

The Blueprint for Our Profession

NCSEA 2026 Strategic Plan

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NCSEA
National Council of Structural Engineers Associations

Defining the Project Scope and Desired Outcomes

PROJECT SCOPE DOCUMENT REV A / REF: PSD-001

Purpose:

Provide high-level checking on process and progress.



Goal:

Inform the audience on the current status, next steps, and exactly where they plug in.



Outcome:

Generate excitement for opportunities and the desire to volunteer—helping move the profession forward.





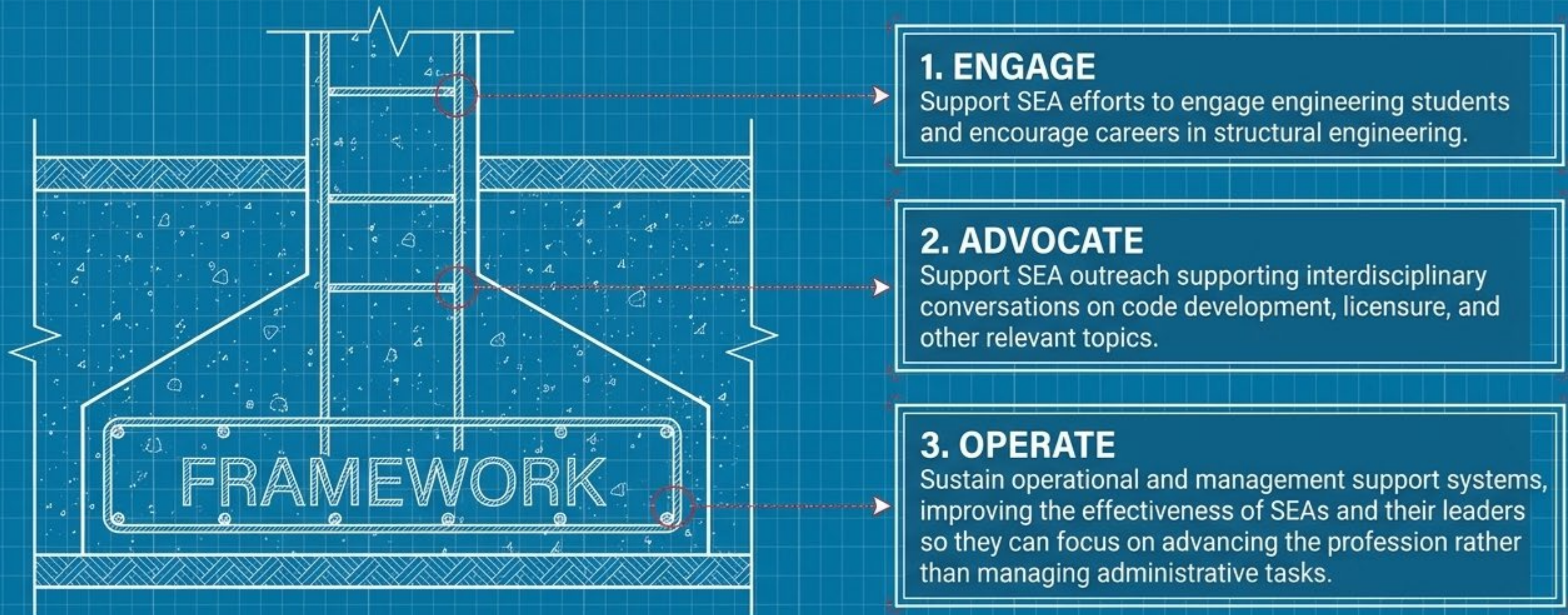
Structural engineers are known for their contributions to safe, sustainable, and resilient structures.

NCSEA elevates structural engineering by developing highly qualified professionals and successful leaders.

Every subsequent strategy, pillar, and project plan is engineered directly to support this mandate.

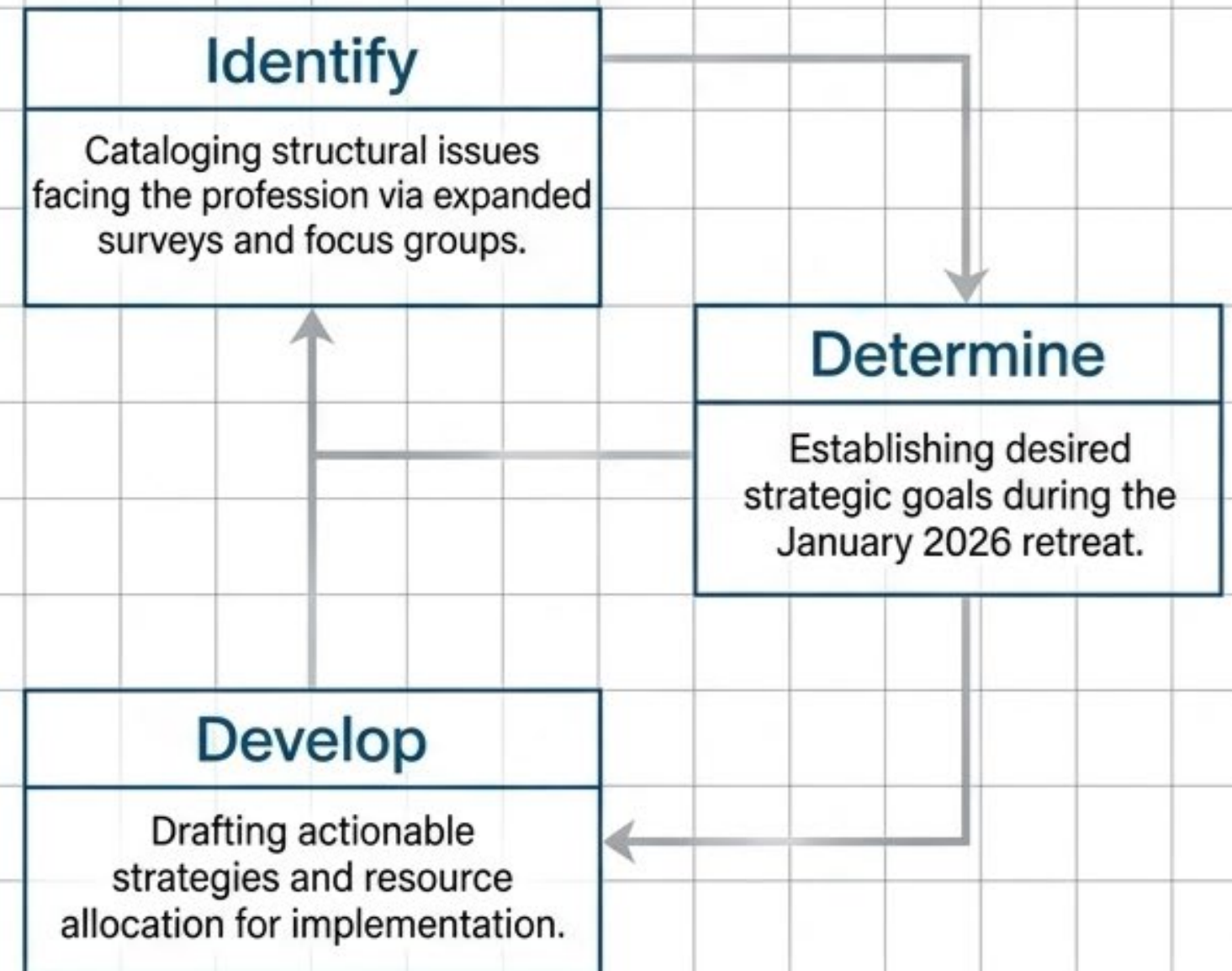
The Foundation: SEA Effectiveness

THE GOAL: State SEAs are effective organizations that advance structural engineering and the profession's interests, supported by and in collaboration with NCSEA.



Designing a Data-Driven Foundation

As leadership looked toward the 2026-2027 program year, the Board mandated a pivot from assumptions to empirical data. NCSEA partnered with Association Laboratory, Inc. to engineer a comprehensive strategic planning process rooted in qualitative and quantitative research.



Association Laboratory Inc.

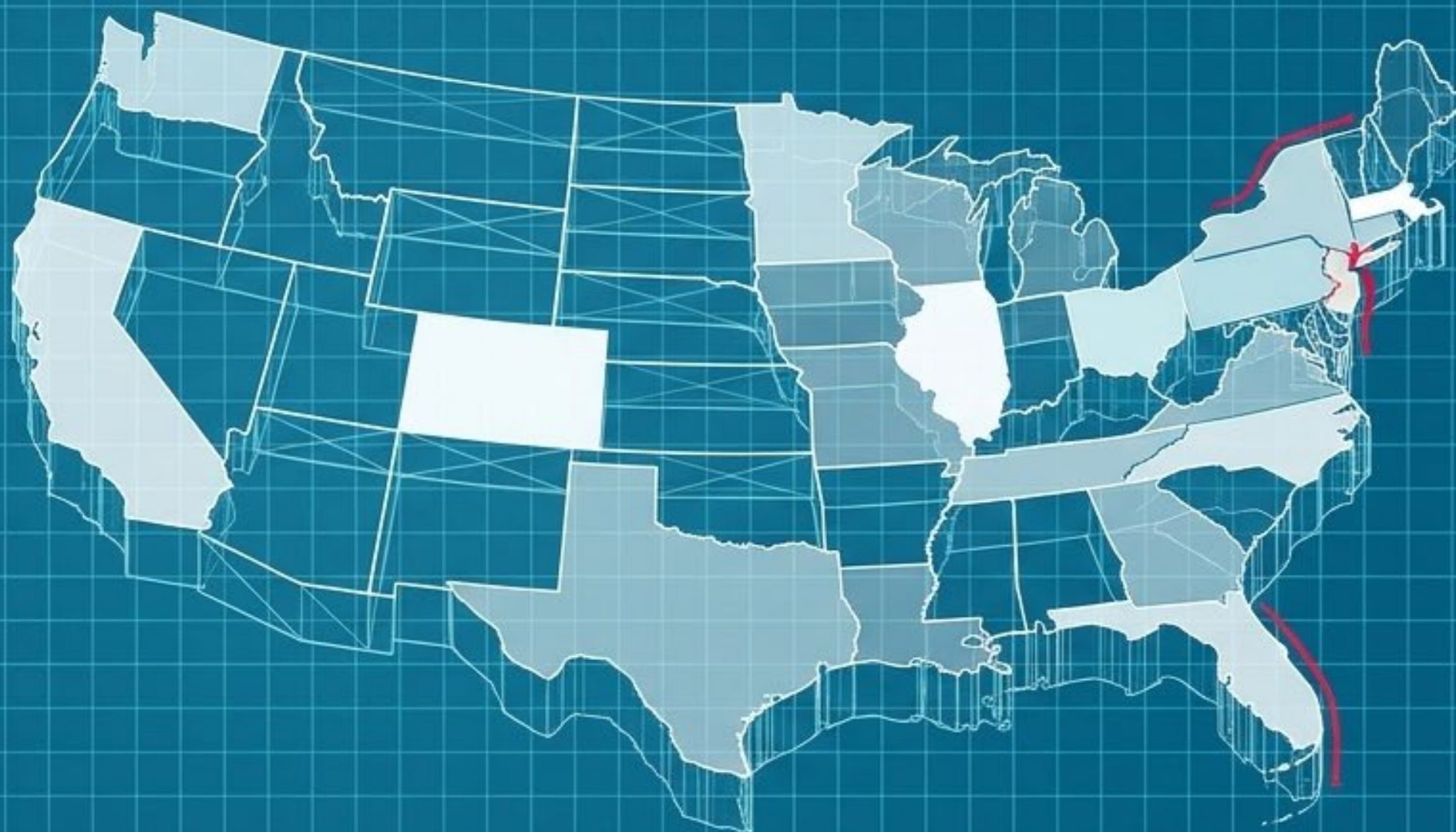
Phase 1: The Site Survey and Data Collection

NCSEA partnered with Association Laboratory, Inc. to facilitate a rigorous, data-driven strategic planning process. Through qualitative and quantitative surveys completed at the end of 2025, alongside focus group conversations at the NYC Summit, we captured the reality of the profession.



Association Laboratory Inc.

- 1000+ Survey Respondents
- 31 SEA Leaders
- 22 State Organizations Represented



Legend:

- Response Density (Low to High)
- -



Mapping the Respondent Profile Across the Profession

Respondent Dashboard

44%



Firm Leaders
(Owners/Principals)

42%



Operate in firms with
less than 10 employees

28%



Are aged 45-54 years



21%



Identify as Female

15%



Have 10 years or less in the profession

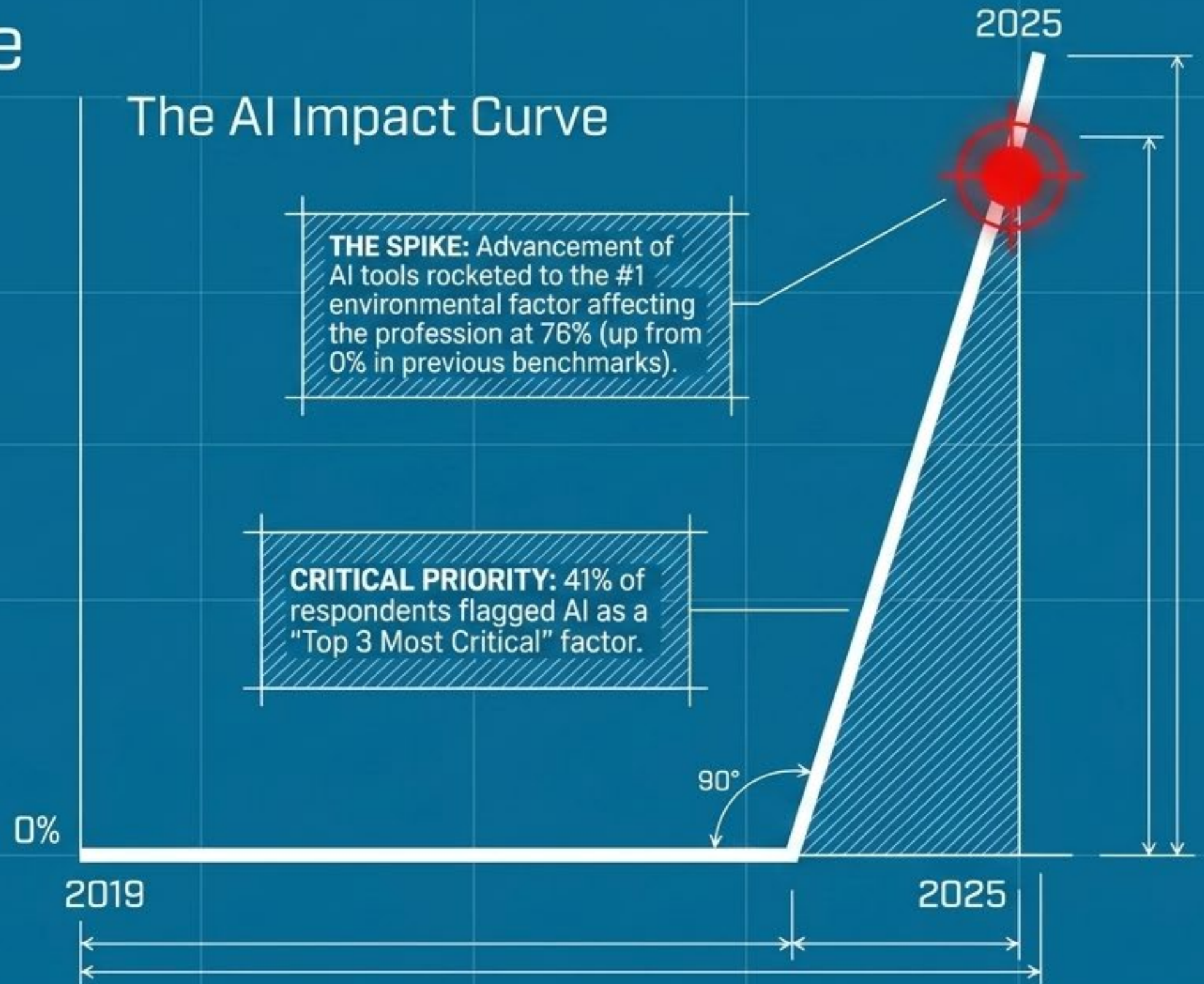
17%

Are currently unaware of NCSEA benefits

Complication 1: The Rise of the Machine

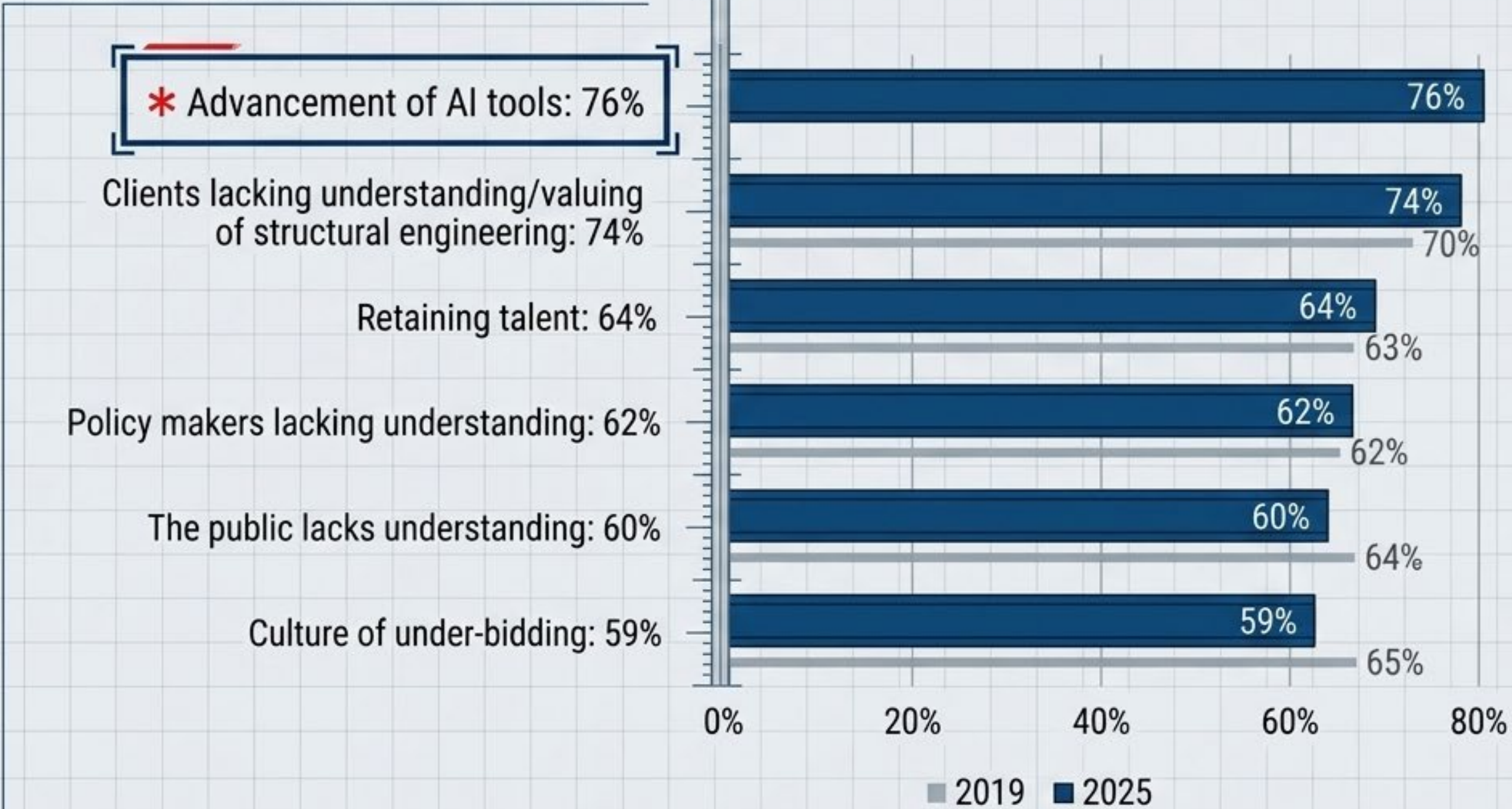
The 2025 survey revealed an unprecedented shift in environmental factors impacting structural engineering.

THE THREAT: Without strong intuition and judgment, technology adoption may accelerate commoditization. Engineers risk being perceived as “software validators” rather than critical thinkers.



Environmental Loads: Shifting Tectonic Plates

ENVIRONMENTAL STRESS TEST

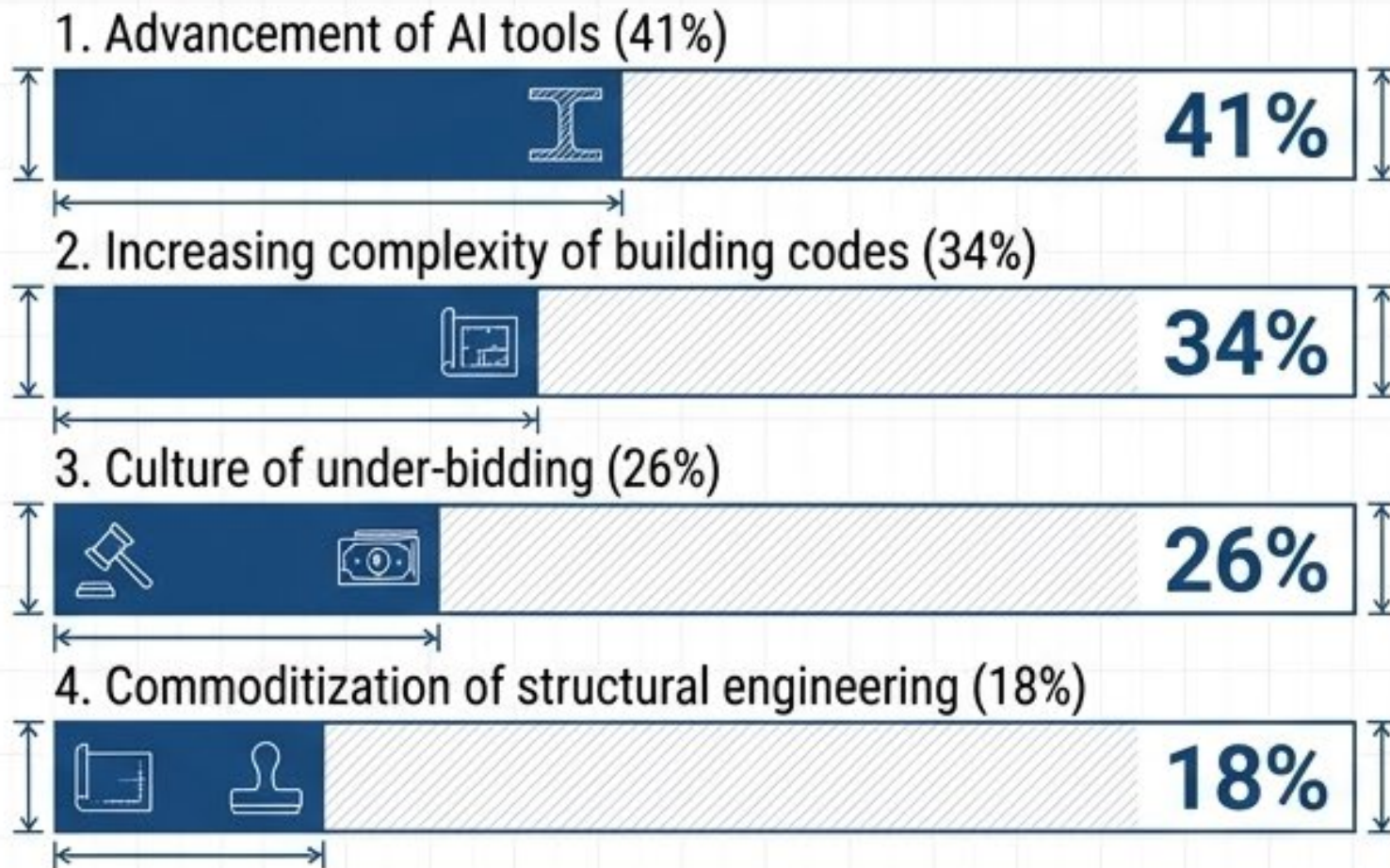


While talent retention and client undervaluation remain chronic historical stressors, the sudden integration of Artificial Intelligence has introduced an unprecedented, massive new environmental load on the profession.

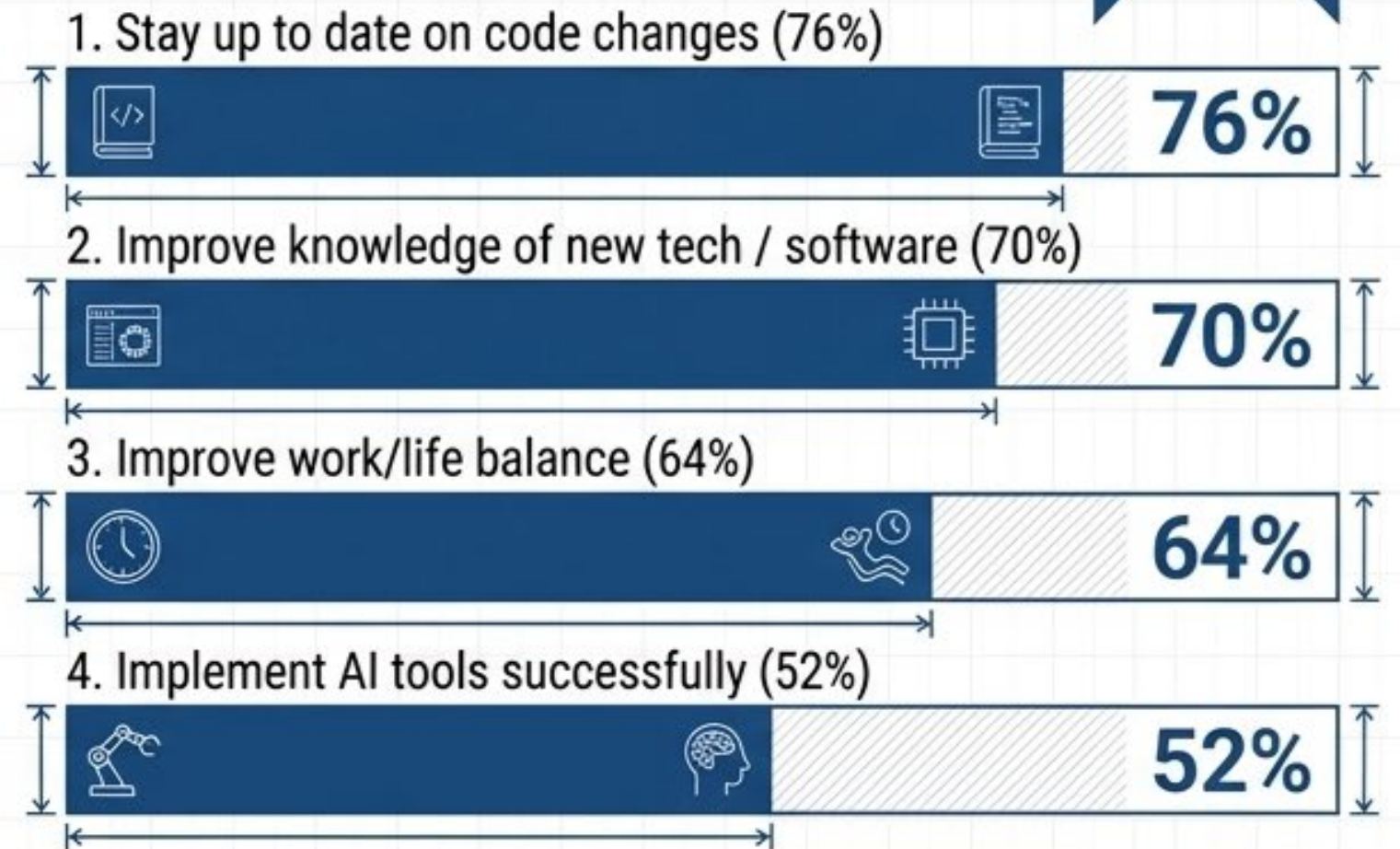
Friction Points: External Pressures vs. Internal Priorities



The External Pressures

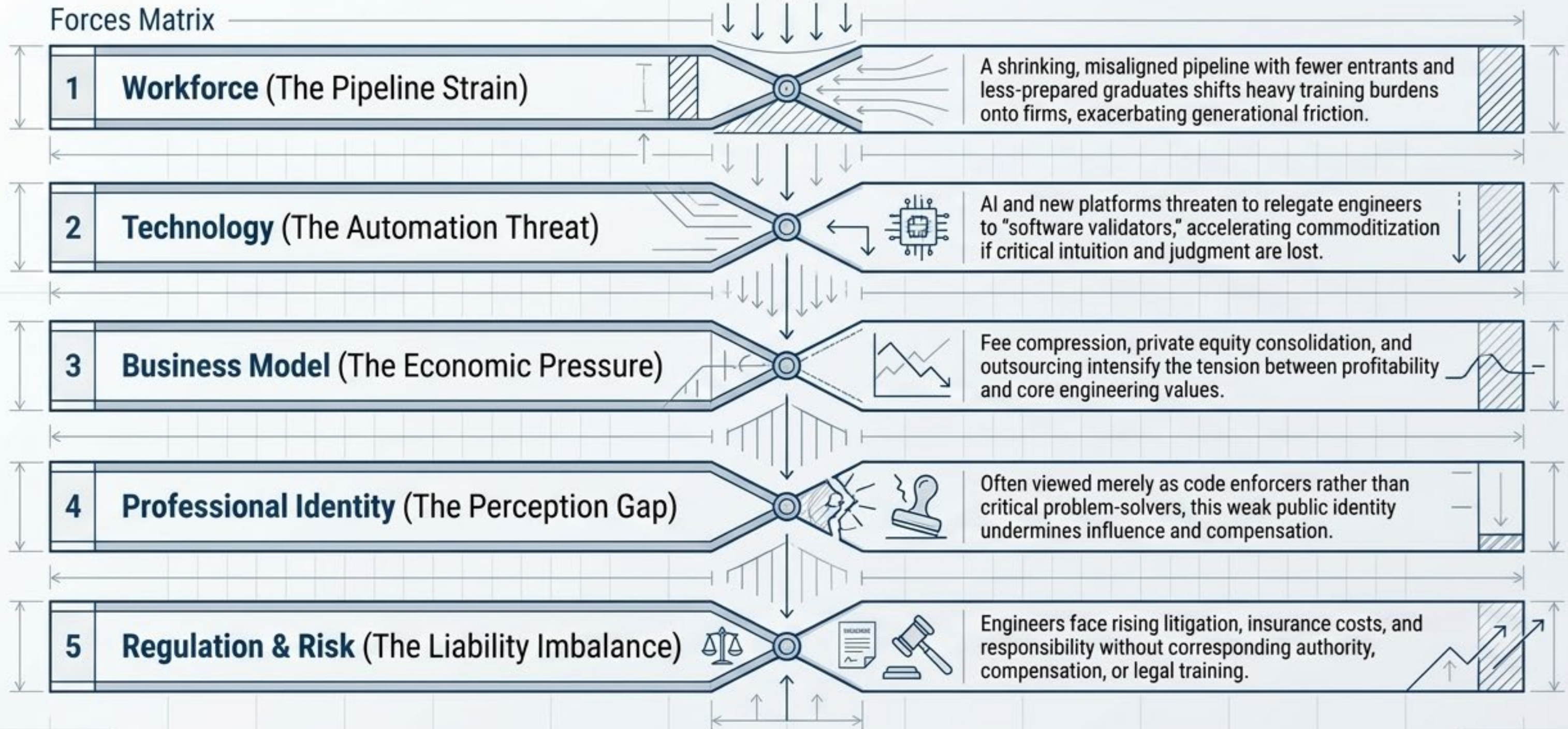


The Internal Responses

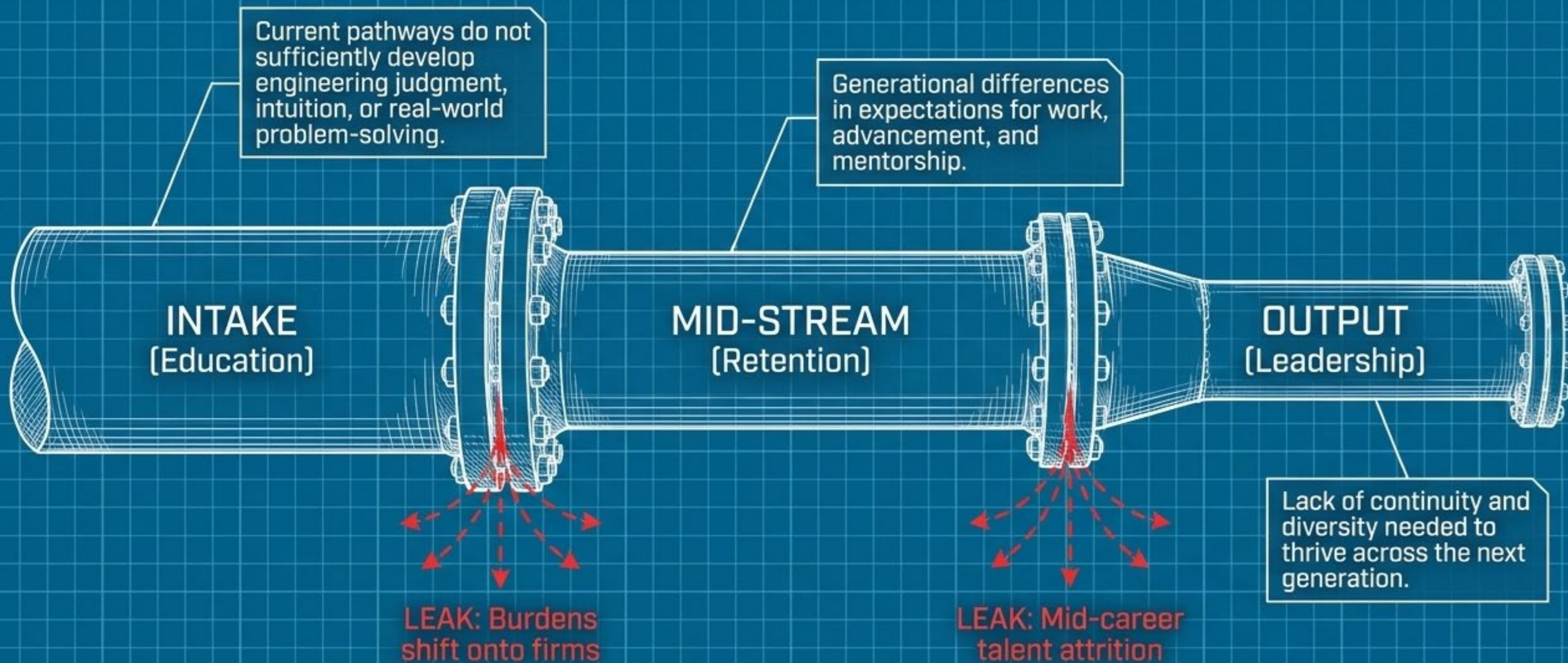


The data reveals a profession actively attempting to out-skill structural threats. Engineers are prioritizing technological adoption and code compliance to combat the looming risks of commoditization and AI replacement.

Diagnostic Matrix: 5 Critical Stresses on the Profession



Diagnosing the Workforce Pipeline



THE MASTER BLUEPRINT: 2026 Consolidated Strategy

Vision: Structural engineers are known for their contributions to safe, sustainable, and resilient structures.

Mission: NCSEA elevates structural engineering by developing highly qualified professionals and successful leaders.

**Pillar 1:
People**

(4 Goals)

**Pillar 2:
Practice**

(3 Goals)

**Pillar 3:
Outreach**

(5 Goals)

NO.	DESCRIPTION	1000	10000
1			
2			
3			
4			
5			

Pillar I: People

THE GOAL: Structural engineers are highly skilled professionals and leaders operating successfully in a complex, dynamic environment.



MODERNIZE

Implement customizable programming for effective practice, licensure, and rapid tech adaptation.

TARGETED SUPPORT

Create specialized initiatives for students, early-career, and mid-career engineers.

BEYOND THE MATH

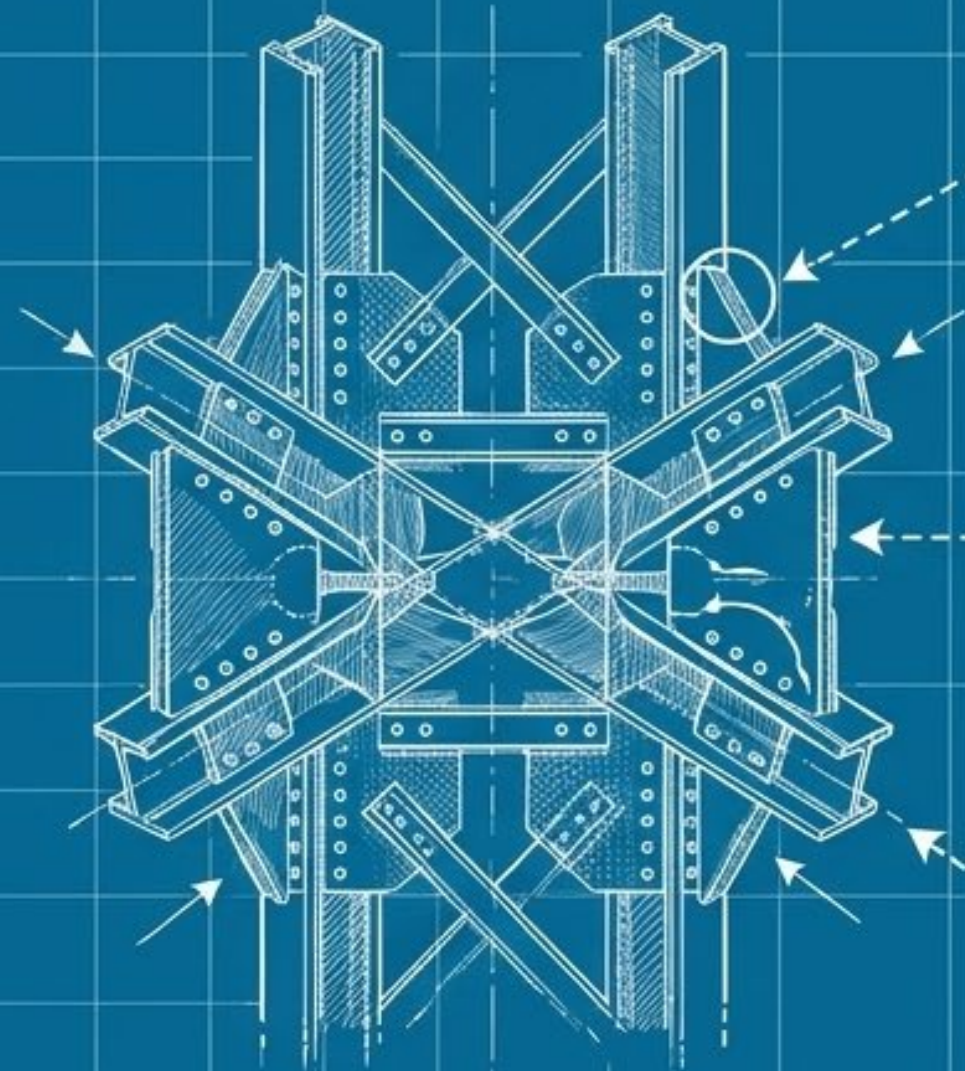
Educate structural engineers on critical non-engineering competencies (business and leadership skills).

FIRM GROWTH

Educate firm leaders on unique competencies required for sustainable business growth.

Pillar II: Practice

THE GOAL: Structural engineering leaders are future-focused, effective advocates for careers and opportunities in the field.



CONVENE

Bring together leaders of SE firms to navigate workplace culture and collaborate on shared industry solutions.

CULTURE & CAREER

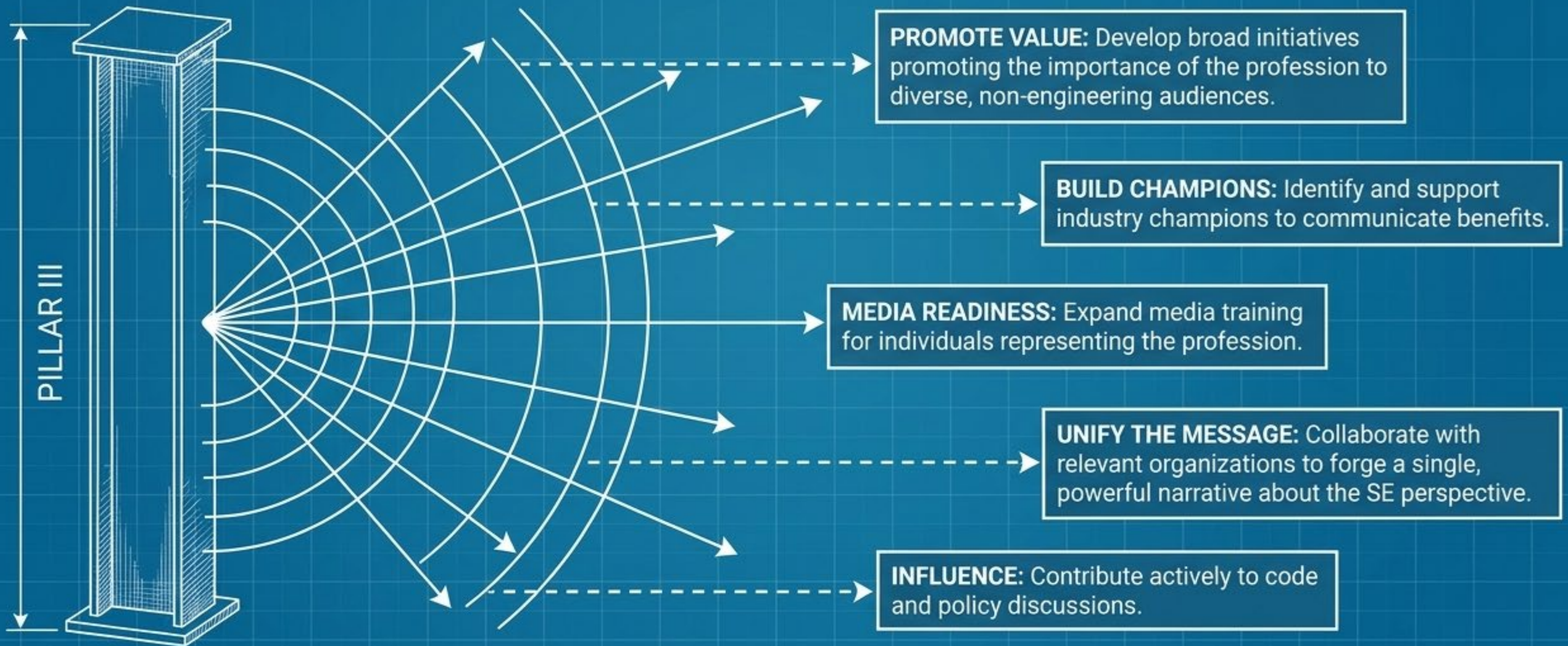
Develop national leadership programs orienting engineers to create positive company cultures and sustainable business organizations.

TECH INTEGRATION

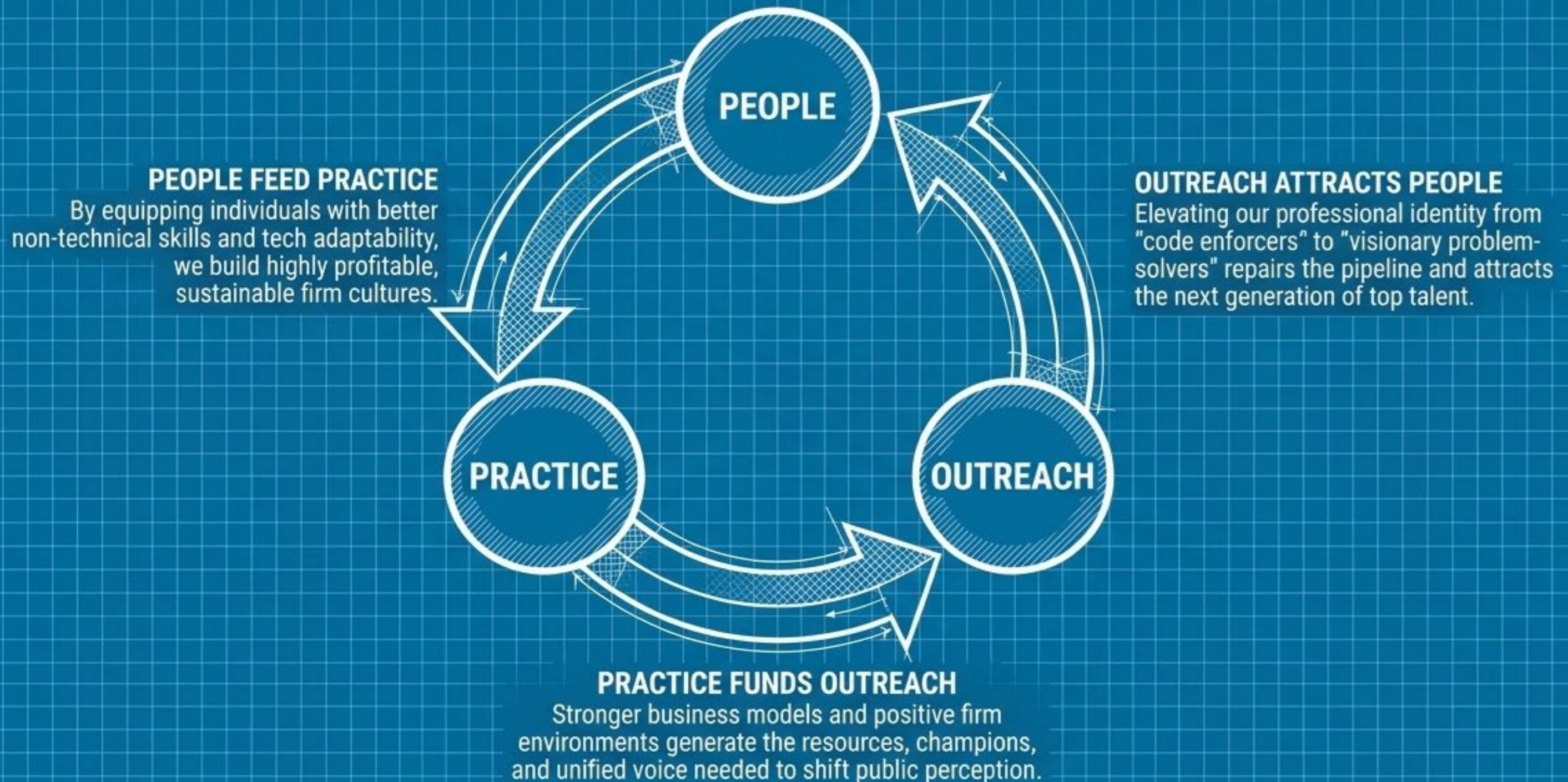
Continue organized efforts to normalize the adoption of new technology across the profession.

Pillar III: Outreach

THE GOAL: Clients, media, policymakers, educators, engineering students, and the public understand the value of and support structural engineers' contributions.



A Unified Structural System



From Blueprint to Reality

The structural audit is complete.

The loads have been calculated.

The framework is drafted.



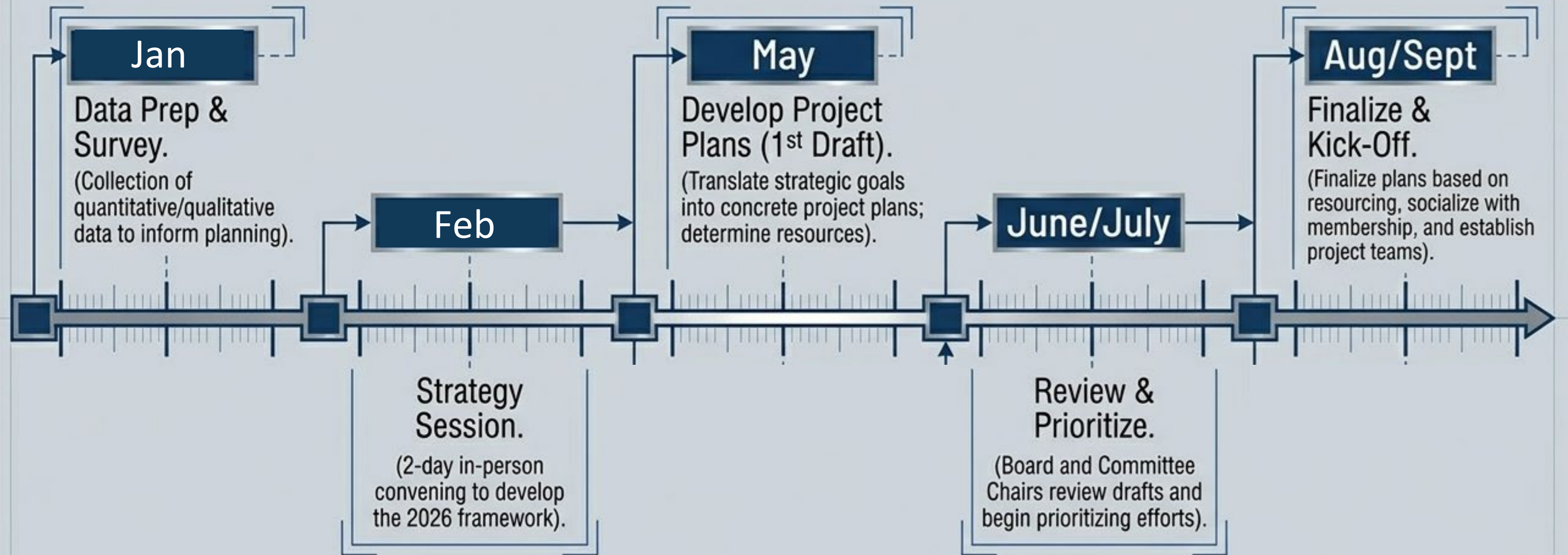
Executing this plan requires the alignment, energy, and leadership of every SEA Committee, Volunteer Leader, and Staff member.

THE CALL TO ACTION:

Where do you plug into the framework?
We need your expertise to help build the future of the profession.

NCSEA elevates the profession. Together, we build the foundation for safe, sustainable, and resilient communities.

Erection & Execution: 2026 Implementation Timeline



Key Takeaway: The framework is set. The next phase requires translating these high-level goals into concrete, resourced project plans driven by staff, board, and volunteers.