

External Goal #1: Promote the Profession

Objective	Priority	Effectiveness Measures/ Methods to Assess Outcomes/Goal Attainments	Assessment Schedule to Achieve Goal	Person/Group Responsible	Performance Outcomes for Goal	Resources Required
Promote to the Media and General Public	A	Provide Effective Tools for Interacting with the Media: a) Written, defined plan b) Complete, then regularly update, Media Contact List c) Complete, then regularly update, Expert List d) Complete, then regularly add to, Sample Press Releases e) Provide information to update NCSEA web site f) Help establish corresponding committees in MO's	Complete initial items in first year, update annually	Advocacy / General Public and Media, NCSEA Staff	a) Within one year, a known contact is established with at least one major news outlet in each MO b) Within two years, expert list is established, regularly utilized by major news outlets, and updated annually c) Write guideline for MO's to start their own Advocacy Committee and have at least 10 MO's corresponding with us.	Volunteer(s) committed to putting plan together, updating it, and distributing it
Promote to Structural Engineers	A	Provide Effective Tools for promoting to Structural Engineers a) Written, defined plan b) Training and guideline for speaking to the media c) Improve interaction with bridge engineers d) Provide sample articles and press releases to local MO's e) Provide information to update NCSEA web site f) Facilitate access to information to aid SE's in their practice g) Provide guideline to assist MO's to establish their own Advocacy Committee.	Complete plan, media guideline in first year, ongoing	Advocacy / General Public and Media, Advocacy / Website development, NCSEA Staff	a) Within first year, website has been updated with at least 10 links to resources for SE's. Within second year, 10 additional resources are available. b) Within three years, media training guideline has been utilized to train engineers at 5 MO's c) Within three years, NCSEA will have provided the MO's with a guideline as to how to increase participation by bridge engineers in their MO's.	Volunteer(s) committed to putting plan together, updating it, and distributing it

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Promote to Students	B	Provide Effective Tools for Interacting with Students a) Written, defined plan with regularly scheduled interaction b) New poster each odd-numbered year, beginning 2011. Winners of the NCSEA Awards shall be used if possible. c) Presentation tools (PowerPoint, competitions, etc.) d) Social Media site development e) Update information on NCSEA web site f) Help establish corresponding committees in MO's g) Identify other sources for reaching out to students (e.g. ACE Mentor, Mathcounts, etc.); present to school students when a project is underway at their school	Complete initial items in first year, update annually	Advocacy / Students and Educators	a) In odd-numbered years, beginning 2011, a new poster is completed and distributed. b) Within one year, effective plan for presenting to students, including a brochure to distribute to guidance counselors explaining what SE's do c) In first year, at least one presentation targeted to high school students in completed. Within five years, a minimum of five sample presentations are done including presentations targeting college students and middle school students d) Within three years, indentify at least five other sources for reaching out to students	Volunteer(s) committed to putting plan together, updating it, and distributing it
Promote to Allied Professionals and Potential Clients	B	Provide Effective Tools for Promoting to Allied Professionals and Potential Clients a) Written, defined plan with a list of targets b) Brochure c) Articles and press releases d) Establish relationship with other organizations (e.g. AIA) e) Joint seminars f) Provide information to update NCSEA web site g) Help establish corresponding committees in MO's	Complete plan, brochure in first year	Advocacy / Clients and Prospects	a) Within one year, brochure is complete and has been successfully distributed b) Within three years, three additional brochures promoting to building owners, contractors, etc. are complete. c) Within five years, at least five joint seminars with other organizations (e.g. AIA) have occurred d) Within five years, a minimum of three articles have been written and published	Volunteer(s) committed to putting plan together, updating it, and distributing it

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Promote to Code Officials and Government Agencies	C	Provide Effective Tools for promoting to Regulators a) Written, defined plan b) Joint seminars for code updates, emergency training c) Articles, fact sheets d) Establish relationship with regulating organizations e) Provide information to update NCSEA web site f) Help establish corresponding committees in MO's g) Code Official contact list h) Joint meetings with and/or presentations to Code Official organizations.	Complete plan in first year, 2 articles or fact sheets minimum per year	Advocacy / Code Officials, Code Advisory	a) Within two years, list of Code Officials we wish to remain in contact with is established b) Within five years, at least three articles or fact sheets to assist MO's with local building officials have been written c) Within five years, at least three seminars promoted to code officials / government agencies have been given	Volunteer(s) committed to putting plan together, updating it, and distributing it
Promote to Legislators	C	Provide Effective Tools for promoting to Legislators a) Written, defined plan b) Articles, fact sheets c) Establish relationship with regulating organizations d) Provide information to update NCSEA web site e) Help establish corresponding committees in MO's f) Key legislator contact list	Complete plan in first year, 2 articles or fact sheets minimum per year	Advocacy / Legislators, Code Advisory, Licensing	a) Within two years, list of Legislators we wish to remain in contact with is established b) Within five years, at least three articles or fact sheets have been written c) Within five years, at least three seminars promoted to Legislators have been given	Volunteer(s) committed to putting plan together, updating it, and distributing it

Goal #2: Represent the Profession

Objective	Priority	Effectiveness Measures/ Methods to Assess Outcomes/Goal Attainments	Assessment Schedule to Achieve Goal	Person/Group Responsible	Performance Outcomes for Goal	Resources Required
<p>Increase our representation and effectiveness in influencing Building Codes and Standards</p>	<p>A</p>	<p>a) Work to produce longer time periods between revisions of Standards (ICC will remain on 3 year cycle) b) Advocate to avoid unnecessary complexities. c) Educate SE's with respect to difficult code provisions. d) Increase coordination and support of members who are on SDO committees</p>	<p>a) Work to obtain agreement on adoption cycle among all SDO's by August 2011 b) Review progress and new mileposts each year in January and July.</p>	<p>Code Advisory Committee and staff</p>	<p>Starting in 2016, all Standards are published on a 6-year cycle. List on web site those code organizations for which NCSEA has representatives and explain what they do at those organizations. (Staff to keep track of this and to act as filter for providing contacts.) c) Keep current calendar on website of hearings and adoptions for codes and standards affecting structural engineers.</p>	<p>\$100,000/year added to CAC budget</p>

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Strengthen our SEER Committee and its work	A	a) Liaison with our MO's and SEI to avoid duplicative efforts and become more effective b) Encourage MOs to verify that (i) a Good Samaritan Law protects their members when they are providing voluntary assistance and (ii) specific legislation protects their members when they are being paid by the state for their services during an emergency. Provide correct language and work toward uniform Good Samaritan Laws for those MOs not so protected for volunteer work. c) Encourage each MO to contact their state and local emergency management director(s) to establish methods for enlisting certified structural engineers during emergencies. d) Facilitate proper ATC 20/45 training and certification of SE's.	a) Coordinate and communicate with all MO's SEER committees and obtain databases by Fall 2011 b) Coordinate and communicate with all MO's SEER committees assessing the state Good Samaritan Laws by Fall 2011 c) Ask each MO to obtain a copy of their state Good Samaritan Law, if they have one. Determine differences between them by Spring 2012 and recommend preferred language. d) Compile list of MO members that have received ATC-20 and ATC-45 training classes and emergency responder certification as of October 2011	SEER Committee	25 MO's have a SEER Committee and database of contacts in place by end of year 2011	Additional volunteers for SEER Committee
Strengthen Membership Services and Programs provided	B	a) Produce Publications on a regular basis, and follow-up with webinars/seminars b) Survey the MO's to identify what programs they would find the most useful c) Make NCSEA the "Go To" organization for education and representation of structural engineers.	a) Provide one new program per year beginning in 2012 b) Develop cost breakdowns for educational programs to determine most effective.	Staff	New programs added annually beginning 2012	\$45,000/year for added staff person
Broaden and strengthen our liaisons with related organizations	C	a) Strengthen current liaisons with SEI and CASE b) Increase participation in NCEES activities related to structural engineering i. Exam questions ii. Model Law input c) Establish liaisons with related organizations, such as AIA and ASHRAE d) Encourage MO's to work toward putting at least one of their members on their State Engineering Licensing Boards	a) Determine value of Leadership Forums with SEI and CASE by mid-2011 b) Reach out to related organizations, such as AIA and ASHRAE, by February 2011 c) Request that MO's work to list and encourage possible candidates for State Licensing Boards	Board	Find new ways to liaison with related organizations	Added volunteer time

Goal #3 – Improve the Profession

Objective	Priority	Effectiveness Measures/ Methods to Assess Outcomes/Goal Attainments	Assessment Schedule to Achieve Goal	Person/Group Responsible	Performance Outcomes for Goal	Resources Required
Obtain separate structural engineering licensure in all 50 states	A	<ul style="list-style-type: none"> a) Develop and maintain a state-by-state listing of licensing practice status, which would include what exam they use. Post this list on the NCSEA website. b) Encourage and support Member Organizations to work with State Boards to adopt the 16-hour exam c) Encourage and support Member Organizations to develop liaisons with their State Boards d) Provide a forum for Member Organizations to coordinate and strategize in developing regional plans for obtaining licensure e) Provide support for individual states with local champions and a window of opportunity for success f) Make funding available to individual SEAs with realistic opportunity for success in attaining licensure g) Establish an exam-writing committee to provide volunteers to the NCEES exam-writing efforts h) Continue to attend and be active on the NCEES Participating Organizations Liaison Committee (POLC) (BOD Activity) i) Lobby NCEES to have separate Bridge and Buildings tracks in their exams – an important opportunity will arise in 3 years when NCEES does a new practice survey j) Work with ASCE, SEI, and other organizations to promote separate licensure. If these organizations will not openly support separate licensure, work with them so that they will not oppose separate licensure. k) Develop a Model Practice Act and post it on the NCSEA website for MO’s and others to use. 	<p>Annually update list of:</p> <ul style="list-style-type: none"> a) States with active SE practice acts b) States with active SE title acts c) States that have adopted NCEES SE exam d) States with active program by local SEAs to establish act 	Board, Licensing Committee, Individual SEAs	At least one state per year converts to either a title or practice act jurisdiction	Volunteers in each state, motivated to attain licensure \$25,000 per year to support individual state efforts

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Advocate for appropriate and adequate structural engineering education and degree programs.	A	<ul style="list-style-type: none"> a) Continue to perform annual surveys of schools and the adequacy of their programs b) Establish a ranking/rating system for schools based on the survey results c) Publish the annual survey and rating results in Structure Magazine d) Publish annual survey and rating results in ENR and Princeton Review e) Establish scholarships at top-rated SE schools for SE students f) Work to influence ABET to promote more appropriate and adequate education for structural engineers. 	Annually assess: <ul style="list-style-type: none"> a) Number of institutions in each rating level b) Number of Universities offering degree program in Structural Engineering or with an "emphasis" in structural engineering c) Number of outside publications that carry information on these ratings/surveys 	Board, Basic Education Committee	With respect to establishing a structural engineering degree program: <ul style="list-style-type: none"> a) A broader number of Universities offer the curricula that substantially comply with Basic Education Committee guidelines b) Establishment of one degree program in Structural Engineering in the next five years 	Volunteers for Basic Education Committee Money for Scholarships
Increase Member Organization Involvement in Legislative Process	B	<ul style="list-style-type: none"> a) Assign NCSEA committee(s) to support state legislative activity within the Member Organizations b) Request that each SEA identify one or more legislators who can act as a champion for structural engineering issues c) Maintain a web page devoted to MO submittals of SE-related legislative and judicial activity within their states d) Work with MO's to attain Good Samaritan acts in those states that don't presently have them 	Annual report from each state on legislative and political activities	Board, [Legislative] Committee	All states are engaged in active legislative process and many have PACs	Volunteers for [Legislative] Committee
Raise the Quality of Practice	B	<ul style="list-style-type: none"> a) Encourage states without continuing education requirements to lobby their boards to establish appropriate and meaningful CE requirements for SE's b) Continue to provide quality and cost-effective continuing education opportunities c) Disseminate information on the procedures and benefits of peer review for major projects 	Annual list of states with continuing education requirements	Board, Continuing Education Committee, [Legislative] Committee	At least one state per year adopts continuing education requirements until universal compliance is achieved	Volunteers for Continuing Education and [Legislative] Committees

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Encourage qualification-based selection in five states	C	a) Partner with CASE to promote this and look for opportunities to support CASE's activities	Annual report from CASE liaison on number of states offering QBS	Board	At least one state per year adopts the QBS process	Negligible

Goal #4: Enhance Communication with the MO's

Objective	Priority	Effectiveness Measures/ Methods to Assess Outcomes/Goal Attainments	Assessment Schedule to Achieve Goal	Person/Group Responsible	Performance Outcomes for Goal	Resources Required
Determine MO's at-risk and develop an action plan to provide them with additional attention.	A	a) Identify MO's at-risk during the Board meeting immediately prior to the Annual Conference b) Determine action plans for MO's at risk	Annually, NCSEA President sets Board meeting locations for upcoming year, to coincide with visiting at-risk MO's.	NCSEA President and Board	Every year, at least one Board meeting coincides with an at-risk or less active MO Board meeting.	\$3,000 additional Board meeting allocation per year, for meetings with MO's
Enhance MO communication thru telephone calls and visits by Board liaison.	B	a) Create standard agenda for phone calls and report forms for visits b) Tabulate responses and submit to NCSEA staff to compile for NCSEA President (Board liaison) c) Review report summaries for possible discussion and action at Board meeting(s) (NCSEA President) d) Set Board meeting locations to coincide with MO's in need of enhanced NCSEA presence, whenever possible	Beginning 2011, each Board member contacts his or her assigned MO's at least twice annually by phone and visits in-person at least bi-annually. Phone contact could consist of a conference call in which Board liaison listens in on MO board meeting.	NCSEA staff and Board liaisons	a) Within one year, telephone contact is established between Board liaison and each MO contact at least semi-annually. b) Within two years, a Board liaison has made a face-to-face contact with each MO Board c) Within five years, regular contact is established semi-annually by phone and at least bi-annually in person.	\$15,000 travel reimbursement (21 MO trips per year)

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<p>Enhance MO communication thru NCSEA website improvements, the "MO Delegate Handbook", monthly e-newsletters sent to all MO members, and a Delegate conference call twice a year.</p>	<p>B</p>	<p>a) List on website seminars, publications and white papers by each MO b) Roll out annual updates to handbook at each Annual Conference c) Increase newsletter distribution from bi-monthly to monthly for all members d) Delegate conference call twice a year.</p>	<p>a) Annually, website contains at least one major improvement b) Beginning with the 2011 Annual Conference, every year the MO Delegate Handbook will contain at least one update to be "rolled out" at the Annual Conference. c) Beginning 2011, e-newsletters go from bi-monthly to monthly and, beginning 01/01/2013, e-newsletters are distributed to 90% of the individual MO members</p>	<p>Board liaisons and NCSEA staff</p>	<p>a) Add at least one website update per year beginning 2011 b) Roll out at least one update to "MO Delegate Handbook" at each Annual Conference beginning with 2011 Conference c) Distribute e-newsletters on a monthly basis to all members and conduct Delegate conference calls twice a year beginning in 2011. d) Between 2010 and 2011 Annual Conferences, obtain 67% MO email addresses e) By 01/01/2013, 90% of email addresses are active, up-to-date, and recipients of NCSEA's monthly e-newsletters</p>	<p>NCSEA Staff, Board liaisons</p>

Goal #5 – Energize Committee Activity

Objective	Priority	Effectiveness Measures/ Methods to Assess Outcomes/Goal Attainments	Assessment Schedule to Achieve Goal	Person/Group Responsible	Performance Outcomes for Goal	Resources Required
Write, or review and re-write, Committee charges and post on website	A	Assess charge for each committee and revise as appropriate	Annually, at time of Annual Meeting	Committee Chair/Board	Board reaches agreement with committee on each committee charge at time of Annual Meeting	Committee funding requests will increase as size and reach of committees increases
Select Effective Committee Chair for each Committee	A	Select Effective Committee Chair for each Committee a) Obtain Candidate’s written commitment to committee charge b) Candidate to have resume demonstrating leadership and delegation track history, MO and national experience c) Obtain written commitment to 3-yr term with additional 1 to 3 yr option, but flexible as needed for ongoing activities (CAC, e.g.)	Annually, at time of Annual Meeting	Board	Annually assess performance and willingness of Chair to continue. Secure new Chairs as appropriate.	Committee funding requests will increase as size and reach of committees increases
Select Effective Committee Members	A	Select Effective Committee Members a) At least one MO parallel committee member per committee. Encourage more as appropriate in corresponding member role b) At least one Sustaining/Associate/Affiliate member per committee, when appropriate c) Written commitment obtained from each committee member indicating parallel interest/passion and alignment with committee charge d) 3-yr terms ending/beginning at time of Annual Meeting, with option to renew or become corresponding member. Membership terms should stagger to provide membership continuity	Annually, at time of Annual Meeting	Board and Chair of committee	Chair assesses performance and willingness of committee members to continue. Provide turnover opportunities as appropriate to ensure active participation by all committee members.	Committee funding requests will increase as size and reach of committees increases

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Improve Committee Operation Effectiveness	A	<ul style="list-style-type: none"> a) Define committee charge for each committee and post on website b) Annually review existing committee charge per Strategic Plan c) Set voting and corresponding membership maximum numbers for each committee d) Require that each committee hold at least one conference call/web-based meeting per year, and encourage more frequent use of conference call/web-based meetings e) When issues requiring NCSEA input arise, require each CAC Subcommittee chair to attend or send Subcommittee representative to Code hearings. Whenever possible provide consistent representation to bolster credibility and effectiveness of NCSEA input (CAC) f) Require each Committee Chair to provide list of tasks/goals, along with a list of committee members and their assignments and post on website g) Assign one Board liaison and one staff liaison per committee h) Require two written reports per year from each committee, with no expense reimbursements in the absence of meeting reports 	Twice per year	Committee chair, Board liaison, and staff person assigned to committee	Within one year, each committee charge is posted on website, all CAC subcommittees are being represented at ICC Code hearings, each committee member has a formal assignment, and every committee has submitted two reports. Within three years, each committee is at its maximum number of voting and corresponding members	Committee funding requests will increase as size and reach of committees increases
Increase Committee Communication	A	<ul style="list-style-type: none"> a) Report to NCSEA summarizes activities and completed tasks twice per year b) Year-end report submitted for inclusion at annual conference c) Committee meeting summary report submitted to Board Liaison, NCSEA web site, and committee blog, if one exists d) Article on committee annually submitted to NCSEA for publication e) Chair has voice or email contact with Board Liaison at least quarterly, and annual contact with Board 	Twice per year, or quarterly as needed	Committee chair, Board liaison	Annual report for every Annual meeting. All summary reports for year are on committee page of website within one year and each year following. Articles for publication by NCSEA are produced within one year and annually.	Committee funding requests will increase as size and reach of committees increases

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Increase Interaction Between Board, Committees and Parallel MO Committees	B	<ul style="list-style-type: none"> a) Obtain list of current parallel MO committee contacts b) Board liaison and MO committee contacts to attend/participate in at least one committee meeting per year c) Committee encourages MO's to form parallel committees d) Track parallel MO committees and activities via NCSEA website, and email interaction with Chair 	Annually	Committee chair, MO Delegate, Board liaison	By Annual Conference of 2011, a list of parallel MO committee contacts exists and, in future years, is updated annually. Board liaisons have started attending at least one committee meeting per year, and committee chairs are attending a joint meeting at the national conference. By 2013 at least five parallel MO committees have been formed	Increased Board liaison time and staff support
Perform Committee Evaluation	B	<ul style="list-style-type: none"> a) Inform Board of goals met, tasks begun, and tasks completed b) Committee operation and effectiveness reviewed by Board Liaison jointly with committee c) Suggestions for improvements provided prior to updating charges 	Annually	Board and committee	At least one task completed and one task begun every two years	Funding for increased staff support

Goal #6 – Ensure Financial Security

Objective	Priority	Effectiveness Measures/ Methods to Assess Outcomes/Goal Attainments	Assessment Schedule to Achieve Goal	Person/Group Responsible	Performance Outcomes for Goal	Resources Required
Increase dues via 5-year plan	A	<ul style="list-style-type: none"> a) Authorization of dues increase by NCSEA Board b) Contact each MO delegate to explain dues increase 	Complete process for increase to take effect 2011	NCSEA Board	<ul style="list-style-type: none"> a) With the receipt of 2011-2012 dues, NCSEA should expect an increase in revenue b) For years 2011- 2015 inclusive, NCSEA should see an increase in dues revenue of 62.5% c) Within five years, NCSEA's percentage of revenue from dues should increase to above 25% 	Volunteer effort, no additional staff required
Increase continuing education programs	A	<ul style="list-style-type: none"> a) Investigate feasibility of Summer Institute to complement Winter Institute b) Develop refresher course for new NCEES 16-hour Structural Exam c) Develop method of charging for webinars that encourages attendance by small firms 	Complete all studies and modifications for implementation in 2012	NCSEA Continuing Education Committee, NCSEA Staff	<ul style="list-style-type: none"> a) Increase in revenue associated with continuing education b) Increase in webinar revenue c) Enrollment of 50 people to attend first SE refresher course 	Increase in staff expense of \$1600.00 per month
Increase attendance at Annual Conference	B	<ul style="list-style-type: none"> a) Plan NCSEA Annual Meetings in geographically varied locations b) Plan meeting in markets with competitive travel and hospitality industries c) Invite local MO to emcee technical sessions and provide speakers d) Change Annual Meeting schedule such that meeting ends at midday Saturday e) Schedule Annual Awards Banquet during Conference to assure maximum attendance f) Invite MO's to solicit sponsors and share resultant sponsor revenue 	Enact changes starting with 2012 meeting	NCSEA Board, NCSEA Staff	<ul style="list-style-type: none"> a) Increased attendance numbers starting in 2012 b) Increased revenue from Annual Conference in 2012 c) More efficient use of staff time associated with meeting planning d) Increased attendance at the Annual Awards Banquet in 2012 e) Improved relations with Member Organization(s) associated with Annual Conference 	No additional staff required

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Increase value of "NCSEA Brand"	B	a) Develop PR program to increase awareness among Structural Engineers as to value of SEAs b) Interview Public Relations firm to assist in increasing Brand awareness	Complete interview process by 01/01/2013 and complete program by mid 2013	NCSEA Board, NCSEA Advocacy Committee	a) PR firm retained in 2013 b) PR program complete and distributed to member Organizations by mid-2013	Volunteer effort for program development, estimate of \$40,000 for PR firm
Create and distribute electronic newsletter via email to 90% of MO members	B	a) Prototypical newsletter developed and estimate of associated advertising revenue prepared, based on sending newsletter to current limited email list on a monthly basis b) All MOs approached and encouraged by Board members to supply email addresses c) Cost estimate calculated, for MO's not providing email addresses	Complete all tasks by 01/01/13	NCSEA Executive Committee, NCSEA Staff	a) Widespread email distribution announcement of 2011 Annual Meeting b) 90% of all MO member email addresses obtained by 01/01/2013, with increased revenue from remaining 10% to cover costs c) Additional revenue stream of \$35,000 per annum starting 01/01/2013 d) Increased attendance at NCSEA events	Increase in NCSEA Staff, estimate of \$1000 per month until email list is compiled, and \$600 per month after email list is compiled