IEEE-USA STRATEGIC AND OPERATIONAL PLAN

(Adopted: 17 Nov. 2017)

OUR MISSION -- As provided in our By-Laws, IEEE-USA's mission is "recommend policies and implement programs specifically intended to serve and benefit the members, engineering professionals, and general public in the United States. IEEE-USA shall be the organizational unit that represents the professional interests of the IEEE before U.S. governmental bodies. It shall also be responsible for coordinating and reporting, under federal disclosure laws, all official communications with government."

OUR VISION -- To be the best resource for our members, the profession, and the public in the U.S. in advancing technically-sound public policies and offering products and services that promote lifelong career vitality for our members and a high quality of life for all.

SITUATION -- In our quest to better serve the needs of our members, IEEE-USA draws on over 40 years of experience in promoting the professional and public policy interests of the IEEE U.S. membership. IEEE-USA recognizes and seeks to build on our significant strengths:

- The leadership and vision shown by our Board of Directors
- Our volunteers and members and our ability to tap their knowledge/expertise
- Our professional staff
- Credibility and reputation of IEEE
- Credibility of IEEE-USA as a reliable and authoritative technology policy resource for U.S. government policy makers
- Our legacy of service to U.S. members on core professional issues -- e.g., pension and retirement policy advocacy, employment assistance, intellectual property protection, workforce improvement, opinion and salary surveys, and career maintenance and development resources
- Acknowledged public policy initiatives -- e.g., position papers and public policy symposia, government fellowship programs
- The size and geographical distribution of our membership (in marketing terms)
- A tradition/culture of improvising quality programs and activities

IEEE-USA faces a number of specific trends that affect our membership constituency and their needs and expectations, including:

- Constant changes in technology and the rise of an Information Society that affects how people live and work, as well as their engagement preferences and relationships with member associations

- Globalization, including the increased mobility of technology professionals
- Offshoring and Onshoring of U.S. engineering, manufacturing and related services, and
- Generational changes in the U.S. workforce and changes in U.S. population demographics

IEEE-USA's previous response to these trends has been evolutionary and incremental in nature, and the results have been insufficient to stem the steady decline in U.S. IEEE membership that began in 2003. A new direction is needed.

While recognizing that IEEE-USA represents only a segment of IEEE's membership value proposition, IEEE-USA will take affirmative actions to help IEEE reverse this negative trend by better meeting the changing needs of our membership while operating in a resource constrained environment.

IEEE-USA looks to embrace the future and recognizes that success will require the organization to operate with greater speed and flexibility, a broader diversity of viewpoints, the willingness and imagination to change, experiment and take risks, and a commitment to high quality outcomes, accompanied by a strong culture of transparency and accountability to our members.

STRATEGIC PLAN

This Strategic Plan represents IEEE-USA's commitment to address these challenges and to bring us to a higher level of member satisfaction and financial security. This will require that IEEE-USA narrow its focus to the following strategic directives:

I. CAREER & PROFESSIONAL SERVICES: Achieve high levels of member awareness, usage and satisfaction with IEEE-USA career and professional products and services in order to enhance their careers and ensure lifelong career vitality.

II. PUBLIC POLICY ADVOCACY: Advocate for adoption of public policies that are technically sound, advance the public welfare, and serve the needs of the engineering profession and IEEE U.S. members, with an accompanying high level of member awareness and engagement in the process.

III. COMMUNICATIONS: Utilize state-of-the-art communication tools and practices to ensure that IEEE U.S. members solidly are aware of and appreciate IEEE-USA's programs and services, and create opportunities to engage our members and help them to participate meaningfully in their professional community.

IV. COLLABORATION: Collaborate with other IEEE organizational units and communities of interest to leverage limited resources and optimize member services in areas of mutual interest including transitional areas such as education, public visibility and awareness, and local professional activities. As an associated directive, IEEE-USA will rigorously avoid duplication of effort or competition with other IEEE organizational units that are better positioned to meet the members' needs.

To be successful,

- We will apply our resources in a disciplined way on the highest priority activities in order to generate significant and measurable outcomes.

- We will pivot our focus to give greater emphasis to the interests and needs of our young professional members who represent the future of IEEE-USA, while continuing to serve the full range of member interests and needs.

- We will aggressively explore opportunities to diversify and expand our non-member revenue streams within our areas of competence, and

- We will work proactively within IEEE to address the core challenges to membership growth and retention, including support for consideration of new membership models and approaches.

In pursuit of these strategic directives, IEEE-USA will support the following strategic activities and operational goals, which are outlined below by program area. Each operational goal is assigned to an IEEE-USA entity responsibility for developing the necessary operational plans for implementation in order to achieve the stated goals. These programs and related plans represent the full spectrum of what IEEE-USA does to promote the interests of the IEEE's U.S. members.

As priorities and resources change, as goals are accomplished, and as new needs arise, this plan will be updated to reflect adjustments made by the IEEE-USA Board of Directors.

A. Career and Professional Services

STRATEGIC ACTIVITIES (SUPPORTING GOAL I):

In order to serve the career and professional interests of IEEE's U.S. members, IEEE-USA seeks to:

A-1   Create and provide information, products and services that support the professional development, lifelong learning, and career vitality needs of IEEE's U.S. members
A-2   Develop or acquire new products and services that increase the visibility of IEEE-USA and improve the value of membership while generating net revenue and reducing dependency on dues assessments
A-3   Help members adapt to the challenges of globalization through innovation, entrepreneurship, continuing education, and other work-related skills deemed critical for success
A-4   Work collaboratively with other IEEE organizational units and like-minded non-IEEE professional organizations to advance U.S. members' careers and professional interests at the national, regional and local level.

OPERATIONAL ACTIVITIES:

IEEE-USA will advance its strategic goals in the areas of career and professional services to members by:

AO-1 Providing products and services that assist members in developing lifelong employability including: 1) networking and job seeking skills; 2) non-technical aspects of successful engineering careers, including innovation and related skills; and 3) improving the ability of engineers to take responsibility for their own career and professional development. (Employment and Career Services Committee)

AO-2 Providing assistance and information to recently laid-off and unemployed members to help them make successful employment and career transitions (Career and Employment Services Committee).

AO-3 Conducting surveys of the IEEE's U.S. members on career and employment issues and utilizing that data to as a member service, to generate revenue and to educate the public and policy-makers on workforce trends (Career and Employment Services Committee)

AO-4 Partnering with ASME and ASCE to develop and market a Pan-Engineering Salary Calculator as a revenue source. (Career and Employment Services Committee)

AO-5 Explore development of a web-based member service offering real time data on the U.S. engineering job market. (Career and Employment Services Committee)

AO-6 Providing net revenue generating products and services to U.S. IEEE members who are self-employed technical consultants, encourage the growth of vibrant local consultants networks and assist members exploring consulting as a career option (Alliance of IEEE Consultants Networks)

AO-7 Update and enhance the IEEE-USA Consultants Database in order to enhance value to subscribers and increase revenue. (Alliance of IEEE Consultants Networks)

AO-8 Encouraging electrical and software engineering licensure, assisting NCEES in development of model exams for EE/CS/CE licensure and generating revenue from publication of providing licensure-related educational materials (Licensure & Registration Committee)

AO-9 Providing tools, networking capabilities and information resources to assist the IEEE's U.S. members engaging in entrepreneurial activities. (Career & Employment Services Committee, with assistance from the Entrepreneurship Policy and Innovation Committee))

AO-10 Promoting K-12 STEM education and literacy where appropriate, as an adjunct to existing programs and outreach activities like the MOVE Community Outreach Initiative, and through promotion of TryEngineering.org (All relevant committees)

AO-11 Engage younger members and hone their capacities to innovate, collaborate and lead through a Future Leaders program and associated biennial Future Leaders Forum, with the goal of enhancing recruitment, retention and member satisfaction of IEEE Young Professionals (Future Leaders Forum Steering Committee)

B   Public Policy Advocacy

STRATEGIC ACTIVITIES (SUPPORTING GOAL II)

B-1   Build our influence as a sought-after resource for technical advice to U.S. policy-makers for the benefit of the public, the profession, and the members
B-2   Provide an effective resource of technical advice and policy perspectives to policy-makers at all levels in the areas of electrotechnology and information technology for the benefit of the public
B-3   Provide an effective voice for the career and technology policy interests of the IEEE's U.S. members in the legislative, regulatory and judicial process on priority issues
B-4   Enlist the IEEE's U.S. members to enhance IEEE-USA's influence on public policy issues through volunteerism and aggressive use of grassroots advocacy tools and methods
B-5   Provide opportunities for the IEEE's U.S. members to learn how their government works and how they can participate as individuals in the policy process
B-6   Assist the IEEE and its organizational units on government relations issues that affect the interests of the IEEE as a U.S. not-for-profit corporation and that help the IEEE meet its public imperatives

OPERATIONAL GOALS

IEEE-USA will advance its strategic goals in government relations and public policy by:

BO-1   Advocating for the career-related needs of IEEE's U.S. members and the overall health of the U.S. engineering workforce with a focus on the education, employment, compensation, training, and retirement security of the IEEE U.S. members and other scientific, engineering and technical professionals, in order to sustain a world-class science and engineering workforce (Government Relations Council)
BO-2   Championing policies that strengthen the U.S. high-tech workforce through skilled immigration reforms (Government Relations Council)
BO-3   Addressing intellectual property matters of concern to IEEE U.S. members, including career and innovation issues arising from changes to U.S. intellectual property law (Intellectual Property Committee)
BO-4   Addressing legislative and regulatory issues involving the licensure of professional engineers, continuing education requirements and certification issues that affect IEEE's U.S. members (Licensure & Registration Committee)
BO-5   Advocating rational policies that advance U.S. competitiveness through deployment of advanced information, computing and communications technologies (Communications Policy Committee)
BO-6   Advocating appropriate roles of technology in ensuring a reliable, economical and environmentally responsible supply of electric power (Energy Policy Committee)
BO-7   Promoting national innovation policies and R&D investments that sustain U. S. technological leadership and support high value, high-tech jobs in the U.S. (R&D Policy Committee)

BO-8   Advancing policies and assisting federal agencies charged with promoting entrepreneurship and innovation, with a focus on inventors and the small and medium-sized business sectors that drive new job creation (Entrepreneurship Policy and Innovation Committee)

BO-9   Advocating policies that encourage appropriate uses of technology to enhance homeland security and to protect critical national infrastructures, including cybersecurity. (All policy committees as appropriate).

BO-10 Advocating the effective uses of technology to promote public health and improve medical care and patient safety (Government Relations Council)

BO-11 Advocating technically-sound policies to enhance U.S. space, aviation and ground transportation systems and capabilities (Committee on Transportation and Aerospace Technology Policy)

BO-12 Building a strong grassroots advocacy network of IEEE U.S. members to enhance IEEE-USA's influence in government relations (Government Relations Council/CARE Network)

BO-13 Coordinating regional and state government affairs activities, and encouraging grassroots member support of IEEE-USA's public policy interests (Government Relations Council

BO-14 Providing fellowships to utilize the knowledge and expertise of the IEEE's U.S. members to provide timely advice and assistance to the U.S. government and to assist the education of the IEEE U.S. membership and the public on technology matters relating to public policy (Government Fellows Committee)

BO-15 Providing internships that educate IEEE student members on governmental processes and the intersections of technology and public policy (WISE Task Force)

BO-16 Supporting the appointment of qualified IEEE members and other technical professionals to key S&T management positions in government (IEEE-USA BoD)

BO-17 Assisting IEEE on legislative and regulatory issues that affect corporate interests and collaborating with other IEEE organization units where appropriate. (Government Relations Council)

BO-18 Addressing public policy issues arising from new and emerging technologies, along with their social and ethical implications. (Government Relations Council and ad hocs/issue networks as needed)

C. Communications

STRATEGIC ACTIVITIES (SUPPORTING GOAL III)

C-1   Advance the mission and vision of IEEE-USA and support the strategic and operational goals for IEEE-USA's career, member, professional and government relations activities through effective use of communications and media relations.

C-2   Inform the IEEE's U.S. members of the accomplishments and services of IEEE-USA and the issues affecting their careers – reaching every U.S. member in a timely and effective manner.

C-3   Support the marketing of products and services that increase the visibility and effectiveness of IEEE-USA, improve the value of membership, generate revenue and promote U.S. member recruitment and retention.

C-4   Within budgetary constraints, improve the public's awareness and understanding of engineering, technology and the technical professions encompassed with IEEE's U.S. membership.
C-5   Advance the recognition and appreciation of engineers and their contributions to society.
C-6   Encourage participation by IEEE U.S. members in IEEE-USA activities.

OPERATIONAL GOALS

IEEE-USA will advance its strategic goals in communications, public awareness and public relations by:

CO-1   Publishing a regular flagship periodical (IEEE-USA INSIGHT), integrated with web, interactive, social media and other communications channels, to deliver timely professional content and IEEE-USA news and information to IEEE U.S. members (Communications Committee)
CO-2   Highlighting IEEE-USA programs and accomplishments in IEEE Spectrum, The Institute, and other IEEE print and electronic communications vehicles
CO-3   Enhancing Engineers Week and related programs to increase their impact on public awareness, promote diversity within the engineering workforce and encourage similar engineering celebrations outside the U.S. (EWeek Team)
CO-4   Supporting a strong public relations program to increase the visibility of IEEE-USA programs and interests through trade, regional and national media and to provide engineering insights into news events that will enhance the public's understanding and appreciation of engineers and technology (Communications/PR Staff)
CO-5   Providing marketing materials and services and mounting displays to promote IEEE-USA products and services (Communications Committee, Communications/PR Staff)
CO-6   Maintaining an informative, up-to-date and user-friendly website and active virtual communities (Electronic Communications Team)
CO-7   Participating in collaborative efforts within the science and engineering community in order to leverage resources and public awareness messages for maximum impact (AAES Liaisons, Communications/PR Staff)
CO-8   Offering award and recognition programs that further the objectives of IEEE-USA and the professional aims of the IEEE through peer recognition of outstanding performance (Awards and Recognition Committee)
CO-9   Coordinating with IEEE's Corporate Communications to ensure consistent messages and effective media responses (Communications/PR Staff)
CO-10 Collaborating with IEEE Regions 3 & 5 and the Red Cross to provide power charging and communications assistance during disasters, with secondary use in supporting K-12 STEM education outreach, public visibility and member engagement. (MOVE Community Outreach)

D COLLABORATION

STRATEGIC ACTIVITIES (SUPPORTING GOAL IV)

D-1 Collaborate with other IEEE organizational units and outside entities as appropriate to advance common goals/programs, leverage resources, enhance effectiveness and minimize duplication of effort.

D-2 Divest IEEE-USA from areas where there is programmatic duplication or where the members are better served through globally coordinated programs, rather than through national or regional IEEE entities.

OPERATIONAL GOALS

DO-1 Support efforts by the IEEE to encourage professional programs and activities for all members by sharing our knowledge and experience, leveraging our products and services where appropriate, and engaging in joint efforts that also benefit the IEEE's U.S. members (Vice President, Career & Member Services)

DO-2 Collaborate with the IEEE Membership Development Committee, IEEE sections and IEEE technical societies to promote U.S. membership growth, member retention and member participation. (Membership Representative)

DO-2 Participate in IEEE-wide initiatives related to public policy, ethics and the social implications of technology and work collaboratively to support the efforts of the IEEE Global Public Policy Committee (Government Relations Council).

DO-3 Support IEEE Educational Activities' lead role in promoting K-12 STEM education and literacy (Vice President, Career & Member Services).

DO-4 Sponsor or co-sponsor technical conferences and workshops in collaboration with other IEEE organizational units, with the goals of offering financially successful events that advance IEEE-USA's overall mission, promote U.S. member engagement, and provide a source of revenue for support of IEEE-USA and its programs. (Conferences Committee)

DO-5 Partner with IEEE U.S. Regions and the U.S. Red Cross to support and promote the MOVE Disaster Emergency Response Vehicle as an IEEE public outreach and resource for K-12 STEM education (MOVE Project Team).

DO-6 Collaborate with MGA to facilitate and support professional programs and activities for the IEEE's global student membership that encourage professional awareness, career planning and IEEE membership.

DO-7 Phase out direct IEEE-USA financial support for local member and student professional activities in U.S., while focusing on enhancing member feedback through local Town Hall meetings, and working with IEEE MGA to expand IEEE's support of local and student professional activities for all members worldwide (Vice President, Career & Member Services).

DO-8 Work closely with the IEEE Foundation to conduct coordinated fund-raising efforts on behalf of the IEEE-USA Fund and other special funds created for support of IEEE-USA programs or activities to meet the fund-raising targets established for each effort (e.g. IEEE-USA generally, IEEE-USA Awards & Recognitions Committee, MOVE Community Outreach, etc.).