

# ITE Adopts 2018–2020 Strategic Plan

## **INSTITUTE OF TRANSPORTATION ENGINEERS STRATEGIC PLAN 2018-2020**

The intent of this Strategic Plan, prepared by the Strategic Initiatives Committee on behalf of the International Board of Direction (IBOD), is to meet these objectives:

- Provide the IBOD with a concise statement of the direction of ITE in specific areas of concern over the next five years
- Provide the IBOD with a discreet set of strategic actions they may take to make progress, and metrics by which they may measure progress in achieving the strategic goals
- Provide the ITE membership with a compact, readable document that informs them of the core values and strategic direction of their organization
- Provide the larger global community of transportation professionals with a clear understanding of the core values and strategic direction of ITE as one means to invite their membership.

The following graphic shows the structure of the Plan, including ITE's Mission Statement and Core Values. The three areas of focus of this plan are Membership, Technical Knowledge,

and Institutional Sustainability. In all of these areas, there is recognition of the global reach of the Institute, and of the importance of partnerships with other organizations. The Plan acknowledges that a good deal of work has been conducted over the past two years in all three of these areas. While valuable, much of that work has been at the tactical rather than strategic level.

Some of the key questions this plan is designed to answer are:

- Who are our members in the coming years? In addition to our core disciplines, what new disciplines define the “community of transportation professionals”? How do we define inclusion and diversity? What defines our global reach?
- In the realms of both technical knowledge and advocacy, in what areas are we the leaders, when do we collaborate with partner organizations, and when do we simply disseminate products created by others?
- In a rapidly changing global community, how do we identify the emerging disciplines that we should pursue in terms of both ITE members and knowledge?
- Within the diverse structure of ITE across Districts, Sections, and Chapters, often with unique identities, how do we ensure that our members receive a consistent and positive experience?



# Mission Statement

To provide the global community of transportation professionals with the knowledge, practices, and skills to serve the needs of their communities and help shape the future of the profession and transportation in the societal context.

## Core Values

### The Four Cornerstones

**ITE is Recognized, Relevant, Value Added, and Connected**

## Strategic Opportunity Areas

### Membership

Strategic  
Goals

Strategic  
Actions

Performance  
Measures

### Technical Knowledge

Strategic  
Goals

Strategic  
Actions

Performance  
Measures

### Institutional Sustainability

Strategic  
Goals

Strategic  
Actions

Performance  
Measures

*Recognition: The three Opportunity Areas are inextricably linked.*

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## MEMBERSHIP [Primary Cornerstones: Connected, Recognized]

### Diversity and Inclusion

*Recognition: We believe that differences in background and experience enrich the culture and experiences of ITE for our membership as they do for the communities in which we live and work. Because personal experience and identity shape how people see the world, greater inclusion will provide a more thoughtful, open, and integrated sharing of ideas and experiences across the entire global membership. It is to the benefit of all our members to seek greater diversity of ideas and experiences that will help us to be in a position to tackle transportation's biggest challenges and to develop the preparedness and resilience that ITE will need to address future challenges that cannot be currently defined. Actively encouraging participation from traditionally underrepresented groups to pursue careers in transportation and to become members as well as leaders within ITE is one means to bring a more diverse and inclusive membership into ITE.*

**STRATEGIC GOAL 1:** Clearly define what ITE means by diversity in its membership, specifically identifying its multiple dimensions across gender, race, ethnicity, global geography, experience, and discipline.

#### Actions

- Create a Diversity and Inclusion Taskforce, charged with developing diversity and inclusiveness definitions and policies
  - Policies must lead to clear strategies, goals, and communication plans for ITE International as well as the Districts, Section, Chapters, and Student Chapters
  - Policies should recognize existing diversity in our Student Chapters and membership and ensure that through the specific strategies and action plans to be identified that this diversity transitions through to positions of leadership in Committees, Councils, IBOD, International Vice President, and any other positions of leadership in ITE.

#### Performance Measures

- Appointment of the Diversity and Inclusion Taskforce, with specific charge for 2018
- Accomplishment of policy development
- Benchmarking ITE diversity/inclusiveness (all membership, student chapters, leadership positions) against similar professional organizations

### Recruitment and Retention

*Recognition: To grow and thrive, ITE must attract and retain a knowledgeable, talented and diverse membership that is engaged at the leading edge of the profession and industry. It is the membership*

*that will drive the Institute's technical programs and create a highly-valued professional network.*

**STRATEGIC GOAL 2:** ITE will be the “professional home” for a diverse membership of practicing transportation professionals (not just engineers) from all disciplines and at all stages of their careers.

#### Actions

- Define what a diverse membership of professionals from all disciplines includes.
- Develop a strategy to engage partner organizations to encourage this wide range of professionals to engage in both membership and leadership at ITE.
- Develop a strategy, beginning at the college level and acting through the Student Chapters, to encourage more awareness and participation in ITE from outside of transportation engineering.

#### Performance Measures

- Communications/publications with a wider representation (not simply engineering) focus
- Measurement of ITE breadth of “transportation community” (all membership, student chapters, leadership positions), and systems to ensure this is part of business as usual

*Recognition: We know that joining an association is about identifying yourself in the association both as a professional and in an emotional way, a sense of belonging.*

**STRATEGIC GOAL 3:** Along with diversity and inclusion throughout the membership, ITE will define how our members make a difference in society at large and differentiate how ITE stands out from others.

#### Actions

- Develop ITE's “noble purpose”, to define how members of ITE belong to something bigger than oneself, that makes a significant positive impact on society.
- Incorporate strategies to tell the story of the positive impact ITE members have on their communities.
- Define what makes ITE different from other associations and create a strategy from that definition to determine a pathway to successful recruitment of members.

#### Performance Measures

- Number of communications/publications dealing with the ITE ‘noble purpose’
- Status of ‘uniqueness’ strategy and effectiveness in recruitment



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## Industry Engagement

*Recognition: As an individual member association ITE's relationship with private sector companies (consultants and vendors) and their senior leaders is not as strong as in many other associations. ITE's Board is geographically representative and elected which does not provide a direct avenue for industry engagement on the strategic direction of the organization. The ITE Coordinating Council has an active Consultants Council, but its current focus is primarily educational. The ITE Constitution provides for an Industry Council, but this Council is currently dormant.*

**STRATEGIC GOAL 4:** Identify and evaluate opportunities to strengthen ITE's ties to Industry.

### Actions

- Hold industry engagement session(s) to obtain direct input from selected senior leaders of ITE-related consulting firms and product vendors.

## TECHNICAL KNOWLEDGE [Primary Cornerstones: Relevant and Value-added]

*Recognition: In order to address the Cornerstones, ITE must produce technical information that is of high quality, useful to the transportation profession, and available to our members when (or even before) they need it. We recognize the real and potential global reach of the value of ITE's technical work. Creation, production, and dissemination of technical material may require a substantial commitment of both volunteer and staff time. Accountability can focus the work effort and ensure that time is well spent.*

*ITE members can benefit from a collaborative approach to technical knowledge. We may collaborate with other organizations in the production of material, and more often make relevant materials from partners available directly to our members. ITE will benefit from creating a structure to guide this process.*

## STRATEGIC GOALS

**GOAL 1:** Achieve a high level of success producing and disseminating information that is value-added, timely, and relevant to practice across disciplines and global geography.

### Actions

- Work with the Coordinating Council (CoCo) to implement over a three-year period a clearly defined process of measuring the success of Councils. Achieve buy-in of Council Chairs and Council Executive Committees.
- Create a process that will be used consistently to specify the appropriate roles of Council members and ITE Staff in production and dissemination of technical materials, recognizing that the roles will be determined in great part by the product
- Define the relationship between Councils and Working Groups (Smart Communities, Vision Zero, etc.)

- Benchmark areas of current strength with regard to ITE's relationship with the private sector as a whole and with individual companies, and identify opportunities for improvement.
- Identify opportunities for creating greater personal engagement in ITE by senior industry leaders.
- Evaluate avenues to enhance industry engagement including modifying existing structures (Board, Coordinating Council) and/or creating new structures (e.g. President's Circle).
- Work with the Executive Committee and IBOD to determine what, if any, changes should be made.

### Performance Measures

- Number and evaluation of industry engagement sessions
- Assessment of industry sponsorship continuity and number/frequency of 'standing' commitments to Annual Meeting, District/Section meetings
- Evaluation of role that industry members play in the wider business of ITE (e.g. engagement with Councils, Taskforces)

### Performance Measures

Establish an annual program to measure Council effectiveness, with CoCo taking the lead role in managing the Councils. Develop parameters and measures that include:

- level of engagement
- breadth of audience (local - global)
- product development
- relevance to best practice

**GOAL 2:** Create a well-defined methodology that places ITE in the forefront of production and dissemination of technical knowledge supporting both core practice and emerging disciplines.

### Actions

- Develop a process with defined roles for the Coordinating Council and ITE Staff for identifying emerging and future trends in transportation and society in which ITE should play a role.
- Define the roles of the Coordinating Council and ITE Staff in identifying key partner organizations with whom ITE will collaborate on technical issues and materials; and the roles of ITE and its partners (where ITE will lead and where partner organization(s) will lead)

### Performance Measures

- Key partner organizations identified
- Acceptance of a process for identifying emerging and future trends developed and in use
- Process is providing results which are useful in guiding ITE technical activities, including development of technical products

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## INSTITUTIONAL SUSTAINABILITY [Primary cornerstones: all]

*Recognition: Sustaining ITE is the core function of the IBOD and Executive staff. Actions range from immediate/short-term to scanning the horizon to best align ITE with the future of the profession and those we serve.*

*Much of the work on institutional sustainability is the operational function of staff in the areas of members services and finance.*

- The Collaboration model has strategic value
  - Building partnerships brings value, but must be pursued on a considered, thoughtful basis
  - Define a decision-support methodology to determine where ITE leads, shares, or supports.
    - Is it acceptable to approach this on a case-by-case basis?
- Are there strategic issues related to structure?
  - Continuously engaging District, Section, Chapter leadership
    - How can we best mesh the geographic units and the Councils?
  - Coordinating Council playing the role of the Transportation Think Tank
    - Empowering and directing Councils to be visionary
- What is the strategic approach to advocacy?
  - Talking to the public; becoming the “go to” source of transportation information
    - Consider staff resource requirements and risks
    - Research peer organizations

### STRATEGIC GOALS

**GOAL 1:** Consistency: Maximize and provide consistent ITE membership experience regardless of geographic location through successful program delivery by Districts, Sections, and Chapters

#### Actions

- Develop core activity level criteria for Districts, Sections and Chapters
- Benchmark existing District, Section, Chapter activity levels - identifying regional differences and best practices
- Identify potential changes – Constitutional, Board Policy, Charter, etc. – needed to create a more consistent ITE experience.

#### Performance Measures

1. Consistency of member experience at each level in organization that also recognizes the unique history and attributes of individual Districts, Sections, and Chapters
2. Increased alignment with ITE International programs, initiatives and messaging (*encouragement and support of International activities and resources*)
3. Consistency in institutional branding across all parts of the Institute

**GOAL 2:** Collaboration: Create partnerships that enhance ITE's value to its members and the community of transportation professionals

#### Actions

- Identify areas of strategic importance to ITE where partnerships with others will be critical
- Review existing partnerships against these areas and identify opportunities for new partnerships
- Develop a plan for initiating, establishing, and fostering partnerships

#### Performance Measures

1. Number of effective partnerships.
2. Number of collaborative initiatives, products or joint events.
3. Increased global membership and participation
4. Increased membership share of non-traditional ITE members

**GOAL 3:** Advocacy: Establish ITE as a leading voice in the development and implementation of transportation policy at all levels of government

#### ACTIONS

- Review, update, and develop relevant ITE policies
- Identify institutional channels and opportunities for ITE involvement in the evolution of transportation policies and standards
- Review and enhance as necessary the ITE Advocacy Strategy to reflect ITE's mission and:
  - Current relevant initiatives – Smart Communities, Vision Zero, Transportation & Health, AV/CV technology
  - Review of peer professional association policies.
  - Assessment of available staff and volunteer resources
  - Identification of most effective opportunities at International-Global/ National/District/Section/Chapter levels

#### Performance Measures

Influence of ITE on transportation policy.

1. Number of collaborative policy support letters/efforts with other organizations (*we don't have to develop, sometimes simply support the effort*)
2. How frequently ITE submits comment/responses to Federal/ National transportation policy notices and opportunities
3. Frequency of District/Section/Chapter position letters in response to opportunities (*shows increased comfort and knowledge of power to influence*)
4. Complete an update ITE Policy document by 2018 Annual Meeting