



# IEEE in 2030: Optimizing for Full Impact

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Region 8 Meeting  
Limassol, Cyprus  
28 March 2015

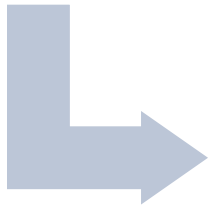
# Process

- ▶ IEEE engaged Syntegrity Group services in late 2014
  - Proprietary, unique, consensus building approach
  - List of prestigious clientele including:
    - USAA, Novartis, RTI International, AMD, Toyota
- ▶ Formed *Ad Hoc Committee for IEEE in 2030* to manage project in early 2015
- ▶ Developed overarching question to be explored

# Project Sequence

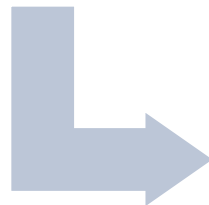
## Synteegration

- **Duration:** 3 Days
- **Purpose:** Understanding, Planning, and Mobilization
- **Participants:** Up to 48



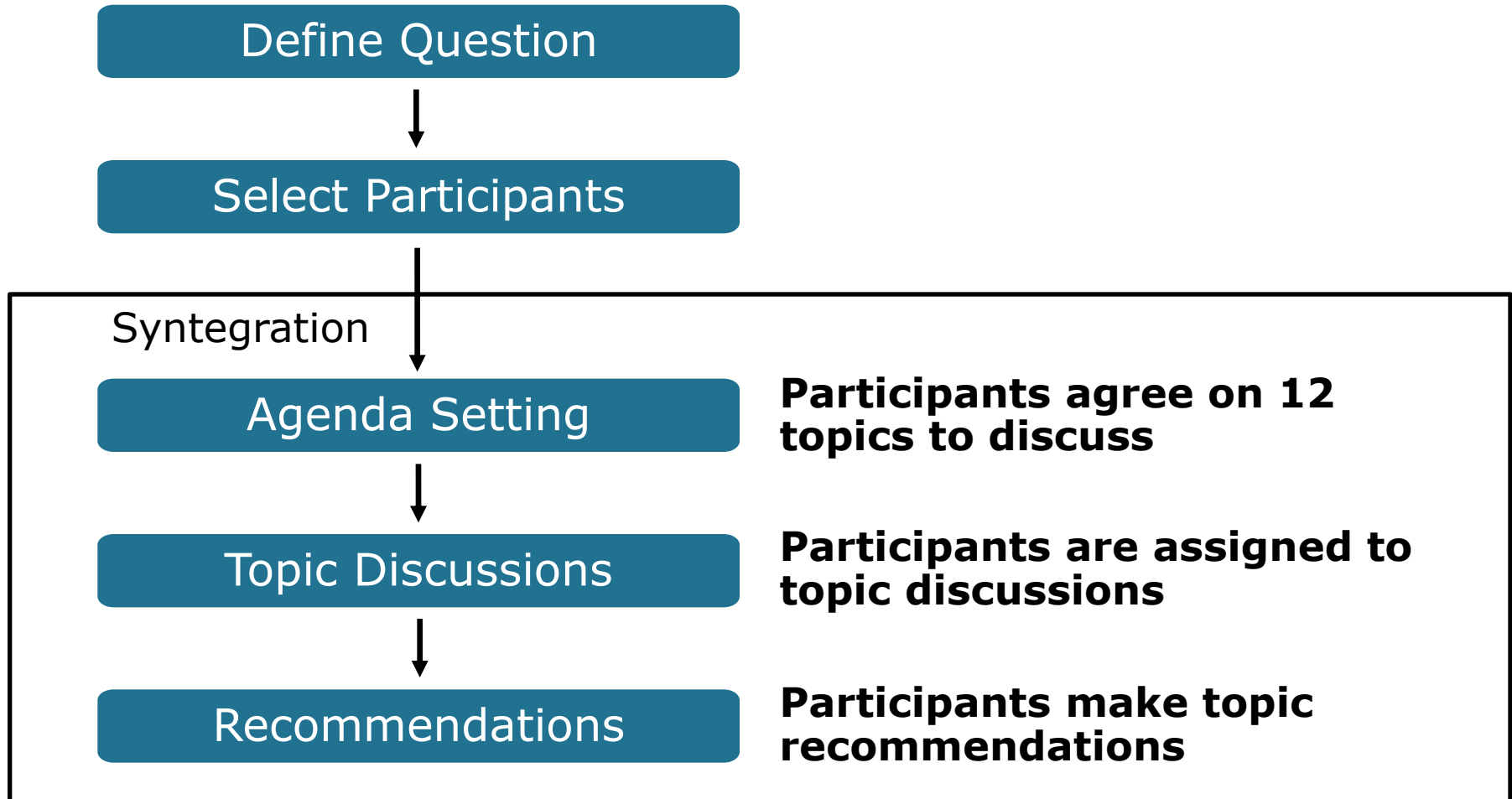
## Post Synteintegration Session

- **Duration:** 1 Day
- **Purpose:** Decision Making and Action Planning
- **Participants:** Up to 15



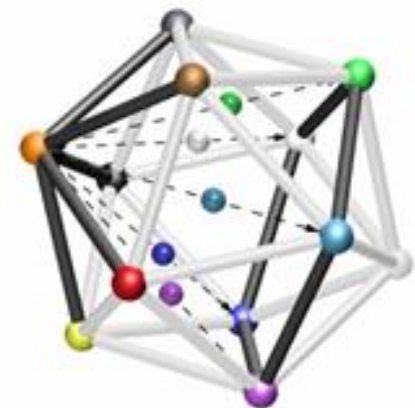
- IEEEin2030
- OUs
- Committees

# Synteграtion Session Overview

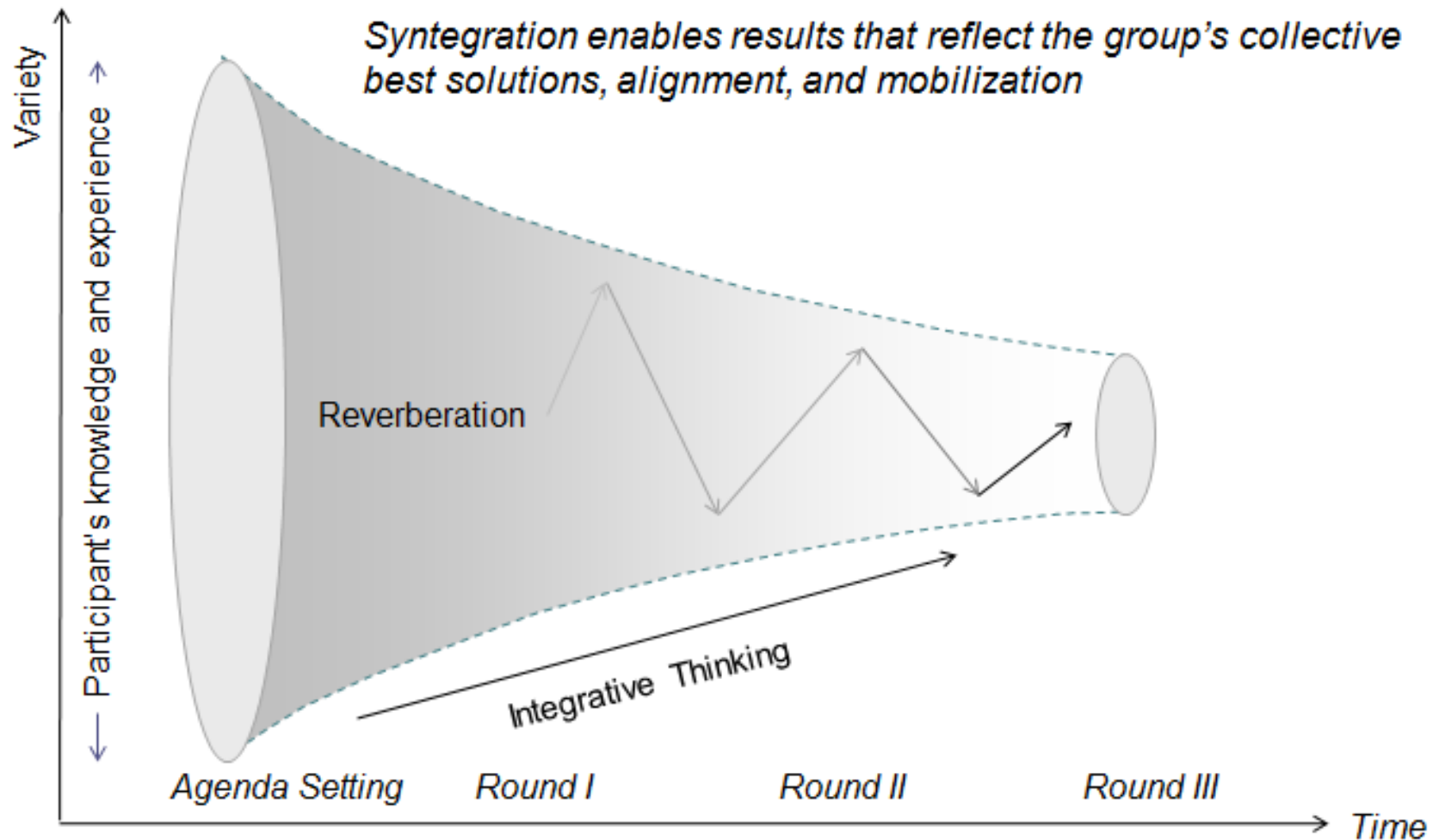


# Getting to Solutions

- ▶ During 3 rounds over 3 days, the group collectively shares information, ideas, and results
- ▶ The network allows the information and discussions from all 12 topics to be shared with the entire group in order to inform all the final recommendations
- ▶ At the end, each topic team presents recommendations back to the group



# Synteграtion Extracts the Most from the Group



# Synteegration Breakout Roles

- ▶ **Members** are responsible for discussing the topic at the table
  - Own the topic and have full discretion to use any or all feedback as they see fit
- ▶ **Critics** provide concise critique of the discussion
  - Only speak when prompted by the Facilitator at specific points in the meeting
- ▶ **Observers** listen, reflect, and form feedback to provide at a later time
  - Move between meetings occurring simultaneously







# January Retreat

# 2015 Strategic Direction and Beyond



- ▶ Participants
  - Board of Directors
  - Management Council
  - Selected guests (age, geography and technical diversity)
- ▶ Began with a presentation about the world in which we convene, network, publish, and interact, so we could then focus on how best to evolve IEEE to meet the diverse challenges of that world

# Objectives

- Focus on high-level direction, justification, implications for IEEE, and key strategic objectives
- Arrive at a holistic understanding of what a flourishing IEEE would consist of in the future
- Identify and agree on the steps we need to take to move in that direction over the next 2 years

# Driving Question for Entire Event

What changes must we make now to best position IEEE for success in 2030, while still supporting the needs of technologists between now and then?

# Setting the Agenda

- ▶ The group started with no agenda - just the overarching question. During the first morning:
  - Individuals rapidly came up with over 300 statements of importance
  - Which, after a few iterations by the group, turned into 12 topics that should be explored in order to address the question
- ▶ Over the next 2 ½ days the group rotated in and out of an iterative 3-stage process to fully discuss each topic



# Agenda Formed Around Resulting 12 Topics

**New Products  
and Services  
for 2030  
(Red)**

**Identifying  
our Core  
Businesses for  
2030  
(Light Blue)**

**2030 Member  
Engagement  
(Silver)**

**Anticipating  
the Future of  
Information  
(Gold)**

**Communities  
in 2030  
(Black)**

**Embrace the  
Future of  
Technology  
(Yellow)**

**Optimize Our  
Governance  
Processes to  
Enable  
Strategy  
(Brown)**

**Influence  
Public Policy  
Globally  
(White)**

**Making IEEE  
More Diverse  
(Orange)**

**Organizational  
Structure  
(Green)**

**What is Our  
Public  
Imperative in  
2030  
(Dark Blue)**

**Get Closer to  
Industry  
(Purple)**



# 3 Rounds of Breakout Sessions



# Recommendations

- After 3 rounds, topic teams presented recommendations on Day 3
- Each individual was asked to “vote” for items they perceived as most important





# Prioritization Exercise

## Results by Topic

Topic Color	Topic Name	%
Brown	Optimize Our Governance Processes to Enable Strategy	12.4%
Green	Organizational Structure	12.0%
Black	Communities in 2030	10.2%
Dark Blue	What is Our Public Imperative in 2030	8.7%
White	Influence Public Policy Globally	8.2%
Purple	Get Closer to Industry	8.0%
Red	New Products and Services for 2030	7.3%
Gold	Anticipating the Future of Information in 2030	7.1%
Orange	Making IEEE More Diverse	7.1%
Yellow	Embrace the Future of Technology	7.1%
Light Blue	Identifying our Core Businesses for 2030	6.2%
Silver	2030 Member Engagement	5.8%



We started, in Puerto Rico, with a blank page and one compelling question

We ended with 12 strategic topics, each with recommendations and perceived importance of recommendations

We then reconvened in New Orleans

# Post Syntegration Session



- ▶ One day session on 3 February
- ▶ A smaller group of 14 people
  - Ad Hoc Committee for IEEE in 2030 +
- ▶ The group started with the synthesized content from January provided by Syntegrity Group
- ▶ Working in four teams – focused on four strategic objectives
  - Refined and scoped the recommendations into a draft roadmap that honors the work done in Puerto Rico while adding clarity and realistic timelines and expectations

# Post Syntegration Process



**Recommendation:**

**Rationale:**

**Accountability**

*Owner:*

*Must Involve:*

**Resources Required**

*Budget (\$):*

*Talent (people):*

*Other:*

**Timeline**

Feb 2015 Jun 2015 Nov 2015 Feb 2016 Jun 2016 Nov 2016 Feb 2017 Jun 2017 Nov 2017

Each group completed this form for each recommendation

# What emerged ...

**IEEE is well-positioned for success in 2030 and continues to serve the needs of technologists between now and then.**

<b>[1] Create a Nimble, Flexible, Forward-looking Organization</b>	<b>[2] Foster Public Imperatives</b>	<b>[3] Foster Diverse Technical Communities with Industry, Government, and Academia</b>	<b>[4] Empower the Discovery, Development and Delivery of Cutting-edge Products and Services</b>
Strategies			

# What emerged ...

Colors and numbers refer back to recommendations from January. This process ensures there are links between each session so nothing is lost.

**IEEE is well-positioned for success in 2030 and continues to serve the needs of technologists between now and then.**

<b>[1] Create a Nimble, Flexible, Forward-looking Organization</b>	<b>[2] Foster Public Imperatives</b>	<b>[3] Foster Diverse Technical Communities with Industry, Government, and Academia</b>	<b>[4] Empower the Discovery, Development and Delivery of Cutting-edge Products and Services</b>
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## Strategies

<b>Brown 1, 2</b> <b>Light Blue 1</b> <b>Green 1, 3</b>	<b>White 1, 2, 3</b> <b>Dark Blue 1, 2, 3, Other Ideas</b> <b>Green 2</b> <b>Revised PS session recommendations</b>	<b>Purple 1, 2, 4</b> <b>Black 1, 2, 3</b> <b>Orange 2, 3, Other Ideas</b> <b>Revised recommendations from Orange 1, 2, 3, Other Ideas, Purple 1, 2, 3, Black 1, 2</b>	<b>Silver 1</b> <b>Red 1</b> <b>Purple 1</b> <b>Gold 1, 2, 3</b> <b>Yellow 1, 2, 3, Other Ideas</b> <b>Includes Reworked content from Silver 2, 3, Gold Guidance, Orange Other Ideas</b>
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# What emerged...

IEEE is well-positioned for success in 2030 and continues to serve the needs of technologists between now and then.

[1] Create a Nimble, Flexible, Forward-looking Organization	[2] Foster Public Imperatives	[3] Foster Diverse Technical Communities with Industry, Government, and Academia	[4] Empower the Discovery, Development and Delivery of Cutting-edge Products and Services
Strategies			
<p><b>A.Determine our core priorities and define the Board structure we need to maintain our role as the world's leading association serving technologists</b></p> <p>B.Align our business operations to our evolving priorities</p>	<p>A.Support humanitarian efforts</p> <p>B.Socialize Public Imperative Activity</p> <p>C.Consider a Public Imperative OU by 2018</p> <p><b>D.Provide critical information to support public policy decisions worldwide</b></p>	<p><b>A.Engage to build and maintain strong connections with professionals working in industry and industry</b></p> <p><b>B.Provide "the place" where communities gather across a diverse field of technologies and technologists</b></p> <p>C.Cultivate, nurture, and strengthen our relevance to the technologists of the future</p>	<p>A.Know what is important to "IEEE activity participants," align our products and services to serve them and recognize their engagement</p> <p><b>B.Serve and generate a surplus by turning information into knowledge in formats that technologists need</b></p> <p>C.Leverage and promote our position as leading Global technologists</p>



# IEEE in 2030 Committee: High-Level Roadmap

Draft Plan will be  
developed by IEEE  
in 2030 Ad Hoc  
Committee

Feb 2015

June 2015

Nov 2015

Feb 2016

June 2016

Nov 2016

Beyond

Create a Nimble,  
Flexible,  
Forward-looking  
Organization



Milestones  
Owners  
Budget

Foster Public  
Imperatives



Foster Diverse  
Technical  
Communities  
with Industry,  
Government,  
and Academia



Empower the  
Discovery,  
Development  
and Delivery of  
Cutting-edge  
Products and  
Services



# The Way Ahead

- ▶ *IEEE Ad Hoc Committee on 2030* has been given responsibility for this work. We have been tasked with monitoring progress and reporting back to the Board and OUs
- ▶ In March we developed detailed roadmaps
- ▶ We will work with the Board, OUs, standing committees, ad hoc committees, and other teams to execute plans
- ▶ We are committed to transparency, an open process, and providing regular communications



# Goals for 2015

- ▶ Roadmaps will be developed for each of the four Strategic Objectives proposed to the IEEE Board of Directors for adoption
  - Roadmaps will include milestones, owners, budget, etc.
- ▶ Significant progress will be driven by *IEEE Ad Hoc Committee on 2030* on Strategic Objectives 1 and 2
  - [1] Create a Nimble, Flexible, Forward-looking Organization
  - [2] Foster Public Imperatives
- ▶ Substantial work will be adopted by logical “home” Organizational Units, teams, affinity groups, etc. in Strategic Objectives 3 and 4
  - [3] Foster Diverse Technical Communities with Industry, Government, and Academia
  - [4] Empower the Discovery, Development and Delivery of Cutting-edge Products and Services
- ▶ An IEEE Strategic Plan will be developed by the *IEEE Ad Hoc Committee on Strategic Planning* based on outcomes from the efforts described in this deck and other strategic work

**Please send feedback to: [feedback2030@ieee.org](mailto:feedback2030@ieee.org)**

# Strategic Success Story: IEEE Xplore® at Fifteen

# Preparing IEEE For 2030: Back to the Future

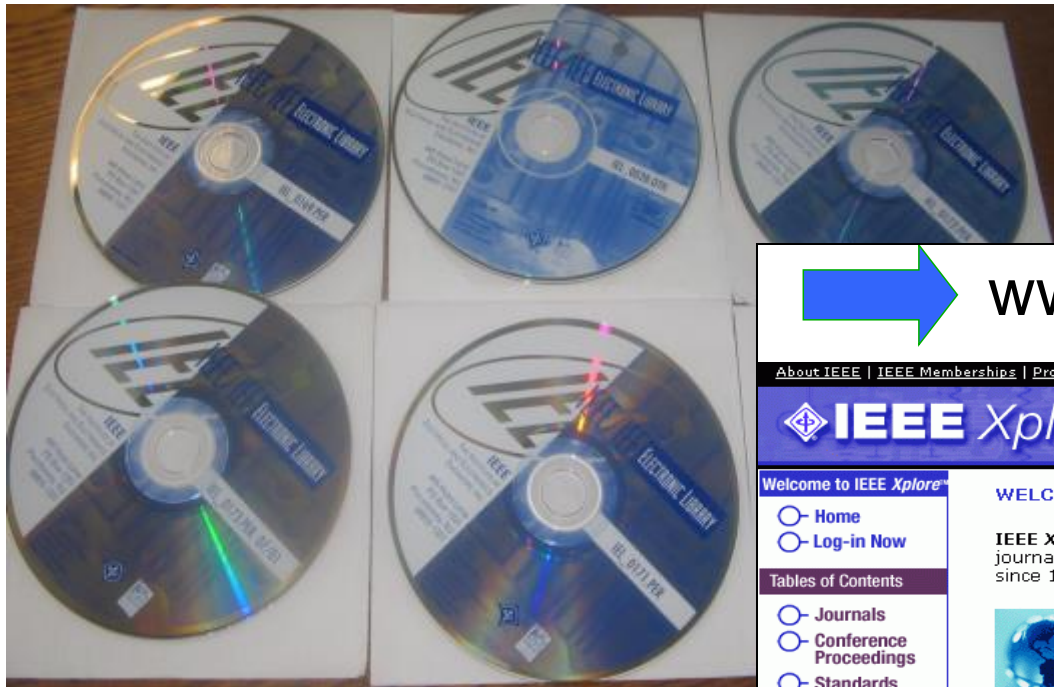
Remember...

**Today** is the

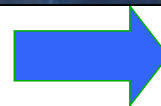
**Tomorrow** that we planned for

**Yesterday...**

# 2015 Is The 15<sup>th</sup> Anniversary Of The Launch of IEEE Xplore



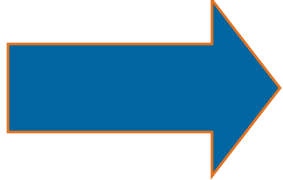
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[www.ieee.org/ieeexplore](http://www.ieee.org/ieeexplore)

In May 2000  
we launched  
*IEEE Xplore*

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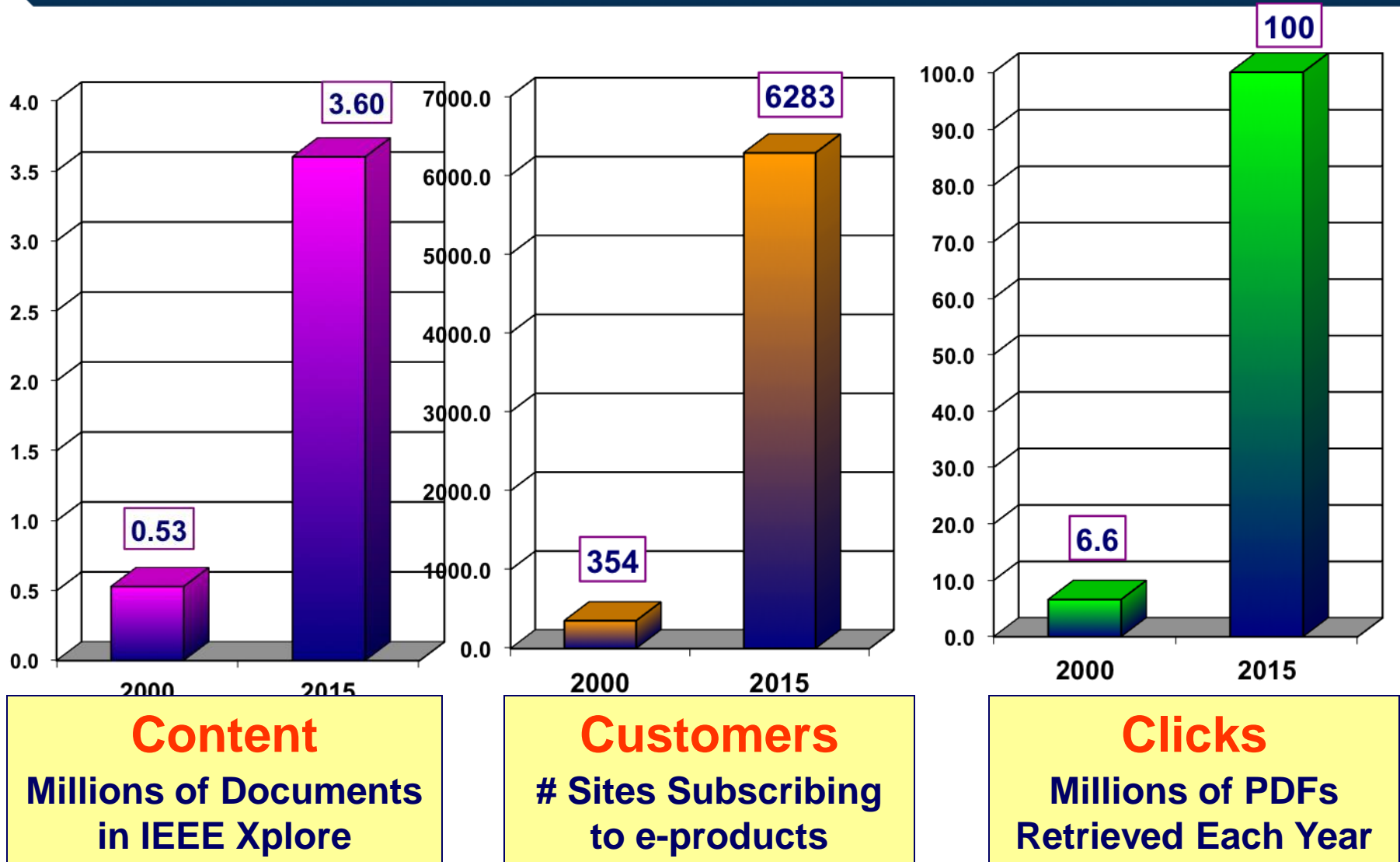
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# IEEE Xplore Has Grown Over 15 Years In Three Major Dimensions





# IEEE Xplore Has Important Lessons As We Plan For 2030

- ▶ We listened to members and customers as they experimented with projects like OPeRA and the Computer Society Digital Library
- ▶ It took courage to overcome the fears that IEEE Xplore would cut into the number of print subscriptions to Journals. . .
- ▶ . . . Xplore did, but in the process, it dramatically expanded the reach of our content and became the major source of publication revenue
- ▶ So be bold as we plan for 2030 because we did it before and we can do it again!



# **Questions and Discussion**