IEEE Computer Society Strategic Plan 10:
Executive Summary

75 YEARS

IEEE COMPUTER SOCIETY

2020 IEEE COMPUTER SOCIETY PLANNING COMMITTEE:

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INTRODUCTION

This document lays out a set of priorities and a framework for advancing work in strategic areas over the next three years. Our goal in developing this strategic plan was to provide crosscutting strategic goals that communicate priorities that can be applied throughout the Society's programs, products, and services to align activities across the organization. This document is a resource that will be useful for guiding decision-making by allowing new proposals and initiatives to be examined as to how well they fit against the Society's strategy.

Over the course of our discussion this year we identified two sets of strategic goals: A first set of goals that describes what we want to do, and a second set of themes that describes how we will do it.

Based on all of our work this year on the strategic plan, we selected the title of "providing value to the whole community" to reflect several important focus areas that emerged. The Society has a diverse membership that boasts participation from academia, industry, and government. Even larger numbers of individuals from all of those communities worldwide access our technical content (e.g., through standards, subscriptions, downloads, conference attendance) without being members. Providing value to the whole community means that we have to ensure that all of these communities find content that is relevant to them, in ways that they can use it effectively. The theme for this strategic plan ties directly to the Society's vision statement: "To be the leading provider of technical information, community services, and personalized services to the world's computing professionals." This is an important opportunity to reflect on whether we are inclusive and providing value to all of the professionals encompassed in our community. We hope you will find this strategic plan provides a useful framework for helping ensure that the Society is responsive and focused on improving service to our stakeholders over time.

STRATEGIC GOALS FOR THE SOCIETY

What we want to achieve

The goals listed in this section represent key priorities in the next three-year span. We deliberately kept this to a small number of high-level goals to keep the work tractable, and to ensure that activities were not diluted by trying to accomplish too many different things. These strategic goals represent concrete outcomes that can be achieved within this period.

Goal 1. Engage more students and early career professionals

As they are the future of our field, it is crucial that the organization engage students and early career professionals. Engaging individuals while they are students could lead to a lifetime affiliation with the organization, its programs and activities, and membership opportunities. To keep students engaged after they graduate from school, it is imperative that the organization provide immediate and continued value as they transition to early career professionals.

Being able to effectively engage with this type of computing professional requires understanding the value proposition. Early Career Professionals will look to the IEEE Computer Society to help them through all stages of their career.

Success against this goal would be indicated by improvements in the speed of launch for new programs, volunteer engagement by early career professionals, and branding and recognition, among others.

Goal 2. Engage more industry individuals and organizations

Growing partnerships with industry organizations through joint initiatives and

collaborative marketing opportunities, like sponsorships, exhibits, advertising, and career-builder programs, will continue to be an important growth area for the Computer Society. These initiatives are critical for realizing the Computer Society's goal of being essential to all elements of the technical profession, and recognized for the development and application of computing technologies. To do this, it's important that the Computer Society increase engagement with individuals working within commercially focused organizations. By expanding the organization's network across a variety of individual industry roles (Technical, R&D, Executive Management, HR, Marketing, etc.) CS improves its capacity to build the critical bridges (in the form of programs, events, and initiatives) between fundamental research, development and commercialization of applications and technologies of the future.

Increasing the value proposition for industry members involves making their association with the Society something that helps their professional resume stand out in the crowd. We will focus on increasing our brand recognition in industrial circles. We will also ensure that we as a Society are able to recognize and celebrate industry accomplishments / impact as well as academic impact; we should provide credentials that are recognizable and impressive.

Success against this goal would be indicated by improvements in the speed of launch for new programs, volunteer engagement by industry professionals, and branding and recognition, among others.

Goal 3. Lead the way in new technical areas

It is critical that the IEEE Computer Society encourage the creation of spaces for the discussion and advancement of emerging technologies, serving as a bridge between cutting edge research and the realities of industry and society. Technology is advancing and changing at such a pace that it can be difficult to stay up-to-date with emerging technologies, which is why it is imperative that the organization broaden its mechanisms for the inclusion of emerging technologies to provide the computer science and engineering community with quality cutting edge technical content and events.

Given that often many emerging technologies are the result of marketing or fads, the Society has to be more nimble in terms of providing natural places for emerging technologies to be "tested out," to see if there is sufficient technical interest

and staying power before a more permanent community is created around the technology. Inherent in this is the idea that the Society needs to be more proactive rather than reactive in terms of identifying new areas in which to offer products and services.

Success against this goal would be indicated by improvements in the speed of launch for new programs, volunteer engagement in emerging technologies, and branding and recognition, among others.

STRATEGIC THEMES FOR THE SOCIETY

How the Society needs to work

Although not strategic goals per se, the following important themes represent how the work needs to get done.

Theme 1. Empower and diversify volunteer base

Experienced volunteers are vital to the success of the IEEE Computer Society's mission, as is a steady stream of new future leaders. To better serve the entire computing community, it is necessary to engage individuals at all levels of the organization in varied volunteering opportunities as well as ensure an easy entry point for new volunteers. It is also essential that individuals who serve their communities through volunteering be recognized for their contributions.

Theme 2. Enable nimbleness in execution

To succeed as an organization, it is imperative that the IEEE Computer Society be agile in its maintenance of existing and innovation of new products, programs, and activities. This requires a culture that is both supportive of new ideas and able to efficiently respond to change. The Society needs to be proactive about changing existing approaches and processes that may be holding progress back.

Theme 3. Maintain focus on diversity and inclusion

The IEEE Computer Society is committed to fostering an equitable, diverse, and inclusive organizational climate in all aspects of the organization. When diversity is valued and inclusion and equity is shared across all demographics, the CS is better able to serve the computing community and better positioned to achieve organizational excellence.

ADDITIONAL ELEMENTS OF THE STRATEGY

Focusing on the above strategic goals must be done while simultaneously keeping a focus on the core elements of the Computer Society's work. We also formulated a few key principles that will guide us as we undertake activities in these strategic areas:

• Add value through new products and services, but not at the expense of quality and innovation in core offerings - especially scientific publication. Although the strategic goals for the next three years focus on providing value to particular segments of Society membership, likely through new product and service offerings, it is critical to maintain and enhance the value provided in our existing products and services as well.

• Better integrate the Society's network of chapters into strategic initiatives. While our journals and conferences help provide access to the ideas and people that are changing the future of our lives and field of computing, our chapters bring this global knowledge and expertise home to our local members. Insight and feedback from our region and chapter network will be key to making sure that these activities are positioned for success.

• Consider where government stakeholders may have specialized equities in strategic work. The government sector can be a strategic "force multiplier" for Society initiatives: Activities that address government priorities can benefit from synergy with existing networks, and volunteers may be able to access government funding to support their involvement.

• **Continue to look for ways to make participation easier for volunteers, and recognize volunteer effort.** None of these initiatives will occur, nor these strategic goals be reached, without volunteer effort. As always, we need to make volunteer participation as easy as possible and make sure it is recognized - especially important when trying to attract new volunteer communities (such as industry stakeholders) with different sets of incentives than academic volunteers.

IMPLEMENTATION APPROACH AND TIMELINE

The strategic goals outlined in this plan are critical to the future success of the IEEE Computer Society as an organization that serves the computing community. To achieve the objectives and initiatives listed above, a tactical plan will be created annually for three consecutive years. The purpose of the annual tactical plans will be to act as operational blueprints for driving success on each of the strategic goals across the organization. The CS Planning Committee will create these annual tactical plans in the fourth quarter for three years, starting with 2020, for implementation in the next three years, 2021-2023. Each of the annual tactical plans will be appended to this document as they are completed.