

# Earthquake Engineering Research Institute Strategic Plan

Updated May 2015

## Mission

*The objective of the Earthquake Engineering Research Institute is to reduce earthquake risk by (1) advancing the science and practice of earthquake engineering, (2) improving understanding of the impact of earthquakes on the physical, social, economic, political, and cultural environment, and (3) advocating comprehensive and realistic measures for reducing the harmful effects of earthquakes.*

## Vision and Role

***EERI's Vision:*** ***A world in which potential earthquake losses are widely understood and for which prudent steps have been taken to address those risks.***

***EERI's Role:*** ***EERI is a leader in earthquake investigations and in the dissemination of earthquake risk reduction information both in the US and globally in cooperation with its international partners.***

**EERI will fulfill its role through the following activities:**

- Fostering a sense of shared commitment among the diverse communities dedicated to earthquake risk management
- Promoting research
- Facilitating the exchange of information among members and others, and
- Forging a consensus, serving as an advocate, and speaking with a common voice to public forums and legislative bodies on behalf of the diverse risk management community.

## Summary of Plan

The Earthquake Engineering Research Institute, a non-profit professional association with members in more than 60 countries, has been pursuing its *Mission, Vision, and Role* since 1949. EERI has gained credibility worldwide for reliable and high-quality information on seismic risks and mitigation. The Board of Directors, staff and membership remain committed to these basic principles and wish to maintain our leadership in earthquake engineering. During 2014 and 2015, the Board of Directors updated the strategic plan that helped guide EERI since 2007.

The following section presents **Four Strategic Initiatives** that comprise the essence of the updated plan.

### **Four Strategic Initiatives**

To meet the challenges and opportunities now facing the Institute, EERI will continue focusing its efforts on four equally important strategic initiatives. Each of these is founded upon existing successful programs and projects. The intention is to make best use of our successes to extend and enhance our efforts. Each initiative includes measurable objectives and tangible strategies to achieve them. A brief summary of each initiative follows:

❖ **Enhance and expand educational materials and technical programs**

EERI's trademark is reliable information on earthquakes and their harmful effects on the natural, human, and built environment. EERI's name carries a high degree of credibility throughout the world in post-earthquake reconnaissance. EERI is also a leader in communicating relevant information on earthquake design, mitigation, and social issues through its meetings, publications, journal, and seminars. It is critical that EERI continue to revitalize its materials and publications to maintain its leadership and to reach its members in the technical community more effectively. EERI must also respond, in cooperation with other organizations and institutions, to the needs of society for leadership in multi-hazard risk management.

**Objectives:**

- Provide professional development and educational opportunities for all members.
- Use a multi-disciplinary approach to expand knowledge of earthquakes and their impacts on the natural, human, and built environment.

**Strategies:**

- Conduct seminars and short courses of timely and practical interest.
- Expand and update the monograph series, including topics reflecting the multi-disciplinary membership of EERI.
- Enhance *Earthquake Spectra's* appeal to all members, while maintaining its position as the leading publication in the field.
- Support knowledge building through grant programs such as the World Housing Encyclopedia and the Concrete Coalition.
- Enhance and expand social media presence and web-based educational materials, including webinars.
- Maintain and strengthen the *Learning from Earthquakes* program to rapidly and effectively disseminate knowledge from earthquake reconnaissance and expand opportunities for field experience for all EERI members.
- Expand the role of *Learning from Earthquakes* to encompass broader issues of earthquake resilience.

- Support the technical programs and educational activities of regional and student chapters.
- Enhance opportunities for interaction between students and leading researchers and practitioners, and among students in all the disciplines reflected in the EERI membership.

❖ **Outreach and Advocacy**

Establish and maintain a highly visible profile at the international, national, regional/state, and local levels to inform public opinion and influence public policy to support EERI's mission. Identify and support seismic advocates at all levels of society and in all the disciplines. Substantially expand the number of engineers, social and policy scientists, and those in other disciplines, including those involved in research and other professional activities that contribute to reduced earthquake risk in the U.S. and abroad. Influence knowledge, attitudes and policies of practicing engineers, regulators, risk managers, commercial and residential insurers, re-insurers, , policy makers, construction workers and owners of facilities. Take advantage of the expertise within EERI to play a major role in an increasingly multi-hazard environment.

**Objectives:**

- Generate increased funding and awareness to reduce risk in the built environment in the U.S.
- Increase EERI activism at the regional and local level through EERI regional chapters.
- Educate policy makers about the risks of earthquakes, so they include risk mitigation in development decisions.
- Integrate earthquake risk reduction into broader efforts to achieve a sustainable and resilient environment.

**Strategies:**

- Support regional chapters in generating more scenarios (New Madrid, San Diego, Utah) to influence attitudes and improve public policies.
- Use existing scenarios (Seattle, Hayward Fault, San Andreas Fault) proactively to demonstrate local risks to policy makers.
- Support the reauthorization of NEHRP.
- Continue the activities of Concrete Coalition in the form of organizational support, information dissemination, public policy, mitigation and acquisition of funding.
- Explore the potential introduction of earthquake design and seismic safety into the "green" building movement.
- Conduct seminars focusing on continuity issues for businesses, building owners and others that have commercial and development interests.

- Identify ways to utilize EERI resources to partner with organizations working on resiliency issues such as the Center for Excellence for Community Resilience, USRC, 100R Cities, etc.
- Establish EERI as the authority and go-to organization for media.
- Support the Public Policy and Advocacy Committee by providing board direction, and staff support.
- Participate actively in the NEHRP Coalition and cultivate individual congressional committee staff contacts.
- Encourage and support regional chapters to stay engaged with state and regional policy issues and provide technical input to regional decision makers.

❖ **Implement a strong program of international activities**

Develop projects and programs with international partners and stakeholders to address the global need for credible and reliable information on seismic risk mitigation.

**Objectives:**

- Share information with international partners to improve global resilience against natural disasters.
- Provide mechanisms for disseminating engineering data and information amongst members from different countries.
- Continue to enhance the World Housing Encyclopedia (WHE) to serve as a global resource for seismic safety, post-earthquake rebuilding, and recovery planning.
- Develop active partnerships with other international stakeholders such as GEM and IAEE to improve synergy within the earthquake engineering community.

**Strategies:**

- Reestablish cooperative efforts with existing partners with whom we have MOUs. Expand those MOUs so we have formal ties with earthquake organizations in Mexico, Japan, Australia, Canada, China, Chile, India, Turkey, Taiwan and New Zealand.
- Secure resources to enhance the World Housing Encyclopedia (WHE) to serve as a global resource for seismic safety, post-earthquake rebuilding, and recovery planning.
- Reorganize and reinvigorate the International Activities Committee, so that it becomes an active and essential portion of Institute activities. Its main charge should be to develop active programs with international partners. Some areas the committee should address immediately are:
  - Recruit international members, both Affiliate and e-Affiliate Membership categories;

- Encourage international members to form local organizations to build camaraderie, recruit new members, share information and advocate for earthquake safety and resilience;
- Work effectively with IAEE by proposing special sessions at World Conferences and by enlisting IAEE in carrying out EERI's strategies and international activities;
- Explore the idea of establishing international chapters (both members and students) in countries that have a significant number of members.

❖ **Expand and broaden membership and financial resource base**

Expand and broaden the membership in engineering, earthquake sciences, emergency management, and social sciences with an emphasis on young professionals. Build a broad and diverse base of financial support to underwrite current and future EERI programs and initiatives.

**Objectives:**

- Double Subscribing Member financial support by 2019.
- Raise \$1 million in new bequests by 2019.
- Develop a detailed strategy and implement a plan by 2019 that will increase funding diversity and keep EERI financially stable.
- Provide long-term support to the programs identified in this plan.
- Achieve a sustained increase in the number of regular EERI members in the U.S. and abroad.

**Strategies:**

- Hire an EERI staff member responsible for retaining, expanding, and diversifying the membership by developing new strategies and programs.
- Continue to increase the number of regional, international, and student chapters. Work with these chapters to develop community projects that will bring in more earthquake professionals, young professionals and students.
- Initiate a mini-campaign fund raising effort among the membership with a specific goal.
- Develop additional activities to meet the needs of the membership that are applicable both nationally and internationally.
- Develop a tool kit for “founding an international chapter” to facilitate and guide EERI members to create and facilitate an international chapter.
- Encourage EERI members to be membership advocates and to take actions that will help increase membership.
- Consider additional classes of memberships that would attract non-engineering earthquake professionals.
- Obtain professional advice to develop a multifaceted development strategy to solicit funds, bequests, and donations, etc., from foundations, corporations, and individuals.