



**AESS Strategic Planning Meeting
Courtyard by Marriott San Antonio
San Antonio, TX, USA
January 17-18, 2020**

Attendees: Walt Downing, Mark Davis, Joe Fabrizio, George Schmidt, Fabiola Colone, Sabrina Greco, Mike Cardinale, Mike Braasch, Lorenzo Lo Monte, Mike Noble and Sarana Tse (Saturday only)

Remote attendance: Marina Ruggieri, Bob Rassa

Staff: Judy Scharmman

President and President-Elect's Message to Officers – Downing/Davis

Walt presented the strategic theme for 2020: **G**rowth Through **E**ngagement and **T**eamwork (GET) and also reviewed the composition of the Board, the Officers, and the Committees, and important dates for 2020.

The message to our members through our theme, especially our Students and Young Professionals: “the more you give, the more you get.” Our high-level strategic goals are:

Grow – Continually expand technically; add activities, programs, and initiatives; and enhance products and services.

Invest – Expend time and money to stimulate growth.

Value – Ensure that the return on investments are worth the expenditure.

Engage - Develop commitment to goals through engagement and building strong-diverse teams.

We need to help new members make a connection with AESS. **ACTION ITEM: Judy Scharmman/Fabiola Colone. Send chapter chairs the new members each area. AI-0935**

Mark Davis presented thoughts on the new strategic theme of “Growth Through Engagement and Teamwork,” and the strategy for the next 5 years.

- Strengthen our financial position
- Diversity for BoG and AESS
- Outreach to Industry

Approval of 2019 Officers' Meeting Minutes

The Minutes of the 2019 Officers' Meeting stand approved as written.

Finance Committee Officer Briefing – Cardinale/Rassa

Mike reviewed the Finance goals and objectives. Points of discussion:

- Our surplus in 2018 was \$602.4K surplus. 2019 numbers are not in yet.
- We are getting a lot of money from conference downloads. Strategically, we need to be technically co-sponsoring conferences. **ACTION ITEM: Bob Rassa – Break out the numbers for paper download revenue for all our conferences and send to Mike Braasch. AI-0936**

- Open Access (OA) will not affect conferences. Only Journals and Transactions are going OA. When we sponsor a conference with a non-IEEE entity, we get 100% of the publication revenue.
- Our overlength page charges, which are substantial, will be negatively affected by OA.
- We will lose \$50K with the new ASPP algorithm.
- AESS is in a “wait and see” regarding OA. We will find out what will happen in 2021 or 2022.
- It is recommended that we support chapters with a maximum of \$5K or up to \$250K for our 50+ chapters to start, and for other events. We need a motion for this at the Board meeting. We need criteria for this funding. We should also extend this to local events, not just chapters. This would include the Chapter Summit. We will discuss this in the 2020 New Initiatives discussion.
- The Mike Wicks donation is in a holding fund with the Foundation until the Board can work with Mike and decide what exactly will be done.

Publications Committee Officer Briefing - Greco

The PRAC report is submitted. Sabrina reviewed the actions for PRAC that we needed to have completed. Points of discussion:

- We need to increase diversity in our TAES AEs.
- We have been working on decreasing the sub to pub time. It was at 23 weeks and we are moving toward 12 weeks.
- Perhaps we need Zully Davis to help more by reaching out personally to AEs and TEs. We will first see how the automatic reminders are working.
- We need more geographic diversity in the Magazine AEs.

Sabrina reviewed the list of goals for the Publications Committee.

- We would like to establish a “best reviewers of the year certificate,” and an “Outstanding AE” recognition.
- We must move on this new Radar Systems Journal. We cannot ignore this new journal. We are losing papers to GRSS. They have a higher impact factor, shorter sub to pub time. If we don't start this journal, another society will. We may need to involve GRSS in this journal.

Conferences Committee Officer Briefing - Braasch

Mike reviewed the goals and objectives of the Conferences Committee.

Points of discussion:

- Mike spoke of some problems with linking the Conference Application, the budget, and the MOU.
- There was discussion about a spreadsheet with all the AESS conference data that used to be distributed to the VP Conferences. [ACTION ITEM: Mike Braasch – Check with IEEE's Kelly Smith \(the AESS Conferences contact\) to see if she can send a monthly spreadsheet with a breakdown of all our conferences. They used to send this. AI-0937](#)

Education Committee Officer Briefing – Lo Monte

Lorenzo gave a status of the Distinguished Lecturer (DL) Program. Points of discussion:

- We had 75 DLs in 2019.
- Lorenzo gave a status on DL technical diversity.
- Lorenzo sent targeted emails to each Chapter Chair, encouraging DLs. He got a response from 4 chairs.
- We received 16 new DL applications. We already have over 20 DLs. We need to discuss a written plan with a process to add new DLs and retire the existing. We need firm process. Lorenzo asked for input from the Officers. [ACTION ITEM: Lorenzo Lo Monte – Work with the Education Committee and formulate guidelines for DLs. Document the process. AI-0938](#)
- It was suggested that we change the 50/50 cost sharing. We will discuss this in the New Initiative 2020 discussion.

Lorenzo presented and discussed the IEEE Learning Network. Points of discussion:

- John Stralka and Alex Charlish are researching getting AESS content on the IEEE Learning Network.
- The Bob O'Donnell course is there. It is no longer on the Resource Center. **ACTION ITEM:** [Lorenzo Lo Monte – Find out when Bob O'Donnell course was taken off the RC and put on the Learning Network. AI-0939](#)

We promised \$1,500 to the YP in Space. We have never paid. We will now ask the organizer to submit expenses through Concur.

Member Services Committee Officer Briefing – Colone

Points of discussion:

- Total membership has increased by 1.5% in 2019. However, our improvement is significantly smaller than other IEEE societies.
- We have the highest number of student members in the last 4 years. However, students represent only 6% of our membership.

Fabiola reviewed the list of goals for the Member Services Committee.

One goal is to host another Regional Chapter Summit in 2020 and 2021.

ACTION ITEM: [Judy Scharmann/Fabiola Colone/Kathleen Kramer – Work details to have a 2020 Regional Chapter Summit for Regions 1-2-3 on Thursday in DC at the International Radar Conference. AI-0940](#)

ACTION ITEM: [Judy Scharmann/Fabiola Colone/Kathleen Kramer – Organize a Region 9 Chapter summit in 2021 in conjunction with the Officers Meeting. AI-0941](#)

Technical Operations Committee Officer Briefing – Schmidt

George reviewed the list of goals and objectives for the Technical Operations Committee.

George lastly spoke of the Glue Technologies startup funds of \$2,000. We would like to also get some funding for the Avionics Panel to get additional people involved, and funding some WIE meetings.

Industry Relations Committee Officer Briefing – Noble

Mike reviewed goals and objectives for the Industry Relations Committee.

Points of discussion:

- The Radar Conference is working to become more engaged with industry.
- How do we get our Chapters engaged in Industry Relations?
- Joe spoke of the networking event for industry connection he held in Adelaide. **ACTION ITEM:** [Mike Noble - Do a pilot program for a networking event for industry in an area with a large industry base, have the chapter host it, and see how that works. Possibly at University of Maryland while at the Radar Conference. AI-0942](#)

ACTION ITEM: [Judy Scharmann – Investigate whether we can set up a way to send out web crawlers to get articles related to industry for the AESS website. AI-0943](#)

ACTION ITEM: [Mike Noble – Create a reference list of companies we engage with. AI-0944](#)

ACTION ITEM: [Mike Noble – Do a pilot program to reach out to local high schools to introduce them to engineering. Check with Bob Rassa and his work with Loyola High School. AI-0945](#)

Breakout Sessions

#1: Strengthening our Financial Position (lead: Walt Downing)

#2: Diversity for BoG and AESS members (lead: Mark Davis)

#3: Outreach to Industry to bring in new members and new ideas (lead: Joe Fabrizio)

Each breakout session will report their findings tomorrow.

AESS Society Review – Downing

We reviewed the sections of the SRC Society Review Document.

Meeting recessed until tomorrow.

January 18, 2019

Walt presented slides on his DL in Beijing with Xiaopeng Yang.

Breakout Share Session

#1: Strengthening our Financial Position (lead: Walt Downing) Michael Braasch, Sabrina Greco, Mike Cardinale

- 70-80% of the revenue is from Pubs and Conferences. The group focused on these areas.
- To strengthen our financial position, we must stay involved in the conference management.
- Our share of income from ASPP will likely decline. This was addressed.
- We have slower growth than other societies.
- There is a desire to increase our chapter funding. We would like to also increase our support of other affinity groups.

Issues related to Conferences:

- Financial sponsorship vs. Technical Co-Sponsorship: AESS is receiving significant download revenue. There is a fee to publish in Xplore. Most conferences pay the fee, but if we see that it is beneficial to pay the fee ourselves, we will.
- It was suggested that we get data from Xplore Analytics.
- We must pay attention to paper quality and not allow conferences to accept bad papers just to increase the bottom line.
- We need to have a reduced fee for AESS members. We need deep discounts for students to attend conferences and tutorials.
- New Conferences: There is the idea of getting behind regional workshops. They serve a regional membership and they can serve as beta test for a new conference.
- Technical Panels can offer workshops or conferences. Both of these ideas should be tied to Member Services.

Issues related to Pubs:

- The group discussed ASPP.
- We are taking steps to improve the quality of TAES, including working on sub to pub time. The quality of the papers is important. Special Issues are very important.
- TAES is going to increase the number of Technical Editors to have better control on what we send for review. The load on the reviewers will be less, which will mean better reviews.
- Discussed Open Access.
- Discussed the new Transactions on Radar Systems.
- We have Letters. We need to advertise this more. [ACTION ITEM: Judy Scharmann/Sabrina Greco - Create a flyer for Letters and advertise this in the Magazine. AI-0946](#) Letters should be mentioned in a section of the TAES website. [ACTION ITEM: Michael Rice – Write a section for the TAES website on Letters. AI-0947](#)
- TAES (or Letters) papers presented at conferences was discussed.

ACTION ITEM: Judy Scharmann – Have a membership drive at the AESS Booth at the International Radar Conference in DC and the Radar Conference in Florence. Have a computer on hand to sign people up. AI-0948

#2: Diversity for BoG and AESS members (lead: Mark Davis) Lorenzo Lo Monte, George Schmidt
Lorenzo presented for the group.

Diversity is divided into:

- Geographic Diversity
- Technical Diversity
- People's Diversity (Age, Gender)
- Affiliation

Geographic Diversity

- Associate Editors
- Distinguished Lecturers (location of DL)
- We must dismantle the perception that IEEE AESS is an USA organization.
- Continue reaching China and India
 - How can we leverage other groups that are in Region 10? JPL has a program in India, for example. India is full of engineers that do not know of AESS. It was suggested to talk with other societies that have successfully gone into other countries, like GRSS, MTT, and find out the key ingredients. How did they go about it? It was suggested that we bring our major conferences to the region. We finally got an in with China with Long Teng and Xiaopeng Yang.
 - Set up AESS Chapter in Beijing.
- Tap into Africa and Middle East
 - Africa has nearly 50% of people under 25 years of age – we have nothing in Africa.
 - The Middle East has a large population of educated people and not as many restrictions as China/India. We have no real connection in the Middle East. We need to focus on this development.
- Conduct Chapter Regional Summit in different regions
 - South America is next.

Technical Diversity

- Need to attract members from a variety of technical backgrounds.
- Publish AESS System Magazine articles related to these subjects – The only way we can draw attention to certain areas is with a Special Issue. We should identify new and emerging topics and have Special Issues.
- We are publishing now information on our Technical Panels in approximately every 3rd issue.
ACTION ITEM: Sabrina Greco/George Schmidt/Michael Braasch - Identify organizers of special issues in Navigation, Glue Tech, Unmanned and Intelligent Systems, or Cyber Security. AI-0949
- We distribute AESS System Magazine for free to our Financially Sponsored Conferences. We could expand to other events that could be filled with potential AESS members.

ACTION ITEM: Lorenzo Lo Monte – Create a special DL call for only the underrepresented areas. AI-0950

- It was suggested that we have a manned booth at all our financially sponsored conferences.
- We need to strive for technical diversity in the Board of Governors.
- In particular, need diversity in:

- Navigation
- Unmanned and Intelligent Systems (Aerial)
- Cyber Security
- We could attract technical diverse members through our dedicated conferences and articles in our publications.

People's diversity

- Age --> YP
 - Address cost of AESS for young professionals
 - Repost content to different social media
 - Have a larger presence to all YP-sponsored conferences (where members are already IEEE)
- Gender
 - Need inputs from Kathleen for WIE. [ACTION ITEM: Mike Braasch - Do a survey of all our conferences and find out which ones have WIE activities. AI-0951](#)

#3: Outreach to Industry to bring in new members and new ideas (lead: Joe Fabrizio) Fabiola Colone, Mike Noble. Mike Noble presented for the group.

1. Define issues
 2. Assess Cross-Committee initiatives
 3. Short- and Long-term objectives and expectations
- There is a lack of eligible engineering workforce.
 - There is a lack of awareness by industry of IEEE/AESS.
 - It is a challenge to protect IP. In industry there is a concern in sharing information.
 - Value proposition: investment vs. return. The value needs to merit the investment. Keep it simple. We need to implement AESS initiatives in a prioritized order.

There is a lot of overlap in committees:

- Networking at conferences (Member Services and Conferences)
- Professional Development of Staff – Short Courses (Education)
- Standards – IEEE Standards is the gold standard and we can provide this.
- Publications – The Magazine is an industry focused magazine. Let's get industry feedback on this. We have a lot of industry customers. We can be smarter about our advertising in the Magazine. Have an industry insight article followed by an advertisement for that company.
- It was suggested that we give complimentary copies of the Magazine to certain companies in a bulk mail, and then offer AESS membership. We need to know if this would be useful to them. [ACTION ITEM: Mike Noble - Target two or three industry leaders and send them 10 copies of the magazine with a targeted letter. AI-0952](#)

Long-Term Expectations

- Growth in industry
- Better the understanding of the Give/Get with industry
- Greater activity with conferences and pubs
- Widening inputs on technical growth areas
- AESS Education content stitched into staff professional development programs
- AESS facilitating the connection between students/grad students/YP and industry employers. Recruitment.
- AESS facilitates the connection between industries and leading international research groups.

- AESS facilitates opportunities to raise awareness to connect companies with customers.

Short-term objectives –

- Industry Contact List
 - Create value proposition
 - Leverage membership – Chapter Chairs
 - Start a dialogue
- Pilot program at Chapter Level
 - Industry presenting at a University (University mentor High School)
 - Tours of industry

What does industry want? The three pillars are:

1. Customers – increase their revenue
2. Recruitment
3. Partners – in effective way

AESS Vision Statement Discussion - Downing

The AESS Mission is solid. It addresses why we exist and what we do.

The Vision should address what we want to be.

Proposed 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.

[ACTION ITEM: Walt Downing – Present the proposed AESS Vision Statement at the Spring Board meeting for approval by the Board of Governors. AI-0953](#)

We need to have innovation and provide services to our members that others are not doing. It's not that others can't do it; we just need to do it first.

N&A Committee Report – Strategy moving forward - Fabrizio

Joe reviewed the Nominations & Appointments (N&A) process for 2020.

New Initiatives:

- It is suggested that we develop a plan to invite a strategically selected person to attend a BoG meeting to make a presentation on a relevant topic of interest. Example: Xiaopeng Yang.
[ACTION ITEM: Joe Fabrizio – Collect names of someone to fill our diversity gap and propose to Walt someone to invite to the Spring meeting in Washington, DC. Officers, send names to Joe. AI-0954](#)
- Joe proposed another new initiative to write an article for the AESS Magazine and/or QEB describing the role and functions of the AESS Board of Governors to our membership. The article would provide awareness of what we do and increase transparency of the Board's operations to membership. This needs to be published 6 months previous to the Call for Nominations deadline.
[ACTION ITEM: Joe Fabrizio – Write an article describing the role and functions of N&A Committee. AI-0955](#)

[ACTION ITEM: Judy Scharmann/Fabiola Colone/Walt Downing – Write an article with VP inputs after each BoG meeting to publish in the magazine and QEB. This is a call to action for the membership. AI-0956](#)

- It was suggested to reach out to really good chapter chairs to run for the BoG. [ACTION ITEM: Joe Fabrizio – Reach out to successful Chapter Chairs and see if they will run for a Board of Governors position. AI-0957](#)
- Joe brought up for discussion an initiative to explore the option with the board through discussion to potentially develop a future plan to explicitly manage the geographic diversity of the BoG and its leadership. This was discussed, but it was decided not to pursue this idea.

[ACTION ITEM: Joe Fabrizio – Write a section for N&A for the Strategic Plan. AI-0958](#)

Joe reviewed the goals for the N&A Committee.

Marina pointed out that in addition of geo diversity, another pillar of diversity is technical diversity. We need to work on this. Marina and George can cooperate with Joe to provide some help with technical diversity.

New Appointments – Fabrizio

It was suggested that Mark Davis vacate his BoG position, leaving it open for a strategically selected BoG member. We recognized that we were underserved in the Navigation area so we got two suggested candidates:

1. Andrew Dempster, Australia
2. Seung Kong, KAIST, Korea

It is Walt's recommendation to appoint Seung Kong. The strategy is to get him on the BoG and assign him the initiative for attracting more Korean and other AESS members from Region 10. Walt wants to appoint Seung Kong. Immediately after this meeting, Judy will send a discussion and eVote.

We need to appoint a new YP rep. We have 2 candidates:

1. Garrett Hall – Walt spoke of Garrett
2. Philipp Wojaczek – Fabiola spoke of Philipp

These are two good candidates. What are the qualities that we are looking for? Responsiveness, reliability, enthusiasm, has their own network. After a straw poll, it was decided to appoint Philipp Wojaczek.

[ACTION ITEM: Judy Scharmann – Initiate discussion and eVote for Seung Kong for Board of Governors appointment and for Philipp Wojaczek for YP Representative. AI-0959](#)

Walt presented on desirable characteristics for BoG members. Joe will include this in his N&A article for the Magazine.

Calendar for 2021 and beyond - Downing

In 2019 we scheduled meetings that conflicted with Jewish holidays and some of BoG members could not participate.

[ACTION ITEM: Judy Scharmann – Create a Google Sheet for AESS Annual Calendar. AI-0960](#)

2020 New Initiatives Strategy – Davis

We need a plan for investment so when we get money to spend, we are ready.

[ACTION ITEM: Judy Scharmann – For each major conference, get an AESS booth there and either go man it or find a BoG member to man it. AI-0961](#)

There was a lot of discussion regarding the chapter funding initiative.

[ACTION ITEM: VPs – Send your initiatives and a budget for what money you need to Mike Cardinale and Mark Davis. AI-0962](#)

Sabrina discussed the new Transactions on Radar Systems, presenting slides on why we need a new Transactions on Radar Systems. Points of discussion:

- We are losing hundreds of papers to other Transactions.
- This proposal needs to be sent to IEEE by June. If we wait until the Spring meeting for approval, there is no way this will be ready.
- The Transition phase is 2 years. We need to manage this carefully.
- We need to plan on what radar topics, if any, will stay with TAES and what will go to the new journal.

It was decided to give Sabrina approval to move forward, then we can vote in May. [ACTION ITEM: Sabrina Greco – Prepare the Transactions on Radar Systems proposal for Board of Governors approval in May. AI-0963](#)

Lorenzo discussed the DLs. We have 16 submissions. We can keep those DLs that are active. And then accept most of the 16, which will put us at nearly 30 DLs. [ACTION ITEM: Lorenzo Lo Monte – Send Judy a list of DLs for 2020 for the website and the listing in the Magazine. AI-0964](#)

Lorenzo presented on a new idea of a Faculty Course Development Award (FCDA). Points of discussion:

- He is proposing an award of \$10,000.
- It was suggested that the focus be on the AESS Fields of Interest.
- Should the faculty member be an AESS member? Or they need to be a student sponsor?
- We would like to get the recipient to be an advocate to the AESS.

[ACTION ITEM: Lorenzo Lo Monte - Call Kristen Donnell \(IMS\) and ask questions about IMS FCDA. AI-0965](#)

AESS Strategic Plan Inputs – Davis

[ACTION ITEM: Judy Scharmann – Post meeting presentations to AESS website. AI-0966](#)

Top level is the “theme” from Walt. The goals are driven by the themes, the objectives are driven by the goals.

[ACTION ITEM: VPs – Update your respective sections of the Strategic Plan. Send to Judy for incorporation into the document. AI-0967](#)

Walt appointed an AdHoc Committee to decide on Mike Wicks \$25,000: Mark Davis, Chair: Lorenzo Lo Monte, Joe Fabrizio, Mike Cardinale, Bob Rassa, Walt Downing. [ACTION ITEM: Mike Wicks AdHoc - Quickly plan what to do with Mike Wicks donation and whether we will add additional money. AI-0968](#)

[ACTION ITEM: Fabiola Colone/Francesca Filippini – Mentor Sarana Tse with regards to Membership.](#)

[ACTION ITEM: Mike Cardinale/Mark Davis – Develop an AESS Financial Plan. AI-0969](#)

Parking Lot and Action Item Review – Davis/Scharmann

Judy reviewed all the Action Items taken in this meeting.

We reviewed the meeting, what worked well, what could be improved.

- The participation was outstanding.
- Everyone thought the breakouts were a good idea.
- It was decided that a 2-day Strategic Planning meeting worked better than a 1-day meeting. It was productive and less rushed.
- It was thought that we could do better ahead of the meeting. Committees need to work ahead of time and have online meetings.

Meeting adjourned.