



Association Laboratory Inc.

CHICAGO, IL
Suite 850
35 East Wacker Drive
Chicago, IL 60601
Telephone: 312-224-2626

WASHINGTON, DC
Suite 700
1444 I Street, NW
Washington, DC 20005
Telephone: 202-216-9675

ONLINE

Twitter: @associationlab

www.associationlaboratory.com

NCSEA Strategic Plan



Contents

- Preamble.....3**
- NCSEA Strategic Plan Overview4**
- NCSEA Strategic Plan Detail.....5**
 - Vision Statement..... 5
 - Mission Statement..... 5
 - Goal Statements and Strategies..... 6
 - Strategy 1: Education and Training 6
 - Strategy 2: Perception and Professionalism 6
 - Strategy 3: Codes and Standards 7

Preamble

The focus of NCSEA's previous strategic planning process was to renew the positive relationship between NCSEA and its Member Organizations (MOs). Through the resulting plan, the NCSEA Board of Directors, volunteer leaders, and staff committed to improve support and service to the MOs.

The 2019 Strategic Plan is intended to continue that commitment to the MOs and leverage the influence of their individual members to advance the profession of structural engineering. Working with Association Laboratory, Inc. (AL), one of the leading strategic planning firms in the professional association sector, NCSEA implemented a process designed to develop an inspiring vision and mission to guide its efforts, along with corresponding goals and strategies.

Input from members and stakeholders was critical to the process. The following steps collected insight from as many people as possible.

1. **Member Qualitative Survey:** AL sent a qualitative survey to a diverse group of NCSEA individual members and Delegates/Alternate Delegates, collecting opinions regarding prospective goals, challenges, and strategic direction. 21 individuals responded to this survey, including 15 Delegates, five Alternate Delegates, and one regular MO member.
2. **Leadership Qualitative Survey:** AL sent a qualitative survey to NCSEA leadership including Board Members, Committee Chairs, and Retreat participants, collecting opinions regarding prospective goals, challenges, and strategic direction. 21 individuals responded to this survey.
3. **Quantitative Survey:** AL sent a quantitative survey to a list of NCSEA MO members, nonmembers, and Delegates/Alternate Delegates in the NCSEA database. 1,420 individuals (members and nonmembers) responded to this survey, and 42% of Delegates/Alternate Delegates answered a custom line of questioning regarding NCSEA.

The Strategic Planning Retreat Participants included a diverse group of individuals representing the spectrum of the profession and the MOs, including NCSEA Board Members, NCSEA Committee Chairs, MO Delegates, and one MO Executive Director. Through AL's process, they engaged in two days of dialogue on the research, its meaning, and the implications for NCSEA.

The outcome of this process is a renewed Vision and Mission for NCSEA, along with Mission-driven strategies designed to advance the profession and continue supporting the MOs. It will ensure that NCSEA continues to be a good steward of financial and other resources entrusted to it. It focuses NCSEA's efforts on working in partnership with MOs on behalf of the profession of structural engineering.

NCSEA Strategic Plan Overview

Vision Statement
describes a desired future state

NCSEA Vision
Structural engineers are valued for their contributions to safe structures and resilient communities.

Mission Statement
articulates the organization's role in achieving the vision

NCSEA Mission
NCSEA, in partnership with its Member Organizations, supports practicing structural engineers to be highly qualified professionals and successful leaders.

Goal Statements
specify outcomes for achieving the mission and vision

Education and Training
Practicing structural engineers operate effectively in complex and dynamic technical, economic, and social environments

Perception and Professionalism

Advocacy (External Communication)
Practicing structural engineers are recognized by clients, media, policymakers, educators, students, and the public for the value of their contributions to society

Collaboration (Internal Communication)
Practicing structural engineers create and sustain a positive, mutually supportive environment for everyone in the profession

Codes and Standards
Practicing structural engineers exert a positive influence on the development and application of relevant codes and standards

NCSEA Strategic Plan Detail

Vision Statement

The **Vision Statement** describes a desired **future state**.

NCSEA Vision:

Structural engineers are valued for their contributions to safe structures and resilient communities.

Mission Statement

The **Mission Statement** articulates the **organization's role in achieving the vision**.

NCSEA Mission:

NCSEA, in partnership with its Member Organizations, supports practicing structural engineers to be highly qualified professionals and successful leaders.

Goal Statements and Strategies

The **Goal Statements and Strategies** specify outcomes and initiatives for achieving the organization's mission and vision.

Strategy 1: Education and Training

Outcome: Practicing structural engineers operate effectively in complex and dynamic technical, economic, and social environments

How:

- Implement educational programming to support the effective practice of structural engineering and successful adaptation to rapidly changing technologies and market conditions
- Create special initiatives for integrating new graduates into the structural engineering profession
- Train structural engineers to develop their non-engineering competencies, including business and leadership skills
- *National level:* Create a unified framework for continuing education and provide an online platform for content delivery
- *State and local level:* Support MOs in producing face-to-face seminars and offering other resources to their members

Strategy 2: Perception and Professionalism

Strategy 2a: Advocacy (External Communication)

Outcome: Practicing structural engineers are recognized by clients, media, policymakers, educators, students, and the public for the value of their contributions to society

How:

- *National level:* Develop a branding campaign to educate stakeholders on the value of structural engineering, customized by audience
- *State and local level:* Provide resources for implementing the branding campaign at a smaller scale
- *National level:* Partner with allied organizations to address issues relevant to the profession
- *State and local level:* Work with MOs to influence states to adopt consistent licensing laws and rules in the interest of public safety, especially relating to licensure of structural engineers

Strategy 2b: Collaboration (Internal Communication)

Outcome: Practicing structural engineers create and sustain a positive, mutually supportive environment for everyone in the profession

How:

- *National level:* Support efforts to facilitate open, honest, and transparent conversations for the establishment of best practices in the provision of structural engineering services
- *State and local level:* Work with MOs to encourage efforts to improve diversity, equity, and engagement throughout the industry
- *State and local level:* Streamline and improve NCSEA-MO and MO-MO communications
- *State and local level:* Work with MOs to facilitate the formation, growth, and success of MO Young Member Groups and student chapters through cooperation, support, and outreach

Strategy 3: Codes and Standards

Outcome: Practicing structural engineers exert a positive influence on the development and application of relevant codes and standards

How:

- Improve the internal process for carrying out and assessing NCSEA and MO participation in the development of codes and standards
- Identify and empower individuals to represent the interests of NCSEA, MOs, and practicing structural engineers within code and standard development bodies
- Inform structural engineers about the role of NCSEA and MOs in code and standard development
- Educate structural engineers about the proper application of codes and standards, including dissemination of changes