Technical Activities Board - Strategic Planning
2019 Overview plus Mission, Vision & Goals

Susan K. (Kathy) Land, Chair

IEEE
Advancing Technology for Humanity

SPC Committee Members

SPC Chair (Past VP, TA)	Susan "Kathy" Land
VP, Technical Activities	Ray Liu
VP-Elect, Technical Activities	Kazuhiro Kosuge
Present or Past TAB Member	Sorel Reisman (2018-2020)
Present or Past TAB Member	Chris Schober (2018-2020)
Present or Past TAB Member	Steve Dukes (2017-2019)
Present or Past TAB Member	René Garello (2017-2019)
Present or Past TAB Member	Fabrice Labeau (2019-2021)
Chair, IEEE FDC	Steve Diamond (2019-2020)
Chair, IEEE Entrepreneurship	Samantha Snabes (2019)
Chair, Standards	Paul Nikolich (2019)
Chair, TAB CD&I	Andrea Goldsmith (2019-2020)
SCRC Liaison	Tuna Tarim (2019)
Member at Large	Fred Schindler (2019)
Member at Large	Ken Stauffer (2019)
Staff Liaison	Mary Ward-Callan
Staff Liaison	Randi Sumner

TAB Strategic Planning Committee – 2019 Activities

It has been a Busy Year!

▸ Strategic Planning Committee Charter revisions, **Q2 complete**

▸ Strategic Planning Template Support for S/Cs, **Q2 complete**
  - Guidance
  - Template

▸ TAB Mission and Vision, **Q3 endorsed by TAB-SPC & TAB-TMC**
  - Revisit Mission statement
  - Maciej Ogorzalek, Chair

▸ TAB Short and Long Term Goals, **Q3 endorsed by TAB-SPC & TAB-TMC**
  - Revisit Short and Long Term Goals
  - Roger Fujii, Chair

▸ TAB/PSPB Joint Strategic Activity, **Q3 endorsed by TAB-SPC & TAB-TMC**
  - Ad Hoc initiated 2018, continuing
  - Peter Luh is TAB Lead for this Activity

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Timeline and Metrics

▸ **Jan:** TAB-SPC reviewed 2014 Mission, Vision, and Goals & Launched Adhocs

▸ **Feb:** TAB-SPC reported plan to revise via Adhocs

▸ **Mar-April:** Adhocs met and created first draft materials

▸ **May:** TAB-SPC & TAB-TMC provided feedback and refined proposal

▸ **June:** TAB-SPC socialized Mission, Vision, and Goals during TAB Meeting

▸ **June – July:** Formal feedback website open for TAB, TAB-TMC, TAB-SPC
- https://ta.ieee.org/strategic-planning/feedback-on-ta-goals
- 158 views, 4 public web comments, 10 private email comments

▸ **August:** Feedback reviewed and adjustments made to proposals

▸ **September:** Endorsed by TAB-SPC & TAB-TMC

▸ **October:** Socialize changes in August with TAB

▸ **November:** TAB Vote

Simultaneous effort to create both guidance document and templates for S/C Strategic Planning Guidance was approved by TAB in June

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TAB Mission and Vision
Endorsed by TAB-SPC & TAB-TMC

Maciej Ogorzalek, Adhoc Chair

TAB Strategic Planning Committee

Adhoc on Mission & Vision

Committee Members

› Maciej Ogorzalek, Chair

› Kazuhiro Kosuge

› Fabrice Labeau

› Andrea Goldsmith

› Samantha Snabes

› Ken Stauffer

› Kathy Land

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Proposed Vision Statement

Proposed IEEE Technical Activities Vision Statement:

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."*

Proposed TA Mission Statement

Proposed IEEE Technical Activities Mission Statement:

▶ 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"*

Motion: Approve Revisions to TAB Operations Manual Section 1.4 – IEEE Technical Activities Mission Statement and Section 1.5 – Technical Activities Vision

PROs:
- Reflects the current perceived future-focused plan for Technical Activities and its communities
- Keeps Technical Activities and its communities relevant within the continuously changing engineering environment

CONs:
- None

FINANCIAL IMPLICATIONS TO S/C ADMINISTRATION:
- None

FINANCIAL IMPLICATIONS TO TAB ADMINISTRATION:
- None

IMPLEMENTATION TIMELINE:
- 01 January 2020

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TAB Short and Long Range Goals
Endorsed by TAB-SPC & TAB-TMC

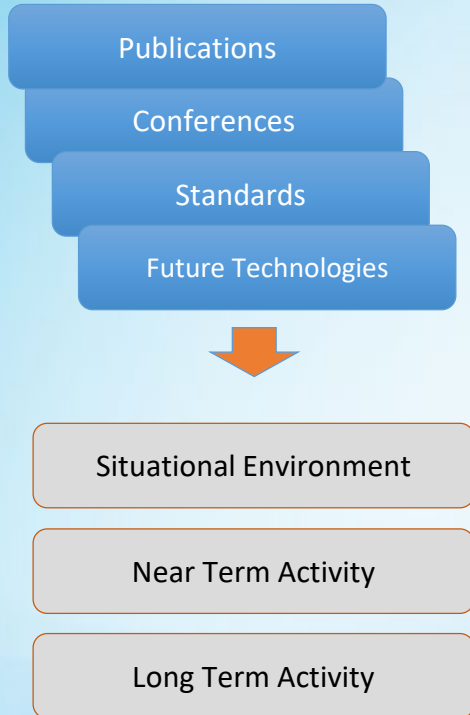*Roger Fujii, Adhoc Chair*

TAB Strategic Planning Committee

TAB Short/Long Term Goals

Committee Members
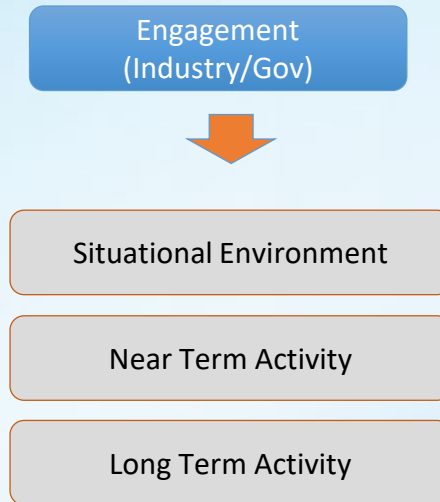
› Roger Fujii (Chair, Engagement)

› Sergio Benedetto (Chair – IEEE Pubs Ad Hoc, Publications)

› Stephen Diamond (Future Technologies)

› Rene Garello (Engagement)

› Paul Nikolich (Chair – TAB CoS, Standards)

› Manfred Schindler (Conferences)

› Chris Schober (Standards)

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 |

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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

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

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

IEEE Goal: 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

IEEE Goal: Leverage IEEE's technology-related insight to provide governments, NCOs, and other organizations and the public with innovative, practical recommendations to address public policy

TAB Goal #3: 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

TAB Goal #2: Revise, modify and create new relevant content in publications and conferences to satisfy all member needs, especially the industry and government engineering community

TAB Objectives/Actions - Financial Transparency: Be a nimble, responsive, efficient and effective organization that supports the delivery of authoritative technical content

TAB Objectives/Actions - Industry/Government Engagement: Be the primary choice of the engineering and technology community (academia, industry, government) for technical solutions and knowledge

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

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

TAB Goal #1: 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

TAB Objectives/Actions

Publications
Be the premiere provider of Open Access (OA) content

Conferences
Refresh conferences (900+) with new style events

Standards
Aggressively develop standards for emerging technologies

Future Technologies
Be the thought leader in emerging technologies and shaping futuristic visions

IEEE Goal Lead humanitarian efforts around the world to use technology to solve the world's most challenging problems

Motion: Approve TAB Near and Long-Term Goals of IEEE Technical Activities

▸ **Motion Note:** Unlike Mission/Vision, no Operations Manual Change is Required

▸ **PROs:**
- Reflects the current perceived future-focused plan for Technical Activities and its communities
- Keeps Technical Activities and its communities relevant within the continuously changing engineering environment

▸ **CONs:**
- None

▸ **FINANCIAL IMPLICATIONS TO S/C ADMINISTRATION:**
- None
  - **FINANCIAL IMPLICATIONS TO TAB ADMINISTRATION:**
- None
  - **IMPLEMENTATION TIMELINE:**
- 01 January 2020

Backup Information: TAB Website Feedback

https://ta.ieee.org/strategic-planning/feedback-on-ta-goals

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TAB Feedback/Resolution

Walter Downing

Comment: I have some ideas that would be best illustrated pictorially with comments. Is there a way to provide this type of input?

Resolution: Requested example to be considered/incorporated if received before our publishing deadline.

Melissa Russell

Comment: I think it might be a good idea to include something under the conferences section about IEEE and S/Cs sharing responsibility of improving the conference organizer experience. In addition to financial transparency; we also should streamline our contract approval, payment, P.O., and sourcing processes to better balance efficiency with risk mitigation. This cannot be achieved by simply employing new tools or custom software or apps - the current inefficiencies are built into the processes themselves and they should be overhauled based on more up-to-date business practices. Eliminating the bottlenecks of centralization by dispersing responsibility and decision-making out to the farthest comfortable levels (staff and volunteer); and in parallel, employing aggressive training across these larger groups of responsible staff and volunteers, to ensure quicker response times, are all benchmarks of business today and we should state in our plan that we are working toward these more effective operating models. Ingenuity and efficiency should be rewarded and all members of any approval process should be working toward the same goals (financial success, technical quality, risk mitigation, and customer services). I realize this is not a simple or quick "fix"; nor can it be achieved through the work of just one isolated committee; and that is why I think it is worthy of consideration as a long term goal (to be shared by IEEE and S/Cs, staff and volunteers) under the Conferences section.

Resolution: Agree. Changes made to TAB Goal #1 – Conferences to reflect streamlining our internal processes to remove operational bottlenecks and to give more authority/decision-making to conference staff/volunteers and to TAB Goal #3 - Financial Transparency to acknowledge that to improve financial performance/transparency, governance changes should be made to promote ingenuity and operational efficiencies in delivering services (contract review/approval, payment, P.O., sourcing) to S/Cs products.

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TAB Member Feedback/Resolution

Georges Zissis

Comment: The proposed vision, mission and long range goals seems globally fine. It will be better to distinguish between fully sponsored, technical co-sponsored and student-led conferences/workshops. Each category has different economic model, but the scope is similar: bring forward IEEE brand. The quality control in all these events is a key issue, thus it is necessary to have clear rules for ensuring quality of technical co-sponsored conferences more especially. Student-led events must be treat aside because we can't expect (or impose) any financial sur-plus from them, this rule forbids S/Cs today from being full sponsors of such events that are of major importance for IEEE development.

Technology forums listed under 'conferences' fits better as an IEEE instrument under 'Future technologies'.

Concerning standards, I would suggest include an action of promoting IEEE standards outside of US when possible. And/or establishing closer collaboration with other over-seas standardisation bodies for promoting IEEE activities.

Resolution: Conference goal modified to reflect different types of IEEE sponsorship (FCS, TCS, SCS). Future technologies should use all of the different S/C's product lines (publications, conferences with technology forums, standards, etc) to be the world leader in discussing and elaborating on the emerging technologies. We are leaving the detailed implementation to each S/C and TAB to select the appropriate method of addressing the technology forums.

John Walz Comments on TA Mission

The proposed Mission works with or without Societies, while the current "Mission/Vision" has a strong place for Societies and technical communities

IEEE Technical Activities worldwide communities

- *Develop a volunteer-led environment where technical thought leaders converge and create communities for people working in our fields (**Connections**)*
  - *Solicit, refine and disseminate quality technical information (**Content/Curation**)*
  - *Organize technical gatherings to foster innovation and interchange (**Competency/Coverage**)*
  - *Nurture and promote innovative technical ideas and new technical fields (**Coverage**)*

These five **C**'s contain a strong depth of details that are actionable by our Societies/Communities

Resolution The 5 Cs map to the new items and Societies/Community programs should drive these activities

- *Inspire and engage worldwide technical communities to:*
  - *foster dynamic interdisciplinary collaboration **(Coverage)***
  - *motivate participation and leadership **(Connections)***
  - *nurture and promote leading edge innovative ideas **(Coverage)***
  - *empower professionals with relevant knowledge and life-long development **(Content/Curation)***
  - *provide value **(all the above)***