



SER 2017-2020 Strategic Plan (August 2017)

Vision: SER envisions a future where ecological restoration fosters the diversity of life on Earth, enhances the delivery of ecosystem services, and mitigates the challenges of climate change. Ecological restoration creates a world of restored, vibrant, biodiverse ecosystems that enhance and enrich human livelihoods and well-being.

Mission: SER advances the science, practice and policy of ecological restoration to sustain biodiversity, improve resilience in a changing climate, and re-establish an ecologically healthy relationship between nature and culture.

Three Year Plan

Goal 1: Grow and serve our membership by continuing to develop and distribute high quality member resources and networking opportunities.

- Deliver chapter, continental, and world conferences as leading fora for networking and information sharing.
- Provide year-round knowledge-sharing mechanisms for members, including e-networking and continuing education.
- Deliver high quality professional development resources for members at all stages of their careers through mentoring, internships, workshops, and SER Career Center.
- Support chapter development and functioning by providing services that all chapters can use (e.g. conference registration/abstract software, information exchange, strategic planning support).
- Create new chapters in under-represented areas and regions of the world, with an emphasis on Africa and Asia.
- Strengthen existing partnerships and develop new partnerships with key allies in under-represented regions of the world, with an emphasis on Latin America.
- Increase collaboration and information exchange among scientists and practitioners at all levels.
- Expand accessibility to SER conferences through electronic engagement.

Goal 2: Be the principal scientific clearinghouse for key restoration resources from local to international scales.

- Relaunch the Global Restoration Network as the Restoration Resource Center and expand reach to include under-represented sectors in the field of ecological restoration.
- Relaunch and expand the Indigenous Peoples' Restoration Network.
- Continue to partner with Island Press to develop, disseminate, and promote new RE and ER books and new formats of publications to meet member needs.
- Continue to produce, promote and distribute *Restoration Ecology* and to expand its impact.
- Develop, promote, and update publications, reports, videos, and other scientific and/or practice-based information about ER and RE.
- Increase accessibility to SER information by translating key documents and resources into additional common and/or important languages within our restoration network.

Goal 3: Define and shape international ecological restoration policy by leveraging our expertise, resources, and partnerships.

- Engage in critical restoration policy issues at national and international levels.
- Contribute guidance to global restoration initiatives and support the mainstreaming of ecological restoration by engaging in global fora and publishing time-sensitive white papers and position statements.
- Widen collaboration and develop new partnerships with a diversity of thematic, regional, and international organizations (e.g. IUCN, CBD, GPFLR, and UNCCD).
- Leverage our global network and international partnerships to identify, provide advice, and where possible, fill policy gaps.
- Provide capacity-building support for international restoration programs.

Goal 4: Increase the effectiveness and impact of ecological restoration practice worldwide by delivering a certification program and restoration standards/guidelines.

- Build a robust and well-respected certification program.
 - Secure high uptake of SER's Certified Ecological Restoration Practitioner (CERP) Program with emerging professionals, practitioners, businesses, and public and private land managers (target: 1,000 certified practitioners worldwide by 2020).
 - Position the CERP requirements as the "standard" for universities and institutions providing ecological restoration training and education.
 - Expand CERP to include sub-certificate options (full certification not required) to recognize accomplishment in specific disciplines, practices and/or ecosystems (e.g. coastal certificate).
 - Seek accreditation for the CERP Program, if and as appropriate.
- Increase international commitment to ecologically sound restoration standards and guidelines
 - Promote buy-in and adoption by key international governing and banking entities (e.g. World Bank, CBD) of the international standards for ecological restoration, specifically in the context of funding to achieve international biodiversity, climate and restoration targets.
 - Assess viability of developing an ecological restoration project certification program.
 - Develop capacity building, training and continuing education programs associated with both the international standards and CERP (including through partnerships with other entities).

Goal 5: Maintain and grow a healthy, robust, sustainable organization with an active membership in all regions of the world.

- Increase and diversify income by 2020 as follows:
Membership-30%; Small donations-5%; Fee for service-10%; Sponsorships (corporate/governmental)-15%; Grants-20%; Certification-3%; Continuing education-2%; Journal/publications-15%
- Increase membership by 100% (increase to at least 5,000 by 2020, aim for 10,000).
- Increase diversity and global representation of membership.
- Increase diversity of staff and board.
- Grow reserve fund.
- Operate on balanced or net positive budget.
- Increase staff capacity to better achieve mission.
- Provide high quality benefits to staff, including a sustainable, mutually respectful work environment.
- Foster a high-performing, collegial, committed, and supportive board culture.
- Build diverse and strong partnerships with like-minded organizations throughout the world.