31/2019
D1: Develop a plan to recruit and retain highly skilled, diverse staff.	Amy Dillman	1	Year 1	12/31/2019

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Action	Implementation Lead	Priority	Initiate	Deadline
D2: Develop improved, streamlined onboarding processes that introduce new employees to colleagues and to the culture and shared values of PRI and its surveys.	Amy Dillman	2	Year 1	6/30/2019
D3: Explore the potential for "specialized faculty" (or similar designation) within PRI.	Mark Ryan	2	Year 2	12/31/2022
D4: Increase staff capacity and knowledge through training and professional development activities, including the PRI Fellows	Mark Ryan	2	Year 1	12/31/2021
D5: Improve integration of measures of productivity and success into the annual performance evaluation and promotion processes.	Amy Dillman	3	Year 1	12/31/2019
E1: Explore and capture how PRI specimens and data are used for scholarship and decision-making, and develop best practices for unlocking the full potential of our specimen and data collections.		1	Year 2	12/31/2020
E2: Develop guidelines for management and stewardship of PRI's geological, archaeological, biological, and paleontological physical specimens.		1	Year 2	12/31/2022
E3: Develop guidelines for acquisition, management, security, and stewardship of PRI's digital and print data collections.		1	Year 2	12/31/2022
F1: Conduct a stakeholder analysis (including comprehensive review of stakeholders that use our services, data, and collections)	Angie Wisehart	1	Year 1	12/31/2019

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Action	Implementation Lead	Priority	Initiate	Deadline
F2: Create a multi-year plan to increase engagement with key stakeholders and to develop new strategic relationships.	Angie Wisehart	1	Year 2	12/31/2020
F3: Characterize the research, service, and engagement programs of the state scientists (archaeologist, biologist, climatologist, entomologist, geologist, hydrologist, and pollution prevention scientist)	Mark Ryan	3	Year 2	6/30/2019
F4. Empower PRI scientists to improve the connection between science and policy by engaging with public policymakers who must make timely decisions on pressing issues	Rick Winkel	2	Year 2	12/31/2021
G1: Explore how increased social science capacity could benefit PRI research and applied science activities.	Sallie Greenberg	1	Year 2	12/31/2020
G2: Understand and document the societal impact of PRI's activities and services by establishing a rigorous program of assessment.		2	Year 2	12/31/2021
G3: Create transformative learning experiences through undergraduate and graduate student and post-doc participation in scientific research and practice at PRI.		3	Year 3	12/31/2021
G4: Explore opportunities for collaboration with Extension.	Angie Wisehart	3	Year 2	12/31/2021

Appendix C: Connections to Illinois Strategic Plan

The University of Illinois Strategic Plan for 2018-2023 was rolled out on Feb. 1, 2019. The following table connects actions in the PRI plan to goals, actions, and themes identified in the University’s plan, which can be read at <http://strategicplan.illinois.edu/>.

PRI Strategic Action	Connections to U of I Plan
A1: Develop bylaws appropriate for PRI’s internal governance as an interdisciplinary institute of the University of Illinois	IAiv. Ensure explicit, detailed charters for centers, institutes, and initiatives seeded at all levels across campus, and establish an evaluation process to ensure their viability, sustainability, cross-disciplinary reach, relevance, and impact
A2: Update the charter of the PRI external advisory board to better define the board’s role and align composition of the board with its purpose.	IAiv. Ensure explicit, detailed charters for centers, institutes, and initiatives seeded at all levels across campus, and establish an evaluation process to ensure their viability, sustainability, cross-disciplinary reach, relevance, and impact
A3: Track policies and legislation relevant to PRI and the surveys, in coordination with the U of I Office of Government Relations, the Chancellor’s Office and Vice Chancellor for Research, and other appropriate U of I staff.	3Biii. Establish principled, long-term partnerships in the public sector for areas where the research stands to benefit the public good through collaborative policymaking or other applications; Public Engagement (theme)
A4: Analyze PRI’s facilities and space needs and develop a process to efficiently manage space across the organization.	Goal 4: Steward current resources and generate additional resources for strategic investment; 4Aix. Evaluate and address how to optimize space on campus through multiyear master planning; 1Bi. Partner and leverage investments in state-of-the-art instruments and facilities to provide safe and modern research environments; 2G. Expand investments in building and renovating state-of-the-art learning spaces and infrastructure to support the latest modes of instruction and learning for Illinois students both on and off campus as well as in small and large classroom spaces
A5: Develop safety policies and procedures, particularly for fieldwork.	
A6: Monitor safety activities and outcomes across the organization.	

PRI Strategic Action	Connections to U of I Plan
A7: Develop a strategy and the requisite supporting infrastructure for advancement/fundraising.	Goal 4: Steward current resources and generate additional resources for strategic investment; 4Eiii. Prioritize our campus fundraising efforts through With Illinois to emphasize soliciting support for programs and projects tied to our strategic vision; 4Evi. Strategically source, share, or add essential advancement staff and resources to deliver efficiencies across the campus; 4E. Foster an integrated and holistic approach to institutional advancement efforts
A8: Collect staff feedback and establish metrics to determine whether PRI operational and support systems are efficient and effective.	
A9: Develop a visionary roadmap for technology management and data stewardship and security.	4Av. Develop, integrate, and coordinate high-quality technology solutions at all levels by investing in integrated solutions that have scale efficiencies, improve service quality, and enhance campus cybersecurity, while encouraging innovation that addresses specialized needs of units; 1Diii. Establish Illinois as the leading intellectual center for the advancement of ideas, principles, policies, regulations, and tools for the just, safe, sustainable, and peaceful progress of the world’s digital transformation; 1Di. Invest in new facilities, infrastructure, and resources that leverage the National Center for Supercomputing Applications, expand our computing strengths and resources, advance the frontiers of quantum information and new computing paradigms, and bolster our strength in information sciences, data science, data analytics, health analytics, and machine learning
A10: Increase capacity to facilitate research, including identifying funding opportunities, emerging challenges, and potential collaborations; fostering interdisciplinarity; and enhancing scholarship.	
A11: Address deferred maintenance needs and necessary facility and equipment upgrades to ensure PRI provides staff and students with a safe, modern research environment.	1Bi. Partner and leverage investments in state-of-the-art instruments and facilities to provide safe and modern research environments

PRI Strategic Action	Connections to U of I Plan
<p>B1: Proactively scan PRI's political and economic context and societal needs to identify consequential research challenges that PRI and its surveys should address.</p>	<p>Goal 3: Make a significant and visible societal impact; 3Biii. Establish principled, long-term partnerships in the public sector for areas where the research stands to benefit the public good through collaborative policymaking or other applications; 3J. Improve visibility and coordination for university efforts that allow students and faculty to work closely with the public sector and decision makers to impact public policy; Public Engagement (theme)</p>
<p>B2: Build capacity in identified strategic research areas through strategic hiring and other investments.</p>	<p>Goal 1: Foster scholarship, discovery, and innovation; 3Biii. Establish principled, long-term partnerships in the public sector for areas where the research stands to benefit the public good through collaborative policymaking or other applications; 3J. Improve visibility and coordination for university efforts that allow students and faculty to work closely with the public sector and decision makers to impact public policy</p>
<p>B3: Develop fiscal resources that can be deployed (e.g. buying out staff time, hiring post-docs and graduate students, supporting staff training, upgrading equipment) to enable agile, rapid response to emergent issues facing the people, environment, and economy of Illinois.</p>	<p>Goal 3: Make a significant and visible societal impact</p>
<p>B4: Scope the production of a periodic "State of the State" report on socially and economically significant issues in Illinois.</p>	<p>Goal 3: Make a significant and visible societal impact; 3J. Improve visibility and coordination for university efforts that allow students and faculty to work closely with the public sector and decision makers to impact public policy; Public Engagement (theme)</p>
<p>C1: Establish guidelines and procedures (which may vary from discipline to discipline) for pre-publication review of internally published scholarship.</p>	<p>Goal 1: Foster scholarship, discovery, and innovation</p>
<p>C2: Develop protocols for the formation and operation of interdisciplinary response teams and working groups.</p>	<p>Goal 3: Make a significant and visible societal impact; 3J. Improve visibility and coordination for university efforts that allow students and faculty to work closely with the public sector and decision makers to impact public policy; Public Engagement (theme)</p>

PRI Strategic Action	Connections to U of I Plan
C3: Increase production of communication products that make PRI research and data accessible to diverse audiences (e.g. factsheets, policy white papers).	Goal 3: Make a significant and visible societal impact; 3J. Improve visibility and coordination for university efforts that allow students and faculty to work closely with the public sector and decision makers to impact public policy; 3Iii. Create a strategic marketing-communications campaign that shares our story of learning, discovery, and engagement to internal and external audiences to achieve metrics-based goals
C4: Develop a rigorous framework for collaboration with international scholars.	Goal 1: Foster scholarship, discovery, and innovation; 3Biv. Foster an environment where our excellence in education and scholarship have a global impact and where international perspectives are built into the institutional culture such as through the area studies centers and critical conversations; IAiv. Grow the global impact of our research by building strong educational, research, and translational partnerships with leading universities, research institutes, and corporations in the United States and abroad
C5: Develop guidelines for public communication (e.g. op-eds, legislative testimony, participation in boards and commissions, etc.) and crisis communication protocols.	3Iiii. Provide training for researchers to better communicate their scholarship and discoveries with general audiences, making research findings more readily available to all media platforms
D1: Develop a plan to recruit and retain highly skilled, diverse staff.	4Dv. Commit to mentoring and support for the success and professional development of faculty and staff to ensure that processes governing recruiting, hiring, and promotion are inclusive and follow research-based practices for avoiding bias; Diversity (theme); 4Dii. Recognize that diversity is essential to our excellence, and interweave diversity through planning and operations
D2: Develop improved, streamlined onboarding processes that introduce new employees to colleagues and to the culture and shared values of PRI and its surveys.	
D3: Explore the potential for "specialized faculty" (or similar designation) within PRI.	IAiii. Support and empower specialized faculty to succeed in their primary roles in teaching, research, or clinical work

PRI Strategic Action	Connections to U of I Plan
D4: Increase staff capacity and knowledge through training and professional development activities, including the PRI Fellows	3Iiii. Provide training for researchers to better communicate their scholarship and discoveries with general audiences, making research findings more readily available to all media platforms; 3Iv. Increase visibility and connections for the university’s leaders among opinion leaders in the Chicago area; 4Di. Deploy a professional development strategy and award system for employees by leveraging existing programs and adding new programs where required
D5: Explore improved integration of research metrics (e.g. peer-reviewed publications, maps, programmatic impact, etc.) into the performance evaluation tool and process.	
E1: Explore and capture how PRI specimens and data are used for scholarship and decision-making, and develop best practices for unlocking the full potential of our specimen and data collections.	Goal 1: Foster scholarship, discovery, and innovation; 1Diii. Establish Illinois as the leading intellectual center for the advancement of ideas, principles, policies, regulations, and tools for the just, safe, sustainable, and peaceful progress of the world’s digital transformation; 2G. Expand investments in building and renovating state-of-the-art learning spaces and infrastructure to support the latest modes of instruction and learning for Illinois students both on and off campus as well as in small and large classroom spaces
E2: Develop guidelines for acquisition, management and stewardship of PRI’s geological, archaeological, biological, and paleontological physical specimens.	2G. Expand investments in building and renovating state-of-the-art learning spaces and infrastructure to support the latest modes of instruction and learning for Illinois students both on and off campus as well as in small and large classroom spaces
E3: Develop guidelines for management, security, and stewardship of PRI’s digital and print data collections.	1Diii. Establish Illinois as the leading intellectual center for the advancement of ideas, principles, policies, regulations, and tools for the just, safe, sustainable, and peaceful progress of the world’s digital transformation; 2G. Expand investments in building and renovating state-of-the-art learning spaces and infrastructure to support the latest modes of instruction and learning for Illinois students both on and off campus as well as in small and large classroom spaces

PRI Strategic Action	Connections to U of I Plan
F1: Conduct a stakeholder analysis (including comprehensive review of stakeholders that use our services, data, and collections)	3B. Create a structure and culture that facilitates and values long-term partnerships with external stakeholders through the development of a campuswide strategic plan on public engagement that includes both Extension and non-Extension activities; Public Engagement (theme)
F2: Create a multi-year plan to increase engagement with key stakeholders and to develop new strategic relationships.	3B. Create a structure and culture that facilitates and values long-term partnerships with external stakeholders through the development of a campuswide strategic plan on public engagement that includes both Extension and non-Extension activities; Public Engagement (theme)
F3: Characterize the research, service, and engagement programs of the state scientists (archaeologist, biologist, climatologist, entomologist, geologist, hydrologist, and pollution prevention scientist)	Goal 1: Foster scholarship, discovery, and innovation; Goal 3: Make a significant and visible societal impact; 3J. Improve visibility and coordination for university efforts that allow students and faculty to work closely with the public sector and decision makers to impact public policy; Public Engagement (Theme)
F4. Empower PRI scientists to improve the connection between science and policy by engaging with public policymakers who must make timely decisions on pressing issues	Goal 3: Make a significant and visible societal impact; 3J. Improve visibility and coordination for university efforts that allow students and faculty to work closely with the public sector and decision makers to impact public policy; Public Engagement (theme)

PRI Strategic Action	Connections to U of I Plan
<p>G1: Explore how increased social science capacity could benefit PRI research and applied science activities.</p>	<p>1Ciii. Elevate the Social and Behavioral Sciences Research Initiative to a center to foster intersections with technology, promote measurements and assessment, and fight the root causes of poverty and social disparities; 2Diii. Conduct climate surveys at regular intervals and use the results to educate and improve the campus community; 3Giii. Work closely with all community stakeholders to anticipate and research the opportunities and challenges associated with making our community safe, inclusive, healthy, sustainable, and resilient to any major natural or manmade disruption, and to conceive, develop prototypes, and test the relevant policies, programs, and services; 3H. Create workforce-development strategies and related partnerships across the public and private sectors, with an emphasis on using Illinois expertise to create new jobs and enhance the skill sets of new and continuing workers; 3liv. Place special emphasis on articulating the overwhelming economic impact of the university to the state of Illinois as well as the university's contributions to the Discovery Partners Institute and the Illinois Innovation Network; 1C. Affirm our commitment to the foundational role of the arts, the humanities, and the social sciences, and invest in their contribution to our research, creative, and innovation pursuits for the common good</p>

PRI Strategic Action	Connections to U of I Plan
<p>G2: Understand and document the societal impact of PRI’s activities and services by establishing a rigorous program of assessment.</p>	<p>Goal 3: Make a significant and visible societal impact; 1Ciii. Elevate the Social and Behavioral Sciences Research Initiative to a center to foster intersections with technology, promote measurements and assessment, and fight the root causes of poverty and social disparities; Diii. Conduct climate surveys at regular intervals and use the results to educate and improve the campus community; 3Giii. Work closely with all community stakeholders to anticipate and research the opportunities and challenges associated with making our community safe, inclusive, healthy, sustainable, and resilient to any major natural or manmade disruption, and to conceive, develop prototypes, and test the relevant policies, programs, and services; 3H. Create workforce-development strategies and related partnerships across the public and private sectors, with an emphasis on using Illinois expertise to create new jobs and enhance the skill sets of new and continuing workers; 3liv. Place special emphasis on articulating the overwhelming economic impact of the university to the state of Illinois as well as the university’s contributions to the Discovery Partners Institute and the Illinois Innovation Network; Public Engagement (theme); 1C. Affirm our commitment to the foundational role of the arts, the humanities, and the social sciences, and invest in their contribution to our research, creative, and innovation pursuits for the common good</p>

PRI Strategic Action	Connections to U of I Plan
<p>G3: Create transformative learning experiences through undergraduate and graduate student and post-doc participation in scientific research and practice at PRI.</p>	<p>Goal 2: Provide transformative learning experiences; 1Dii. Foster and support new multidisciplinary research and educational programs to advance our excellence and leadership in areas such as autonomy and augmented human intelligence, environmental monitoring and sustainability, e-Learning and personalized learning; 2Ei. Develop uniform campus mechanisms to award academic credit for experiential learning activities, while ensuring the experience is aligned with our high-quality educational standards; 2Eii. Assure that students have opportunities to participate in University of Illinois Extension and public engagement activities through volunteerism and service learning; 2C. Provide new educational pathways and enhance current programs to increase flexibility and to foster education across disciplines; 2E. Encourage every undergraduate student to complete one or more integrative learning experiences, such as capstone courses, internships, research, and study abroad</p>
<p>G4: Explore opportunities for collaboration with Extension.</p>	<p>Goal 3: Make a significant and visible societal impact; 2Eii. Assure that students have opportunities to participate in University of Illinois Extension and public engagement activities through volunteerism and service learning; Public Engagement (theme)</p>