

IEEE-USA STRATEGIC AND OPERATIONAL PLAN

(Ver. 2017.1)

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 on U.S. policies and programs that promote lifelong career vitality for our members and a high quality of life for all through electrotechnology and information technology.

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:

- Our volunteers and members and our ability to tap their knowledge/expertise
- Our member-elected Presidents, regional directors, functional vice presidents, technical activities representative and members-at-large
- 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:

- Rapid changes in technology and the associated work environment
- Increasing globalization, including the increased mobility of technology professionals
- Shift of U.S. engineering, manufacturing and related services to lower cost, non-U.S. markets
- U.S. population demographics and the aging of the "Baby Boom" generation
- Changing patterns of life and work that affect how and when people volunteer their time and services
- Declining U.S. membership of IEEE

STRATEGIC PLAN

This Strategic Plan represents IEEE-USA's commitment to build upon our strengths in order to address these challenges and to bring us to a higher level of member satisfaction and financial security. This will require that IEEE-USA achieve the following strategic goals:

- I. Serve the career and professional interests of IEEE-USA members, and support lifetime member careers in engineering and related disciplines.
- II. Increase IEEE-USA membership to have the greatest effect in influencing trends affecting our members' interests and well-being.
- III. With EAB, assure our members valuable graduate level educational products at least cost, to provide lifetime learning and to avoid obsolescence.
- IV. Advance public policies that are technically sound, advance the public welfare, and serve the needs of the engineering profession and IEEE U.S. members.
- V. Use state-of-the-art communication tools and practices to assure that IEEE U.S. members solidly understand and appreciate IEEE-USA's programs and services, and to provide our members with an influential role in the larger public community.
- VI. Promote and nurture communities of interest among our members and volunteers in conjunction with MGAB, TAB and EAB, and Standards in areas of technology, public policy and career management in order to optimize the interests of our members and volunteers.

We must focus our resources on high priority activities, where we can have clear impact.

To meet these strategic goals and to complement the objectives of the Institute, IEEE-USA has adopted the following strategic plans organized by program area, each of which is supported by a series of operational goals. 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 Member Services

STRATEGIC ACTIVITIES (SUPPORTING GOALS I-III):

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

- A-1 Create and provide products and services that support the professional development, lifelong learning, and career vitality needs of electrotechnology and information technology professionals
- A-2 Develop or acquire new products and services that increase the visibility of IEEE-USA and improve the value of membership while 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 to advance U.S. members' careers and professional interests.

OPERATIONAL ACTIVITIES:

IEEE-USA will advance its strategic goals in the areas of member and career-related services, by:

- AO-1 Working in collaboration with the IEEE Membership Development Committee, IEEE sections and IEEE technical societies to promote U.S. membership growth, member retention and member participation. (Membership Committee)
- AO-2 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-3 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-4 Conducting surveys of the IEEE's U.S. members on career and employment issues and utilizing that data to educate the public and policy-makers on workforce trends and support the development or enhancement of career and employment services (Career and Employment Services Committee)

- AO-5 Facilitating networking capabilities and providing professional assistance and resources to U.S. IEEE members who are self-employed technical consultants (Alliance of IEEE Consultants Networks)
- AO-6 Encouraging electrical and software engineering licensure and providing licensure-related educational materials (Licensure & Registration Committee)
- AO-7 Providing tools, networking capabilities and information resources to assist the IEEE's U.S. members engaging in entrepreneurial activities. (Entrepreneurs Services Committee)
- AO-8 Effecting improvements in the math, science, and technology education of all precollege students in the U.S. and helping raise their functional and technological literacy (K-12 STEM Literacy Committee)

B. Professional Activities

STRATEGIC ACTIVITIES (SUPPORTING GOALS I, II & VI)

- B-1 Supporting IEEE-USA member professional needs at the member level through dissemination of information, products and services to members through local sections, societies and chapters.
- B-2 Encourage volunteerism and support expansion of the IEEE U.S. membership base through member recruitment and retention initiatives, and collaborative efforts to expand section and society participation.
- B-3 Work collaboratively with other IEEE organizational units to advance U.S. members' careers and professional interests.

OPERATIONAL ACTIVITIES:

IEEE-USA will advance its strategic goals in the area of professional activities, by:

- BO-1 Facilitating and supporting professional programs and activities at the Regional, Area/Council, Section, Division, Society and Chapter levels through the PACE Network (PACE Committee)
- BO-2 Facilitating and supporting professional programs and activities for the IEEE's U.S. student members that promote professional awareness, career planning and IEEE membership (Student Professional Awareness Committee)
- BO-3 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.
- BO-4 Supporting efforts by the IEEE to encourage professional programs and activities in the non-U.S. IEEE regions by offering IEEE-USA models, sharing our knowledge and experience, and engaging in joint efforts that also benefit the IEEE's U.S. members (Employment and Career Services Committee, PACE Committee)

C. Government Relations and Public Policy

STRATEGIC ACTIVITIES (SUPPORTING GOALS III & IV)

- C-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
- C-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
- C-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
- C-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
- C-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
- C-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:

- CO-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)
- CO-2 Championing policies that strengthen the U.S. high-tech workforce through skilled immigration reforms (Government Relations Council)
- CO-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)
- CO-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)
- CO-5 Advocating rational policies that advance U.S. competitiveness through deployment of advanced information, computing and communications technologies (Communications Policy Committee)
- CO-6 Advocating appropriate roles of technology in ensuring a reliable, economical and environmentally responsible supply of electric power (Energy Policy Committee)
- CO-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)

- CO-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)
- CO-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).
- CO-10 Advocating the effective uses of technology to promote public health and improve medical care and patient safety (Government Relations Council)
- CO-11 Advocating technically-sound policies to enhance U.S. space, aviation and ground transportation systems and capabilities (Committee on Transportation and Aerospace Technology Policy)
- CO-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)
- CO-12 Coordinating regional and state government affairs activities, and encouraging grassroots member support of IEEE-USA's public policy interests (Government Relations Council)
- CO-13 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)
- CO-14 Providing internships that educate IEEE student members on governmental processes and the intersections of technology and public policy (WISE Task Force)
- CO-15 Supporting the appointment of qualified IEEE members and other technical professionals to key S&T management positions in government (IEEE-USA BoD)
- CO-16 Assisting IEEE on legislative and regulatory issues that affect corporate interests and collaborating with other IEEE organization units where appropriate. (Government Relations Council)

D. Communications and Public Awareness

STRATEGIC ACTIVITIES (SUPPORTING GOALS V AND VI)

- D-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.
- D-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.
- D-3 Support the marketing of products and services that increase the visibility and effectiveness of IEEE-USA, improve the value of membership and promote U.S. member recruitment and retention.
- D-4 Improve the public's awareness and understanding of engineering, technology and the technical professions encompassed with IEEE's U.S. membership.
- D-5 Advance the recognition and appreciation of engineers and their contributions to society.
- D-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:

- DO-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)
- DO-2 Highlighting IEEE-USA programs and accomplishments in IEEE Spectrum, The Institute, and other IEEE print and electronic communications vehicles (Communications Committee).
- DO-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)
- DO-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)
- DO-5 Providing marketing materials and services and mounting displays to promote IEEE-USA products and services (Communications Committee, Communications/PR Staff)
- DO-6 Maintaining an informative, up-to-date and user-friendly website and active virtual communities (Electronic Communications Team)
- DO-7 Offering IEEE-USA-sponsored Mass Media Fellowships to strengthen connections between engineers and journalists by placing selected IEEE U.S. members in newsrooms (Communications Committee)
- DO-8 Promoting/participating in regular opinion surveys on public attitudes toward engineering (Communications Committee)
- DO-9 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)
- DO-10 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)
- DO-11 Coordinating with IEEE's Corporate Communications to ensure consistent messages and effective media responses (Communications/PR Staff)
- DO-12 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)

E. BUSINESS AND FINANCIAL OPERATIONS

STRATEGIC ACTIVITIES (SUPPORTING GOALS I, II, III, IV, V, and VI)

- E-1 Strengthen and diversify IEEE-USA's revenue sources to support and sustain IEEE-USA operations, through such programs and activities as are consistent with IEEE-USA's mission and objectives, and to reduce reliance on the IEEE U.S. Member Assessment.
- E-2 Build and sustain a program of IEEE-USA participation in revenue-generating technical conferences that highlight the synergies between technical, career and public policy-related content.

OPERATIONAL GOALS

IEEE-USA will advance its programmatic goals through the following business and financial operations:

- EO-1 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 Committee)
- EO-2 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)
- EO-3 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 (IEEE-USA generally, IEEE-USA Awards & Recognitions Committee, MOVE Community Outreach)