Update on the IEEE Strategy Refresh

IEEE Committee on Strategy & Alignment

August 2019

Update on Strategy Refresh

▸ IEEE Committee on Strategy and Alignment members, as the primary conduits to their respective Organizational Units, are sharing strategy refresh progress

▸ The themes and goals identified have been supported across the organization in surveys with organizational leadership, members, and non-members; in global focus groups; and sessions with the Board

▸ This deck is meant to serve as an update on progress and to initiate thinking about potential alignment between your strategy and initiatives and the preliminary draft goals and to provide high-level feedback

▸ **This deck is not meant to serve as a broad announcement, as the goals are still in draft form and will be recommended to the IEEE BoD for approval in November**

IEEE STRATEGIC PLAN 2015-2020

Advancing Technology for Humanity

Our Mission
We foster technological innovation and excellence for the benefit of humanity.

Our Vision
We will be essential to the global technical community and to technical professionals everywhere, and be universally recognized for the contributions of technology and of technical professionals in improving global conditions.

Core Values
Trust
Growth & Nurturing
Partnership
Global Community Building
Integrity in Action
Service to Humanity

2015-2020 Goals

- Expand and enable dynamic, nimble, flexible, diverse, communities to help individuals from around the world to share, collaborate, network, debate, and engage with one another.

- Provide technically vital forums for the discussion, development, and dissemination of authoritative knowledge related to traditional technologies while focusing more of our resources towards serving the professionals working on emerging and disruptive technologies.

- Lead humanitarian efforts around the world to use technology to solve the world's most challenging problems.

- Leverage IEEE's technology-related insight to provide governments, NGOs, and other organizations and the public with innovative, practical recommendations to address public policy issues.

Key Initiatives Supporting The Goals

- Provide more opportunities, products, and services aimed at increasing our value to professionals working in the industry, particularly younger professionals and entrepreneurs.

- Ensure the vitality and relevance of our core activities in standards, conferences, education, and publications while providing increased value to our members.

- Develop programs in public service focused on knowledge and technology in our fields of interest related to public policy and humanitarian efforts.

- Evaluate and adapt organizational structures and processes to meet the demands of a changing environment while managing the financial and sustainable health of IEEE.

www.ieee.org/strategic-plan

Approved by the IEEE Board of Directors on 21 June 2015

IEEE is a Global Organization

We represent more than 426,000 members in 160 countries, with 45 Societies and technical Councils covering a wide range of IEEE technical interests.

We publish more than 160 transactions, journals, and magazines.

We sponsor more than 1,600 conferences in more than 80 countries.

We have developed more than 1,600 standards and projects.

We have more than 300 Sections in our 10 geographic Regions.

We have nearly 4 million documents in the IEEE Xplore® Digital Library.

We have offices in China, India, Japan, Singapore, and the United States.

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IEEE Strategic Plan Refresh

▸ Objective: Update the 2015 Strategic Plan to help guide IEEE priorities through 2025

▸ Based on discussions with the
2018 and 2019 IEEE Board of Directors,
<mark>this update is focused on refreshing
the 2015 Strategic Goals</mark>

▸ The highest levels of the plan –
Mission/Vision/Core Values - remain the same

▸ The Committee on Strategy and Alignment
focused on cross-organizational collaboration
as a key component for this refresh
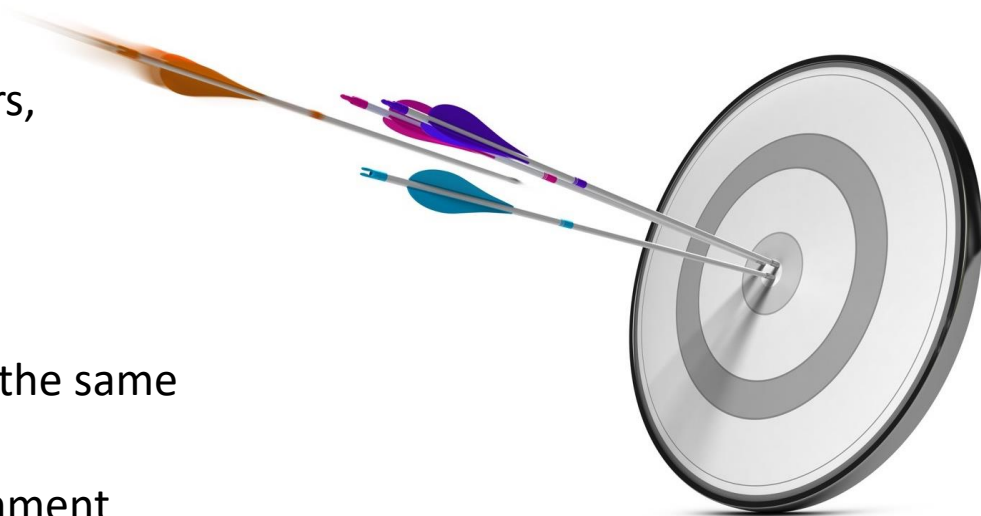
◆IEEE

IEEE Committee on Strategy & Alignment

▸ Committee of IEEE, responsible to the IEEE Board of Directors for the coordination of activities related to the IEEE Strategic Plan

▸ *It shall support the IEEE Board by:*
  - Assisting with the continued development of the IEEE Strategic Plan to be approved by the IEEE Board of Directors
  - Reviewing and recommending revisions to the Strategic Plan
  - Reviewing and providing guidance on the alignment of strategic documents and processes across the organization
  - Coordinating linkages between the organizational unit projects, programs, and activities, and the alignment of those activities with the IEEE Strategic Plan

2019 Members:

Jim Jefferies (Chair)
Ralph Ford (Vice Chair)
Kukjin Chun
James Conrad
Lance Fung
Kathleen Kramer
Kathy Land
Joe Lillie
Paolo Montuschi
Christina Schober
Saurabh Sinha
Steve Welby
Don Wright

With support from:
Donna Hourican
Providence More

IEEE Strategic Plan: Goal Principles

▸ Three-to-five-year perspective

▸ High level

▸ Inclusive

▸ Brief

▸ Readable

▸ Suitable for posting on IEEE.org

▸ Built on work that has been developed to date

▸ Can be supported by actionable and measurable initiatives

IEEE Strategy Refresh
2019 Ongoing effort

| I. Stakeholder Input | → | II. Plan Refresh | → | III. Roll-out |

| **February-April** | **May-June** | **July-August** | **September** | **November & Beyond** |

February-April
- Update to the IEEE BoD
- Committee launch and preliminary work
- Partner with firm on Strategy

May-June
- Survey and Focus Groups launched
- Update to the IEEE BoD at May telecon
- Session with the IEEE BoD in June facilitated by Ernst & Young

July-August
- Engagement with stakeholders
- Refinement of work

September
- Continued work on refresh
- Update to the IEEE BoD at telecon 26 Sept

November & Beyond
- IEEE Strategic Plan Refresh 2020-2025 recommended to the Board for approval at Nov meeting
- If approved, roll-out including communication with all levels

Stakeholder Input

Strategy survey launched in May

- Over 2,500 responses
  - IEEE Members (Student through Life Members) and non-members
  - IEEE BoD Directors, Directors-Elect, EAB, MGAB, PSPB, SA BoG, TAB, IEEE-USA Board
  - Management Council

Additional input on the member voice

- Valuable input via qualitative research in guided discussions on IEEE Strategy
- Seven in-person focus groups in regions around the world held in local languages
  - Canada, China, India, Mexico, South Africa, Spain, United States

DRAFT **Preliminary Goals for the IEEE Strategic Plan Refresh**
2020-2025

Our Mission
We foster technological innovation and excellence for the benefit of humanity

Our Vision
We will be essential to the global technical community and to technical professionals everywhere, and be universally recognized for the contributions of technology, and of technical professionals in improving global conditions

IEEE will:

▸ Drive global innovation through broad collaboration and the sharing of knowledge

▸ Enhance public understanding of engineering and technology and pursue standards for their practical application

▸ Be a trusted source of educational services and resources to support life-long learning

▸ Provide career and professional development opportunities

▸ Inspire a worldwide audience by building communities that advance technical interests, inform public policy, and expand knowledge for the benefit of humanity

IEEE's Core Values

Trust
Global Community Building
Integrity in Action
Service to Humanity
Partnership
Growth & Nurturing

IEEE will foster a collaborative environment that is open, inclusive, and free of bias and will continue to sustain the strength, reach, and vitality of our organization for future generations

Next Steps

▸ August – committee members to engage with their OUs

▸ September – update to BoD at telecon

▸ October – iterate if needed based on feedback from stakeholders/BoD

▸ November – make recommendation to BoD for approval

If BoD approval in November:

▸ December – begin communication campaign for roll-out to all levels

▸ January/February – launch communication campaign

▸ February and forward – 2020 committee begin to work on next phase and alignment efforts

Technical Activities Board
Strategic Planning

Proposed Vision Statement

<u>Proposed Technical Activities Vision Statement (January 2020):</u>

Technical communities working together to be the preferred home for all professionals, worldwide

▶ *Definition: "A **Vision Statement** describes the desired future position of the company."*
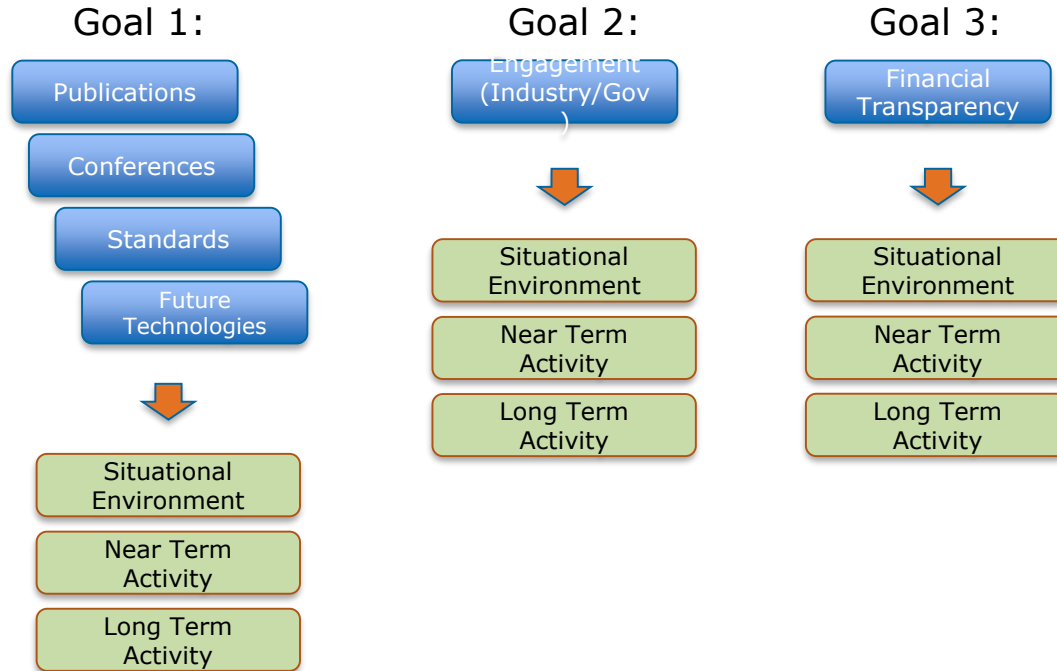
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Proposed TA Mission Statement

Proposed Technical Activities Mission Statement (January 2020):

▶ Inspire and engage worldwide technical communities to:
- foster dynamic interdisciplinary collaboration
- motivate participation and leadership
- nurture and promote leading edge innovative ideas
- empower professionals with relevant knowledge and life-long development
- provide value

▶ *Definition: "A **Mission Statement** defines the company's business, its objectives and its approach to reach those objectives"*

Structure: Goals & Near/Long Term Activities

Goal 1:

Publications

Conferences

Standards

Future Technologies

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Situational Environment

Near Term Activity

Long Term Activity

Goal 2:

Engagement (Industry/Gov)

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Situational Environment

Near Term Activity

Long Term Activity

Goal 3:

Financial Transparency

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Situational Environment

Near Term Activity

Long Term Activity

(Draft) TAB Strategic Near/Long Term Goals (v4)

IEEE

Goal 1: Publications, Conferences, Standards, and Future Technologies

Focus IEEE resources to improve, modify and invent next generation technology products/services in consonance with emerging information distribution methods to sustain IEEE as the authoritative knowledge leader for traditional and emerging/disruptive technologies

Publications

Be the premiere provider of Open Access (OA) content

- Grow IEEE OA journal content
  - Startup incentives
  - Success plan (marketing, high impact factor, notable authors)
- Manage cost/effectiveness
  - Cost metrics
  - New author portal
- Formulate PAR (Publish & Read)
  - Pilot transformative project
- Improve value proposition
  - New 3rd party content
  - Xplore analytics
  - Research reproducibility

Conferences

Refresh conferences (900+) with new style events

- Enhance conference value proposition (FCS/TCS/SCS) with new style events
  - Interactive participation
  - Industry participation
  - Networking facilitation
- Streamline governance processes and disperse responsibility/decision to conference staff/volunteers
- Establish cross disciplinary events (emerging technologies)
- Implement industry /academia /government technology forums

Standards

Aggressively develop standards for emerging technologies

- Promote the stds value proposition (CoS)
  - Industry/government
  - Society engagement
  - Promote stds globally and collaborate with int'l stds bodies (including SA)
- Initiate stds in future technologies topics
- Engage with cross disciplinary industries
  - Autonomous vehicles, off-shore petroleum, medical
- Establish new financial model
  - Share profits with S/Cs

Future Technologies

Be the thought leader in emerging technologies and shaping futuristic visions

- Identify "future emerging" cross disciplinary technologies
  - Cross disciplinary program structure
- Implement a "first-to-market" action plan on emerging topics and futuristic visions
  - Vetted content vs risk
- Sustain a multi-year future technology funding /expenditure strategy
  - New organizational structure

Note: FCS – Financial Co-Sponsored, TCS – Technical Co-Sponsored, SCS – Student Co-Sponsored

(Draft) TAB Strategic Near/Long Term Goals (v4)

Goals 2 & 3: Engagement & Financial Transparency

Revise, modify and create new relevant content in publications and conferences to satisfy all member needs, especially the industry and government engineering community

Create a transparent financial and governance organization that allocates financial accounting (gross revenues, direct and fair allocated indirect expenses) to the IP generation unit and assigns direct/clear organization governance (authority, responsibility and accountability) to S/Cs

Industry/Government Engagement

Be the primary choice of the engineering and technology community (academia, industry, government) for technical solutions and knowledge

- Obtain feedback from industry /government engineers
  - Areas/topics of interest and need
- Create technology/trends newsletter
  - Practical lessons learned
  - Evolving trends
  - Regional focus (R1-7, R8, R9, R10)
- Host industry/government journals, papers and articles
  - IEL host
  - Industry/Government Spectrum-like
- Improve value proposition
  - Executive Technology Forums
  - Exhibits and training topics (conferences venues)

Financial Transparency

Be a nimble, responsive, efficient and effective organization that supports the delivery of authoritative technical content

- Implement a fully transparent financial accounting and reporting system (transparency principles)
  - Gross revenue, direct expenses to societies/councils and OUs
  - Fair allocation of indirect /infrastructure expenses
  - Timely financial reports (society and product levels (as required)
- Implement a "shared service type organization model" as appropriate
  - "Pay by the drink" model (reward ops ingenuity and efficiency)
  - Shared responsibility (S/C + IEEE)
- Control indirect/infrastructure costs
  - Efficiency and effectiveness

(Draft) TAB Strategic Near/Long Term Goals (v4)

IEEE