

## Action Plan 2001: Building ASCE's Future

<b>GOAL # 1: Develop Leadership</b> <i>to broaden our members' perspectives and to enhance their career growth</i>		
<b>Objective 1.1: Position our members for success by providing leadership opportunities, training, and tools</b>		
Action Item	End Product	Responsible for Implementation
1.1.1 Develop a public affairs leadership training program for grassroots members; offer at least one prototype in FY 2001, and demonstrate the value of the program to employers of civil engineers so as to encourage/increase participation and support.	Fifteen to thirty grassroots leaders are trained on effective legislative and public relations techniques with a practical focus on ASCE priority public affairs issues. Attain an overall trainee satisfaction rating of 90 percent or better.	CGA/Dinges
1.1.2 Publish a new practice-oriented journal on "Leadership and Management in Engineering," so as to provide the reader an enhanced learning experience.	At least 250 subscriptions from member and non-member customers.	PUBS/Gossett CPP/Esslinger
1.1.3 Provide basic leadership training to grassroots members via a series of regional conferences so as to effectively enhance Section and Branch officers' skills.	At least one "Mini Management and Leadership Conference" in each Zone held for present and future Section Officers.	COVP/Esslinger
1.1.4 Explore the need for an ASCE Leadership Development Academy which would provide continuous management and leadership training offerings for members and related professionals.	A business plan for a permanent ASCE Leadership Development Academy is provided for management review.	CPP/Esslinger
<b>Objective 1.3: Champion infrastructure, environmental, and socioeconomic programs and projects</b>		
1.3.1 Release an updated "Report Card on America's Infrastructure" in March 2001. Explore feasibility of a separate Natural Hazards Report Card.	An updated "Report Card on America's Infrastructure," including recommended policy options for use by federal, state, and local legislative and regulatory bodies. Wide spread media coverage for release of "Report Card."	CGA/Dinges

<b>Objective 1.4: Promote sustainable development in project planning and implementation activities</b>		
<b>Action Item</b>	<b>End Product</b>	<b>Responsible for Implementation</b>
1.4.1 Explore the creation, implementation, communication, and degree of member and/or industry support for a mechanism to provide long-term global leadership for ASCE's customers in meeting the needs of near term infrastructure development without compromising the health, safety and welfare of future generations.	A business and implementation plan for a global "Center of Excellence for Sustainable Development," focusing on public awareness and implementation of an innovative "Blueprints for Change" for improved design and construction practices for natural hazards reduction.	TAC/Raufaste
<b>Objective 1.5: Provide governance that encourages the participation of the profession's leaders and facilitates the development of its future leaders</b>		
1.5.1 Evaluate and recommend revisions to the Society's governance including, but not limited to, election/selection of officers, duties of office, size and structure of the governance body/bodies, and representation.	A comprehensive report from the Committee on Strategic Initiatives (CSI) to include a review of the governance of the Society, consideration of other organizational structures, and recommendations to the Board relative to reorganization.	CSI/Cowan
<b>Objective 1.7: Help members successfully compete in the global economy</b>		
1.7.1 Work through the issues of due diligence, e-commerce, and membership development with the Executive Committee of ASCE and the Executive Board of ICE to develop a limited partnership.	A limited partnership with ICE that will meet the fast changing needs of the world's civil engineers.	IAC/Raufaste

**GOAL # 2: Advance Technology** *to enhance quality, knowledge, competitiveness, and environmental stewardship.*

**2.1 Identify the future needs of the marketplace**

Action Item	End Product	Responsible for Implementation
2.1.1 Survey members, non-members, and industry leaders using the latest market research tools and techniques so as to have the most up-to-date forecast of current and future needs of the marketplace.	A biannual report of member, customer, and industry needs and an annual business plan addressing the highest priority.	Kupferman

**Objective 2.2: Foster research for the development of new technologies, capabilities, and efficiencies**

2.2.1 Stimulate the development and demonstration of new technologies and methods through the Partnership for the Advancement of Infrastructure and its Renewal (PAIR) initiative.	Public and private sector funding of at least \$100,000 is obtained to support the PAIR established by CERF as a means of fostering research and advancing our nation's infrastructure.	CERF/Bernstein
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**Objective 2.3: Facilitate the movement of innovation into practice**

2.3.1 Manage the Innovation Centers' evaluations so as to ensure the movement of a steady stream of new products, processes, and services into practice.	Ten completed Innovation Center evaluations and a 10 percent increase in CERF's client base for the Innovation Centers while obtaining commitments of at least \$500,000 from public sector organizations to support innovation center group evaluations.	CERF/Bernstein
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<b>Objective 2.4: Be the primary source of technical information</b>		
<b>Action Item</b>	<b>End Product</b>	<b>Responsible for Implementation</b>
<b>2.4.1</b> Launch a Construction Institute and a Coasts, Oceans, Ports, and Rivers Institute to serve as the principle sources of technical information for engineers and related professionals practicing in those areas of specialty. Continue to support existing institutes.	The Construction Institute will increase its non-ASCE members membership by 100 individuals in 2000, and the Coasts, Oceans, Ports, and Rivers Institute will increase its non-ASCE member memberships by 50 individuals in 2001. Existing Institutes will grow Institute-only members by five percent. All Institutes will introduce a series of new products and services.	Institutes/Durrant
<b>Objective 2.5: Enhance the delivery and exchange of technical information</b>		
<b>2.5.1</b> Premier a comprehensively redesigned ASCE web site that focuses on the profession and specialties (communities of practice) associated with it as well as on the organization, programs, products, and services of ASCE and its affiliated entities.	A redesigned home page that attracts a 100 percent increase in measurable site traffic, as well as vastly facilitates the availability of information to the public, the availability and/or sale of products and services, and a member's access to the information (knowledge) required.	Kupferman
<b>2.5.2</b> Create and introduce a new electronic newsletter to provide members and related professionals with headline news and offer the essential information and/or knowledge required to enhance their job performance and/or business opportunities.	A comprehensive newsletter offered via the Internet (e-mail) at least 24 times in FY 2001.	Kupferman
<b>2.5.3</b> Initiate the procedural and programming changes necessary to beta test cross-linking ASCE journal references to those of other prominent civil engineering publishers.	Enhanced research value of ASCE journal articles and an increase in sales by ten percent over FY 2000.	PUBS/Gossett
<b>2.5.4</b> Explore opportunities to use existing mechanisms to more efficiently deliver technological advances to the marketplace.	An expanded Information Technology Clearinghouse to meet the needs of the profession. Initiate at least one project that has the potential to generate a minimum of \$100,000 in revenue per annum.	CERF/Bernstein
<b>2.5.5</b> Provide relevant, timely technical information through specialty conferences offered by the Institutes.	The first World Water and Environmental Resources Congress offered by EWRI will attract 1,000 attendees as well as provide fiscal resources for other Society/Institute activities.	Institutes/Durrant
<b>2.5.6</b> Develop the Society's electronic capability so as to produce a prototype virtual conference.	At least one virtual conference available.	CASC/Farrell
<b>Objective 2.7: Stimulate cooperation on technical issues with other industries.</b>		
<b>2.7.1</b> Collaborate with ASCE's divisions and globally-oriented organizations to identify the future economic, infrastructure, environmental, and public-private sector technical needs; foster research and technology development; and identify requirements for knowledge-based tools.	Grants from funding resources such as National Science Foundation (for engineering research), Federal Emergency Management Agency, the World Bank, and others to develop products and high-quality technical information that will advance the state of civil engineering technology.	TAC/Raufaste

**GOAL # 3: Advocate Lifelong Learning** *to aid our members continued growth throughout their careers*

**Objective 3.1: Broaden the learning experience**

Action Item	End Product	Responsible for Implementation
3.1.1 Increase management training offerings to help meet the non-technical needs of civil engineers and related professionals.	At least five new seminars on management topics are made available and they provide a five percent return.	Casazza
3.1.2 Develop new conferences that address member/non-member needs consistent with the latest market research.	At least five new Specialty Conferences and Managed Conferences will be offered that attract non-traditional attendees and provide a positive cash flow to support other Society activities.	CASC/Farrell

**Objective 3.2: Provide comprehensive educational programs that enhance opportunities for professional growth**

3.2.1 Conduct continuing education programs that enhance opportunities for professional growth.	Total participation in continuing education courses will increase by ten percent over FY 2000.	Casazza
3.2.2 Promote the development of continuing education courses within the structure of each conference offered as a means of increasing average attendance.	Specialty and Managed Conferences will each have a continuing education program as a component of the format providing an increased attendance of five percent over FY 2000.	Casazza

<b>Objective 3.3: Provide access to new learning technologies</b>		
<b>Action Item</b>	<b>End Product</b>	<b>Responsible for Implementation</b>
<b>3.3.1</b> Enhance Web capabilities of ASCE and the outreach to civil engineering associations around the world so to develop and offer a comprehensive program on state of the art civil engineering innovations, system technologies, and a forecast and real-time discussion on issues facing the profession.	Progress toward the first Virtual World Congress of Civil Engineering 2002.	Kupferman
<b>3.3.2</b> Develop at least 15 additional hours of online courses, increasing net income.	Gross revenues of \$50,000 from computer-based courses with a goal of \$5,000 in net income.	Casazza
<b>3.3.3</b> Develop the Conference programs scheduled for FY 2001 such that the information and technical advances emanating from the program content are immediately packaged and available for sale to the large civil engineering industry via the web.	Conference sessions, discussions and/or proceedings are available to members via the web. This activity will break even the first year and be a revenue source in subsequent years.	CASC/Farrell
<b>3.3.4</b> Encourage, develop, and deploy technology for implementation on natural hazard reduction, and sustainable transportation. Exploit emerging technologies such as robotics, computing and information technologies including GPS and GIS that will realize the objective of improved and cost effective practices, and will develop stronger technical links with ASCE customers worldwide. Conduct joint work as appropriate with worldwide peers, and seek exchanges of professionals for knowledge enhancement.	Alliances and public-private sector partnerships to facilitate natural hazard reduction and recognition of civil engineers' involvement in public health, safety, and welfare.	TAC/Raufaste
<b>Objective 3.4: Redefine the educational requirements for civil engineers and technologists</b>		
<b>3.4.1</b> Develop a plan to implement the First Professional Degree policy statement and persuade those opposed to the concept to see the value of such a program.	A recommendation from the Task Committee on the First Professional Degree detailing the plan, budget and timeline to implement the vision of ASCE Policy 465 will be submitted for Board approval.	EdAC/Lenox

<b>Objective 3.5: Set standards for continuing professional development</b>		
<b>Action Item</b>	<b>End Product</b>	<b>Responsible for Implementation</b>
<b>3.5.1</b> Review NCEES continuing professional competency guidelines, guidelines of selected state registration boards, continuing professional development standards of other engineering societies, and ASCE's voluntary continuing professional development program.	Proposed ASCE standards for continuing professional development which have been reviewed and approved by relevant Society Committees.	CPP/Esslinger
<b>3.5.2</b> Create a list of leadership skills a civil engineer should possess at various stages of their career.	A new career matrix, which includes a list of leadership skills at various career stages, will be published in the center of the updated Manual 55 – <i>Guide to Employment Conditions for Civil Engineers</i> .	CPP/Esslinger

**GOAL # 4: Promote the profession throughout society to enhance its stature and influence public policy**

**Objective 4.1: Celebrate the members' achievements and publicize their contributions to society**

Action Item	End Product	Responsible for Implementation
4.1.1 Grow member participation and public interest in the Outstanding Project and Leaders (OPAL) Awards Dinner.	Five individuals will be presented with an OPAL for lifetime achievement in front of 750 guest at the April 28, 2001 OPAL Awards Dinner.	Davis

**Objective 4.2: Expand the Society's global network through partnerships and coalitions**

4.2.1 Address the needs of ASCE's international members with new strategies and cooperative agreements to align ASCE's goals and objectives with those of other professional societies and organizations around the world.	Five public-private sector partnerships which focus on ASCE's globalization plan will be explored and implemented. At least three of the partnerships will assess current information technology procedures and systems and provide the technical, financial and legal due diligence and expertise necessary to facilitate and implement international partnerships and coalitions.	IAC/TAC/Raufaste
4.2.2 Explore opportunities to develop new partnering agreements and act upon existing agreements with related associations.	EWRI will sign three partnering agreements with international organizations prior to Sept. 30, 2001; an international symposium on the Global Water Crisis will be held; two publications will be produced pursuant to the agreement signed between EWRI and WEF.	Institutes/Durrant
4.2.3 Evaluate the acquisition of the Institute of Professional Practice, or create a business and implementation plan to build one in CPP.	The Institute of Professional Practice or similar new entity becomes a stand alone entity under the purview of CPP.	CPP/Esslinger

**Objective 4.3: Promote diversity within the profession**

4.3.1 Develop a plan to advocate and lead the profession on the issues of diversity and women in civil engineering.	A business and implementation plan for conducting a workshop at which 30 civil engineering firms are educated on the issues of diversity in the workplace and trained in becoming effective advocates.	CDWCE/Esslinger
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**4.4 Attract and retain talented individuals to the profession**

4.4.1 Create and implement student membership development and retention plans and programs to stop the erosion in the number of student members so that student membership increases by 100 percent over FY 2000 levels.	15,000 student members using "virtual membership;" online student application and renewal; online subscriptions to <i>ASCE News</i> and <i>Civil Engineering</i> ; an electronic newsletter focusing on student activities and interests; postings for scholarships; internships, and entry-level positions; online forums.	MC/Cowan
4.4.2 Attract new members and retain current members.	A net membership growth, excluding Student and Life Members, of 2.5 percent over FY 2000 levels.  A pilot membership program with governmental agencies.	MC/Cowan

<b>4.5 Increase the public's awareness and appreciation of the profession's contributions to society</b>		
<b>Action Item</b>	<b>End Product</b>	
<b>4.5.1</b> Promote ASCE membership, products, and programs at conferences sponsored by other professional societies to promote the Society and the profession to the public.	Exhibit the membership booth at four conferences with projected attendance of at least 3,000 non-ASCE members and produce a return of three percent on applications distributed at those events while providing exposure for the Society's products and programs through the distribution of literature and product displays.	MC/Cowan
<b>4.5.2</b> Evaluate the impact of ASCE's current merchandise and, as supplies diminish, develop new merchandise offerings that will provide increased exposure of the Society and profession to the public.	Introduce ten new, professionally oriented products for sale during FY 2001.	MC/Cowan
<b>4.6 Be recognized as the leader on issues of public policy</b>		
<b>4.6.1</b> Conduct roundtables with prominent members of the profession to discuss/debate a current topic of interest in the profession.	Two Civil Engineering roundtables will be held and videotaped for possible distribution. A comprehensive feature article based on the issues discussed at each roundtable will be published in <i>Civil Engineering</i> magazine.	PUBS/Gossett
<b>4.8 Participate in strategic alliances to influence legislative and regulatory issues</b>		
<b>4.8.1</b> Expand and enhance the ASCE-led Congressional Wind Hazard Reduction Caucus that focuses on reducing damaging from wind hazard disasters such as hurricanes and tornadoes.	Increase the membership of the Congressional Wind Hazard Reduction Caucus to 60 members and form a companion caucus of at least 15 members in the U.S. Senate by Sept. 30, 2001.	CGA/Dinges

<b>General Management Objectives</b>	
<b>Action Item</b>	<b>Responsible for Implementation</b>
1. Work with the Finance Team, Executive Committee and Board to ensure that the annual action plans emanating from the Strategic Plan are properly linked to the Society's fiscal resources for FY 2001.	Smith/Cowan
2. Report on all Society programs and activities to meet the approved FY 2001 Operating Budget and assist where possible to exceed the Society's net financial expectations. Also, produce and distribute financial performance reports of the proceeding period to the Executive Committee and Finance Team monthly and to the Board quarterly.	Smith
3. Work closely with the Finance Team to draft operating scenarios for three years beyond the current budget year.	Smith
4. Revise, update and issue the ASCE Accounting Policies and Procedures Manual to the Finance Team, Audit Committee and staff.	Smith
5. Ensure timely operating reports on the Opportunity Fund, CERF, ASCE Foundation, 150 <sup>th</sup> Anniversary, Institutes, Voluntary Funds and the status of investments (reserves).	Smith
6. Continue to develop the World Wide Web site to enhance E-commerce/E-business opportunities, internal ASCE communications, networking, public image, interest and access.	Kupferman
7. Develop an ASCE membership directory (if merited and desired) via the Internet in the Members-Only area, while ensuring that download of these pages cannot be accomplished.	Kupferman
8. Maintain adequate staff depth to keep all functions operating efficiently, productively, and effectively. Provide timely employee training and skills development as required, and provide leadership, guidance, benefit/recognition programs, and orientation to all staff as a means of improving morale, fostering teamwork, and holding the exempt staff turnover rate below 15 percent. Provide staff with the capability to deal with continuous change.	Smith
9. Provide leadership and direction in the management of the ASCE World Headquarters Building to minimize operating expenses and maximize rental income from non-ASCE tenants.	Deane
10. Find a tenant for approximately one half of the space CERF is vacating in the Washington, D.C. office.	Deane