

REPORT

BX- 1 of 10

TO: IEEE Board of Directors – November 2011

FROM: Ron Jensen, IEEE Director

SUBJECT: Annual Report on IEEE-USA Activities and Issues

EXECUTIVE SUMMARY:

The following annual report provides selected highlights of IEEE-USA activities and outcomes for the year to date, recaps our progress in support of the R1-R6 Membership Revitalization Initiative and related membership efforts, and summarizes the challenges facing the IEEE-USA and its future operations.

BACKGROUND INFORMATION:

Year to Date Progress and Highlights

IEEE-USA supports programs in the areas of Career & Member Services, Communications & Public Awareness, Government Relations and Professional Activities. IEEE-USA's programmatic focus this year has been on increasing member engagement and diversifying our revenues to reduce reliance on member assessments for operations. Highlights for each program area are summarized below:

Career & Member Services

- **Salary Survey:** IEEE-USA's 2011 Salary Survey closed on June 3, with 16,313 fully completed survey responses this year -- an 11% increase in response rate, setting a new record for responses. The 2011 Salary Report was released and an upgraded IEEE-USA Salary Calculator were launched in August and has generated over \$18K in revenue to date.
- **Workshops:** In partnership with Region 2 and the Philadelphia Section, IEEE-USA offered a [Career Survival Workshop](#) on 30 April in Philadelphia. IEEE-USA also held a "Managing Your Career" workshop with the Denver Section on May 14. In addition, IEEE-USA Employment and Career Services Committee conducted career and employment workshops in conjunction with the IEEE Metro Area Workshop Series on 21-22 October 2011 in Austin, TX and on 4-5 November 2011 in Huntsville, AL.



2009-2011 EDITIONS



- **Consultants Services:** The IEEE-USA's Alliance of IEEE Consultants Networks Coordinating Committee is continuing to develop plans for a consulting affinity group or other membership structure as a vehicle to deliver packaged products and services to members who consult. In October, IEEEUSA released its 2011 Consultants Fee Survey Report. On 7 November Gary Blank, VP, Career and Member Services provided a webinar to nearly 150 registrants on how to use the Consultants Services more effectively.

- Entrepreneurs Services:** Our Entrepreneurial Activities Committee developed a series of webinars on entrepreneurial topics, including an webinar on “Business Organizations for Engineers” held on 25 August. Work continues in support of our Strategic Alliance with the Small Business Administration, working to enhance SBA’s ability to support small high-tech start-ups. IEEE Life Members in the Houston/Galveston Bay Section have been recruited to support SBA’s regional SCORE small business mentoring and training program. A Small Business Forum is tentatively scheduled with the backing of Sen. Olympia Snowe to discuss obstacles with which Small Technology Business owners are faced (including valuation of technology, grants, loans and trade related regulations). Additionally, the Entrepreneurs Group recently established a LinkedIn [Entrepreneurs Group](#) and relaunched their [website](#). On 3 November, the Entrepreneurs group launched a campaign to assist local sections and PACE leaders to establish local Entrepreneurs’ Networks through the U.S.



- Future Media Collaboration:** In collaboration with Georgia Tech’s Center for Future Media, IEEE-USA is supporting a series of industry roundtable discussions dealing with future engineering skills needed to address various future media topics such as true personalization, content integrity, multimedia assumed, mixed reality and collaboration. The first was held on 13 June and focused on the topic of data overload. This data will be shared at the upcoming [Future Media Fest](#) on 15-17 November in Atlanta, GA. IEEE-USA is a community sponsor of the November event.
- Licensure & Registration:** IEEE-USA’s Licensure and Registration Committee is involved in an on-going project with the IEEE Computer Society, the National Society of Professional Engineers and the Texas State Board of Professional Engineers to develop a model software engineering licensure examination under contract to NCEES for use by interested states. IEEE-USA subject matter experts are also helping NCEES to revise and update the Fundamentals of Engineering (FE) exam in preparation for its conversion from a paper and pencil test to a computer-based examination in 2013. This survey is done every 6-8 years and is used to develop the exam specifications for an updated FE examination.
- K-12 STEM Literacy:** Our current focus is on promoting volunteer involvements in local K-12 STEM activities, including support for EAB’s Teacher-in-Service programs, and on planning for participation in the 2d U.S. Science and Engineering Festival, scheduled for Washington, DC on 27-29 April 2012.

Communications & Public Awareness

- IEEE-USA's In-Action:** IEEE-USA’s new interactive digital publication received a Silver Award of Distinction from the Int’l Academy of the Visual Arts, as part of its 2011 Communicator Awards. The Communicator Awards is an annual competition honoring the best in advertising, corporate communications, public relations and identity work for print, video, interactive and audio. IAVA is a member-based organization of leading professionals from various disciplines of the visual arts dedicated to embracing progress and the evolving nature of traditional and interactive media.



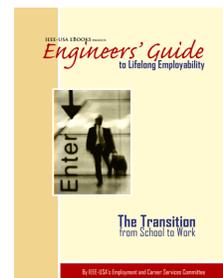
In August, IEEE-USA unveiled an [IEEE-USA In-Action App](#) available from I-Tunes, which allows readers to access and download current and archived issues on their E-readers in multiple formats.



- **IEEE-USA Today's Engineer:** Published monthly, the [IEEE-USA Today's Engineer](#) web-magazine offers articles and commentary on issues affecting member's careers and on the topics that are shaping legislation, the technology workplace, and the engineering world. TE is averaging 96K visitor sessions per month, with 155 articles published through November and more than 1,300 article "shares" to social media sites (via AddThis buttons).
- **E-Books:** So far this year, IEEE-USA has published 18 new e-books (8 original titles and 10 GovDoc reprints), bringing our [catalog](#) to 96 current titles as of 24 Oct. Total readership measured as e-book downloads for the year to date is 19,786, a 660% increase over 2010, thanks in part to the offer of free e-books as membership promotions. IEEE-USA has also responded to several requests by university professors for use of selected e-book titles in support of their course curricula.

In October, IEEE-USA instituted a free monthly e-book offering as a new benefit to members in R1-10. We will be looking to see how popular this new member benefit is, and whether or not it enhances member satisfaction with IEEE's career offerings.

In 2011, IEEE-USA was also pleased to collaborate with the IEEE History Center on three part *Today's Engineer* series on the history of federal government's role in innovation, which has been republished as an e-book entitled "The U.S. Federal Government and Innovation: A Brief History."



- **NAS Science & Entertainment Exchange:** In partnership with the National Academy of Sciences, IEEE-USA sponsored a 9 June program for the Directors Guild of America on "[Engineering Our Future: Dreams Need Doing](#)," which drew 150 Hollywood film professionals to hear three speakers discuss the future implications of biological molecules and organisms, social assistive robots and the search for earth-like planets. [Video](#) of the event was carried by IEEEtv.
- **Mass Media Fellowship:** IEEE-USA's 2011 Mass Media Fellow, Brandon Blakely, a computer science and engineering graduate student at the University of Texas, spent this summer reporting on Sci-Tech stories for *The Oregonian* newspaper.
- **Student Engineering Video Competition:** IEEE-USA presented a \$2.5K scholarship to Zachary Phillips, an undergraduate electrical engineering student at LeTourneau University, for his first-place entry in the fourth annual IEEE-USA "How Engineers Make a World of Difference" [online video competition](#). The [2011-2012 Video Competition](#) is underway, with a deadline for video submissions of 27 Jan. 2012.
- **E-Week Family Day:** The 2011 [Discover Engineering E-Week Family Day](#) (19 Feb.) at the National Building Museum in Washington, DC drew a record 13,994 participants, a 70% increase over the previous milestone. Originated by IEEE-USA in 1993, Family Day is a multi-society event targeted at parents, children and teachers, which introduces children to basic engineering concepts with hands-on and thought-provoking activities.
- **New Face of Engineering:** IEEE member Sampathkumar Veeraraghavan was recognized as the IEEE/IEEE-USA's 2011 [New Face of Engineering](#) during National Engineer Week for developing technological solutions that improve the lives of disabled and impoverished women and children in India. Veeraraghavan was one of



14 engineers recognized for this international honor and featured in a full-page ad in USA Today on 21 February.

- **Social Media:** IEEE-USA makes use of Facebook, Linked In and Twitter as alternative channels for member communications. Participation (measured as “Fans”, “Members” or “Followers”) is up on all three channels: 65% on Facebook; 43% on Linked In; and 200% on Twitter. Translated into actual users, that means 780 Facebook “Fans”, 2870 Linked In group “Members” and 3484 Twitter “Followers” at the end of the 3d quarter 2011.

Government Relations

- **Advocacy:** IEEE-USA focused its GR advocacy efforts on targeted bills related to skilled immigration reform, innovation/R&D, patent reform, energy, and STEM education.

- **Skilled Immigration Reform:** IEEE-USA has seen significant progress in its efforts to promote reforms in U.S. immigration law that would make it easier for foreign STEM graduate students graduating from U.S. institutions to obtain green cards allowing permanent immigration. On June 14, Rep. Zoe Lofgren introduced the Immigration Driving Entrepreneurship in America (IDEA) Act of 2011 (H.R. 2161), legislation developed with substantial input from IEEE-USA. On 11 Sept, Rep. Raul Labrador with five co-sponsors introduced the American Innovation and Education Act (H.R. 3146), which also captures IEEE-USA’s proposals and is currently pending along with the Lofgren bill in the House Judiciary Committee.



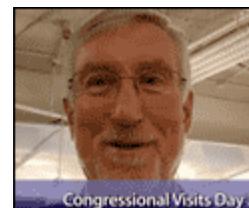
IEEE-USA was invited by the House Judiciary Committee to testify at its 31 March hearing on designing an H-1B visa program to meet the needs of the U.S. economy and U.S. Workers. IEEE-USA also provided a [statement](#) to a 5 October hearing held by the House Judiciary Subcommittee on Immigration Policy and Enforcement on the subject of exodus of foreign STEM graduates from U.S. universities. IEEE-USA’s immigration reform proposals were also highlighted in two articles appearing in the *New York Times* and the Labrador bill was favorably referenced in a *New York Times* op-ed in September and in the *Wall Street Journal* (22-23 Oct.).

- **Innovation/R&D:** Working through several advocacy coalitions, including the Task Force for American Innovation, the Coalition for National Science Funding and the Coalition for Natural Security Research, IEEE-USA has joined the STEM community in its effort to sustain federal funding of key R&D programs in the face of significant cuts to federal domestic discretionary spending proposed to help reduce the federal deficit. IEEE-USA was invited to brief the staff of the House Technology and Innovation Subcommittee on our innovation policy agenda on 13 June.
- **Patent Reform:** During Spring 2011, IEEE-USA was invited by the House Judiciary Committee to participate in an series of weekly “concerned stake-holder” meetings with committee staff working on patent reform legislation current pending in Congress. Despite expression of concerns and active efforts in opposition by IEEE-USA to key elements of the patent reform legislation, Congress passed and the President signed into law the American Invents Act (Public Law 112-29) on 16 Sept. IEEE-USA’s current focus is to educate members and IP practitioners on key elements of the new law. See also “Inventor’s Rights” and “IP Professionals” headings below for related information.

- **Energy:** In support of our [National Energy Policy Recommendations](#), IEEE-USA has worked to support movement of energy legislation in Congress on topics ranging from Smart Grid interoperability to renewable energy, mass energy storage, electric vehicles, and nuclear power. A combination of political factors, including the Gulf oil spill and the Fukushima reactor incident, made energy a low priority issue for Congress in 2011, and as a result there has been relatively little legislative movement on IEEE-USA's priority energy issues.
- **STEM Education:** IEEE-USA's efforts in promoting K-12 STEM literacy are focused on sustaining federal funding for the NSF-DoEd Math/Science Partnerships Program and the Robert Noyce Fellowship program, which requires STEM graduates into K-12 teaching careers. IEEE-USA has also worked to advance the Engineering Education for Innovation Act (S.969/HR 1951). Much of IEEE-USA efforts on these issues are subsumed within a broader STEM Education Coalition, comprised of professional and trade associations, university groups, teachers group, and corporations working in common purpose to support key STEM education program. IEEE-USA is also currently collaborating with the IEEE Computer Society in support of the Computer Science Education Act (S. 1614, HR 1014) and its participation in the multi-society "Computing in the Core" Initiative.
- **Inventors Rights:** On 6 June, the U.S. Supreme Court upheld the position recommended by the IEEE-USA, the American Association of University Professors and IP Advocate in a joint amicus curiae brief filed on 1 February in the [Stanford vs. Roche](#) case, which involved an issue of inventor rights for IP derived from federally-funded research conducted at the university. On 6 Sept., IEEE-USA filed an [amicus curiae brief](#) with the U.S. Supreme Court in the [Hyatt vs. Kappos](#) case, in which IEEE-USA argued to preserve the due process rights of inventors to introduce new evidence of patentability and obtain a de novo review in appeals to the federal district courts brought under the authority of 35 USC Sec. 145. We anticipate a Supreme Court ruling in this case in early 2012.
- **Policy Communications:** IEEE-USA's Government Relations Council and its policy committees have developed or completed reviews for 52 position statements on various topics for the year to date. In addition, 51 policy communications in the form of letters, testimonies, hearing statements, regulatory comments and action alerts have been issued to date. Of particular note, on 31 March, IEEE-USA was invited to give testimony before the House Judiciary Subcommittee on Immigration Policy and Enforcement on its STEM immigration reforms.

As part of its outreach effort, IEEE-USA has also been substantially more active this year in its communications with the executive branch of the government on regulatory matters, including the submission of comments to the FCC ("Adoption of Informal Guidelines to Promote Exploration of Innovative Wireless Technologies" and "Topics of Investigation for FCC's Technical Advisory Committee"), the Government Ethics Office ("Proposed Rules Permitting Government Employees to Participate in Leadership Positions Within Non-profit Organizations") and the Commerce Department's Internet Policy Task Force ("Cybersecurity, Innovation and the Internet Economy").

- **Grassroots:** IEEE-USA's grassroots advocacy network has grown to over 20,000 members and will be enhanced later this year with improved linkages to Facebook. Members have sent over 500 letters to Congress through November using our Legislative Action Center. For the year to date, IEEE-USA has also organized four congressional visits days or fly-in events, and arranged other member contacts, resulting in 164 congressional visits by 97 IEEE members. A series of interviews with 2011 SET Congressional Visits Day participants was captured on video as an educational resource (click picture for link). IEEE-USA has also initiated a monthly GR webinar and is working on integrating social media tools into its grassroots advocacy platform as part of a GR



Communications Initiative to increase member engagement in our grassroots advocacy efforts. IEEE-USA worked with the IEEE Boise Section to secure Rep. Raul Labrador as sponsor of immigration legislation based on IEEE-USA proposals, and with the IEEE Kansas City Section to secure Rep. Kevin Yoder as a co-sponsor.

- **Congressional Briefings:** One of IEEE-USA’s significant government relations functions is to serve Congress and other government branches as a resource of information on technology, trends and issues. To that end, IEEE-USA hosts the websites and co-chairs the Advisory Committees for the [Congressional Research Caucus](#) and the [Congressional Robotics Caucus](#). Working through the caucuses and also directly in partnership with Discover Magazine, the National Science Foundation, ASME, and other organizations, IEEE-USA has organized or co-sponsored 15 successful congressional briefings this year on the following dates and topics:

Jan. 26	The 2011 Global R&D Funding Forecast (featuring Battelle/R&D Magazine)
Feb. 2	How Scientific Research Drives Economic Growth and National Security
March 3	Energy Innovation and American Competitiveness
March 23	Electric Vehicles (in partnership with Discover Magazine/ASME)
May 18	Engineering Concepts in the K-12 Classroom
May 26	High-Skilled Immigration Reform (featuring three IEEE grad student members and co-sponsored by ACIP, Business Roundtable, Intel, SIA and Texas Instruments)
May 26	How Modeling and Simulation Will Drive 21 st Century Manufacturing
June 8	Understanding the Connection Between Innovation, Jobs and Patents
June 16	How University Research Contributes to American Innovation
June 24	Biofuels from Algae (in partnership with Discover Magazine/ASME)
July 6	ARPE-E and the Energy Technology Revolution (featuring ARPE-E Director Arun Majumdar)
July 14	Advanced Manufacturing and Robotics
Sept. 8	Small Modular Nuclear Reactor Technology
Sept. 15	The Cloud of Things – The Next Phase of Computing
Sept. 22	Robotics and STEM Education (featuring FIRST Robotics’ founder Dean Kamen)

In addition to these briefings, the IEEE-USA Medical Technology Policy Committee also sponsored and provided promotional assistance to the Institute for e-Health Policy for their series of five Congressional Luncheon Seminars on “Health Information Technology 101” (Jan. 18), Transforming Healthcare: Information Technology Tools for Accountable Care Organizations (April 6), The Personal Health Record, Patient Web Portals and Collaborative Care Team Technologies (May 24), The Information Technology Infrastructure (July 13), and Rapidly Advancing Mobile and Wireless Applications Toward Chronic Disease Management (July 28).

- **Conferences:** IEEE-USA partnered with Georgia Tech on the 2011 Atlanta Conference on Science and Innovation Policy, which was held 15-17 Sept. in Atlanta, Georgia. This is one of eight conferences or workshops IEEE-USA is currently involved in, including the new multi-society, multi-disciplinary Carbon Management Technology Conference, which is scheduled for 7-9 Feb. 2012.
- **Government Fellowships:** IEEE-USA sponsored four Government Fellowships in 2011: Ms. Rebecca Taylor (State Department’s Office of the Science and Technology Advisor), Dr. Patrick Meyer (Office of Rep. Jay Insley), Dr. Norman Lerner (CITEL/Organization of American States), and Dr. Umesh Thakker (State Dept. on detail to Gov’t Accountability Office). IEEE-USA has selected three new Fellows for 2012: Leslie Martinich will serve as a Congressional Fellow. Dr. Patrick Meyer and Dr. Richard Bernardi will participate in Engineering & Diplomacy Fellowships at the U.S. State Department.

In August, the office of the Assistant Secretary of Defense for Research and Engineering approached IEEE-USA to explore the potential for an IEEE-USA graduate fellowship program with placements in the DoD's Department of Defense Research & Engineering. Those discussions are still on-going.

- **Washington Internships for Students of Engineering:** IEEE's 2011 WISE Interns Whitney Davis (University of Arkansas), David Freese (University of Nebraska-Lincoln) and Jolene Wang (Yale University) completed their Summer program in August. Their research is captured in the 2011 WISE On-line [Journal of Engineering and Public Policy](#). Davis's paper looked at the FDA's regulatory process, while Freese and Wang both focused on proposed reforms to the U.S. patent system.
- **Cybersecurity and Smart Grid:** I had the personal privilege of providing a key note address to the American Foreign Legion's Annual Meeting on 27 August in Minneapolis on the subject of "Cybersecurity and the Smart Grid."

Professional Activities

- **Annual Meeting:** IEEE-USA's [2011 Annual Meeting](#), on the theme "Engineering in Motion" was held on 3-6 March in Austin, Texas and featured a one-day special workshop on Electric Vehicles/Personal Transportation and keynote talks by former NASA Space Center Director James Kennedy and Karl Rabago, Vice President of Austin-Energy. Plans are proceeding for the [2012 Annual Meeting](#), which will be held 3-6 May in Cincinnati, Ohio and will include a special program track on aerospace-related issues and trends developed in partnership with the IEEE-Aerospace and Electronic Systems Society and its Columbus Chapter. We are also in the process of site selection for our 2013 and 2014 Annual Meetings and will be testing a new model, which envisions an expanded section role in planning and hosting the meeting, along with enhanced revenue potential.
- **Student Professional Awareness:** For the year to date, IEEE-USA has sponsored 46 Student Professional Awareness Conferences (S-PACs), reaching over 2300 student members on career and professional topics.
- **PACE Network:** IEEE-USA has distributed \$43.5K in Professional Development Funds YTD to Regions 1-6 through our PACE Network in order to support local section projects such as student paper competitions, GOLD STEP, Teacher-in-Service-Training (TISP), career survival workshops, science fair judging, robotics competitions and more.
- **PACE Modules:** In order to better align local professional activities with IEEE-USA priorities and services, as well as to increase member engagement, IEEE-USA has begun developing a series of PACE Modules or program-in-a-box resources that are designed to help volunteers plan, obtain funding, and execute local professional activities. An initial package of programs focused on employment networks, managing your career, professional development, and finding a job will be released in mid-November and a series of webinars scheduled to help promote awareness and utilization by the PACE Network.

IEEE Region 1-6 Revitalization Initiative

IEEE-USA is an active participant in IEEE's Region 1-6 Membership Revitalization Initiative. Year-to-date highlights include:

1. **IP Professionals** - The goal of the initiative is to build a "home" for U.S. intellectual property professionals (technical, legal, business, inventor, etc.) within IEEE similar to an affinity group (e.g. the WIE model). The value proposition will be based on providing information, education and networking opportunities for IP professionals in the areas of IP careers, IP-related legislative and policy developments, and IP-related legal news/implications. The 2011 focus of this three year effort is on planning for structure and deliverables, such as an opt-in newsletter, a magazine/journal, a workshop and/or webinar series to provide CLE credits, a lecturers program, and spin-off education products for members (e.g. a primer on IP basics for Students & Working Engineers).

As part of this effort, IEEE-USA has organized two well-received events targeted at IP Professionals in the Washington, DC metropolitan area on the practice implications of the American Invents Act, a major reform in U.S. intellectual property law adopted this year. The [first workshop](#), developed in partnership with the IEEE Northern Virginia, Baltimore and Washington Sections, and the National Small Business Association, was held on 30 August at the University of California Washington Center, and featured an outstanding panel, including retired Federal appeals judge Paul Michel, to discuss implementation issues and the implications of the new patent law for technology development. The [second seminar](#), held 22 Oct. at George Mason University, featured prominent IP attorneys and a representative from the U.S. Patent and Trademark Office, who briefed participants on the Impacts of Pre-Issuance Changes, the Post-Issuance Conundrum and Patent Challenges during Prosecution, and corporate perspectives on best practices under the new patent regime.

2. **On-Line Career Manager** - The goal of this 3-year Initiative is to integrate IEEE's on-line career-related offerings and build a user-friendly Career Manager portal on the IEEE website. The 2011 goal is to develop a scope of work, address content, interactivity and usability requirements, and identify partners and vendors. The Project began in 2d quarter with project review/planning discussion by the IEEE Career Services Committee (April) and the IEEE-USA Employment & Career Services Committee (May), which will be overseeing this project. Talks are also underway with Targeted Learning (<http://www.targetedlearning.com/>) on possible online interactive career management tool.
3. **Employment Networks** - The goal of the initiative is to promote establishment of local Employment Networks (aka Job Clubs) as an employment assistance benefit to unemployed members. A successful pilot was conducted in Rock River Valley Section (Region 4). A PACE module and two webinars have been help to promote Employment Networks as a professional activity to U.S. sections. IEEE-USA has also provided career-related speakers who will address employment networks in presentations at the IEEE Metro Workshops in Austin, TX and Huntsville, AL. A new network has been established in the Melbourne (FL) section and small grants are being offered beginning in the 4th quarter to encourage start-ups of additional networks.
4. **Metro Workshops** - IEEE-USA is providing speakers on career-related topics and informational tables at both of the IEEE Metro Workshops being held in Austin, TX and Huntsville, AL.

In addition to supporting these specific IEEE-funded R1-R6 Membership Revitalization projects, IEEE-USA has engaged in a number of membership development, recruitment and retention initiatives in collaboration with MGA.

- **IEEE-USA Region/Section Membership Development Incentive:** IEEE-USA is providing an annual incentive of \$20 per member shared equally between U.S. sections and their regions for nets increase (not including section-to-section transfers) of higher grade membership. The goal of this incentive is to encourage region and section membership development efforts. For the 2010-2011 membership year, IEEE-USA paid out a total of
- **E-Book Promotions:** Earlier this year, working in collaboration with IEEE Member Benefits Marketing and IEEE Membership Sales, IEEE-USA offered a free E-Book download with renewal to IEEE Members in arrears. That membership recover campaign saw the response rate grow from 3.3% to 8.8% and resulted in over 9,000 e-book downloads.
- **Salary Survey Promotion:** IEEE-USA partnered with MGA to offer a free copy of its 2010 Salary Survey report to support the MGA members-in-arrears recovery campaign and two member reinstatement campaigns conducted during May. A total of 1,389 members in arrears responded to the salary survey offer, which concluded on 30 June. A total of 949 former members responded to the reinstatement offer, and the inclusion of the salary survey saw an increase in the recapture rate from 1.7% to 2.3% (3.9% US only) in the first campaign and 1.2% to 1.7% (2.0% US only) in the second campaign.

IEEE-USA's Challenging Future

IEEE-USA continues to face three fundamental challenges with financial implications related to :

- **U.S. Membership Trends:** IEEE-USA currently derives 95% of its revenue from an assessment of U.S. members residing in Regions 1-6. R1-R6 membership has declined an average of 1.3% a year since 2003. Projecting this trend forward, IEEE-USA will be facing significant operating deficits within 5 years unless membership trends are reversed, alternative revenue sources developed, and/or IEEE-USA program and service offerings are reduced.
- **The Baby-Boomer Demographic and Life Member Transition:** The age distribution of the U.S. membership mirrors that of the Baby-Boomer demographic in the U.S. As a consequence, increasing numbers of IEEE U.S. members will be eligible for Life Member status over the next 12-15 years. Life Members do not pay dues or assessments. Based on a projection developed by MGA, Life Member transition and associated member attrition could result in lost IEEE-USA annual revenue of \$3.25 million or 45% of our projected operating budget by 2024.
- **Product/Service Penetration and Member Awareness:** Various surveys suggest that IEEE members want more in the way of career and policy-related support and services than they are currently receiving. IEEE-USA current product or service offerings are largely niche oriented or appeal to membership segments (e.g. consultants, employment assistance), which means that some member segments are not being as well served as others. The surveys also confirm that while members are generally satisfied with the products and services of which they are aware, overall member awareness of IEEE-USA products and services is low. IEEE-USA is working to address these challenges on several fronts, including our new monthly free E-book benefit, our work on the IEEE on-line Career Manager, our participation with MGA on strategic road-mapping for career-related member benefits, and our continuous efforts to strengthen and diversify existing products and services.

These and related issues prompted IEEE President Moshe Kam to address the IEEE-USA Board in June on the future of IEEE-USA and my presentation to the IEEE Board in August on the same topic.

The IEEE-USA Board of Directors and its Finance Committee have held a number of meetings and planning sessions this year to review program priorities, assess new revenue opportunities, and outline a 5 year budget forecast to help drive future planning. Some progress on enhancing non-assessment revenues has been made, with 2011 non-assessment revenues already up 9% through the 3rd quarter over year end 2010. New areas of focus going forward will include building new or enhanced revenue streams from consultants services, conferences, and specialty salary reports, as well as aggressive fund-raising efforts targeted at National Engineers Week and our awards program. There are significant challenges remaining, and incoming IEEE-USA President Jim Howard has made revenue and membership his two key priorities for 2012.

November/2011 – V1