



Charting the Path

Bringing Solutions to the
Planet's Problems



Five-Year Strategic Plan of the
Environmental Law Institute
(ELI)

How ELI Helps People, Places, and the Planet

Our Goal

What if the economy and the environment were viewed as two sides of the same coin?

ELI works for a healthy environment, prosperous economies, and vibrant communities founded on the rule of law.

Our Niche

What if action focused on finding common ground, bringing us together to overcome policy differences?

ELI is a non-partisan think-and-do tank, effecting change through its work as a premier environmental law educator, convener, publisher, and research engine.

Our Vision

What if environmental protection could move beyond ideological differences and instead foster collaboration and innovation?

ELI works across cultures and ideologies to transfer knowledge and build consensus on how to solve the world's biggest environmental problems.

ELI's Theory of Change

Although ELI's work often begins with informing the shape of law itself, the success of law ultimately depends on effective implementation through good governance. With good governance, the rule of law can emerge, enabling a culture of compliance and environmental improvement. Through its work on research, programs and policies, educational outreach on critical issues, and publications on key dimensions of environmental law, ELI helps grow the effectiveness and resilience of key links in the governance and rule-of-law chain by:

- Supporting efforts to ensure that environmental laws protect and reflect the fundamental values of the affected community;
- Facilitating open access to environmental information;
- Supporting engagement by stakeholders and the affected community to engender understanding, ownership, and accountability;
- Helping improve regulatory predictability and reduce uncertainty for the regulated community and the general public alike;
- Cultivating an organized and accessible channel for expressing disagreement; and
- Empowering resolution of environmental disputes in a manner that is effective, fair, and timely.



ELI uses diverse methods and approaches to accomplish its goals. For example, in countries with evolving economies and developing environmental protection systems, ELI works with anchor elements that have broader transformative potential. In ELI's experience, judges can serve as an important corrective presence when other elements of government are struggling, thus making the judiciary a particularly important anchor institution. For this reason, ELI leads the world in judicial environmental education.

How ELI Helps People, Places, and the Planet

ELI's Levers of Change

Build skills and capacity of the leaders and institutions of today and tomorrow

- **U.S. Environmental Law Boot Camp:** Preparing the next generation of environmental leaders by providing baseline information on US environmental laws and policies.
- **Gulf region:** Building the capacity of Gulf of Mexico communities to participate in the Deepwater Horizon recovery effort
- **Mexico, China, Colombia, Ecuador and throughout the world:** Conducting judicial trainings that strengthen the rule of law

Research and analyze complex and pressing environmental challenges

- **Nigeria:** Supporting more sustainable and just gold mining
- **Global Arctic:** Facilitating co-management approaches that amplify the rights of indigenous peoples in resource management
- **Ocean:** Confronting the challenges of emerging seabed mining practices

Disseminate best thinking through print and electronic media

- **Washington, DC:** Publishing the world-renowned Environmental Forum and the Environmental Law Reporter, and numerous books and reports that provide clarity and forward-thinking approaches to environmental law

Convene people with diverse perspectives to build understanding through robust debate

- **Washington, DC:** Bringing diverse communities and sectors together for policy programs

ELI's global reach has made a positive difference all around the globe. The map below displays a sample of project and program locations, representing some of the diverse, world-changing work ELI has done over the last few years.



A sample of where ELI's priorities have taken staff over the last few years.

How ELI Helps People, Places, and the Planet

ELI's history of non-partisan research, programmatic engagement, and education helps drive a future of fact-driven innovation.

ELI's Roots

Founded in 1969, ELI's focus has been on transcending political barriers and fostering meaningful dialogue and solution-driven research on the world's most pressing issues. By working across ideologies and political boundaries, ELI has been a key player in many landmark environmental laws and policies over the last 50 years.

ELI of Today

ELI combines the strength and stability of a membership organization with the passion and drive of a philanthropy. In addition to providing first-rate programming and publications to help keep its membership at the cutting edge of the environmental profession, ELI provides a vehicle for outreach and engagement in the effort to make law work both here and abroad, leveraging over \$8 for every \$1 invested in ELI's public-interest work through partnerships and effective research.

Three Primary Lines of Business



- 1 Membership** service is represented by a footprint in the sand, reflective of the impression that ELI's diverse constituency can make together to advance progress. High-quality membership programming not only empowers members' professional success but is also key to ELI's credibility as a thought-leader and its reputation as a constructive mixing zone for diverse constituencies and opinions.
- 2 Publications** is represented by the sand itself, indicative of a dynamic and shifting landscape that publications must render. Publications are not only a valued membership benefit, but also serve as a key means for disseminating the best thinking on environmental law and policy.
- 3 Programmatic** work is represented by the water, indicative of its tidal and changing, yet life-giving nature. Programmatic work takes many forms at ELI, from research to capacity- and institution-building. Collectively, this body of work is the primary source of ELI's international reputation as a thought leader and drives more than half of ELI's activity as an Institute.

Where ELI is Going

ELI of Tomorrow

ELI Vision 2021 lays out a strategic vision for progressing organizational goals to new realities of funding, global politics, and planetary problems through four thematic areas of focus:

1 Building Effective Environmental Protection Systems

2 Protecting the Global Commons and Global Resources

3 Leading and Facilitating Sustainability

4 Preventing Pollution of Air, Water, and Land

Under these areas of focus, ELI commits itself to a number of key priorities

Governance and Rule of Law – ELI will improve the global state of environmental rule of law by highlighting best practices, identifying areas where improvement is needed, and building the capacity of key institutions, including enforcement staff, prosecutors, and judges.

Climate Resilience – ELI will build climate resilience by facilitating the integration of climate adaptation and water resource sensitivity into decisionmaking and by supporting climate literacy training throughout the governance chain.

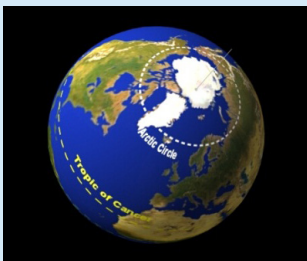
Climate Change Mitigation – ELI will assist nations and sub-national governments in their efforts to meet international climate change objectives and commitments through law-based mechanisms; help governments, businesses, communities, and NGOs implement laws, policies, and voluntary climate change programs; and educate stakeholders about the environmental/energy law interface and best practices in mitigation and adaptation law and policy.

Oceans – ELI will redouble its efforts to build effective, transferable ocean protection laws and governance approaches, addressing such areas as marine resource planning, management of ocean fisheries, permitting and regulation of energy development, and marine natural resource damages;

Technology – ELI will highlight and scope out new opportunities for technology to serve as a driver of environmental compliance and performance;

Private Environmental Governance and Regulatory Certainty – ELI will bring increased emphasis to private-sector partnerships, focusing on facilitating effective private environmental governance practices and a shared long-term interest in building rule of law in foreign settings; and

Sustainability – ELI will bring increased emphasis to law and governance as a means of advancing sustainability objectives and addressing natural resource-related conflict.



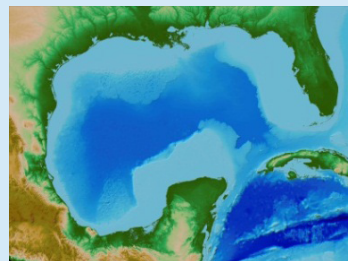
In the Arctic Circle, ELI is helping strengthen comanagement of subsistence marine resources like whales and walrus by Alaskan Native Corporations, tribes, and other governments.



In Africa, ELI is working on environmental peacebuilding to respond to conflicts and lay the groundwork for preventing war.



In California, ELI is helping local governments and the state to adapt to sealevel rise using legal tools.



In the Gulf of Mexico region, ELI is bringing communities and governments together to enhance recovery after the Deepwater Horizon oil spill.



In Asia, ELI is supporting governance systems that drive the cleanup of hazardous wastes and air emissions while providing economic opportunities to all.

What ELI Will Do To Advance its Strategic Priorities: A 10-Point Plan

Build Partnerships

ELI will actively seek out new partners and expand relationships with existing partners as a means of leveraging resources for optimal impact. All entities who see law, effective governance, and rule of law as keys to achieving environmental objectives are ELI's natural affinity partners.

Grow Membership

ELI's commitment to meeting membership needs will continue, blending the forwardthinking environmental priorities from ELI Vision 2021 with the near-term needs of environmental professionals. ELI will enlarge its diverse membership base by adding more members of the business community and more international members. New recruitment efforts will be aimed at younger environmental professionals as well.

Enhance Educational Programming

ELI will increase the reach of its programs through remote and virtual participation opportunities, including through such tools as open online courses and interactive video platforms to engage practitioners and citizens. Expanded services could include convening new Boot Camps and providing additional for-fee CLE programs.

Enlarge Programmatic Work

ELI's programmatic work will pivot in the direction of ELI Vision 2021, and greater emphasis will be placed on communication and outreach in order to expand reach and impact. Programmatic work will continue to drive ELI's budget as well as its reputation.

Evolve our Publications

The world of print media is changing, and ELI must change with it. ELI will increase and improve its online presence and provide greater digital access to our books, journals, and publications, ever mindful of the increasing financial pressures on traditional print publications. The Environmental Law Reporter and The Environmental Forum will evolve to meet the needs of younger members through enhanced digital viewing options, while preserving its key thought-leadership role. Books will be approached strategically and cost-effectively, based on an examination of their market niche. Research and other publications will be promoted and marketed, possibly as an additional membership benefit.

Communicate More Effectively

ELI will enhance its brand and programs broadly through strategic development of events, new engagement of the media, website updating and restructuring, and tools to display complex information in a way that is simple, accessible, and consistent. Through targeted use of social media and other tools, ELI will communicate in a manner that is nimble, attractive to cross-generational audiences, and capable of tailoring communications to key target audiences.

What ELI Will Do To Advance its Strategic Priorities: A 10-Point Plan

Build on the Annual Award Dinner

ELI's Annual Award Dinner will continue to serve as a marquee vehicle for celebrating environmental excellence and bringing people together around shared passions, as well as ELI's key fundraising moment. To increase the event's fundraising potential, ELI will explore developing sponsorship of events surrounding the Award Dinner, establishing booth space and creating an exhibit area, among other things.

Increase Engagement of the ELI Leadership Community

ELI's Leadership Council is both its key advisory community and its key donor base. ELI will work to grow the Leadership Council by 25%, reinforce with this community the public-interest opportunities to improve environmental law and governance through ELI, and expand Leadership Council engagement opportunities outside of Washington, DC.

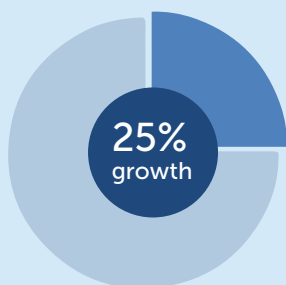
Invest in Staff

ELI will review the competitiveness of its staff salaries and make adjustments as appropriate in order to ensure that we can continue to attract top talent.

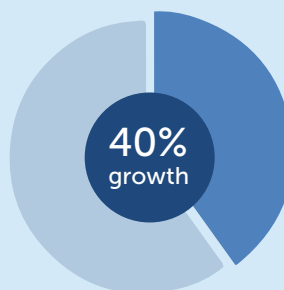
Manage our Resources Wisely – and Grow!

ELI will continue to run a lean, efficient, and effective organization based on sound fiscal management and diversity in funding, so that resources entrusted to our care continue to be put to their highest and best use.

We look to grow our overall budget by at least 20% over this five-year period through:



Programmatic Work
supported by grants, contracts, and cooperative agreements



Donations
Fulfilling the "Campaign for ELI Fund" goals



Membership

ELI Seeks Answers to the Big Questions



As the world of environmental law and policy changes, ELI must evolve strategically. When the organization was founded, environmental law was embryonic—all major environmental laws were enacted after ELI's genesis. ELI was born into a world of environmental uncertainty in 1969 specifically to confront the difficult challenges ahead.

Owing in part to ELI's work, the world is a much different place than it was nearly 50 years ago. ELI's research, convening, and thought-leadership have helped clean the air, water, and land. However, the problems are not the same as they were, and neither are the solutions.

ELI is on a mission to find those new solutions. Through the strategic focus in ELI Vision 2021, ELI will leverage its stellar reputation and non-partisan perspective to answer the big questions surrounding the planet's future. By taking one thoughtful step at a time, ELI aims to help people, places, and the planet address the steep environmental challenges the world will face in the years ahead.