

Executive Committee Strategic Planning

AESS Officers Strategic Planning Meeting

January 23, 2016

San Antonio Marriott Riverwalk



Joe Fabrizio

Executive Vice President, AESS



Meeting Agenda

8:00 am	Welcome	Teresa Pace
8:15 am	Approval of 2015 Officers' Meeting Minutes Action Item Review	Sabrina Maria Greco
8:30 am	Executive Committee Strategy/ Cross-Committee Issues	Joe Fabrizio
9:30 am	Education	Kathleen Kramer
<i>10:00 am</i>	<i>Break</i>	
10:15 am	Conferences	Mark Davis
10:45 am	Member Services	George Schmidt
11:15 am	Publications	Dale Blair
11:45 am	Group Photo	
<i>12:00 pm</i>	<i>LUNCH – Bowie Room</i>	
1:00 pm	Technical Operations	Walt Downing
1:30 pm	Industry Relations	Mike Cardinale
2:00 pm	Finance	Jim Howard
2:30 pm	Treasurer	Bob Rassa
<i>3:00 pm</i>	<i>Break</i>	
3:30 pm	Reps and Liaisons Report	Bill Walsh
4:00 pm	Feedback regarding written strategic plan	All
4:30 pm	Actions/Wrap up	Judy Scharmann
5:00 pm	Adjourn	
6:30 pm	Cocktail Reception The Argyle followed by dinner	

4/15/2022

Strategic Planning Meeting Goals

- Look ahead to our future (the next 3 years) and determine what we should do to improve our society and promote growth in all areas.
- Today's meeting is a review of our Strategic Plan, its relevance, how well we are doing against it, and how we should modify it to achieve our goals.
- We are fortunate to have a highly talented, committed and collaborative team serving the AESS. Your time and dedication are greatly appreciated.
- Today: each officer will address how they can contribute to our SPM goals by identifying current status, specific actions, milestones, and assignees
 - This allows us to track progress, review initiatives, and periodically update our strategic plan when necessary to ensure we are on the right path and on time.
- The strategic plan is our roadmap to future success. We will achieve our vision for the AESS by *preparing and following* a relevant and viable strategic plan.

Path Forward

- What next? After today's discussion:
 1. Give thought to the discussion, comments, and feedback
 2. Update your plans and schedules, if necessary, and detail them in the Word document "AESS Strategic_Plan_Jan_2016_draft.doc" to be distributed after the meeting.
This is **due** to Joe (cc Teresa, Bob R. and Judy) by **Mar 1, 2014**.
 3. Each officer can track progress against his/her strategic plan and then share the plan and current progress with the BoG at the Spring and Fall BoG meetings (goals/accomplishments/schedule).
- This important process allows us to maintain a relevant and responsive strategic plan, noting that we must allow time to evaluate initiatives.
- Your precious contributions to the AESS are greatly appreciated.
 - Together we can and will help our society grow and flourish!

AESS Mission and Vision

- **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

Current Status

- Jan 2015 - Officers met in Orlando to review strategic plan and discuss updates.
- May 2015 - Officers met in Washington to finalize the current AES strategic plan.
- Jun 2015 - “The Society has a very detailed strategic and operational plan and the Society should be commended for this document.” (IEEE TAB Society Review Report)
- Jan 2016 - EC initiated strategic planning meeting to develop and discuss VP plans.

Strengths

- We have a successful and repeatable method for developing our strategic plan.
- We have a strong EC committed to developing and following our strategic plan.
- We have a range exciting new initiatives that will improve and grow our Society.
- The BoG & AESS membership has a wealth of experience and is willing to serve.

Weaknesses

- Not all VPs are supported by active 2-person 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 **innovation, collaboration and leveraging** resources

Strategic Objectives

Long term (3 year) strategic objectives – current

- 1) Mature a repeatable method for developing and following our 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 collaborations.

Additional strategic objectives – recommended/new

- 5) Form active VP committees to help implement initiatives and execute programs.
- 4) Promote a culture of innovation, collaboration and leveraging of AESS resources.

AESS Bylaws (Article VI.C)

Each VP shall create in the first year of his/her term a two person committee from members from the BoG to support him/her and to be trained for possible succession.

Need to recruit volunteers from interested BoG members not engaged in Officer duties

Executive Committee Initiatives

C = Current N=New

- 1. Mature a repeatable method for developing and following our strategic plan**
 - C - Initiate EC strategic planning meetings and provide instructions, expectations & templates
 - C - Request specific responses from VPs & inputs for written Word document with due dates
- 2. Engage VPs to develop and status strategic plans for their areas to all the EC**
 - C - Request that Officers lead activities in their area and manage their sections of the plan
 - C - Request that Officers track progress and status their plans regularly with the entire EC
- 3. Improve EC communication, particularly to stimulate cross-VP collaboration**
 - N - Consult Officers to identify initiatives that would benefit from collaborative implementation
 - N - Build a matrix of cross-committee collaboration activities to guide interactions between VPs
- 4. Form active VP committees to implement initiatives and execute programs**
 - N - Solicit BoG preferences to serve on committees and consult with VPs and N/A committee
 - N - Form a 2-person committee for each Officer and oversee functioning of these committees
- 5. Promote a culture of innovation, collaboration and leveraging of resources**
 - N - Encourage Officers to consider these themes in developing their strategic plans for 2016
 - N - Scan horizon and identify opportunities to maximise operational performance of Society

Metrics / Scorecard

1. Initiate EC SPMs, ask VPs to lead their areas & provide templates [current]
 - Renovated approach has yielded a detailed 2015 AESS strategic plan well received by SRC
 - Metric in 2016 is the production of a revised/improved AESS strategic plan & VP feedback
2. Request VPs to develop and status strategic plans for their areas [current]
 - 85% of Officers provided inputs for their section of the plan (but not all in timely fashion)
 - Metric in 2016 is that all Officers clearly understand task and contribute to strategic plan
3. Create matrix of cross-committee collaboration activities with VPs [New]
 - Monthly EC telecon did not persist (may need smaller focused meetings similar to pubs)
 - Metric in 2016 is the coordinated execution of AESS initiatives that engage multiple VPs
4. Encourage innovation, collaboration and leveraging [New]
 - 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 active committees to support Officers [New]
 - Formation of 2-person committee 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.

Growing the AESS

Our overarching goals (**as a business unit**) in advancing technology for humanity

- 1) **Grow membership** – internationally, technically, career stages, affiliations
- 2) **Increase revenue** – membership dues do not cover cost of AESS magazine

Revenue generation requires successful **member engagement** in AESS activities!

- AESS members are the contributors, customers, and beneficiaries all at once
- AESS is an organization that enables these participations for mutual benefits

To grow and engage our membership, we need to **implement initiatives** that:

- Improve our existing activities and services
- Provide new benefits of value to members
- Advertise offerings to potential customers

Growth requires implementation of new customer-focused strategies.

Key Challenges – Membership and Revenue

To attract, engage and retain members, we must meet the needs of our customers

- 1) Continue to provide additional benefits over IEEE membership (TIP codes)
 - eg Conferences, Publications, Awards, Chapters, Education, Networking, News Information
 - Students, YP, Professionals | Academia, Industry, Government | Regions 1-6, International
- 2) From a customer perspective, there are two main drivers for participation:
 - What can I **receive** from joining the AESS with respect to my peers who are not members?
 - What can I **give back** to the AESS community? (Latent but also valid and often overlooked)

To increase revenue, we can generate more income and/or reduce our expenses

- 1) Maintain or increase income from existing sources and look for **new sources**
 - Traditional: Conferences, Publications, Membership Dues & Interest from IEEE-held reserves
 - New : Advertising and professional development courses (better understand industry needs)
- 2) Maintain or improve our quality of service but look for ways to **reduce costs**
 - For example, Distinguished Lecturer program. Seek opportunities to leverage.
 - Ensure AESS funds are used effectively (i.e., no obligation to spend all budget)

Key Themes – Our Opportunities

Encourage three themes for strategic planning and AESS program execution:

- **Innovation – anticipate tomorrow**
 - Propose new customer-focused strategies to grow and position our Society as a **leader** in future
- **Collaboration – team building**
 - Form active VP committees, **engage** in cross-VP collaborations, create alliances in IEEE community
- **Leveraging – increase productivity**
 - Seek opportunities to leverage resources (membership, industry, IEEE) to **implement** initiatives

Example of Education initiatives that draw on these themes

- **AESS Mentoring Scheme***
 - New tailored program to be hosted on our website. Implement with collaboration & leveraging
- **AESS Short Courses**
 - One-day IEEE AESS OTH radar workshop generated **\$15,600** for local chapter in South Australia

Recommendation to IEEE TAB - excerpt from AESS SRC Report (June 2015) *

While it is too soon to determine its effectiveness, the mentoring program for engaging new society members is unusual and could be of potential interest to other societies. It may be worth monitoring this activity to determine if it becomes a model that other societies could emulate.

Key Elements – Development Areas

Seven Officer-led development areas:

- | | |
|--------------------------------|------------------------|
| 1. Education | Kathleen Kramer |
| 2. Conferences | Mark Davis |
| 3. Member Services | George Schmidt |
| 4. Publications | Dale Blair |
| 5. Technical Operations | Walt Downing |
| 6. Industry Relations | Mike Cardinale |
| 7. Finance | Jim Howard |

Summary

We, the AESS, have a really great plan, that we will continue to improve and follow to grow our Society.

We also have a remarkable team, that is highly talented, motivated and committed to improving our Society.

We thus have a tremendous opportunity, to affect positive change for our Society in 2016 and beyond.

Together, let's seize this opportunity for AESS to prosper in future.