



This membership development report is issued on behalf of your IEEE Region, and the IEEE Member & Geographic Activities Board.



Dear R8 MD Officers, Greetings!

Please find the August 2015 report with which we now have the data for every Section at the end of the membership year 2015. As you know the new membership year started on August 16th i.e. new members will join for 2016 but will have the rest of 2015 for the same fee. Hence it is a very good opportunity for recruitment. The renewal campaign has also started, with members who opted for automatic renewal being informed that this will happen around mid-october. At this time your usual proactive engagement will be very much appreciated in order to coordinate renewal campaigns in your respective Sections. In this report I am also attaching the 2016 section-specific Goals so that you can see the trends and understand where these goals are coming from. Please do take a moment to review this and plan your strategy around as to how to achieve these goals in the upcoming year. All the best!

–**Adeel Sultan**, Membership Development Chair, Region 8

Region Snapshot	This Month	'15 vs. '14	% Change	Congratulations to the Sections who have already exceeded their recruitment and retention goals. <i>More detail on page 3.</i> Individual Section goals and progress begin on page 4. New! 2016 MD Goals are ready.
Total Membership	70,353	✓ (1,393)	-1.9%	
Higher-Grade	54,227	✓ (1,210)	-2.2%	
Students	16,126	✓ (183)	-1.1%	
IEEE Worldwide	383,172	✓ (7,077)	-1.8%	

Retention	Cumulative – Through This Month				Top 3 Sections (by retention %)
	Higher Grade	Student	Total %, #	2015 Goal %, #	
Region 8	76.3% 40,909	50.6% 9,031	69.9% 49,940	73.3% 52,590	86.4% Slovenia Section 83.9% Norway Section 82.8% Switzerland Section
IEEE Overall	79.9% 238,469	38.9% 35,023	70.4% 273,492	72.5% 281,672	

Recruitment	Cumulative – Through This Month				Top 3 Sections (by growth %)
	Higher Grade	Student	Total YoY Chg	2015 Goal YoY Chg	
Region 8	3,856	12,685	16,541 -3.3%	17,675 +3.3%	228%: Bahrain Section 106%: Estonia Section 89.5%: Iceland Section
IEEE Overall	18,482	70,590	89,072 -3.5%	99,481 +7.8%	

Reinstatement	Cumulative – Through This Month		Reinstatement goals are set for each Region and not individual Sections.
	Total	2015 Goal	
Region 8	3,563	3,700	
IEEE Overall	18,171	18,280	



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Member Engagement	Membership Activities	
Recruitment	Recruitment can be handled via the Conference Member Recruitment program, www.ieee.org/cmr	Showcase new membership programs including MentorCentre, Resume Lab, GoogleApps@IEEE
MGA Operations	New membership dues effective 16 August	New membership year begins 16 August
Section / Chapter Operations	Invite first year members to activities and events. Consider the newly elevated Student graduates.	Use the communication templates located on www.ieee.org/md for outreach
SAMIEEE/Data Analysis	<i>New!</i> Section Vitality Dashboard link, www.ieee.org/vitalitydb will take you directly to the dashboard to view reports.	(MD) Members in Arrears (MD) All Members Joining since Beginning of Membership Year (MD) First Year Active Members (MD) Members Joining in Past 30 Days (MD) New Member Interest Information for Active IEEE Members
Volunteer Resources	www.ieee.org/volunteers	

MD Resource Links	IEEE Region 8	
	Benefits of Membership	www.ieee.org/benefits
	Online Supply Form	www.ieee.org/md
	First Year Member Experience	www.ieee.org/start
	IEEE Contact Center & Support	www.ieee.org/contactcenter
	Section Vitality Dashboard	www.ieee.org/vitalitydb
	MD Manual, Membership Presentations	www.ieee.org/md
	Member-Get-a-Member (MGM)	www.ieee.org/mgm
	MD Webcast Archive	www.ieee.org/md
	Senior Member Program	www.ieee.org/seniormember
	Member Loyalty Program	www.ieee.org/loyalty
	myIEEE	www.ieee.org/myieee



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2015 Membership Development Goals



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For the 2015 membership year, we introduced MD goals for each individual Section, for both recruitment and retention. The Section goals are rolled up to the Region level, producing the Region goal for recruitment, retention and overall membership.

Section goals were developed using the last three years trends for recruitment and retention. Each Section has a unique goal based on different dynamics, so the methodology for creating the goal was different based on whether the Section has had growth or decline three years in row, as well as the overall size and location of the Section.



Now Regions and Sections are working toward a common goal. Sections can maximize their activity and take ownership at the local level, and see how their efforts are impacting membership growth.

Region goals are now focused on overall membership growth (comprised of an overall recruitment, retention and reinstatement goal), and do not include separate goals for HG versus student. Another benefit is that the service deactivation or student elevation processes will not impact progress to goals, because it focuses on the number of members that join or renew, and not on the total number of members.

Congratulations to the Bahrain Section, Iceland Section, Latvia Section, and Lithuanian Section for exceeding their goals for both recruitment and retention.

Recruitment Performance

In Region 8, 17 of our 58 Sections have reached their recruitment goal for the 2015 membership year. Congratulations! Two more Sections join the list, highlighted below.

See page 6 of this report for individual Section performance.

Region 8 Recruitment Performance	% to Goal
Bahrain Section	211.8%
Estonia Section	190.4%
Oman Section	171.4%
Western Saudi Arabia	152.0%
Latvia Section	132.8%
Malta Section	130.0%
Lebanon Section	123.1%
Bosnia And Herzegovina	121.3%
Poland Section	120.9%
Iceland Section	120.0%
Jordan Section	115.2%
Italy Section	111.5%
Saudi Arabia Section	109.5%
Lithuanian Section	105.1%
Hungary Section	103.8%
Israel Section	102.2%
Russia (Northwest) Section	102.0%

Retention Performance

Congratulations to these 10 Sections for exceeding their retention goal for the year!

See page 4 of this report for individual Section performance.

Region 8 Retention Performance	% to Goal
Tunisia Section	137.8%
Bahrain Section	137.8%
Ukraine Section	115.7%
United Kingdom and Ireland Section	112.6%
Iceland Section	106.8%
Lithuanian Section	105.2%
Denmark Section	102.4%
Norway Section	100.4%
Latvia Section	100.2%
Slovenia Section	100.0%



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Renewal by Region: 2015 Membership Year-Aug 2015

REGION 8	HIGHER GRADE MEMBERS			STUDENT MEMBERS			TOTAL MEMBERS			2015 Goal	% to Goal
	Opportunity	# Renewal	% Renewal	Opportunity	# Renewal	% Renewal	Opportunity	# Renewal	% Renewal		
Tunisia Section	303	144	47.5%	480	169	35.2%	783	313	40.0%	29.0%	137.8%
Bahrain Section	75	54	72.0%	7	2	28.6%	82	56	68.3%	49.6%	137.8%
Ukraine Section	356	223	62.6%	109	46	42.2%	465	269	57.8%	50.0%	115.7%
United Kingdom and Ireland Section	8312	6526	78.5%	1779	1023	57.5%	10,091	7549	74.8%	66.5%	112.6%
Iceland Section	59	44	74.6%	29	15	51.7%	88	59	67.0%	62.8%	106.8%
Lithuanian Section	90	72	80.0%	20	9	45.0%	110	81	73.6%	70.0%	105.2%
Denmark Section	715	579	81.0%	158	119	75.3%	873	698	80.0%	78.1%	102.4%
Norway Section	860	739	85.9%	99	66	66.7%	959	805	83.9%	83.6%	100.4%
Latvia Section	82	68	82.9%	29	18	62.1%	111	86	77.5%	77.3%	100.2%
Slovenia Section	266	235	88.3%	29	20	69.0%	295	255	86.4%	86.4%	100.0%
Russia (Northwest) Section	178	124	69.7%	83	32	38.6%	261	156	59.8%	59.9%	99.9%
Poland Section	876	716	81.7%	142	75	52.8%	1,018	791	77.7%	78.0%	99.7%
Israel Section	968	770	79.5%	133	75	56.4%	1,101	845	76.7%	77.1%	99.6%
Turkey Section	1166	718	61.6%	1043	369	35.4%	2,209	1087	49.2%	49.6%	99.2%
Germany Section	5974	4952	82.9%	1699	1164	68.5%	7,673	6116	79.7%	80.4%	99.1%
Czechoslovakia Section	496	412	83.1%	108	46	42.6%	604	458	75.8%	76.6%	99.0%
Spain Section	2793	2391	85.6%	726	493	67.9%	3,519	2884	82.0%	83.4%	98.3%
Sweden Section	1742	1430	82.1%	447	314	70.2%	2,189	1744	79.7%	81.2%	98.1%
Switzerland Section	2490	2122	85.2%	441	305	69.2%	2,931	2427	82.8%	84.6%	97.9%
Italy Section	3768	3203	85.0%	710	480	67.6%	4,478	3683	82.2%	84.5%	97.3%
Portugal Section	827	622	75.2%	494	285	57.7%	1,321	907	68.7%	70.8%	97.0%
Austria Section	959	792	82.6%	328	209	63.7%	1,287	1001	77.8%	80.5%	96.6%
Lebanon Section	341	202	59.2%	446	178	39.9%	787	380	48.3%	50.0%	96.6%
Benelux Section	2797	2248	80.4%	759	499	65.7%	3,556	2747	77.2%	80.1%	96.4%
Hungary Section	383	296	77.3%	72	54	75.0%	455	350	76.9%	80.2%	95.9%
South Africa Section	955	691	72.4%	226	113	50.0%	1,181	804	68.1%	71.1%	95.7%
Morocco Section	106	65	61.3%	82	32	39.0%	188	97	51.6%	54.1%	95.4%

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Renewal by Region: 2015 Membership Year-Aug 2015											
REGION 8	HIGHER GRADE MEMBERS			STUDENT MEMBERS			TOTAL MEMBERS			2015 Goal	% to Goal
	Opportunity	# Renewal	% Renewal	Opportunity	# Renewal	% Renewal	Opportunity	# Renewal	% Renewal		
Finland Section	814	661	81.2%	257	184	71.6%	1,071	845	78.9%	82.8%	95.2%
Republic Of Macedonia Section	110	87	79.1%	72	44	61.1%	182	131	72.0%	76.0%	94.7%
France Section	3428	2452	71.5%	552	289	52.4%	3,980	2741	68.9%	72.8%	94.6%
Russia (Siberia) Section	210	137	65.2%	38	24	63.2%	248	161	64.9%	68.8%	94.4%
Greece Section	1177	885	75.2%	685	377	55.0%	1,862	1262	67.8%	71.8%	94.4%
Serbia And Montenegro Section	553	430	77.8%	182	142	78.0%	735	572	77.8%	82.7%	94.1%
Romania Section	835	646	77.4%	129	71	55.0%	964	717	74.4%	79.1%	94.0%
Egypt Section	851	517	60.8%	983	348	35.4%	1,834	865	47.2%	50.9%	92.7%
Cyprus Section	207	159	76.8%	104	51	49.0%	311	210	67.5%	74.1%	91.1%
Bosnia And Herzegovina Section	139	98	70.5%	124	70	56.5%	263	168	63.9%	70.3%	90.8%
Croatia Section	554	450	81.2%	233	145	62.2%	787	595	75.6%	83.9%	90.1%
Zambia Section	119	84	70.6%	1	1	100.0%	120	85	70.8%	79.3%	89.3%
Nigeria Section	1111	449	40.4%	268	77	28.7%	1,379	526	38.1%	42.8%	89.0%
Malta Section	116	83	71.6%	45	29	64.4%	161	112	69.6%	78.2%	89.0%
Bulgaria Section	214	158	73.8%	69	25	36.2%	283	183	64.7%	72.9%	88.8%
Oman Section	114	70	61.4%	62	8	12.9%	176	78	44.3%	50.6%	87.6%
Saudi Arabia Section	732	440	60.1%	155	48	31.0%	887	488	55.0%	63.8%	86.2%
Russia Section	638	428	67.1%	112	32	28.6%	750	460	61.3%	73.2%	83.8%
Western Saudi Arabia Section	310	160	51.6%	78	45	57.7%	388	205	52.8%	63.9%	82.7%
Iraq Section	160	73	45.6%	42	10	23.8%	202	83	41.1%	50.0%	82.2%
Qatar Section	223	144	64.6%	112	39	34.8%	335	183	54.6%	67.1%	81.4%
Kenya Section	147	78	53.1%	27	11	40.7%	174	89	51.1%	62.8%	81.4%
Jordan Section	232	146	62.9%	426	67	15.7%	658	213	32.4%	40.0%	80.9%
Iran Section	827	389	47.0%	823	395	48.0%	1,650	784	47.5%	60.0%	79.2%
Ghana Section	175	69	39.4%	54	15	27.8%	229	84	36.7%	46.7%	78.5%
Estonia Section	98	72	73.5%	39	11	28.2%	137	83	60.6%	78.0%	77.7%
Belarus Section	42	22	52.4%	7	2	28.6%	49	24	49.0%	76.1%	64.4%
Kuwait Section	152	94	61.8%	158	9	5.7%	310	103	33.2%	52.8%	62.9%
United Arab Emirates Section	821	508	61.9%	595	157	26.4%	1,416	665	47.0%	75.1%	62.5%
Reg 8-Countries Outside Sections	786	433	55.1%	429	91	21.2%	1,215	524	43.1%	n/a	
Region 8 - Apo/Fpo	80	64	80.0%	12	4	33.3%	92	68	73.9%	n/a	
Grand Total	53,912	40,924	75.9%	17,551	9,031	51.5%	71,463	49,955	69.9%	73.3%	95.4%



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Recruitment: 2015 Membership Year

Election by Region:2015 Membership Year Aug 2015							
Region Code	Section Name	2015	2014	# Change	% Change	2015 Goal	% to Goal
R8	Bahrain Section	72	22	50	227.27%	34	211.8%
R8	Estonia Section	66	32	34	106.25%	35	190.4%
R8	Oman Section	168	93	75	80.65%	98	171.4%
R8	Western Saudi Arabia Section	273	171	102	59.65%	180	152.0%
R8	Latvia Section	27	15	12	80.00%	20	132.8%
R8	Malta Section	39	21	18	85.71%	30	130.0%
R8	Lebanon Section	493	376	117	31.12%	400	123.1%
R8	Bosnia And Herzegovina Section	97	74	23	31.08%	80	121.3%
R8	Poland Section	240	185	55	29.73%	199	120.9%
R8	Iceland Section	36	19	17	89.47%	30	120.0%
R8	Jordan Section	525	434	91	20.97%	456	115.2%
R8	Italy Section	765	657	108	16.44%	686	111.5%
R8	Saudi Arabia Section	369	321	48	14.95%	337	109.5%
R8	Lithuanian Section	31	22	9	40.91%	30	105.1%
R8	Hungary Section	83	75	8	10.67%	80	103.8%
R8	Israel Section	190	167	23	13.77%	186	102.2%
R8	Russia (Northwest) Section	100	89	11	12.36%	98	102.0%
R8	Spain Section	503	458	45	9.83%	508	99.1%
R8	France Section	869	876	-7	-0.80%	885	98.2%
R8	Iran Section	873	852	21	2.46%	895	97.6%
R8	Bulgaria Section	72	71	1	1.41%	75	96.6%
R8	United Kingdom and Ireland Section	2041	2057	-16	-0.78%	2162	94.4%
R8	Switzerland Section	326	303	23	7.59%	351	93.0%
R8	Denmark Section	155	159	-4	-2.52%	168	92.3%
R8	Iraq Section	113	117	-4	-3.42%	123	92.0%
R8	Russia (Siberia) Section	59	57	2	3.51%	65	91.2%
R8	Norway Section	102	98	4	4.08%	112	91.1%
R8	Serbia And Montenegro Section	128	135	-7	-5.19%	142	90.3%
R8	Finland Section	143	151	-8	-5.30%	160	89.7%

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Recruitment: 2015 Membership Year (continued)

Election by Region:2015 Membership Year Aug 2015							
Region Code	Section Name	2015	2014	# Change	% Change	2015 Goal	% to Goal
R8	Tunisia Section	455	416	39	9.38%	513	88.7%
R8	Germany Section	1153	1246	-93	-7.46%	1308	88.1%
R8	Republic Of Macedonia Section	41	45	-4	-8.89%	48	86.0%
R8	Benelux Section	489	557	-68	-12.21%	580	84.3%
R8	Czechoslovakia Section	124	148	-24	-16.22%	155	79.8%
R8	Croatia Section	119	121	-2	-1.65%	150	79.3%
R8	Greece Section	384	439	-55	-12.53%	485	79.2%
R8	Egypt Section	744	900	-156	-17.33%	945	78.7%
R8	Portugal Section	272	339	-67	-19.76%	350	77.7%
R8	Austria Section	190	233	-43	-18.45%	245	77.7%
R8	United Arab Emirates Section	569	702	-133	-18.95%	737	77.2%
R8	Turkey Section	685	838	-153	-18.26%	900	76.1%
R8	Cyprus Section	67	77	-10	-12.99%	89	75.7%
R8	South Africa Section	231	292	-61	-20.89%	315	73.4%
R8	Sweden Section	245	301	-56	-18.60%	334	73.4%
R8	Morocco Section	66	71	-5	-7.04%	90	73.3%
R8	Qatar Section	117	155	-38	-24.52%	167	69.9%
R8	Slovenia Section	22	30	-8	-26.67%	32	68.8%
R8	Russia Section	145	199	-54	-27.14%	213	68.2%
R8	Nigeria Section	431	617	-186	-30.15%	640	67.3%
R8	Ghana Section	77	110	-33	-30.00%	116	66.7%
R8	Zambia Section	13	19	-6	-31.58%	21	61.9%
R8	Romania Section	110	173	-63	-36.42%	182	60.6%
R8	Kenya Section	36	67	-31	-46.27%	75	48.0%
R8	Kuwait Section	94	186	-92	-49.46%	201	46.8%
R8	Ukraine Section	61	142	-81	-57.04%	150	40.7%
R8	Belarus Section	3	11	-8	-72.73%	15	20.0%
R8	Reg 8-Countries Outside Sections	630	552	78	14.13%	n/a	
R8	Region 8 - Apo/Fpo	10	15	-5	-33.33%	n/a	
Grand Total		16541	17108	-567	-3.31%	17675	93.6%



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Active Membership by Section

Total Active Members by Region: Aug 2015									
Region 8	HIGHER GRADE MEMBERS			STUDENT MEMBERS			TOTAL MEMBERS		
	2015	2014	% Change	2015	2014	% Change	2015	2014	% Change
Austria Section	1032	1003	2.9%	236	287	-17.8%	1,268	1,290	-1.7%
Bahrain Section	90	76	18.4%	49	6	716.7%	139	82	69.5%
Belarus Section	25	43	-41.9%	3	6	-50.0%	28	49	-42.9%
Benelux Section	2767	2869	-3.6%	636	698	-8.9%	3,403	3,567	-4.6%
Bosnia And Herzegovina Section	176	148	18.9%	102	116	-12.1%	278	264	5.3%
Bulgaria Section	215	218	-1.4%	59	67	-11.9%	274	285	-3.9%
Croatia Section	557	573	-2.8%	171	215	-20.5%	728	788	-7.6%
Cyprus Section	209	218	-4.1%	78	94	-17.0%	287	312	-8.0%
Czechoslovakia Section	514	502	2.4%	100	105	-4.8%	614	607	1.2%
Denmark Section	737	726	1.5%	166	155	7.1%	903	881	2.5%
Egypt Section	808	924	-12.6%	874	919	-4.9%	1,682	1,843	-8.7%
Estonia Section	104	102	2.0%	52	35	48.6%	156	137	13.9%
Finland Section	854	848	0.7%	182	227	-19.8%	1,036	1,075	-3.6%
France Section	3305	3473	-4.8%	572	519	10.2%	3,877	3,992	-2.9%
Germany Section	6183	6187	-0.1%	1510	1557	-3.0%	7,693	7,744	-0.7%
Ghana Section	130	177	-26.6%	47	53	-11.3%	177	230	-23.0%
Greece Section	1152	1246	-7.5%	571	621	-8.1%	1,723	1,867	-7.7%
Hungary Section	370	392	-5.6%	85	63	34.9%	455	455	0.0%
Iceland Section	68	61	11.5%	33	27	22.2%	101	88	14.8%
Iran Section	844	921	-8.4%	907	737	23.1%	1,751	1,658	5.6%
Iraq Section	138	162	-14.8%	68	43	58.1%	206	205	0.5%
Israel Section	962	985	-2.3%	147	121	21.5%	1,109	1,106	0.3%
Italy Section	3897	3835	1.6%	691	658	5.0%	4,588	4,493	2.1%
Jordan Section	240	239	0.4%	521	422	23.5%	761	661	15.1%
Kenya Section	120	153	-21.6%	16	23	-30.4%	136	176	-22.7%
Kuwait Section	150	155	-3.2%	79	157	-49.7%	229	312	-26.6%
Latvia Section	93	83	12.0%	23	26	-11.5%	116	109	6.4%

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Active Membership by Section *(continued)*

Total Active Members by Region: Aug 2015									
Region 8	HIGHER GRADE MEMBERS			STUDENT MEMBERS			TOTAL MEMBERS		
	2015	2014	% Change	2015	2014	% Change	2015	2014	% Change
Lebanon Section	391	360	8.6%	516	430	20.0%	907	790	14.8%
Lithuanian Section	97	91	6.6%	23	20	15.0%	120	111	8.1%
Malta Section	114	121	-5.8%	48	40	20.0%	162	161	0.6%
Morocco Section	116	107	8.4%	59	81	-27.2%	175	188	-6.9%
Nigeria Section	916	1139	-19.6%	191	259	-26.3%	1,107	1,398	-20.8%
Norway Section	859	870	-1.3%	91	93	-2.2%	950	963	-1.3%
Oman Section	131	115	13.9%	126	61	106.6%	257	176	46.0%
Poland Section	900	893	0.8%	179	128	39.8%	1,079	1,021	5.7%
Portugal Section	873	875	-0.2%	353	445	-20.7%	1,226	1,320	-7.1%
Qatar Section	220	230	-4.3%	103	106	-2.8%	323	336	-3.9%
Reg 8-Countries Outside Sections	771	803	-4.0%	508	417	21.8%	1,279	1,220	4.8%
Region 8 - Apo/Fpo	64	80	-20.0%	9	13	-30.8%	73	93	-21.5%
Republic Of Macedonia Section	117	118	-0.8%	60	64	-6.3%	177	182	-2.7%
Romania Section	789	849	-7.1%	79	116	-31.9%	868	965	-10.1%
Russia (Northwest) Section	201	184	9.2%	66	77	-14.3%	267	261	2.3%
Russia (Siberia) Section	198	217	-8.8%	42	33	27.3%	240	250	-4.0%
Russia Section	578	644	-10.2%	59	108	-45.4%	637	752	-15.3%
Saudi Arabia Section	740	745	-0.7%	202	146	38.4%	942	891	5.7%
Serbia And Montenegro Section	563	563	0.0%	159	172	-7.6%	722	735	-1.8%
Slovenia Section	254	268	-5.2%	27	27	0.0%	281	295	-4.7%
South Africa Section	961	975	-1.4%	126	208	-39.4%	1,087	1,183	-8.1%
Spain Section	2843	2898	-1.9%	634	624	1.6%	3,477	3,522	-1.3%
Sweden Section	1708	1768	-3.4%	381	428	-11.0%	2,089	2,196	-4.9%
Switzerland Section	2503	2542	-1.5%	368	393	-6.4%	2,871	2,935	-2.2%
Tunisia Section	325	319	1.9%	492	464	6.0%	817	783	4.3%
Turkey Section	1124	1231	-8.7%	810	991	-18.3%	1,934	2,222	-13.0%
Ukraine Section	291	365	-20.3%	58	100	-42.0%	349	465	-24.9%
United Arab Emirates Section	868	835	4.0%	485	585	-17.1%	1,353	1,420	-4.7%
United Kingdom and Ireland Section	8536	8476	0.7%	1712	1651	3.7%	10,248	10,127	1.2%
Western Saudi Arabia Section	333	318	4.7%	181	71	154.9%	514	389	32.1%
Zambia Section	103	119	-13.4%	1	1	0.0%	104	120	-13.3%
Grand Total	54,227	55,437	-2.2%	16,126	16,309	-1.1%	70,353	71,746	-1.9%



Membership Development Report – August 2015

Europe, Middle East, Africa (Region 8) Page 11



This membership development report is issued on behalf of your IEEE Region, and the IEEE Member & Geographic Activities Board.

2016 Membership Year Retention Goals by Section																By 15 August		
Region	Section	2012 Oppty	2012 Renew #	2012 % Renew	2013 Oppty	2013 Renew	2013 % Renew	2013 YoY	2014 Oppty	2014 Renew	2014 % Renew	2014 YoY	2015 Oppty	2015 Renew	2015 % Renew	2015 YoY	Retention Goal %	2016 Retention Growth
R8	Austria Section	1239	1030	83.1%	1312	1056	80.5%	-2.6%	1291	1030	79.8%	-0.7%	1287	1001	77.8%	-2.0%	79.8%	2.0%
R8	Bahrain Section	88	54	61.4%	93	56	60.2%	-1.1%	113	56	49.6%	-10.7%	82	56	68.3%	18.7%	73.3%	5.0%
R8	Belarus Section	74	37	50.0%	46	35	76.1%	26.1%	48	35	72.9%	-3.2%	49	24	49.0%	-23.9%	50.0%	1.0%
R8	Benelux Section	3634	2838	78.3%	3543	2838	80.1%	1.8%	3596	2855	79.4%	-0.7%	3556	2747	77.2%	-2.1%	78.3%	1.1%
R8	Bosnia And Herzegovina Section	189	141	74.6%	217	158	72.8%	-1.8%	242	170	70.2%	-2.6%	263	168	63.9%	-6.4%	70.2%	6.4%
R8	Bulgaria Section	302	200	66.2%	291	212	72.9%	6.6%	275	188	68.4%	-4.5%	283	183	64.7%	-3.7%	66.5%	1.8%
R8	Croatia Section	715	592	82.8%	709	595	83.9%	1.1%	801	646	80.6%	-3.3%	787	595	75.6%	-5.0%	78.1%	2.5%
R8	Cyprus Section	296	216	73.0%	286	212	74.1%	1.2%	325	222	68.3%	-5.8%	311	210	67.5%	-0.8%	67.9%	0.4%
R8	Czechoslovakia Section	579	448	77.4%	571	432	75.7%	-1.7%	554	417	75.3%	-0.4%	604	458	75.8%	0.6%	76.4%	0.6%
R8	Denmark Section	769	625	81.3%	828	664	80.2%	-1.1%	886	691	78.0%	-2.2%	873	698	80.0%	2.0%	80.9%	1.0%
R8	Egypt Section	1926	908	47.1%	2183	869	39.8%	-7.3%	1805	852	47.2%	7.4%	1834	865	47.2%	0.0%	47.2%	0.0%
R8	Estonia Section	104	87	83.7%	127	78	61.4%	-22.2%	120	92	76.7%	15.2%	137	83	60.6%	-16.1%	70.0%	9.4%
R8	Finland Section	1078	871	80.8%	1072	888	82.8%	2.0%	1106	876	79.2%	-3.6%	1071	845	78.9%	-0.3%	79.1%	0.2%
R8	France Section	3756	2793	74.4%	3782	2723	72.0%	-2.4%	3868	2805	72.5%	0.5%	3980	2741	68.9%	-3.6%	72.5%	3.0%
R8	Germany Section	7261	5993	82.5%	7542	6140	81.4%	-1.1%	7615	6116	80.3%	-1.1%	7673	6116	79.7%	-0.6%	80.3%	0.6%
R8	Ghana Section	116	65	56.0%	214	100	46.7%	-9.3%	198	88	44.4%	-2.3%	229	84	36.7%	-7.8%	44.4%	7.8%
R8	Greece Section	2125	1499	70.5%	2023	1453	71.8%	1.3%	2019	1382	68.4%	-3.4%	1862	1262	67.8%	-0.7%	68.1%	0.3%
R8	Hungary Section	428	346	80.8%	444	340	76.6%	-4.3%	438	350	79.9%	3.3%	455	350	76.9%	-3.0%	79.9%	3.0%
R8	Iceland Section	87	59	67.8%	105	64	61.0%	-6.9%	104	65	62.3%	1.5%	88	59	67.0%	4.5%	70.1%	3.0%
R8	Iran Section	2326	1227	52.8%	2489	785	31.5%	-21.2%	1181	657	55.6%	24.1%	1650	784	47.5%	-8.1%	55.6%	8.1%
R8	Iraq Section	154	53	34.4%	156	67	42.9%	8.5%	161	74	46.0%	3.0%	202	83	41.1%	-4.9%	46.0%	4.9%
R8	Israel Section	1136	894	78.7%	1146	862	75.2%	-3.5%	1133	870	76.8%	1.6%	1101	845	76.7%	0.0%	76.8%	0.0%
R8	Italy Section	4418	3642	82.4%	4456	3642	81.7%	-0.7%	4373	3683	84.2%	2.5%	4478	3683	82.2%	-2.0%	84.2%	2.0%
R8	Jordan Section	602	193	32.1%	650	190	29.2%	-2.8%	511	187	36.6%	7.4%	658	213	32.4%	-4.2%	36.6%	4.2%
R8	Kenya Section	82	56	68.3%	113	71	62.8%	-5.5%	146	87	59.6%	-3.2%	174	89	51.1%	-8.4%	59.6%	8.4%
R8	Kuwait Section	209	109	52.2%	207	97	46.9%	-5.3%	198	104	52.5%	5.7%	310	103	33.2%	-19.3%	40.0%	6.8%
R8	Latvia Section	129	91	70.5%	126	104	82.5%	12.0%	128	92	71.9%	-10.7%	111	86	77.5%	5.6%	80.3%	2.8%
R8	Lebanon Section	640	314	49.1%	800	350	43.8%	-5.3%	788	375	47.6%	3.8%	787	380	48.3%	0.7%	50.6%	2.3%
R8	Lithuanian Section	94	71	75.5%	91	66	72.5%	-3.0%	119	83	69.7%	-2.8%	110	81	73.6%	3.9%	75.6%	1.9%
R8	Malta Section	171	130	76.0%	165	129	78.2%	2.2%	181	130	71.8%	-6.4%	161	112	69.6%	-2.3%	70.7%	1.1%
R8	Morocco Section	133	75	56.4%	149	89	59.7%	3.3%	220	108	49.1%	-10.6%	188	97	51.6%	2.5%	52.8%	1.3%
R8	Nigeria Section	1098	502	45.7%	1306	554	42.4%	-3.3%	1361	579	42.5%	0.1%	1379	526	38.1%	-4.4%	42.5%	4.4%
R8	Norway Section	1013	858	84.7%	1020	834	81.8%	-2.9%	986	821	83.3%	1.5%	959	805	83.9%	0.7%	85.0%	1.1%
R8	Oman Section	162	77	47.5%	140	78	55.7%	8.2%	180	82	45.6%	-10.2%	176	78	44.3%	-1.2%	44.9%	0.6%
R8	Poland Section	955	768	80.4%	989	771	78.0%	-2.5%	1013	787	77.7%	-0.3%	1018	791	77.7%	0.0%	78.0%	0.3%
R8	Portugal Section	1250	943	75.4%	1259	919	73.0%	-2.4%	1319	932	70.7%	-2.3%	1321	907	68.7%	-2.0%	70.7%	2.0%
R8	Qatar Section	231	132	57.1%	231	125	54.1%	-9.0%	223	140	62.8%	8.7%	335	183	54.6%	-8.2%	62.8%	8.2%
R8	Reg 8-Countries Outside Sections	1099	435	39.6%	1095	494	45.1%	5.5%	1225	583	47.6%	2.5%	1215	524	43.1%	-4.5%	n/a	n/a
R8	Region 8 - Apo/Ppo	121	86	71.1%	125	89	71.2%	0.1%	113	81	71.7%	0.5%	92	68	73.9%	2.2%	n/a	n/a
R8	Republic Of Macedonia Section	213	137	64.3%	179	128	71.5%	7.2%	181	134	74.0%	2.5%	162	131	72.0%	-2.1%	74.0%	2.1%
R8	Romania Section	1020	815	79.9%	995	762	76.6%	-3.3%	940	741	78.8%	2.2%	964	717	74.4%	-4.5%	78.8%	4.5%
R8	Russia (Northwest) Section	243	167	68.7%	276	174	63.0%	-5.7%	273	160	58.6%	-4.4%	261	156	59.8%	1.2%	60.4%	0.6%
R8	Russia (Siberia) Section	214	155	72.4%	229	165	72.1%	-0.4%	253	174	68.8%	-3.3%	248	161	64.9%	-3.9%	68.8%	3.9%
R8	Russia Section	611	455	74.5%	651	463	71.1%	-3.3%	697	508	72.9%	1.8%	750	460	61.3%	-11.6%	70.0%	8.7%
R8	Saudi Arabia Section	887	486	54.8%	791	482	60.9%	6.1%	787	486	61.8%	0.8%	887	488	55.0%	-6.7%	60.9%	5.9%
R8	Serbia And Montenegro Section	673	548	81.4%	706	584	82.7%	1.3%	728	576	79.1%	-3.6%	735	572	77.8%	-1.3%	78.5%	0.6%
R8	Slovenia Section	311	267	85.9%	309	258	83.5%	-2.4%	295	254	86.1%	2.6%	295	255	86.4%	0.3%	87.9%	1.5%
R8	South Africa Section	1269	806	63.5%	1201	854	71.1%	7.6%	1240	805	64.9%	-5.2%	1181	804	68.1%	3.2%	69.7%	1.6%
R8	Spain Section	3769	3163	83.9%	3752	3055	81.6%	-3.4%	3611	2999	83.1%	2.5%	3519	2884	82.0%	-1.1%	83.1%	1.1%
R8	Sweden Section	2094	1794	85.7%	2183	1774	81.3%	-1.5%	2206	1775	80.5%	-0.8%	2189	1744	79.7%	-0.8%	80.5%	0.8%
R8	Switzerland Section	2787	2425	87.0%	2916	2502	85.8%	-1.2%	2999	2533	84.5%	-1.3%	2931	2427	82.8%	-1.7%	84.5%	1.7%
R8	Tunisia Section	357	226	63.3%	655	314	47.9%	-15.4%	1124	323	28.7%	-19.2%	783	313	40.0%	11.2%	45.6%	5.6%
R8	Turkey Section	2100	1110	52.9%	2084	1163	55.8%	2.9%	2633	1144	43.4%	-12.4%	2209	1087	49.2%	5.8%	52.1%	2.9%
R8	Ukraine Section	479	314	65.6%	471	313	66.5%	0.9%	488	302	61.9%	-4.6%	465	269	57.8%	-4.0%	59.9%	2.0%
R8	United Arab Emirates Section	1347	676	50.2%	1471	647	44.0%	-6.2%	1359	619	45.5%	1.6%	1416	665	47.0%	1.4%	48.5%	1.5%
R8	United Kingdom and Ireland Section	9995	7510	75.1%	9793	7359	75.1%	0.0%	10093	7494	74.2%	-0.9%	10091	7549	74.8%	0.6%	75.4%	0.6%
R8	Western Saudi Arabia Section	366	170	46.4%	358	175	48.9%	2.4%	318	184	57.9%	9.0%	388	205	52.8%	-5.0%	57.9%	5.0%
R8	Zambia Section	130	89	68.5%	116	92	79.3%	10.8%	120	91	75.8%	-3.5%	120	85	70.8%	-5.0%	73.3%	2.5%
R8	Region 8 Total	69644	50711	72.8%	71277	50493	70.8%	-2.0%	71308	50693	71.1%	0.2%	71463	49955	69.9%	-1.2%	72.8%	2.9%



Membership Development Report – August 2015

Europe, Middle East, Africa (Region 8) Page 12



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2016 Membership Year Recruitment Goals by Section										By 15 August			
Region	Section Name	2011	2012	2012 YOY	2013	2013 YoY	2014	2014 YoY	2015	2015 YoY	2016 # Goal	2016 # Growth	2016 % Growth
R8	Austria Section	203	249	22.7%	202	-18.9%	233	15.3%	190	-18.5%	210	20	10.5%
R8	Bahrain Section	31	34	9.7%	46	35.3%	22	-52.2%	72	227.3%	90	18	25.0%
R8	Belarus Section	36	8	-77.8%	9	12.5%	11	22.2%	3	-72.7%	7	4	133.3%
R8	Benelux Section	649	529	-18.5%	594	12.3%	557	-6.2%	489	-12.2%	494	5	1.0%
R8	Bosnia And Herzegovina Section	39	61	56.4%	84	37.7%	74	-11.9%	97	31.1%	109	12	11.9%
R8	Bulgaria Section	67	78	16.4%	52	-33.3%	71	36.5%	72	1.4%	79	7	10.0%
R8	Croatia Section	120	92	-23.3%	189	105.4%	121	-36.0%	119	-1.7%	120	1	1.0%
R8	Cyprus Section	86	57	-33.7%	100	75.4%	77	-23.0%	67	-13.0%	68	1	1.0%
R8	Czechoslovakia Section	119	103	-13.4%	110	6.8%	148	34.5%	124	-16.2%	126	2	2.0%
R8	Denmark Section	144	161	11.8%	184	14.3%	159	-13.6%	155	-2.5%	157	2	1.0%
R8	Egypt Section	1063	1147	7.9%	887	-22.7%	900	1.5%	744	-17.3%	900	156	21.0%
R8	Estonia Section	22	35	59.1%	37	5.7%	32	-13.5%	66	106.3%	83	17	25.8%
R8	Finland Section	185	164	-11.4%	168	2.4%	151	-10.1%	143	-5.3%	144	1	1.0%
R8	France Section	799	824	3.1%	954	15.8%	876	-8.2%	869	-0.8%	878	9	1.0%
R8	Germany Section	1145	1216	6.2%	1197	-1.6%	1246	4.1%	1153	-7.5%	1200	47	4.1%
R8	Ghana Section	60	131	118.3%	85	-35.1%	110	29.4%	77	-30.0%	100	23	29.9%
R8	Greece Section	525	494	-5.9%	531	7.5%	439	-17.3%	384	-12.5%	388	4	1.0%
R8	Hungary Section	99	85	-14.1%	85	0.0%	75	-11.8%	83	10.7%	87	4	4.8%
R8	Iceland Section	24	45	87.5%	40	-11.1%	19	-52.5%	36	89.5%	45	9	23.6%
R8	Iran Section	1152	1227	6.5%	412	-66.4%	852	106.8%	873	2.5%	960	87	10.0%
R8	Iraq Section	105	88	-16.2%	82	-6.8%	117	42.7%	113	-3.4%	117	4	3.5%
R8	Israel Section	141	179	27.0%	212	18.4%	167	-21.2%	190	13.8%	202	12	6.1%
R8	Italy Section	643	721	12.1%	681	-5.5%	657	-3.5%	765	16.4%	800	35	4.6%
R8	Jordan Section	406	419	3.2%	303	-27.7%	434	43.2%	525	21.0%	630	105	20.0%
R8	Kuwait Section	89	84	-5.6%	92	9.5%	186	102.2%	94	-49.5%	96	2	2.0%
R8	Latvia Section	52	25	-51.9%	21	-16.0%	15	-28.6%	27	80.0%	35	8	29.6%
R8	Lebanon Section	312	426	36.5%	399	-6.3%	376	-5.8%	493	31.1%	525	32	6.5%
R8	Lithuanian Section	17	15	-11.8%	37	146.7%	22	-40.5%	31	40.9%	36	5	14.5%
R8	Malta Section	33	28	-15.2%	45	60.7%	21	-53.3%	39	85.7%	48	9	23.1%
R8	Morocco Section	64	61	-4.7%	118	93.4%	71	-39.8%	66	-7.0%	67	1	1.0%
R8	Nigeria Section	539	656	21.7%	638	-2.7%	617	-3.3%	431	-30.1%	435	4	1.0%
R8	Norway Section	134	127	-5.2%	111	-12.6%	98	-11.7%	102	4.1%	110	8	7.8%
R8	Oman Section	81	54	-33.3%	96	77.8%	93	-3.1%	168	80.6%	206	38	22.3%
R8	Poland Section	213	186	-12.7%	212	14.0%	185	-12.7%	240	29.7%	268	28	11.5%
R8	Portugal Section	289	307	6.2%	349	13.7%	339	-2.9%	272	-19.8%	275	3	1.0%
R8	Qatar Section	86	82	-4.7%	87	6.1%	155	78.2%	117	-24.5%	119	2	2.0%
R8	Reg 8-Countries Outside Sections	697	587	-15.8%	573	-2.4%	552	-3.7%	630	14.1%	n/a	n/a	n/a
R8	Region 8 - Apo/Fpo	33	32	-3.0%	25	-21.9%	15	-40.0%	10	-33.3%	n/a	n/a	n/a
R8	Republic Of Macedonia Section	95	38	-60.0%	43	13.2%	45	4.7%	41	-8.9%	42	1	2.0%
R8	Kenya Section	19	48	152.6%	61	27.1%	67	9.8%	36	-46.3%	37	1	2.0%
R8	Romania Section	176	138	-21.6%	133	-3.6%	173	30.1%	110	-36.4%	130	20	18.2%
R8	Russia (Northwest) Section	96	101	5.2%	104	3.0%	89	-14.4%	100	12.4%	106	6	5.5%
R8	Russia (Siberia) Section	48	66	37.5%	71	7.6%	57	-19.7%	59	3.5%	60	1	1.7%
R8	Russia Section	203	171	-15.8%	226	32.2%	199	-11.9%	145	-27.1%	146	1	1.0%
R8	Saudi Arabia Section	349	217	-37.8%	253	16.6%	321	26.9%	369	15.0%	400	31	8.4%
R8	Serbia And Montenegro Section	140	148	5.7%	126	-14.9%	135	7.1%	128	-5.2%	135	7	5.5%
R8	Slovenia Section	31	34	9.7%	32	-5.9%	30	-6.3%	22	-26.7%	22	0	1.0%
R8	South Africa Section	454	334	-26.4%	318	-4.8%	292	-8.2%	231	-20.9%	233	2	1.0%

2016 Membership Year Recruitment Goals by Section											By 15 August		
Region	Section Name	2011	2012	2012 YOY	2013	2013 YoY	2014	2014 YoY	2015	2015 YoY	2016 # Goal	2016 # Growth	2016 % Growth
R8	Spain Section	506	550	8.7%	515	-6.4%	458	-11.1%	503	9.8%	526	23	4.5%
R8	Sweden Section	311	364	17.0%	337	-7.4%	301	-10.7%	245	-18.6%	247	2	1.0%
R8	Switzerland Section	299	370	23.7%	379	2.4%	303	-20.1%	326	7.6%	338	12	3.5%
R8	Tunisia Section	164	374	128.0%	749	100.3%	416	-44.5%	455	9.4%	475	20	4.3%
R8	Turkey Section	875	818	-6.5%	1308	59.9%	838	-35.9%	685	-18.3%	692	7	1.0%
R8	Ukraine Section	179	143	-20.1%	143	0.0%	142	-0.7%	61	-57.0%	62	1	1.0%
R8	United Arab Emirates Section	619	705	13.9%	644	-8.7%	702	9.0%	569	-18.9%	650	81	14.2%
R8	United Kingdom and Ireland Section	2108	1795	-14.8%	2266	26.2%	2057	-9.2%	2041	-0.8%	2061	20	1.0%
R8	Western Saudi Arabia Section	157	153	-2.5%	112	-26.8%	171	52.7%	273	59.6%	300	27	9.9%
R8	Zambia Section	17	15	-11.8%	23	53.3%	19	-17.4%	13	-31.6%	14	1	7.7%
R8	Region 8 Total	17348	17399	0.3%	17890	2.8%	17108	-4.4%	16541	-3.3%	16886	345	2.1%



Membership Development Report – August 2015

Europe, Middle East, Africa (Region 8)

Page 13



This membership development report is issued on behalf of your IEEE Region, and the IEEE Member & Geographic Activities Board.

2016 Membership Year Goals by Region *Rollled up from Section goals for retention and recruitment. Reinstatement goals are only assigned by Region.*

Retention	2012 % Renew	2013 Oppty	2013 Renew	2013 YoY	2013 % Renew	2014 Oppty	2014 Renew	2014 YoY	2014 % Renew	2015 Oppty	2015 Renew	2015 YoY	2015 % Renew	2016 % Retention Goal	2016 Retention Growth	2016 YTD	% to Goal	2016 Oppty*	2016 Retention # Goal
R1	84.0%	33,343	27,787	-0.7%	83.3%	32,536	26,895	-0.7%	82.7%	31,593	26,011	-0.7%	82.3%	83.2%	0.9%		0.0%	30,837	25,656
R2	83.0%	29,706	24,370	-0.9%	82.0%	28,451	23,590	0.9%	82.9%	27,929	22,857	0.9%	81.8%	84.0%	5.0%		0.0%	26,879	22,578
R3	80.3%	28,672	22,645	-1.3%	79.0%	27,977	22,105	0.0%	79.0%	27,940	21,641	0.0%	77.5%	79.8%	0.6%		0.0%	27,224	21,725
R4	81.0%	21,496	17,259	-0.7%	80.3%	20,958	16,891	0.3%	80.6%	20,985	16,450	0.3%	78.4%	80.3%	1.8%		0.0%	20,147	16,178
R5	81.2%	27,345	21,890	-1.1%	80.1%	26,866	21,372	-0.5%	79.6%	26,415	20,868	-0.5%	79.0%	81.0%	3.0%		0.0%	26,361	21,352
R6	82.4%	53,151	43,321	-0.9%	81.5%	52,629	42,647	-0.5%	81.0%	51,707	41,640	-0.5%	80.5%	82.4%	0.3%		0.0%	51,081	42,091
R7	80.5%	16,257	12,646	-2.7%	77.8%	16,606	12,679	-1.4%	76.4%	16,420	12,360	-1.4%	75.3%	77.2%	0.9%		0.0%	15,989	12,344
R8	72.8%	71,277	50,493	-2.0%	70.8%	71,308	50,693	0.2%	71.1%	71,448	49,940	0.2%	69.9%	72.8%	3.9%		0.0%	70,353	51,227
R9	53.8%	16,585	8,642	-1.7%	52.1%	16,475	8,693	0.7%	52.8%	16,383	8,660	0.7%	52.9%	55.2%	0.7%		0.0%	16,416	9,062
R10	56.4%	94,313	50,732	-2.6%	53.8%	98,832	51,930	-1.2%	52.5%	97,658	53,065	-1.2%	54.3%	57.0%	1.4%		0.0%	97,885	55,794
Total	73.4%	392,145	279,785	-2.1%	71.3%	392,638	277,495	-0.7%	70.7%	388,478	273,492	-0.3%	70.4%	72.3%	1.9%		0.0%	383,172	277,033

* Not final, subject to change

Recruitment	2012 YoY	2013	2013 YoY	2014	2014 YoY	2015	2015 YoY	2016 Recruitment Goal	2016 Recruitment Growth	2016 YTD	% to Goal
R1	-1.1%	3,861	5.8%	3,598	-6.8%	3,550	-1.3%	3,712	4.6%		0.0%
R2	-1.0%	3,209	-8.5%	3,230	0.7%	2,870	-11.1%	3,122	8.8%		0.0%
R3	1.5%	4,304	-3.9%	4,416	2.6%	4,109	-7.0%	4,507	9.7%		0.0%
R4	-9.0%	3,136	2.3%	3,228	2.9%	2,906	-10.0%	3,129	7.7%		0.0%
R5	0.3%	3,994	3.6%	3,784	-5.3%	3,909	3.3%	4,142	6.0%		0.0%
R6	2.1%	6,691	8.2%	6,250	-6.6%	6,141	-1.7%	6,429	4.7%		0.0%
R7	11.7%	3,308	17.6%	3,053	-7.7%	2,872	-5.9%	3,092	7.6%		0.0%
R8	0.3%	17,890	2.8%	17,108	-4.4%	16,541	-3.3%	16,886	2.1%		0.0%
R9	3.0%	6,764	-6.8%	6,615	-2.2%	6,617	0.0%	7,019	6.1%		0.0%
R10	12.6%	45,187	7.1%	41,000	-9.3%	39,557	-3.5%	41,605	5.2%		0.0%
Total	5.7%	98,344	4.2%	92,282	-6.2%	89,072	-3.5%	93,643	5.1%		0.0%

Reinstatement	2012 YoY	2013	2013 YoY	2014	2014 YoY	2015	2015 YoY	2016 Reinstatement Goal	2016 Reinstatement Growth	2016 YTD	% to Goal
R1	-4.9%	1,222	2.5%	1,201	-1.7%	1,310	9.1%	1,389	6.0%		0.0%
R2	-6.1%	1,128	7.1%	1,188	5.3%	1,107	-6.8%	1,162	5.0%		0.0%
R3	-0.4%	1,196	6.5%	1,258	5.2%	1,218	-3.2%	1,279	5.0%		0.0%
R4	-9.1%	828	9.4%	921	11.2%	822	-10.7%	863	5.0%		0.0%
R5	-3.3%	1,199	10.4%	1,199	0.0%	1,310	9.3%	1,389	6.0%		0.0%
R6	-1.1%	2,351	5.8%	2,286	-2.8%	2,448	7.1%	2,595	6.0%		0.0%
R7	12.2%	729	10.0%	724	-0.7%	644	-11.0%	676	5.0%		0.0%
R8	10.5%	3,391	16.6%	3,588	5.8%	3,563	-0.7%	3,741	5.0%		0.0%
R9	-2.9%	991	17.3%	1,000	0.9%	1,001	0.1%	1,050	4.9%		0.0%
R10	3.6%	3,386	19.8%	4,193	23.8%	4,748	13.2%	5,033	6.0%		0.0%
Total	1.0%	16,421	11.9%	17,558	6.9%	18,171	3.5%	19,177	5.5%		0.0%