

AESS Officers Strategic Planning Meeting

Context, Themes and Guidance

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Renaissance Atlanta Midtown

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Outline

1. NEW COMMITTEES

- *Selection Process*
- *Committee Structure*

2. STRATEGIC CONTEXT

- *AESS board, Society activities and membership*
- *Strategic themes and drivers to grow the AESS*

3. BROAD GUIDANCE

- *Broad Directions for VP Consideration*
- *New initiative as motivating example*

4. EXECUTIVE STRATEGY

- *AESS Mission and Vision statements*
- *EVP strategic objectives & initiatives*

Selection Process

1. Officers selected 5 preferences for committee members.
2. Board members selected up to 3 preferences (VP areas).
3. Higher weighting given to serving member preferences.
4. All board members serve on at least one VP committee.
5. No board members are on more than 2 VP committees.
6. VP not on another VP's committee (cross-collaboration).
7. President and Exec VP excluded (need to cover all areas).
8. By-laws say 2-person committees – leaves unassigned members.
9. Research recommends teams of 5 people (1 VP and 4 Members).
10. Consulted AESS President, Officers and Board Members.

VP Committees

- All members got their first preference.
- About half serve on two committees.
- Second committee in top 3 preferences.
- Most VPs received 2 of their preferences.



AESS OFFICERS

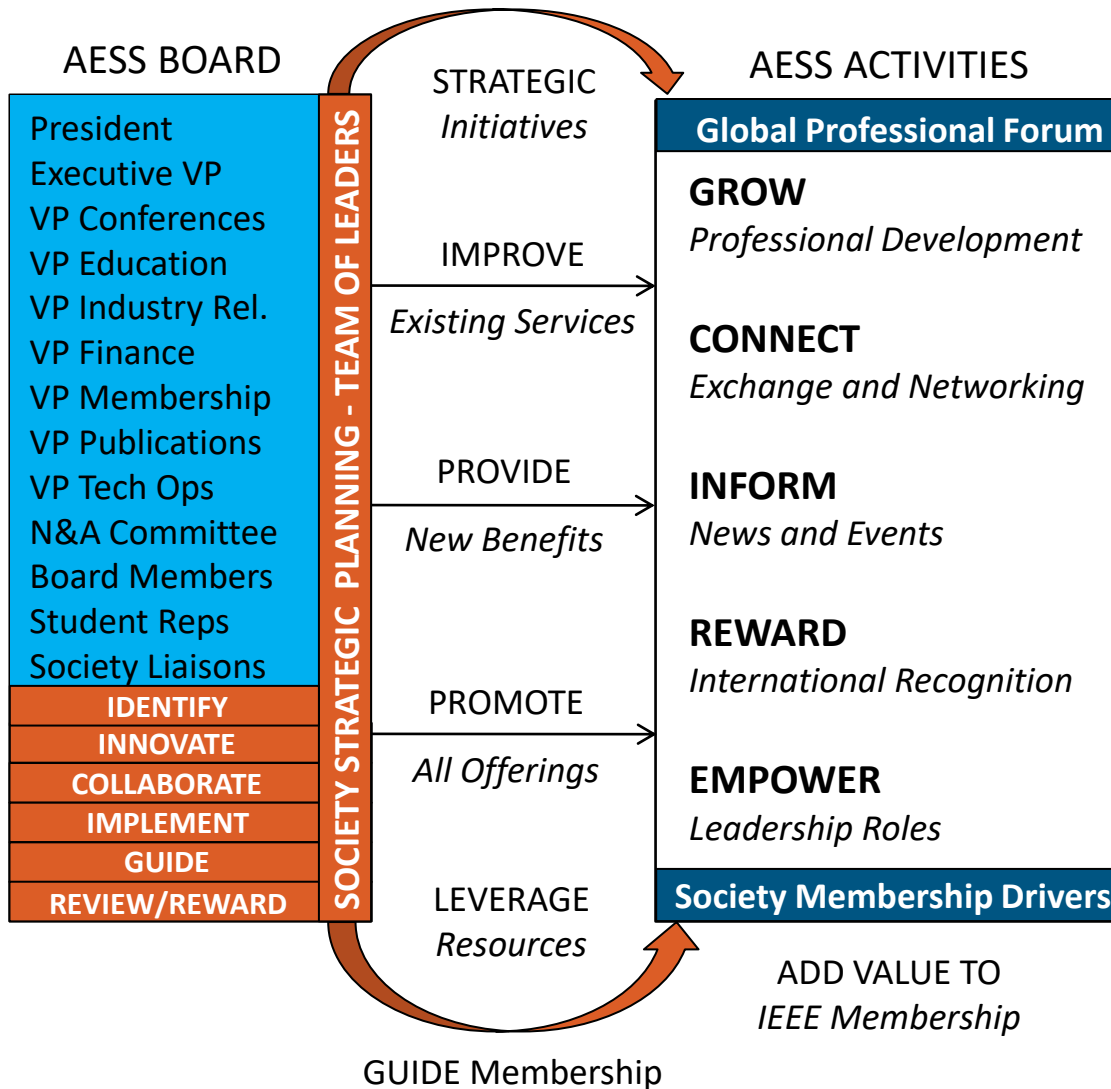
➤ PLAN, INSPIRE, ENGAGE and EMPOWER

AESS Context

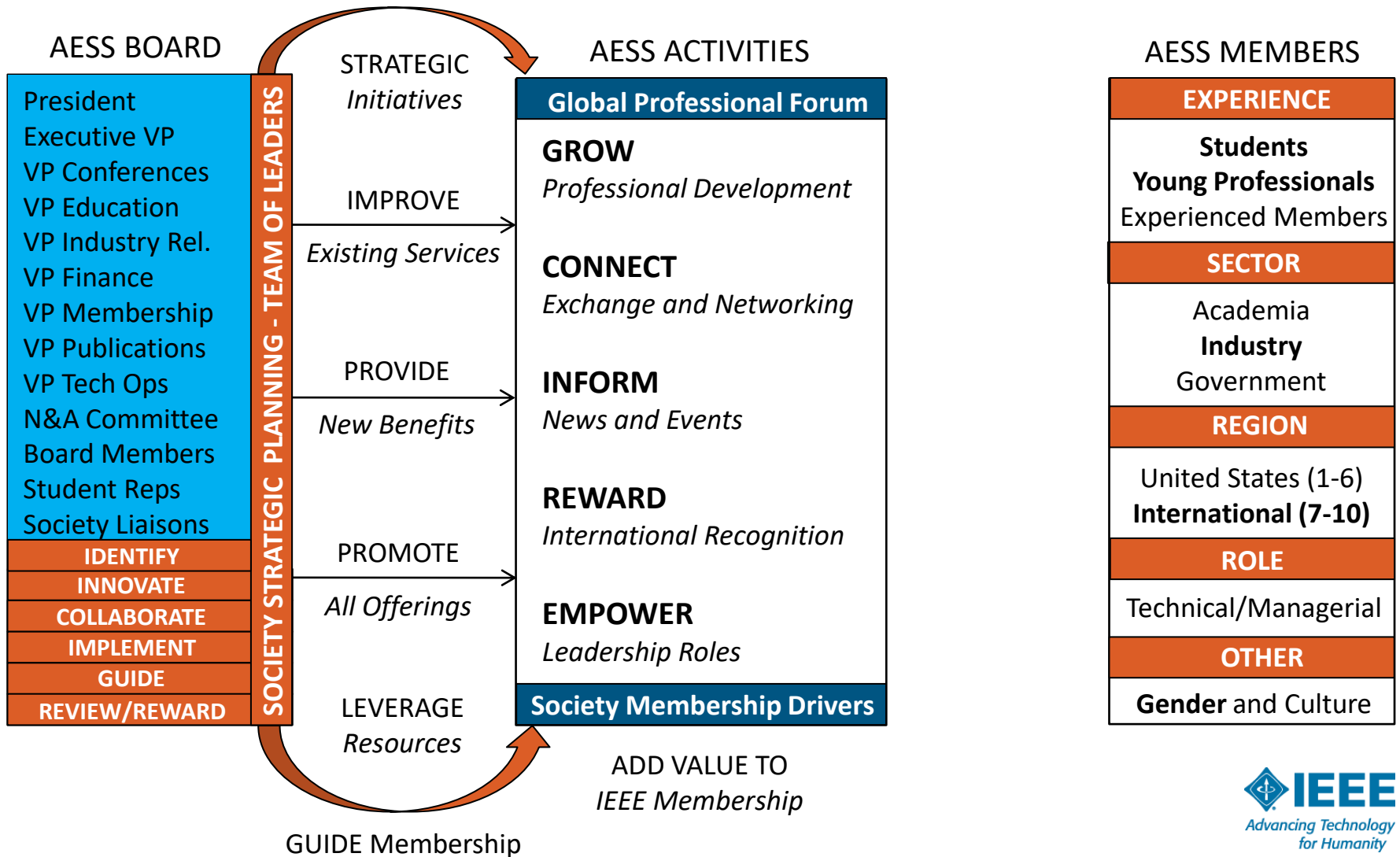
AESS BOARD

President	SOCIETY STRATEGIC PLANNING - TEAM OF LEADERS
Executive VP	
VP Conferences	
VP Education	
VP Industry Rel.	
VP Finance	
VP Membership	
VP Publications	
VP Tech Ops	
N&A Committee	
Board Members	
Student Reps	
Society Liaisons	
IDENTIFY	
INNOVATE	
COLLABORATE	
IMPLEMENT	
GUIDE	
REVIEW/REWARD	

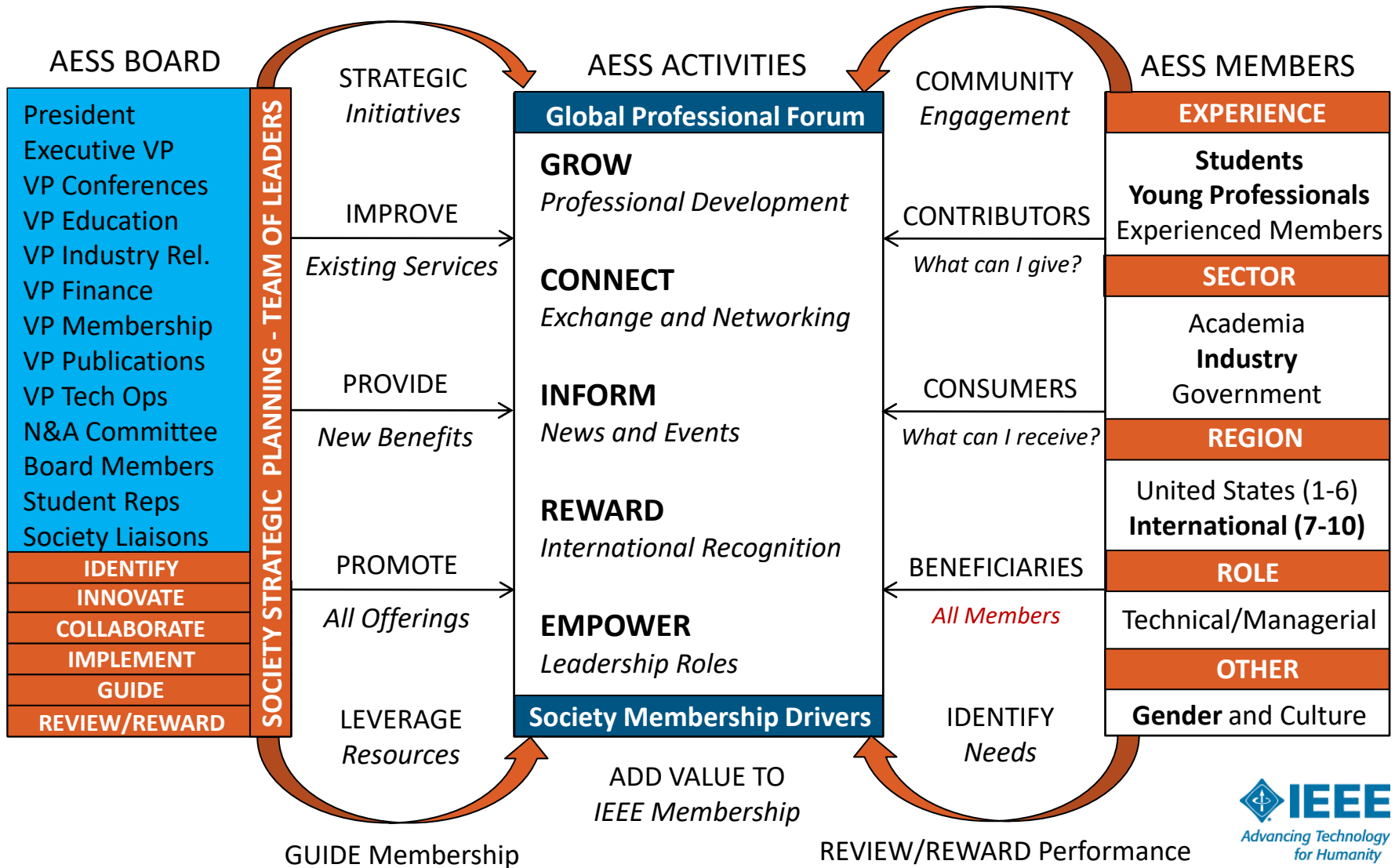
AESS Context



AESS Context



AESS Context



AESS Context

GROW MEMBERSHIP

- Attract New
- Retain Existing

TARGETTED PRODUCTS

DRIVERS TO GROW SOCIETY

GROW SURPLUS

- Increase Revenue
- Reduce Expenses

EFFECTIVE ENGAGEMENT



Strategic Themes

In 2016, I encouraged three themes for strategic planning and program execution:

- **INNOVATE – anticipate tomorrow**
 - Propose new customer-focused initiatives to grow and position our Society as a leader in future
- **COLLABORATE – team building**
 - Form active VP committees, engage in cross-VP collaboration, collaborate with AESS community
- **IMPLEMENT – leverage resources**
 - *Make it happen* and seek opportunities to leverage membership resources for implementation

In 2017, three **ADDITIONAL** themes for strategic planning and program execution:

- **IDENTIFY – customer needs**
 - Understand *detailed* customer needs, particularly industry (who needs what, where and when)
- **GUIDE – member participation**
 - Inspire, empower and guide wider membership to engage the AESS community in our initiatives
- **REVIEW/REWARD – member performance/contributions**
 - Review operations in each area to refine best practices and reward contributors

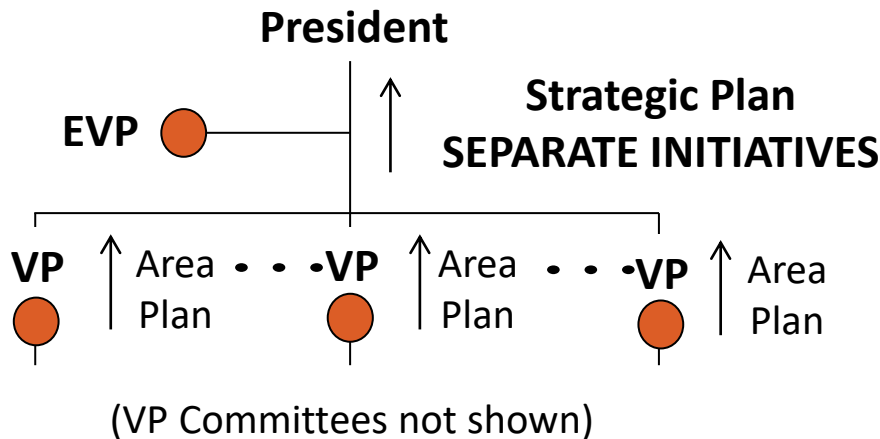
Broad Guidance – 1. Joint Initiatives

A BoG that collaboratively develops and implements **JOINT VP INITIATIVES** is better placed to identify and exploit AESS opportunities, i.e., implementing:

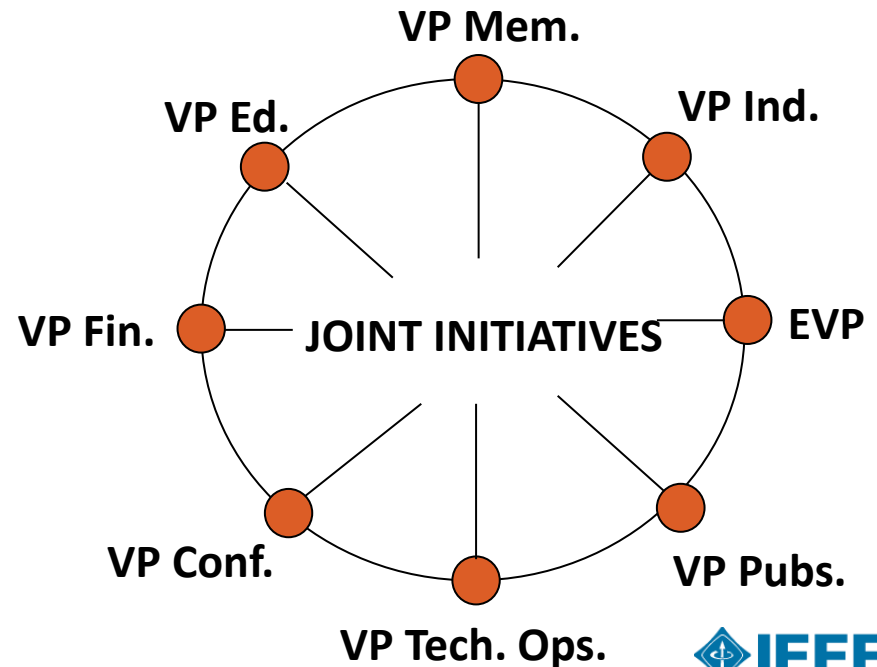
- **LARGER TRANSFORMATIVE initiatives (Scale)**
- **CUSTOMIZED RESPONSIVE initiatives (Agility)**

Traditional Model

innovation stagnates, engagement suffers, and collaboration is suppressed.



Progressive Model (VP Committees not shown)



Broad Guidance – 2. Engaging Members

Understanding our global membership in more detail

- Talents, skills, knowledge, resources, and *needs*
- History of service to AESS, interest to *contribute*

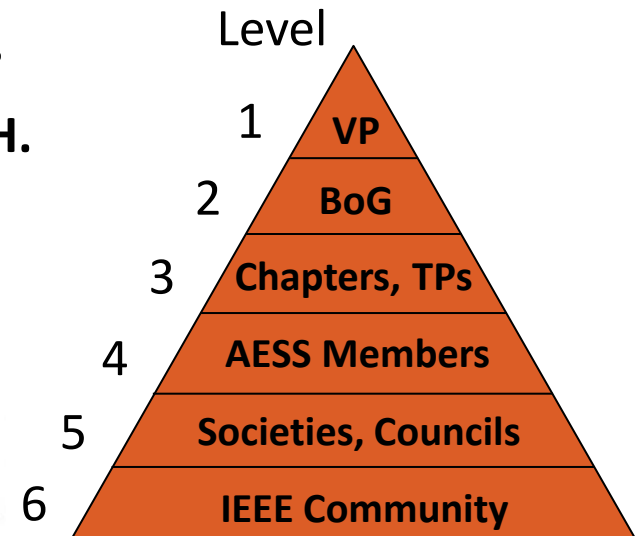
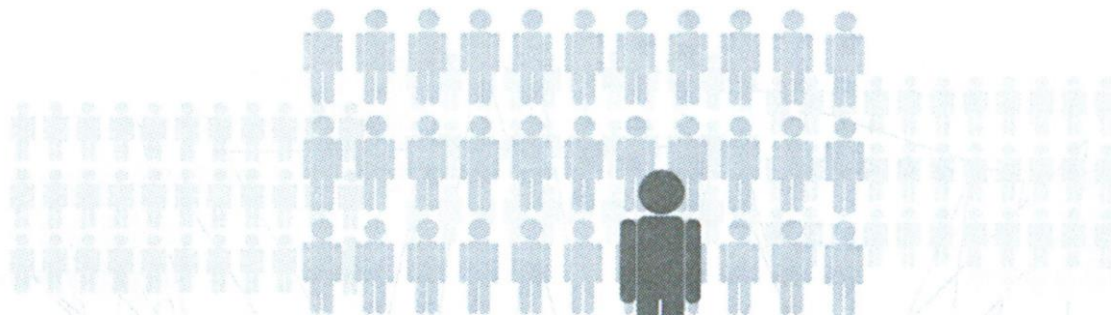
Assemble and maintain an **AESS Volunteer Database**

Extending *proactive* collaboration beyond AESS BoG

- Chapters, Technical Panels, Student Branches, ect.
- Engagement to implement/participate in activities

AESS community engagement in **DEPTH** and **BREADTH**.

A true **FORCE MULTIPLIER**.



Broad Guidance – 3. Customized Activities

Professional needs vary considerably among different membership groups and our opportunities to respond and serve may be **time-bound** and **location-specific**.

Move from understanding **general** needs – staff training, professional development or technical update to **“personalized”** needs – who needs what, where, and when.

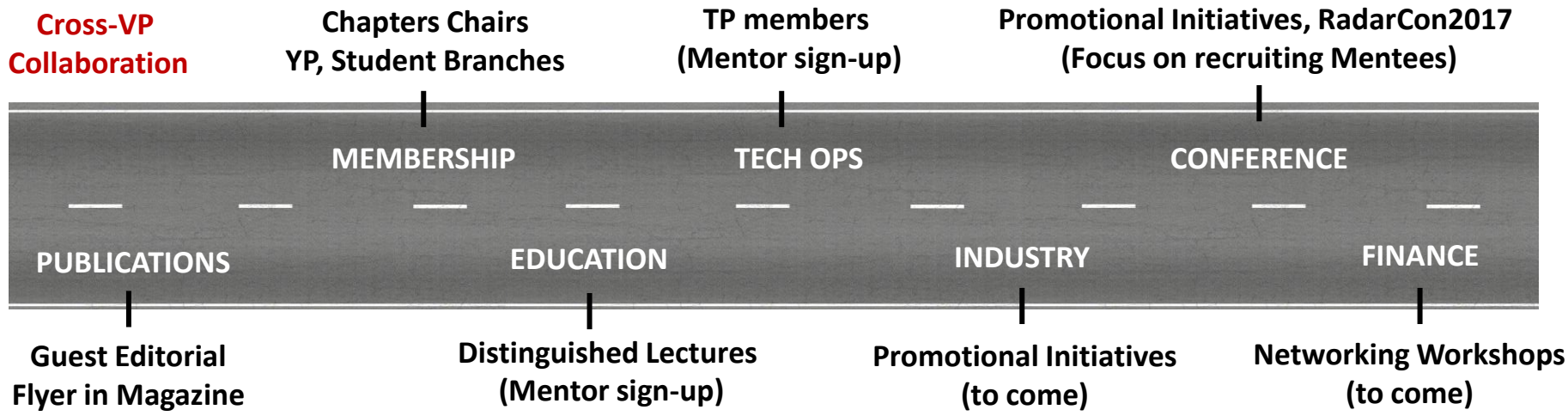
Generic industry example (such as one of the four primes):

- Company X recently secured large contract to develop Y
- Y has elements highly aligned with AESS Technical FOIs.
- Company X has a large budget provision for staff training
- X needs courses and workshops in specific areas (A,B,C)
- These services are needed currently in known locations Z
- AESS responds to answer the need (customized activities)
- Outcome is membership growth and generating a surplus



Illustrative Example - Mentoring Program

“There is no greater honor than supporting someone’s growth and evolution as a human being.” - Ellie Burrows



AESS Mission and Vision (Unchanged)

- **Mission Statement** – AESS’s purpose is to provide a responsive and relevant professional society that attracts, engages, aids, and retains a diverse set of members (age, culture, community -- theoretical, managerial and applications) worldwide in the areas of our fields of interest as defined in our constitution. AESS will accomplish this via our publications, conferences, and technical activities, to include Chapter activities as well as Society activities.
- **Vision Statement** – AESS will be essential to the worldwide technical community and be recognized for outstanding contributions in the field of aerospace and electronics as demonstrated through our conferences, publications, tutorials, communications, education, and membership.

Strategic Analysis (Changes)

Strengths

- We have a successful and repeatable method for developing our strategic plan.
- We have a strong EC committed to reviewing and improving the strategic plan.
- We have a range exciting new initiatives that will enhance and grow the Society.
- BoG and wider AESS membership has wealth of experience and willing to serve.

Challenges

- Not all VPs are supported by active member committees from the BoG
- Implementing our plan could benefit from more cross-VP collaboration
- Leadership development for successions into VP roles can be improved

Opportunities

- Exist on the axes of five the strategic themes and the broad guidance
- **Identify**, innovate, collaborate, implement, **guide and review/reward**
- **Joint VP initiatives, engage AESS community and customized activities**

Strategic Objectives

Long term (3-year) strategic objectives

- 1) Mature our repeatable method for developing and following a strategic plan.
- 2) Engage VPs to develop and status strategic plans for their areas to all the EC.
- 3) Improve EC communication– particularly to stimulate cross-VP collaboration.
- 4) Form active VP committees to implement initiatives and execute programs.
- 5) Provide strategic guidance - potential future directions for VP consideration.

EVP Initiatives

Actionable and measurable initiatives in BLUE

1. Review and improve our strategic plan

- Initiate EC strategic planning meetings and provide instructions, expectations & templates
- Request specific responses from VPs & inputs for written Word document with due dates

2. Engage VPs to develop/follow the plan

- Request that Officers lead activities in their area and manage their sections of the plan
- Request that Officers track progress and status their plans regularly with the entire EC

3. Stimulate cross-VP collaboration

- Consult Officers to identify initiatives that would benefit from collaborative implementation
- Build a matrix of cross-committee collaboration activities to guide interactions between VPs

4. Form and guide new VP committees

- Solicit BoG preferences to serve on committees and consult with VPs and N/A committee
- Form BoG-member committee for each VP and oversee functioning of these committees

5. Provide broad strategic guidance/themes

- Encourage Officers to consider these themes in developing their strategic plans for 2017
- Scan horizon and identify opportunities to maximise operational performance of Society

Metrics / Scorecard

1. **Initiate EC SPMs, ask VPs to lead their areas and provide templates**
 - Renovated approach has yielded a detailed 2015 AESS strategic plan well received by SRC
 - Metric in 2017 is the production of a revised/improved AESS strategic plan & VP feedback
2. **Request VPs to develop and status strategic plans for their areas**
 - 85% of Officers provided inputs for their section of the plan (but not all in timely fashion)
 - Metric in 2017 is that all Officers clearly understand task and contribute to strategic plan
3. **Stimulate cross-VP committee collaboration for joint initiatives**
 - Monthly EC telecon did not persist. Include a special session at the SPM devoted to this.
 - Metric in 2017 is the coordinated execution of AESS initiatives that engage multiple VPs
4. **Provide broad strategic guidance and promote new themes**
 - Increased presence of these themes in strategic plans developed by VPs in 2016
 - Implementation of new collaborative initiatives at decreased cost by leveraging
5. **Formation of VP committees to support Officers**
 - Formed BoG member committees for each VP. Effectiveness (joint meetings & outputs)
 - Ability of VP successors to understand and practice responsibilities for their future roles

Financial Assessment

To be covered by individual areas and overall by VP Finance.

Seven Officer-led development areas:

- | | |
|--------------------------------|------------------------|
| 1. Education | Kathleen Kramer |
| 2. Conferences | Mark Davis |
| 3. Member Services | Wolfgang Koch |
| 4. Publications | Dale Blair |
| 5. Technical Operations | Walt Downing |
| 6. Industry Relations | Mike Walsh |
| 7. Finance | Jose Bolanos |

Summary

The AESS has a relevant strategic plan, that we will continue to improve and follow to help grow the Society.

We have a great team of board members, with diverse talents, who are motivated and committed to serving the AESS.

With this in mind, there is a tremendous opportunity for all of us to affect positive change for the AESS in 2017.

Let's work together and make a difference!