

TRB 2022-2027 Strategic Plan

Background

The Executive Committee of the Transportation Research Board (TRB) of the National Academies of Sciences, Engineering, and Medicine is pleased to present this strategic plan for the period 2022 to 2027. Its intent is to provide strategic direction for TRB's programs and activities for the next five years.

The TRB Executive Committee last adopted a strategic plan in June 2019. At the time it adopted that plan, TRB's parent organization, the National Research Council (NRC) was beginning a process to develop a strategic plan for the NRC. TRB adopted its 2019 plan with the understanding that once the NRC had a new strategic plan, TRB would revisit its plan and make modifications so its plan would be in alignment with the new NRC plan.

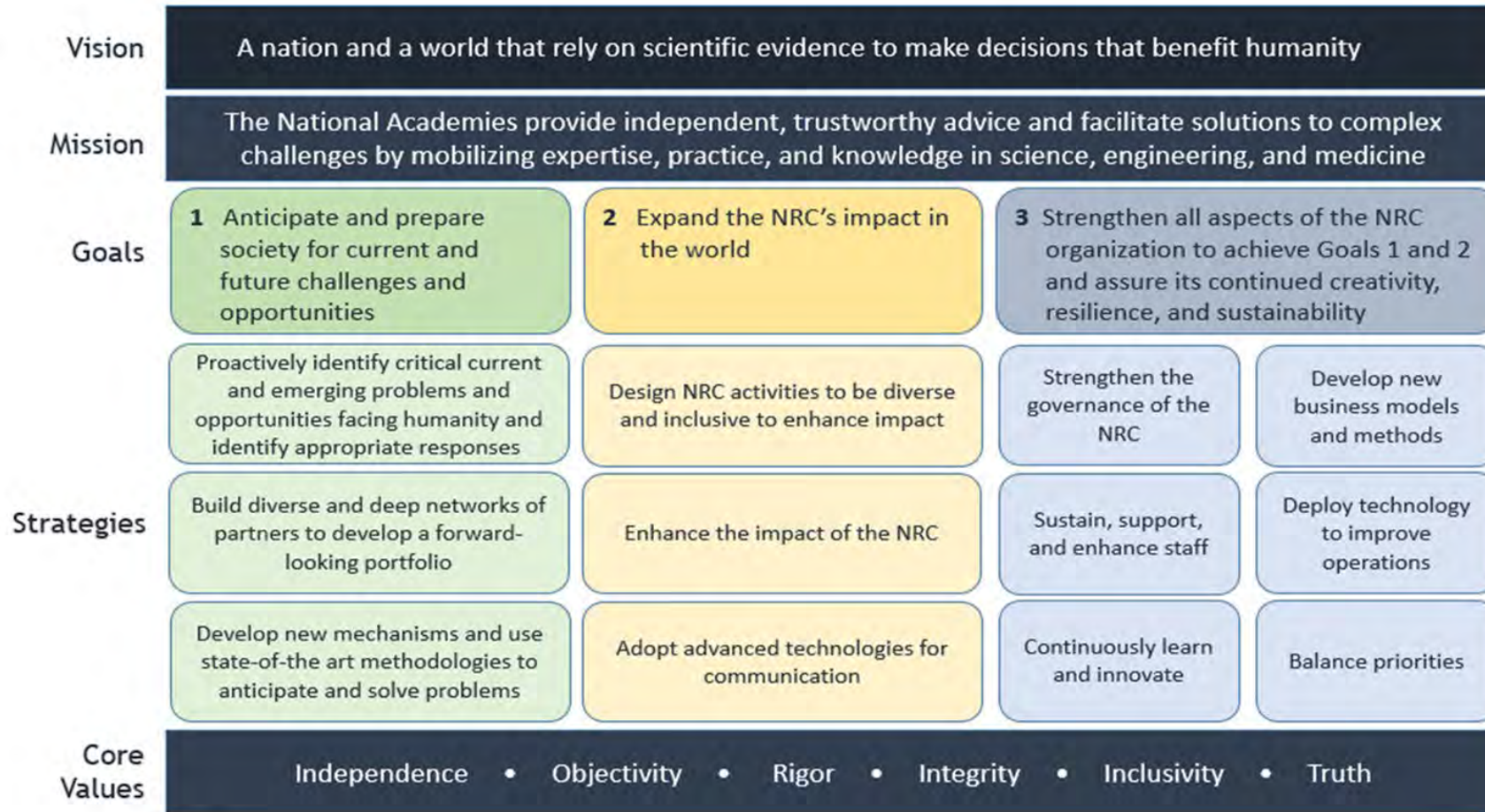
The NRC Governing Board adopted the new NRC strategic plan on February 8, 2021. The plan's goals called for (1) anticipating and preparing society for current and future challenges and opportunities and (2) expanding the NRC's impact in the world. A third goal called for strengthening the NRC's organization to achieve the first two goals and to assure the NRC's continued creativity, resilience, and sustainability. The plan included a number of strategies to support these goals. Figure 1 shows a summary of the NRC strategic plan. A major effort is underway within the NRC to implement the strategies contained in its plan.

Once the NRC adopted its new strategic plan, the TRB Executive Committee started a process to develop a new TRB strategic plan that would be in alignment with the NRC strategic plan. A description of the process used by the TRB Executive Committee is contained later in this introduction.

TRB Overview

TRB is one of seven program divisions within the National Academies of Sciences, Engineering, and Medicine. The National Academies are private, nonprofit institutions that provide expert advice on some of the most pressing challenges facing the nation and the world. The National Academies' work helps to shape sound policies, inform public opinion, and advance the pursuit of science, engineering, and medicine. The fact that TRB is part of the National Academies enables TRB to take advantage of the expertise of some of the most renowned scientists, engineers, and medical professionals in the world, as well as the experts on the staff of the other six program divisions of the Academies. It also brings with it the obligation to meet the National Academies' standards for objectivity, independence, scientific rigor, and an evidence-basis in all that TRB does. TRB is committed to advancing the state of the practice through sound research, sharing of information on cutting-edge innovation, and rigorous analysis of current policy issues.

Figure 1 NRC Adopted Strategic Plan



Approximately 8,500 volunteers serve on TRB's standing technical committees and task forces, its research panels, its advisory study committees, and the Marine Board. These volunteers are supported by a staff of 120 professionals who are experts in the wide variety of disciplines involved in transportation. The TRB Executive Committee provides strategic direction and oversight for all of TRB's programs and activities. In addition, there are oversight committees for each of TRB's major program areas.

TRB's major functions are research, convening, and advising. Through TRB's cooperative research program, TRB manages over 600 research projects at any given time in the areas of highways, public transit, airports, and behavioral traffic safety. TRB publishes approximately 800 peer reviewed research papers per year in its journal the *Transportation Research Record*, as well as articles in several additional publications. TRB maintains the largest transportation research bibliographic database in the world with over 1.3 million records.

The TRB Annual Meeting is held each January in Washington DC and is the largest convening activity of transportation professionals in the world, with over 14,000 attendees (in a non-COVID year) and over 800 sessions and workshops. TRB has 177 standing technical committees and councils that convene to discuss current and future issues and research in almost all topics related to transportation. TRB sponsors or co-sponsors approximately 50 conferences or workshops per year in addition to its annual meeting. TRB delivers over 100 webinars per year on a wide variety of subjects.

TRB conducts a number of consensus studies on a wide variety of policy issues across all modes of transportation following the rigorous procedures of the National Academy of Sciences, Engineering, and Medicine. These studies often contribute to changes in legislation or regulation in areas such as investment, public/private policy, acquisition, safety, security, equity, and more. In addition, TRB has several standing committees that provide advice to USDOT modal research programs.

Relationship to Other TRB Strategic Plans

The TRB Executive Committee has adopted strategic plans for the following areas:

- International Activities
- Diversity, Equity, and Inclusion
- Communications.

The communications strategic plan was adopted in July 2021. A revised international activities plan and a revised diversity, equity, and inclusion plan were adopted at the Executive Committee's June 15-16, 2022 meeting. Strategic plans for technical activities and for various cooperative research programs have been adopted by the oversight committees for these programs. All of these individual plans have provided input to the overall TRB strategic plan.

Process to Develop the TRB Strategic Plan

The TRB Executive Committee assigned lead responsibility for development of the new TRB strategic plan to its Subcommittee on Planning and Policy Review (SPPR). SPPR met April 26, 2021 to compare the vision, mission, goals, and strategies in the new NRC strategic plan with these same elements in the 2019-2024 TRB strategic plan. SPPR discussed the approach that it should take to develop a new TRB strategic plan and decided to modify each element of the TRB plan to align more closely with the NRC plan. SPPR members brainstormed ideas for each of the elements.

The TRB Executive Committee met on July 19-20, 2021, where it reviewed and provided feedback and suggested modifications regarding initial draft vision, mission, goals, and strategies statements developed from the SPPR brainstorming session. The Executive Committee also discussed the values statements contained in the NRC strategic plan and decided that since TRB is a program division of the NRC that it should adopt the NRC values. In addition, the Executive Committee provided feedback on a draft set of principles to guide TRB into its future and decided these principles should be included in the plan (Note: the principles were changed later to tenets).

The draft plan elements were revised based on Executive Committee feedback, and the modified elements of the plan were reviewed with the SPPR at their October 2021 meeting. A revised version based on SPPR feedback was then circulated to several of TRB's oversight committees, who provided additional input. During the fall of 2021, TRB staff began developing a proposed list of actions under each of the strategies. The TRB Executive Committee provided feedback on the latest version of the draft plan at its January 12-13, 2022 meeting. Subsequent to that meeting and based on the Executive Committee's feedback, TRB staff developed a draft list of metrics for measuring progress in achieving the plan. The SPPR reviewed an updated version of the plan, including the proposed metrics, at its April 19, 2022 meeting and offered a number of additional refinements. The SPPR presented the final strategic plan to the Executive Committee for adoption at its meeting on June 15, 2022.

Next Steps

In order for the strategic plan to be effective, TRB leaders, volunteers, and staff must implement the adopted goals, objectives, and action items. The SPPR will work together with oversight committees from each of TRB's program areas and TRB staff to identify how the TRB strategic plan will be implemented. This will be done recognizing that the strategic plan is quite an aggressive plan, containing a very large number of action items, and it is being adopted in a resource-constrained environment. Therefore, it is likely that not all action items listed in the plan will be able to be implemented within the five-year timeframe for the plan.

TRB staff will work with the SPPR to identify the highest priorities and a schedule for implementation of the action items. The metrics contained in the plan will be used to monitor

progress. Both the SPPR and Executive Committee will receive regular progress reports on implementation and which items may need to be deferred due to resource constraints.

There will inevitably be additional circumstances that arise that will require changes in priorities or actions contained in the strategic plan. TRB staff will work together with the SPPR and the Executive Committee to identify appropriate changes. The plan will be a living document that will be adjusted as circumstances warrant over the five-year life of the plan or modified based on emerging factors during implementation.

The TRB 2022-2027 Strategic Plan

In order to show how the TRB strategic plan aligns with the NRC strategic plan, the elements of the plan are shown with the NRC plan element first shown and the corresponding TRB plan immediately shown immediately thereafter. The actual TRB strategic plan only includes the TRB elements.

TRB 2022-2027 Strategic Plan with Actions

June 15, 2022

Vision

NRC vision: A nation and a world that rely on scientific evidence to make decisions that benefit humanity.

TRB Vision: A nation and a world that rely on scientific evidence and expertise about transportation to ensure a system that benefits individuals, society, and the environment.

Mission

NRC mission: The National Academies provide independent, trustworthy advice and facilitate solutions to complex challenges by mobilizing expertise, practice, and knowledge in science, engineering, and medicine.

TRB Mission Statement: TRB mobilizes expertise, experience, and knowledge to anticipate and solve complex transportation-related challenges.

Values

NRC Values: Independence, Objectivity, Rigor, Integrity, Inclusivity, Truth

TRB Values: TRB, being a program division of the NRC, adopts the NRC values as TRB's values.

Guiding Tenets as TRB Looks to Its Future

1. Adhere to the National Academies' and TRB's high standards for objectivity, independence, non-partisanship, integrity, excellence, and an evidence-basis for all that we do;
2. Leverage being part of the National Academies of Sciences, Engineering, and Medicine, and the expertise available to TRB throughout the National Academies;
3. Facilitate researchers and practitioners interacting with and learning from each other;
4. Enable individuals and society to benefit from the multi-disciplinary and multi-modal expertise and contributions of TRB's participants, and the multi-disciplinary and multi-modal scope of its portfolio;
5. Meet the needs of TRB's sponsors and professionals working in transportation-related fields by offering relevant services and producing implementable strategies and useful, high quality products;

6. Facilitate the professional development and growth opportunities of students and transportation professionals at all stages of their careers;
7. Continually evaluate and improve TRB's services to maximize value to TRB's sponsors and participants; and
8. Leverage diversity of thought, background, perspective, and experience to better address transportation's challenges; identify and eliminate barriers to full and active inclusion in TRB; and develop of a diverse set of TRB volunteer leaders.

Goals

NRC Goals:

1. Anticipate and prepare society for current and future challenges and opportunities.
2. Expand the NRC's impact in the world.
3. Strengthen all aspects of the NRC to achieve Goals 1 and 2 and ensure its continued creativity, resilience, and sustainability.

TRB Goals

1. Prepare transportation professionals and decision makers to address current and future transportation-related challenges and opportunities.
2. Expand TRB's impact and influence through its objective research, information exchange, and advisory activities.
3. Assure TRB's continued creativity, resilience, and sustainability in an ever evolving world.

NRC Strategies under Each Goal

1. Anticipate and prepare society for current and future challenges and opportunities.
 - a. Proactively identify critical current and emerging problems and opportunities facing humanity and identify appropriate responses.
 - b. Build diverse and deep networks of partners to develop a forward-looking portfolio.
 - c. Develop new mechanisms and use state-of-the-art methodologies and data to anticipate and solve problems.
2. Expand the NRC's impact in the world.
 - a. Design NRC activities to be diverse and inclusive to enhance impact.
 - b. Enhance the impact of the NRC.
 - c. Adopt advanced technologies for communication.

3. Strengthen all aspects of the NRC to achieve Goals 1 and 2 and ensure its continued creativity, resilience, and sustainability.
 - a. Strengthen the governance of the NRC.
 - b. Sustain, support, and enhance staff.
 - c. Provide relevant and timely evidence-based guidance through continuous innovation and learning.
 - d. Develop new business models and methods.
 - e. Deploy technology to improve NRC operations.
 - f. Balance priorities.

TRB Strategies and Actions under Each Goal

1. Prepare transportation professionals and decision makers to address current and future transportation-related challenges and opportunities.
 - a. Identify current and future critical transportation-related issues and address these issues through TRB's convening, research, and advising programs and activities.
 - i. Publish a new edition of *Critical Issues in Transportation* that addresses how transportation supports broader societal goals.
 - ii. Develop and highlight TRB Annual Meeting sessions related to the critical issues.
 - iii. Pursue sponsorship of conferences/workshops for the critical issues.
 - iv. Conduct research projects on the critical issues and disseminate the findings to key stakeholders.
 - v. Pursue sponsorship of consensus and advisory studies for critical issues, including working together with other National Academies program divisions on studies addressing these issues.
 - vi. Produce webinars that address critical issues.
 - vii. Produce Executive Committee policy sessions that address critical issues.
 - viii. Develop addenda to the *Critical Issues in Transportation* report as new or evolving issues develop between reports.
 - ix. Monitor and publicize research done by others, including international research, on critical issues.
 - x. Develop and market TRID snap searches for critical issue topics.
 - b. Educate and communicate with transportation professionals, decision makers, and the public about the critical issues identified and the work that TRB is doing to address them.

- i. Develop strategies for communicating within the TRB stakeholder community about critical issue topic areas through e-newsletter articles, *TR News* feature editions, blogs, podcasts, and TRID feature articles.
 - ii. Develop communications strategies for individual reports and activities related to TRB's critical issues, including Cooperative Research Program reports, consensus study reports, topical *Transportation Research Record* editions, conference/workshop reports, and TRID snap searches on the topics, as contained in the TRB Communications Strategic Plan.
 - iii. Address critical issues in collaboration with other transportation organizations, including international organizations.
 - iv. Develop strategies for communicating with the broader public and decision makers about critical issue topic areas, as well as specific reports on these topic areas.
 - v. Feature *Transportation Research Record* papers (e.g., special editions) on critical issues.
 - c. Identify state-of-the-art methods and data for addressing critical issues.
 - i. Find opportunities to use data that has been collected or will be collected using state of the art data collection methods (e.g., crowdsourced data, cell phone probe data), as well as state of the art analysis methods (e.g., artificial intelligence, advanced geographic information systems).
- 2. Expand TRB's national and international impact and influence by advancing knowledge, sharing lessons learned, and impacting policy through its objective research, information exchange, and advisory activities.
 - a. In planning TRB activities, identify actions that will expand each activity's impact.
 - i. As part of initial planning for conferences/workshops, cooperative research studies, and consensus studies, develop a communications and outreach approach for when reports are issued, including measures to gauge impact.
 - ii. Develop and deploy communications strategies to increase awareness of and participation in the TRB Annual Meeting, conferences, workshops, and committee meetings.
 - b. Measure the impact of TRB's programs and activities
 - i. Develop both quantitative and qualitative performance metrics to measure the impact of TRB's convening activities, research studies and reports, TRB's consensus study reports, *Transportation Research Record*, TRID database, and communications efforts.

- ii. Collect data and anecdotal information from users and sponsors on the short- and long-term impact of selected reports.
 - iii. Summarize impact data in TRB's annual report and in periodic reports for individual TRB programs.
 - iv. Working with oversight committees for each program area, adjust the program to focus on areas of greatest value and impact for TRB sponsors and stakeholders.
 - v. Survey members of key stakeholder groups to determine familiarity and satisfaction with TRB products and services and to understand how and the extent to which the products and services are being used by different audiences.
 - vi. Conduct an engagement survey of members of TRB standing committees, Cooperative Research Program research panels, and consensus study committees to evaluate their volunteer experience. Employ these data to improve volunteer outcomes.
- c. Educate transportation stakeholders about TRB's programs, products, and activities.
- i. Using impact information collected, develop and communicate value proposition statements for each of TRB's programs and major activities.
 - ii. Refine materials that describe TRB's programs, products, and activities, tailoring them to specific target audiences, as well as diverse audiences.
 - iii. Reach out to targeted audiences to educate and engage in dialogue with them about TRB, and how TRB can be of benefit to them.
 - iv. Develop communications materials and strategies about TRB's capabilities and value proposition for the following specific audiences:
 - Sponsors,
 - Congressional staff,
 - Transportation professionals and organizations from nations other than the United States, and
 - Young professionals and students.
 - v. Equip TRB staff and volunteers and MOU partners to be ambassadors for TRB's programs, products, and activities.
 - vi. Adapt TRB's communications strategies to rapidly changing communications methods and different groups of stakeholders.
 - vii. Strengthen and evolve the marketing strategy for the TRB Annual Meeting.

- d. Communicate with transportation professionals and the public about transportation issues and research.
 - i. Develop timely communications materials on transportation-related issues and share through blogs, social media, and other communications methods.
 - ii. Develop materials that demonstrate the value obtained from transportation research.

- e. To enhance impact, build a diverse and deep network of partners.
 - i. Identify a list of international and domestic organizations that TRB will engage with, publicize each other's activities, and as appropriate establish liaisons between the organizations' committees. The International Subcommittee and the Special Committee on Diversity, Equity, and Inclusion will facilitate engagement with international and minority-serving organizations.
 - ii. Pursue joint activities with these organizations.

- f. Ensure multidisciplinary involvement in addressing TRB's issues.
 - i. Identify disciplines or sectors involved in transportation-related issues that are underrepresented in TRB, and develop strategies to engage with professionals from these disciplines or sectors.
 - ii. For individual standing technical committees, research panels, or study committees, ensure that membership reflects an appropriate diversity of disciplines.

- g. Provide career-long learning opportunities by fostering an environment that continually enhances the diversity, inclusivity, skills, and capacity of the transportation professional community.
 - i. Develop appropriate communications and resource materials, and convey the benefits of standing committee volunteer opportunities to enhance professional development and encourage pathways for diverse groups to become actively engaged and take on leadership roles in TRB.
 - ii. Develop and deliver targeted communications materials for students, early career professionals, and underrepresented groups focused on learning and professional development opportunities through TRB.
 - iii. Enhance marketing of TRB's continuing education credit program.

3. Assure TRB's continued creativity, resilience, and sustainability in an ever evolving world.
 - a. Identify and address the issues and needs of existing and potential sponsors, partners, volunteers, and users of TRB's programs, products, and activities.
 - i. Conduct regular outreach meetings with sponsors to discuss their challenges and opportunities for TRB to assist in addressing their issues.
 - ii. Periodically survey participants in TRB events and webinars, and make appropriate adjustments based on feedback received.
 - iii. Seek feedback regarding TRB reports, the TRB website, and e-newsletter to identify potential areas for improvement.
 - b. Pursue continuous improvements and efficiencies in TRB programs, products, and activities to increase effectiveness, usefulness, quality, and timeliness and to identify how to best use new resources.
 - i. Continually evaluate TRB's programs and activities to ensure that they are being delivered as efficiently and effectively as possible.
 - ii. Conduct reviews of key processes to identify improvements, opportunities for consistency or standardization, and efficiencies.
 - iii. Implement IT changes that can improve efficiencies or effectiveness.
 - iv. In conjunction with National Academies initiatives, implement improved project management systems in TRB.
 - v. Work with oversight committees to determine the most effective way to use additional funding from the Bipartisan Infrastructure Law.
 - vi. Initiate the new Freight Cooperative Research Program.
 - vii. Coordinate with TRB sponsors to determine additional activities where TRB could help support the sponsor agency, if appropriate financial support is provided.
 - viii. Work with NRC leadership and other program division staff on new NRC products or services emerging from the NRC strategic plan.
 - ix. Obtain feedback from sponsors, Report Review Committee Chairs, and users of TRB reports, webinars, and convening activities regarding the quality of TRB's products and services.
 - c. Employ technology to expand TRB's outreach and participation.
 - i. Take advantage of videoconference technology to support TRB activities, as appropriate.
 - ii. Increase participation on TRB's social media platforms.
 - iii. Develop products that best meet sponsor and stakeholder needs, including digital formats as appropriate.

- iv. Use state of the art collaboration tools for committee and panel work.
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- d. Engage with and involve new participants in TRB activities
 - i. Identify targeted groups or disciplines that are underrepresented in TRB activities.
 - ii. Develop marketing materials and strategies for these groups.
 - iii. Develop strategies to engage new attendees at the TRB Annual Meeting and following the event.
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- e. Balance TRB's programs, products, and activities with available financial, volunteer, and staff resources to achieve the goals and strategies in this plan.
 - i. Annually adjust the amount of activity in each program area to be in balance with the financial support made available to that TRB program area while meeting the needs of core constituencies.
 - ii. Ensure that financial resources made available are programmed and deployed in a timely manner.
 - iii. Keep expenditures as close to budget allocations as possible.
 - iv. Use information developed on the use and impact of TRB's programs, products, and activities to make adjustments that ensure that the greatest value is provided for the resources that are made available.
 - v. Evaluate the effectiveness of TRB's Global Affiliate and Individual Affiliate programs.
 - vi. Evaluate the package of private sector support opportunities for the TRB Annual Meeting (i.e. patron programs, exhibits, advertising).
 - vii. Identify and pursue additional sponsors, affiliates, and other support opportunities for TRB programs, products, and activities.
 - viii. Make TRB's conferences and workshops self-supporting through sponsorships, exhibit sales, and registration revenues, including potential pool-fund arrangements.
 - ix. Identify additional organizations that are willing to provide funds for Cooperative Research Program (CRP) research projects or self-funded TRB consensus studies.
 - x. Train staff to assist in fundraising activities for specific programs and activities.
 - xi. Expand TRB's programs and activities to address new and future transportation issues as opportunities arise, provided financial and staff resources can be secured.

- f. Expand the diversity of TRB participants, ensuring an inclusive and welcoming environment for all persons involved in transportation.
 - i. Develop guidance materials and training for committee chairs and TRB staff to identify, recruit, and welcome diverse candidates for TRB committees and research panels.
 - ii. Work with minority-serving organizations to market TRB and opportunities for their members to be involved in TRB.
 - iii. Identify ways to ensure that TRB Annual Meeting and specialty conference attendees have equal opportunities to make connections and feel included, welcomed, and able to participate.
 - iv. Identify practices/and develop primers for TRB staff and the contracting office to identify and minimize barriers to achieving greater diversity among TRB contractors and their lead staff, whether they are suppliers or research consultants.
 - v. Improve existing data, information, and communication mechanisms to support diversity efforts.

- g. Sustain, support, and enhance staff.
 - i. Enhance methods used in recruiting and hiring candidates to fill staff vacancies.
 - ii. Improve the onboarding experience for new employees.
 - iii. Review training programs for employees in different job classes and develop more structure to employee training programs within each TRB division.
 - iv. Develop career advancement strategies for staff.
 - v. Review and refine TRB's mentoring programs for staff.
 - vi. Review and revise process-related guidance materials for staff.
 - vii. Review and revise TRB's rewards and recognition program.

Metrics Associated with Each Goal

Goal 1. Prepare transportation professionals and decision makers to address current and future transportation-related challenges and opportunities.

- # of downloads of *Critical Issues in Transportation*
- # of TRB Annual Meeting sessions on critical issues
- # of papers published in the *Transportation Research Record* on critical issues, including special issues focused on specific critical issue topics

- Measure impact of papers on individual critical issues (using measures such as journal citation factor, Altmetrics measures of citation, etc.)
- # of conferences/workshops and workshop reports on critical issue topics
- # of CRP research projects/reports on critical issues
- # of webinars on critical issues; attendance at these webinars
- # of TRID searches on critical issues; # of snap searches developed on critical issue topics
- # of consensus studies on critical issues
- # of blogs/podcasts on critical issue topics
- Qualitative measure: Examples of impact of TRB research, consensus studies, or published papers on critical issues, including changes in legislation, regulations, or policy

Goal 2. Expand TRB's impact and influence through its objective research, information exchange, and advisory activities.

- # of unique individuals who are members and friends of TRB standing technical committees
- # of attendees at the TRB Annual Meeting by academic/researcher, government employee, private sector
 - # of first time attendees
 - # of sponsor employees
 - # of Congressional staff
 - # of international attendees
 - # of private sector organizations involved in the TRB Annual Meeting
- % satisfied with the TRB Annual Meeting from post-meeting survey; response rate to survey
- # of papers submitted and peer reviewed by topic
- # of downloads of *Transportation Research Record* papers by topic
- Journal citation impact factor of TRR papers; Altmetrics measures of citation
- # of webinars and attendance at webinars by critical issue topic; % giving positive ratings of webinars
- # of unique individuals who are members of CRP research panels and oversight committees
- # of CRP problem statements received by program
- # of CRP reports by program and by type
- # of downloads of CRP reports by program and by type
- Qualitative measure: value of CRP products based on anecdotal data of impact of individual products as reported in CRP impact reports, including changes in legislation, regulations, or policy
- Sponsor satisfaction scores for consensus studies from sponsor interviews conducted after each consensus study

- # of TRID sessions
- % with positive responses to questions on knowledge of TRB and overall ratings of TRB from a broader transportation stakeholder survey
- Ratings from engagement survey of TRB committee and research panel members
- # of *TRB Weekly* subscribers; open rate
- # of *Upcoming TRB Webinars* newsletter subscribers; open rate
- # of TRB social media followers on LinkedIn, Twitter, and Facebook combined
- Website users/open rates
- Citations of TRB reports/papers in mainstream and trade media

Goal 3. Assure TRB's continued creativity, resilience, and sustainability in an ever evolving world.

- # of young (<35) registrants at TRB Annual Meeting and repeat attendees under age 35
- # of friends of committees
- # of first time committee members each year
- % participation on standing technical committees and research panels by women and underrepresented minorities
- % of committee and research panel chairs who are women and minority
- Registration revenue at the TRB Annual Meeting
- Exhibitor revenue at TRB Annual Meeting
- Patron and advertising revenue at the TRB Annual Meeting
- Global Affiliate revenue
- Annual expenditures versus budget by program area
- Projected TRB Core Program Reserve Fund percentage of operating expenses five years in the future
- CRP projects under contract within nine months of selection of the problem statement by the oversight committee
- % of CRP projects completed by original scheduled date for completion; % completed within 1, 2, 4, and 6 months of the original scheduled date
- % of annual CRP revenues spent on research contracts by program
- % of PIs on CRP contracts who are underrepresented minorities and % who are women
- Average ratings of CRP projects by CRP panels in post-project surveys
- # of partnership activities conducted with other organizations
- Report Review Committee scores regarding consensus study report quality
- # of joint studies/workshops with other NRC divisions
- Staff diversity data; % underrepresented minorities; % women