

The logo features the word "AESS" in blue with a grey swoosh above it, followed by "VISION" in black, and "2020" in large black digits below.

# **AESS VISION 2020**

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**Hyatt Regency Miami**

# Outline

- Welcome
- Icebreaker Exercise
- Review 2016 & 2017 Strategic Planning Meeting Themes
- Strategic Planning Framework and Definitions
- Review AESS Mission & Vision
- Review Current Strategic Plan 3-Year Goals
- Develop/Discuss 2018 Strategic Objectives
- Society Review Action Items
- Problem Solving Exercises

# Welcome to the AESS Officers 2018 Strategic Planning Meeting



**"It's time to restore the cuts to our  
strategic planning budget."**

# Why Vision 2020?

- Logical target date for accomplishing many goals and objectives from previous strategic planning exercises
- Place emphasis on **actions**
- Prepares AESS for the next society review cycle in the year 2020
- Concurrent with terms of the incoming executive team
- Resonates with 20/20 eyesight; connotating a clear vision for the near, mid, and far term
- Catchy – instantly appealing and memorable

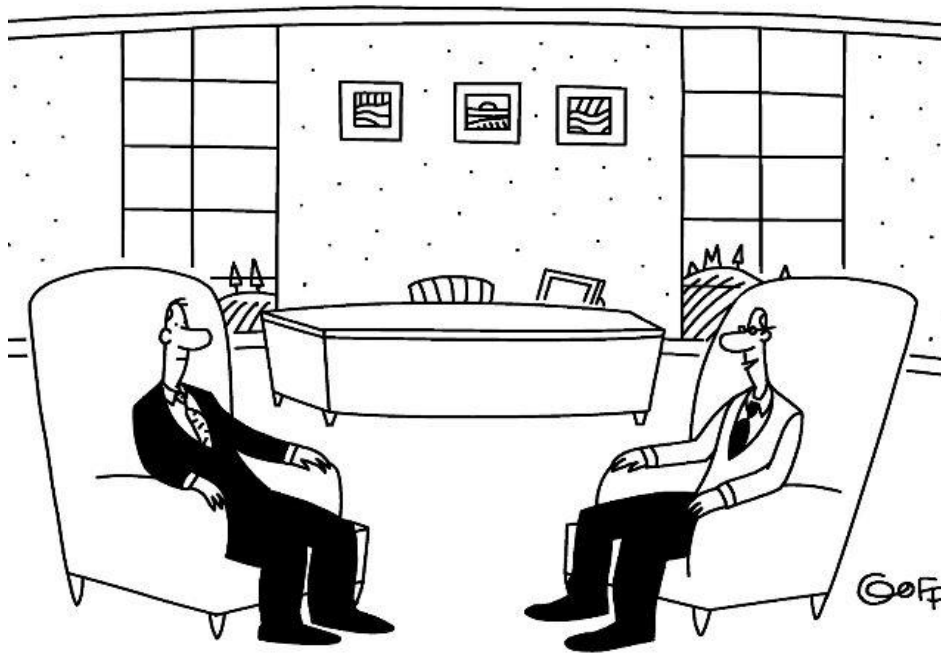
# Icebreaker Exercise



# Icebreaker Exercise

- Subject offered for discussion
- Think about the subject for a moment
- Each person offers one idea that best addresses the subject
- Group discusses/debates the answers
- Examples:
  - Good city for a meeting
  - Our most important offering
  - Our best new member prospects

# Review 2016 & 2017 Strategic Planning Meeting Themes



**“I feel it’s important to always  
have a plan to ignore.”**

# Strategic Themes

## Broad Guidance for 3-Year Goals & Short Term Actions

### 2016 - three strategic themes:

- **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

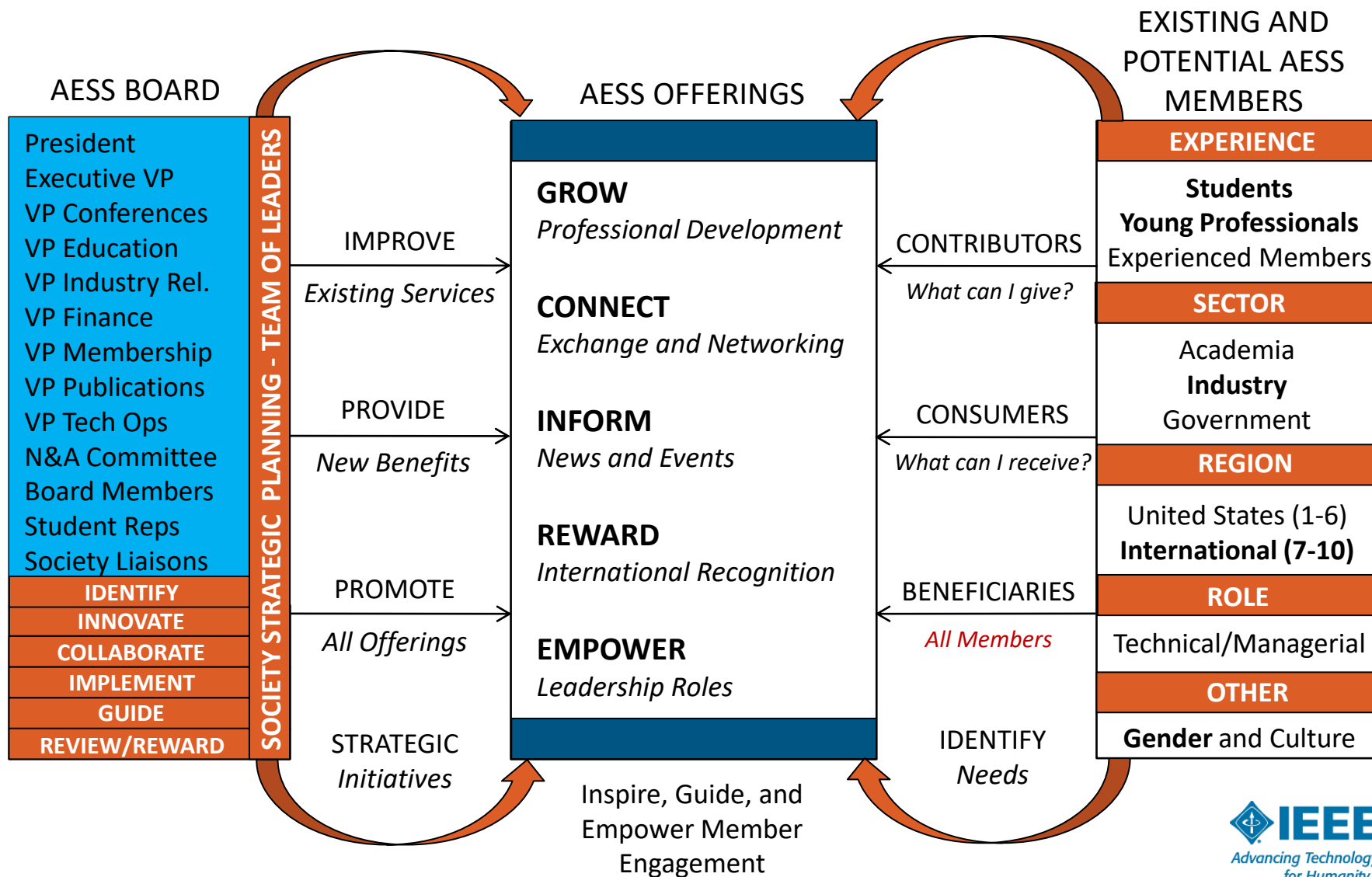
### 2017 - three **ADDITIONAL** strategic themes:

- **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



# AESS Context

AESS VISION  
**2020**



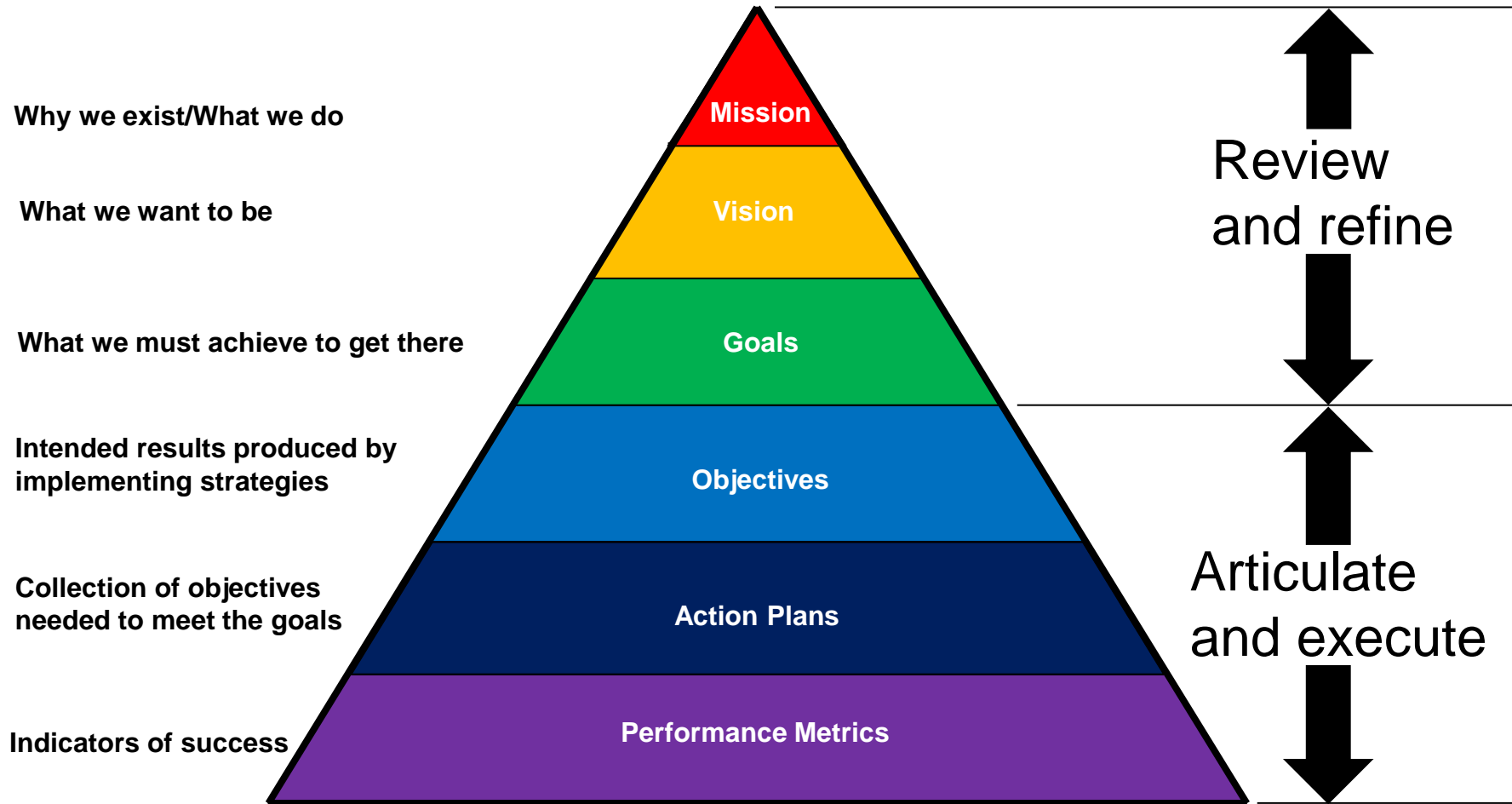
## 3-year Goals

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

# 2018 Strategic Planning Framework and Definitions



# Strategic Plan Hierarchy



# Goals vs. Objectives

**Suggest we adopt consistent usage**

	Goals	Objectives
Definition	Desired outcomes of efforts over time	Intended results produced by implementing strategies
Timeframe	Long-term	Near-term
Magnitude	Major	Incremental
Outcomes	General	Specific & measurable
Purpose of actions	Movement in a direction leading to desired results	Aimed at accomplishing certain tasks
Example	Retire by age 65	Must save \$20,000 this year to stay on track
Hierarchy	Goals control Objectives	Objectives can modify a goal

# Guidance for Setting Objectives, Action Plans, and Performance Metrics



# Definitions for Objectives, Action Plans and Performance Metrics

- **OBJECTIVES:** specific, measurable, achievable, realistic, and timed results produced while implementing strategies
- **ACTION PLANS:** collection of objectives that, in total, must be accomplished to reach a goal of the organization
- **PERFORMANCE METRICS:** measures by which achievement of goals and objectives can be determined



# "SMART" Objectives

## Guidance for writing objectives

<b>S</b>	<b>SPECIFIC</b>	Details exactly what needs to be done
<b>M</b>	<b>MEASURABLE</b>	Achievement or progress can be measured
<b>A</b>	<b>*ACHIEVABLE</b>	Objective is accepted by those responsible for achieving it
<b>R</b>	<b>**REALISTIC</b>	Objective is possible to attain (important for motivational effect)
<b>T</b>	<b>TIMED</b>	Time period for achievement is clearly stated

\*A also means assigned and accepted

\*\* R also means relevant



# Action Plans

“Goals”

*You need to be there.*

“SWOT”

*You are here.*

*What needs to  
happen to go from  
here to there?*

“Objectives”



# Performance Metrics



# Guidance for Selecting Performance Metrics

- Focus on the critical few, not the trivial many
- Ensure the metric measures performance toward achievement of the goal or objective
- Ensure that data for the metric is valid and obtainable
- The metric should be actionable/controllable
  - Example: Member Satisfaction
    - Price of offering
    - Convenience of service
    - Timeliness of information
    - Consistent quality

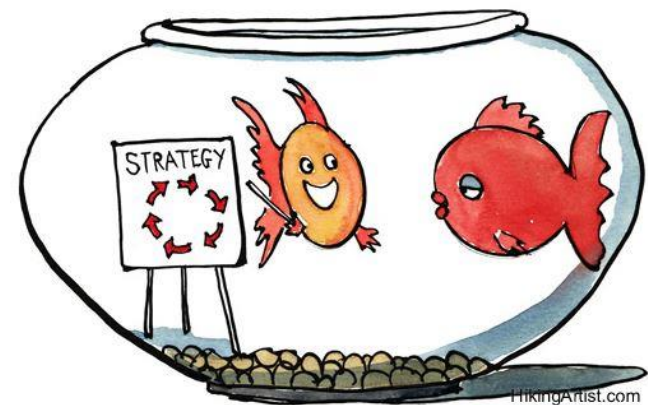
# Review AESS Mission & Vision



# AESS Mission

## (Review)

- **Mission Statement** – The mission of the AESS 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 through technical, chapter and society activities in the areas of conferences, publications, education, technical operations, industry relations, and member services.
- **Best Practice Questions**
  - Does the mission statement broadly describe:
    - Why we exist?
    - What we do?
    - For whom we do it?
    - How they benefit?

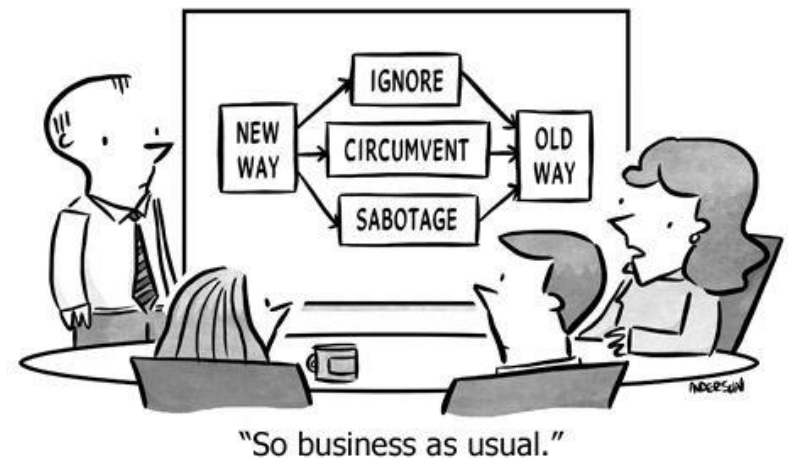




# Current AESS Vision

## (Review)

- **Vision Statement** – The vision of the AESS is to be essential to the worldwide technical community and be recognized for outstanding contributions in the fields of aerospace and electronic systems as demonstrated through the Society's products, service and offerings in the areas of conferences, publications, education, technical operations, industry relations, and member services.
- **Best Practice Questions:**
  - Does it represent the preferred future of the organization?
  - Does it simply represent a logical extension of today or are out-of-the-box and potentially disruptive changes represented?
  - Is it concise and memorable?



# Review Current Strategic Plan 3-year Goals



# Conferences

## 3-Year Goals

- Work with IEEE Meetings and Conference Events (MCE) to assure that the MOU's being created by the ICX process are meeting the AESS Strategic Objectives
- Increase the Conference Surplus returned to AES by increasing the number of Financial Sponsorships, through new Conferences and transitioning Technical Co-sponsorship to Financial Sponsorship on strategic conference meeting the AES Fields of Interest
- Assure that all conference chairs follow the AESS conference guidelines by examining the historical results on publications quality, cooperation with other IEEE Operating Units, and maintaining surpluses through mature governance.



# Education

## 3-Year Goals

- Strengthen the Distinguished Lecturer Program and Services
- Develop and improve programs that support Young Professional (YP) and student members
- Increase awareness and opportunity for educational programs

# Finance

## 3-Year Goals

- Understand publication moves (Magazine and Xplore – Open Source) and their impact on future financial flows
- Increase Transaction publications from 4 to 6 issues per year
- Work with Conferences to increase the surplus returned to AESS as required
- Put checks and balances in the process to improve the AESS Initiative planning, and protect our surplus
- Seek additional sources of revenue such as corporate partnerships
- Select a preceptor/Mentee

# Industry Relations

## 3-Year Goals

- Establish active Industry Relations activities and collaborations through individual AESS Chapters
- Generate and maintain current, industry-focused content on the AESS website, as well as providing on-line links to specific industry-focused features in Systems Magazine
- Establish and demonstrate strategic partnerships with relevant industry and industrial organizations worldwide
- Develop new strategies for attracting industry advertisements in Systems Magazine, the AESS website, etc.
- Position AESS in a pro-active role with the IEEE global industry strategy, leveraging the initiatives of the IEEE Industry Advisory Board
- Promote opportunities for Young Professionals in our industry fields of interest

# Member Services

## 3-Year Goals

- Maintain close liaison with Chapters and engage chapter members in AESS events and activities
- Promote formation of AES-Joint Society Chapters where no chapter exists
- If financially feasible, hold a Chapter Summit every three years in conjunction with the Sections Congress meeting
- Promote AES chapter participation in organizing conferences
- Grow AESS membership by 1% per year
- Increase member participation in AESS events
- Reduce the number of member drops each year
- Recruit student members to full membership upon graduation
- Offer assistance to members for elevating to the next grade

# Publications

## 3-Year Goals

- Reduce the average submission-to-publication delay for the AES Transactions to nine months
- Achieve an average submission rate of twelve articles per month for the AES Systems magazine
- Increase the contributions to AES publications from industry by two articles per month
- Increase Impact Factor of Transactions to 2.0
- Increase Impact Factor of Systems magazine to 1.0
- Increase readership (opens) of QEB by 25%
- Increase visits to IEEE AESS website by 25%

# Technical Operations

## 3-Year Goals

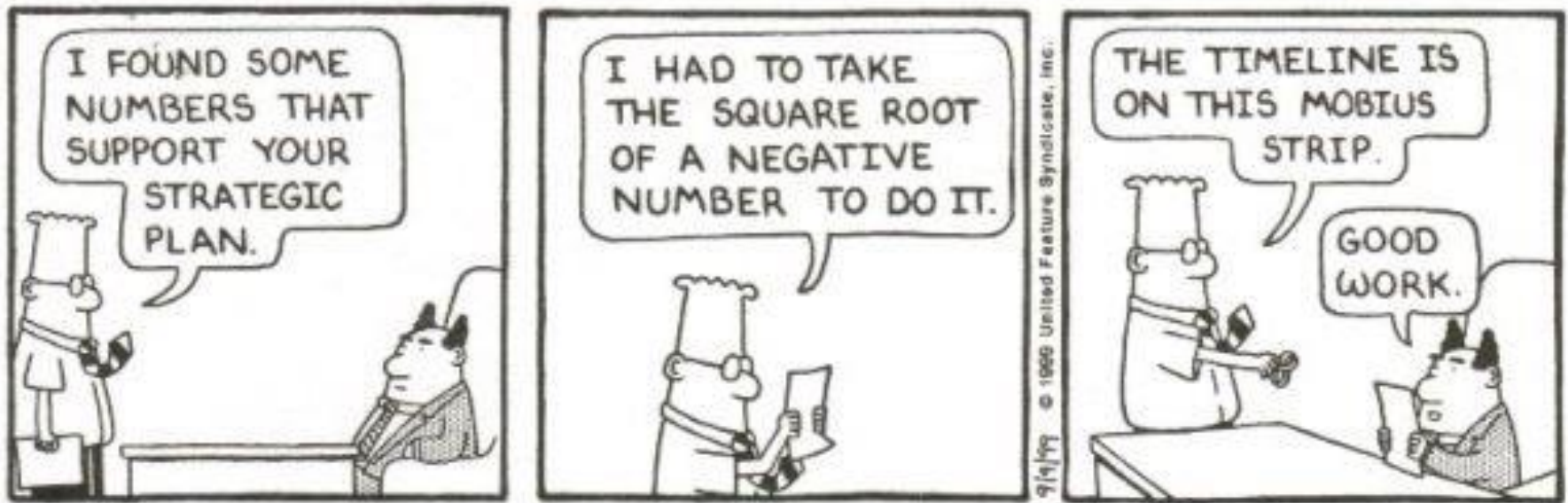
- Review all technical panels for relevance, activity and leadership
- Seek revitalization of those technical panels that may be dormant or lagging, and drop those whose relevance or currency has expired
- Identify topics and potential leaders for new areas within our fields-of-interest where technical collaboration would be beneficial
- In collaboration with Conferences, identify and recruit AESS members from technical panels to participate in organizing AESS conferences
- In collaboration with Member Services, promote interaction between technical panels and local AESS chapters to increase AESS member participation in these activities
- Develop guidance in the form of best practices and recognize outstanding technical panels

# Governance

## 3-Year Goals

- Review governing documents to ensure continued compliance with all IEEE policies and “must-haves”
- Review governing documents with analysis to improve AESS operation, as needed
- Ascertain that all officers understand their responsibilities per the governing documents and abide by all provisions therein
- Improve the awareness of the governing documents to our membership
- Maintain the “Introduction to AESS” document, focused on young engineers

# 2018 Strategic Objectives





# Objective Template

One/each using SMART Format

**S** – Statement of the objective

**M** – Performance metric for measuring progress

**A** – Assigned to:

**R** – Relevant to which goal(s) and how?

**T** – Time period for performance

# Society Review Action Items



# Society Review Action Items

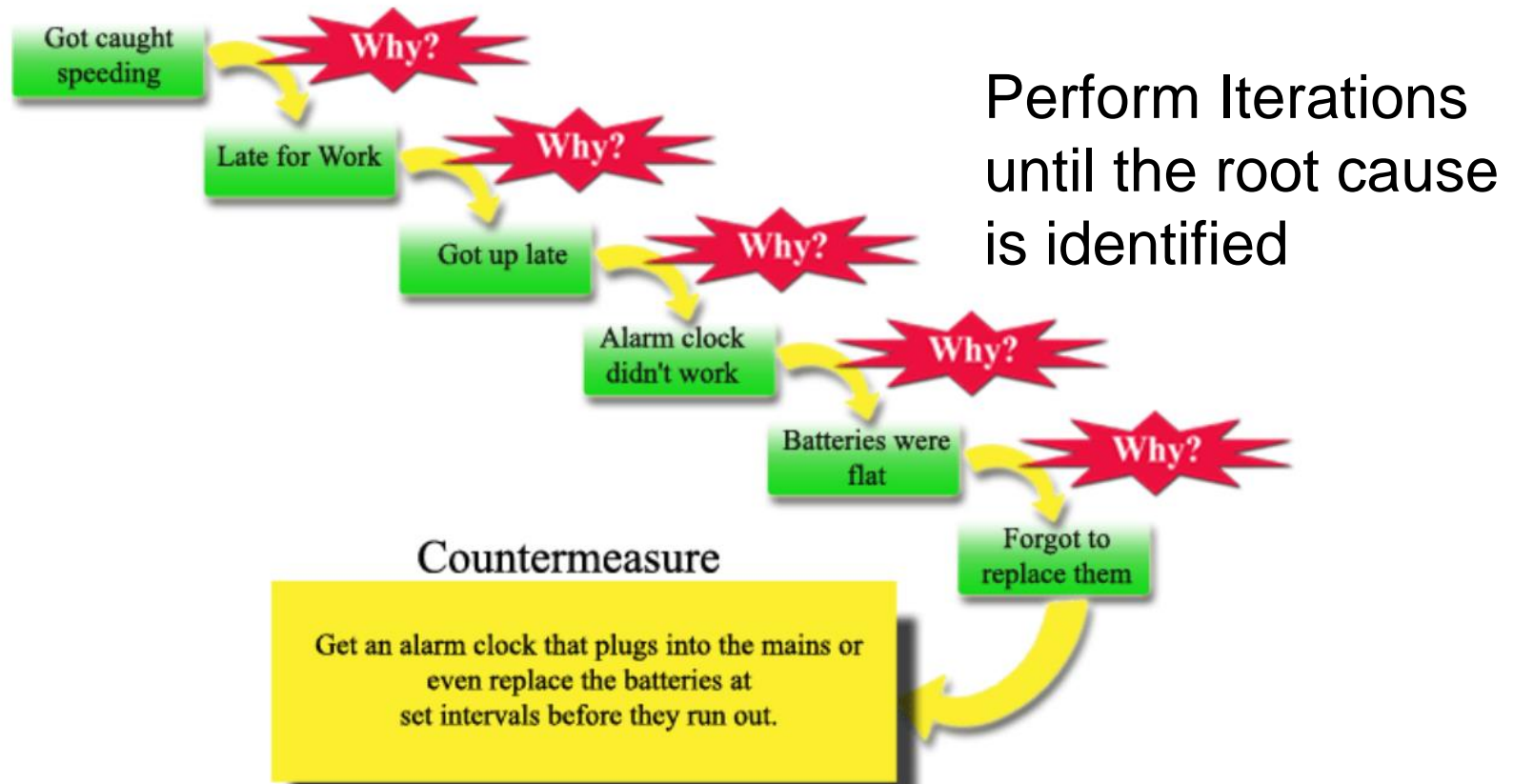
#	Action Item	Status
1	Include mission and vision statement on AESS website	Done
2	Discuss ICX and MoU issues with IEEE Conf. Mgt. Services	
3	Continue addressing PRAC recommendations	
4	Examine AESS demographics to represent diversity of members, authors, and associate editors	
5	Educational purposes/goals formally defined and assessed	
6	Manage public content (Wikipedia, Facebook, etc.)	Done
7	Utilize some reserves to benefit membership	
8	BoG should reflect AESS regional membership profile	

# Problem Solving Exercises



# Problem Solving Exercise

## 5 Whys\* (Getting to the root cause)



\* Usually 5 iterations are sufficient

# Problem 1:

## AESS has 10 inactive chapters

- Goal – Reinvigorate inactive chapters and ensure all chapters remain active
- Why do chapters become inactive?
  - Loss/lack of leadership
  - Lack of local AESS members
  - Lack of suitable meeting time or location
  - Lack of speakers or meeting topics
  - Lack of time or interest
  - Other