



PROGRAM PRIORITIZATION TASK FORCE REPORT

SUBMITTED:

MARCH 20, 2013

EXECUTIVE SUMMARY

As directed by NSPE President, Dan Wittliff, the Program Prioritization Task Force was formed to evaluate the reallocation of NSPE's budget and reprioritization of NSPE programs. To accomplish this task, the Task Force met by conference call on ten separate occasions between February 11 and March 18, 2013.

The basis for the Task Force's work was NSPE's budget and current statement of revenue and expenses. Supplemental information was also provided by NPSE staff. As provided in the body of this report, the following is a summary of the Task Force's recommendations to the Board of Directors:

Summary of Recommendations

1. Continue *PE* Magazine:
 - a. Staff will incorporate plans for increased emphasis on ad revenue and estimates of impact in the development of the FY2014 Budget. Staff will provide an estimate of savings for differing conversion rates for digital *PE*.
2. Continue holding the Annual Conference and revisit the issue at the conclusion of the 2013 Annual Conference to review revenue and expenses.
3. Continue educational programs. Staff will incorporate plans for increased revenues from continuing education and estimates of impact in the development of the FY2014 Budget. Staff will also work to expand opportunities for joint ventures with state associations to expand the member value and revenue potential at all levels of the Society.
4. Eliminate the NSPE Salary Survey (net savings of approximately \$6,500).
5. Eliminate membership in UPADI (net savings of approximately \$6,900).
6. Continue membership in COFPAES.
7. Direct the L&GA Committee to work with Golden to review the value and priorities of the QBS awards/grants and other coalitions.
8. Recommendation to have the NSPE Treasurer and staff to look at interest groups to restructure them to:
 - a. reduce the amount of resources consumed
 - b. increase capacity to generate more involvement and revenue
 - c. function more like NSPE committees.
9. Continue support of MATHCOUNTS and explore possibility of funding from the Educational Foundation.
10. Review participation in AAES –Golden has recommended and the Task Force agrees that NSPE should continue involvement in AAES. It is also recommended that participation in CESSE be increased.
11. Lower the line items under society liaisons and international liaisons by \$24,000 over the current year in the 2013-14 Budget, and set priorities for travel annually, including an overall recommendation for a reduction in international travel. (Net savings of approximately \$24,000).

Conclusions

In total the recommendations of the Task Force result in a measurable positive impact to the budget of \$37,400 annually. The Task Force believes that there are opportunities for increased revenues associated with the *PE* Magazine and continuing education. In addition, there are opportunities for gained efficiencies related to the interest groups and society liaison activities. It is also anticipated that the recommendations will allow for an opportunity to realign staff and gain efficiencies due to a clearer direction and focus.

The Task Force charge of 20% reduction of programs or a 20% reduction in costs may not be immediately met in these recommendations; however this task force has set forth substantive recommendations and guidance that are directional in nature for staff and leadership when making future decisions. As such, it will set the Society on a path towards a **minimum** improvement of 20% in focus, alignment, value and impact that Coerver and Byers talk about in *The Race for Relevance* with the possibility of more. This comes at a critical time within the NSPE budget process. This guidance allows for the reprioritization and refocus of the entire organization. Mid-term and long-term accomplishments will be seen as the work of this Task Force becomes institutionalized and is ongoing.

The following report is intended to provide the Board of Directors with an understanding of the Task Force's detailed discussions, along with the information that was considered, in making the previous recommendations. Meeting minutes and supporting information are included in the appendix of the report.

BACKGROUND

The Program Prioritization Task Force was formed to study the potential to reallocate portions of NSPE's budget and reprioritize NSPE programs. As charged by NSPE President, Dan Wittliff, the Task Force was formed to work collaboratively to:

- Evaluate current NSPE programs based on their relevance to NSPE's mission and with respect to the money allocated to and staff time dedicated to these programs.
- Rank all NSPE programs that are "line-itemed" in the 2012-2013 NSPE budget from "least valuable" to "most valuable".
- Recommend to the NSPE Board of Directors those programs which may be eliminated so as to achieve an overall "freeing up" of overall cost (i.e., money outlay plus NSPE staff time) that is equal to or greater than 20% of the NSPE operating budget.
- Complete a similar set of recommendations to achieve an additional 20% freeing up of NSPE resources.

The Task Force membership consists of the following individuals:

1. David Martini, P.E., MN (Chair)
2. Neal Wright, P.E., F. NSPE, VA
3. Paul Bakken, P.E., F. NSPE, CO
4. Steven Bassett, P.E., F. NSPE, FL
5. John Martin, P.E., F. NSPE, NY
6. Chris Richard, P.E., F. NSPE, LA
7. Leanne Panduren, P.E., F. NSPE, MI
8. Curtis Beck, P.E., F. NSPE, HI
9. Christopher Stone, P.E., F. NSPE, VA
10. David Dexter, P.E., OH
11. Austin Lin, EIT, CT
12. Harve Hnatiuk, P.E., F. NSPE, PA

In addition to the contribution of the Task Force members, significant support was provided by NSPE staff members Mark Golden, Kim Granados, and others.

APPROACH

NSPE's budget and current statement of revenue and expenses were used as the basis for the Task Force's discussions and evaluation. Supplemental information and details were also provided by NSPE staff as requested by the Task Force. Based on the Task Force's initial review of the budget, the following line items were identified for more detailed discussion and evaluation:

- 25-01, *PE Magazine*
- 25-03, Annual Convention
- 25-04, Educational Programs (Continuing Education)
- 25-06, Publications & Other (Salary Survey)
- 26-02, Outreach on PE Issues (UPADI)
- 27-04, Alliances & Partnerships (COFPAES)

- 28-01 to 28-05, Interest Groups
- 29-05, MATHCOUNTS
- 29-06, Society Liaisons

The findings, conclusions, and recommendations of the Task Force are based on detailed discussions of these budget items. Supporting documentation that was provided to the Task Force is included in the Appendix of the report along with meeting minutes. The findings, discussion, and conclusions all provided substantive recommendations that are directional in nature such as:

- What is critical and what needs improvement?
- How do we invest volunteer and staff efforts to make programs more efficient and productive?
- How do we review activities and consider future cuts if they don't yield results?
- What is marginal and can be lowered in priority?

This Task Force, through its work, has validated and improved alignment of programs with NSPE priorities. In addition, it provides a great deal of direction and support for the new Executive Director in his efforts to improve the effectiveness, sustainability and financial performance of the Society, at all levels, further advancing the Board's *Race for Relevance* objectives.

FINDINGS & RECOMMENDATIONS

PE Magazine

The Task Force discussed the current status and future of the *PE Magazine* over the course of several meetings. NSPE staff member, Dave Siegel, was able to provide the group with information related to the format of the magazine (print vs. digital). According to survey information, approximately 2/3 of the membership preferred some form of print. The Task Force had discussion related to the format of the magazine and reviewed the fixed costs associated with the print version of the magazine. The possibility of either charging more for print or giving a dues reduction for digital was also discussed. Based on questions raised, Dave Siegel and Curtis Beck agreed to make contact with NSPE's advertising firm to discuss how the magazine is being marketed and to determine how going to a digital format may impact advertising revenues.

Ultimately, it was determined by the Task Force members that the *PE Magazine* adds value to NSPE membership and it was recommended that it be continued in some format. It is important to remember that many of NSPE's members are desktop members and the *PE Magazine* is the most tangible product that they receive from NSPE. The Task Force concluded that increasing the revenue associated with the magazine is a key to the long term success of the magazine and the NSPE budget as a whole.

After discussion, the Task Force made the following recommendations:

- 1. Work to increase revenue - NSPE staff will provide the Board of Directors with ideas for potential new marketing campaigns and potential increases in advertising revenues.**
- 2. Work on conversion of members to a digital format on a voluntary basis – NSPE staff will provide an estimate of savings for differing conversion rates.**
- 3. Staff will monitor the tipping point of when, if ever, to go digital only – Annualized costs savings will be kept in mind.**

Annual Convention

The Task Force discussed the fact that there is a Conference Task Force which is working on the details of the 2013 Annual Conference. The work of that Task Force includes a review of the conference's format and targeted audience. The focus is to increase conference attendance.

According to NSPE staff, the meeting has changed over time. In the past both an annual meeting and a winter meeting were held with approximately equal attendance. Although the Conference had a deficit last year, it was noted that this item should be revenue neutral or a gain. For most of its history, the conference has covered direct expenses.

After discussion, the Task Force agreed that the annual conference needs to be continued and that it is appropriate to follow up on this topic once the 2013 Conference is concluded.

Continuing Education

Continuing Education was discussed by the Task Force during several meetings. It was agreed that ideally continuing education should be revenue neutral or a gain. Costs are fixed for webinars so the expenses are fairly predictable. Revenues have not been as predictable. The cost of producing the seminars is relatively low, so there should be an opportunity to raise revenues. Staff will continue to evaluate the performance of offerings to make programs more efficient and productive and will continue to cut non performing programs from the inventory.

The Task Force noted that NSPE is a federation of 53 state societies and that there may be some opportunities for collaboration related to continuing education. At the present time there are many states that offer continuing education, but there are also many that rely on NSPE to provide this as a member benefit. The Task Force directed staff to investigate models of collaboration with state societies that would provide increased non-dues revenue to both parties as a result of any partnerships on increased offerings, content, and marketing by both parties.

The Task Force agreed that there is value in continuing education programs. Staff agreed to develop revenue projections associated with continuing education for the board as part of the budget process.

Salary Survey

The current salary survey is electronic and available 24/7. Members receive results for free. In the past, NSPE has partnered with ASCE, the Institute of Transportation Engineers and others to have multiple data points. NSPE now goes alone and in 2012 was only able to obtain about 1,500 survey respondents. This does not provide enough data points to be valuable.

The Task Force discussed that there are a lot of competing products and a lot of data is already available. It was questioned whether the survey is fundamental to NSPE's mission and if it is still of value. Options discussed were eliminating the salary survey, re-entering the partnership with ASCE but at a lower cost, and tweaking the survey to something done once a year for lower cost.

After discussion, the Task Force moved, seconded, and approved a recommendation to eliminate the salary survey.

UPADI

The Task Force discussed UPADI and the funding requirements. The group also discussed whether UPADI fits within the NSPE mission. ASCE is also involved from the U.S. Most participants have only one entity

representing engineers, usually a government entity, due to the way other countries handle engineering. Dues to UPADI are \$9,600.

After discussion, the Task Force moved, seconded, and approved a recommendation to terminate NSPE's involvement in UPADI.

COFPAES

NSPE is a founding member of COFPAES. The group is a coalition to uphold the Brooks Act. Current members are NSPE, ASCE, NSPS, MAPPS, and AIA. ACEC is no longer a member. Dues are currently \$8,000. It was the consensus of the Task Force that this program is within the core mission of NSPE.

After discussion, the Task Force moved, seconded, and approved a recommendation to maintain membership in COFPAES.

QBS Award/Grant & Coalitions

Staff explained that the NSPE QBS Award is a partnership between ACEC and NSPE, with NSPE incurring the costs and presenting the award every other year. Costs incurred are for the award and recipient's travel to the annual meeting. Staff explained the QBS grant program is a partnership between NSPE, ASCE, ACEC, APWA and AIA. After discussion it was recommended that the L&GA Committee review these programs.

With regards to advocacy coalitions and interaction, Golden will be focusing broadly on better leveraging NSPE's existing strategic alliance activities and achieving higher levels of integration and awareness within leadership and the rank-and-file membership. Golden has found that, in many areas, NSPE may not be capitalizing on current investments in coalitions and outreach.

Interest Groups

Interest Groups were discussed by the Task Force during several meetings. The history and background of the interest groups were provided to the group. The associated costs, participation, opportunities to raise revenue, and governance related to the interest groups were discussed by the Task Force. The Task Force generally agreed that there was benefit to giving members a place to interact with other members with like interests. However, there was discussion related to how interest groups fit into NSPE's core vision and mission. There were discussions related to how the interest groups' budgets are determined and how associated revenues should be accounted.

Many activities that historically were created by the interest groups are now stand alone activities or staff functions and should more accurately be broken out in different areas (e.g. EJCDC, Professional Liability Committee, Federal Engineer of the Year Award, MasterSpec affinity programs, etc.). It was noted that many activities add value to NSPE, both as a member benefit and as revenue generators (e.g. EJCDC materials).

The Task Force provided clear and substantive direction through its recommendations and discussions to Golden and senior staff to reframe how budgets are presented and managed to more accurately reflect the degree of member engagement and value. This will allow for reallocation of interest group staff resources to higher priority programs as part of the 2013-14 budgeting process. These changes will provide improved productivity and efficiency in critically needed areas, while preserving the value delivered and appreciated by key segments of the NSPE membership.

The Task Force reviewed how interest groups are similar or different from NSPE Committees. It was noted that eliminating the interest group's direct representation on the Board of Directors and HoD would provide a savings in governance.

After discussion, the Task Force moved, seconded and approved a recommendation to have the NSPE Treasurer and staff look at interest groups to restructure the groups to:

- 1. Reduce the amount of resources consumed by reallocating staff costs and by reducing governance costs.**
- 2. Increase capacity to generate more involvement and revenue.**
- 3. Function more like NSPE committees, which would include yearly charges from the NSPE Board of Directors, feedback loops for interest groups to provide recommendations and actionable information to the board, the elimination of volunteer travel funding for meetings, review of the interest group positions on the BOD/HOD, the review of other expenses such as awards programs, all of which are not part of NSPE committees.**

MATHCOUNTS

While discussing MATHCOUNTS, it was noted by the Task Force that for many members, MATHCOUNTS is the only activity in which they are active and is crucial to many NSPE chapters. The group agreed that there is value to NSPE because of the exposure that MATHCOUNTS provides for our organization. As it currently exists, the financial and operational relationship between NSPE and MATHCOUNTS is fair to both parties and in fact creates some cost efficiencies for NSPE.

After discussion, the Task Force moved, seconded, and approved a recommendation to keep NSPE's support of MATHCOUNTS as is. Staff was also directed to look into the possibility of funding MATHCOUNTS through the Educational Foundation.

Society Liaisons

The Task Force had discussions related to NSPE's involvement in AAES. It is believed that AAES is a good opportunity for NSPE to meet with leaders of other groups for the purpose of collaboration and to coordinate lobbying efforts. The Executive Directors have a monthly conference call. How NSPE interacts and influences the engineering community should be a consideration when evaluating the organization's participation in AAES. Executive Director Golden had the opportunity to participate on one conference call with the executive directors and has done some research and discussed the NSPE-AAES relationship with Kathryn Gray. Golden believes there is a tremendous opportunity to leverage activities of the whole, speak with one voice and avoid redundancy. Golden recommends that NSPE continue its relationship with AAES.

Golden has also reported that NSPE has only maintained a token participation in the CESSE and could benefit from increasing participation to generate more value. Golden believes both AAES and CESSE are under-utilized and recommends that with determined attention they could become more productive. These relationships should be reviewed on an annual basis. Ultimately the consensus of the Task Force was to agree with Golden's recommendations.

The Task Force also reviewed NSPE's expenses related to other society liaison activities. There was discussion related to the expenses associated with international travel and whether or not there was a good return on investment for the organization. It was noted that the Japan meeting has about 30 attendees. The South Korean meeting had over 1,000. All liaisons seem to have a primary interest in influencing NSPE to facilitate easier licensing and work for foreign engineers in the U.S. Many other countries do not understand that NSPE is not the licensing body in the U.S.

The consensus of the Task Force was that there exists a tremendous opportunity for savings in the international area. An opportunity also exists for leadership to clearly focus on sending local representatives as society liaisons in order to cut down on expenses and encourage savings, where feasible. An additional savings could be to review NSPE's policy on funding spouse travel for NSPE officers, especially for international travel.

After discussion, a motion was made, seconded, and approved to recommend that the line item under society liaisons and international liaisons be lowered by \$24,000 over the current year in the 2013-2014 budget, and that priorities for travel be vetted annually, including an overall recommendation for a reduction in international travel.

APPENDIX A

MEETING MINUTES

NSPE Program Prioritization Task Force Conference Call
Minutes

February 11, 2013
4:00 p.m., E.S.T

David Martini, P.E., <i>Chair</i>	X	John Martin, P.E., F.NSPE	X
Paul Bakken, P.E., F.NSPE	X	Harve Hnatiuk, P.E., F.NSPE	X
Steve Bassett, P.E., F.NSPE	X	Leanne Panduren, P.E., F.NSPE	X
Curtis Beck, P.E., F.NSPE	X	Chris Richard, P.E., F.NSPE	
David Dexter, PE,,		Chris Stone, P.E., F.NSPE	X
Mark Golden, FASAE, CAE	X	Neal Wright, P.E., F.NSPE	
Austin Lin	X	Kim Granados, CAE <i>Staff Liaison</i>	X

1. Introductions –Martini welcomed the task force to the call and self introductions were made.

2. Overview

- a. Background –Martini gave the group background on the prior task force that looked at NSPE programs. He to this and discussed this group would pull back and review the big picture, what do we do well, and what are the “buckets”/items of service that NSPE should be in. December NSPE financials from the project level were distributed and will serve as a guide for discussions.
- b. Board Perspective – Hnatiuk commented on the board perspective of Race for Relevance and the need to tailor services and free up resources for the most valuable programs for members. Aligning the budget with the mission statement and NSPE goals is a focus of this exercise.
- c. Treasurer Perspective – Panduren plans to bring the budget perspective of where are we spending money and are we spending it in the right ways. There are many different layers to be reviewed and we need to be cautious on only cutting based on budget.

3. Budget Review

The group will review NSPE programs with the following items in mind

- a. Income and Expenses
- b. Items with low or high value for the money
- c. Items that are or should be revenue neutral or revenue generating
- d. Items that add value to membership



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The task force discussed all of NSPE programs and will focus on the following areas more closely to clearly identify the financial value, strategic value, or both:

- *PE*
- Annual Meeting
- Continuing education
- Salary Survey
- UPADI
- Advocacy – COFPAES and QBS Awards & Grants
- Interest Groups
- MATHCOUNTS
- Other society liaisons – leadership travel, AAES and International

4. Next Steps

- a. Process: The group will review a couple items on each call to facilitate detailed discussions.
- b. Next meeting date(s) 3:00 EST, Granados will send a Doodle poll for the week of the 18th for review of *PE*, annual meeting, and continuing education.

5. Adjourn –Meeting was adjourned at 5:42

NSPE Program Prioritization Task Force Conference Call
Minutes

February 18, 2013
3:00 p.m., E.S.T

David Martini, P.E., <i>Chair</i>	X	Austin Lin	
Paul Bakken, P.E., F.NSPE		John Martin, P.E., F.NSPE	X
Steve Bassett, P.E., F.NSPE	X	Leanne Panduren, P.E., F.NSPE	
Curtis Beck, P.E., F.NSPE	X	Chris Richard, P.E., F.NSPE	X
David Dexter, PE,,	X	Chris Stone, P.E., F.NSPE	
Mark Golden, FASAE, CAE		Neal Wright, P.E., F.NSPE	X
Harve Hnatiuk, P.E., F.NSPE	X	Kim Granados, CAE <i>Staff Liaison</i>	X
		Polly Collins, NSPE Director of Meetings	X
		David Siegel	X

1. Introductions –Martini welcomed the task force to the call and set up the direction for the call to review the following topics:

2. Program discussions:

PE

Dave Siegel gave a brief summary of the materials provided. The group held discussion on the topic and were in agreement that *PE* magazine is a major value of the organization and there is a huge impact on members. More data is needed before a recommendation is made, such as:

- What is the impact on advertising of going digital? Can we increase revenue for digital/print to offset costs?
- How can we manage costs and revenue more effectively for both print and digital?
- How do we expand readership?

Next steps:

- Discussion with advertising agency with request for data (Beck & Seigel)
- Break down of printing costs (Seigel)

Annual meeting

2013 Conference Task Force is working on 2013 event. The PPTF needs to look at future meetings and determine whether meetings need to produce non-dues revenue to continue.

Collins gave a historical perspective of NSPE annual meetings.

Issues affecting attendance:

- Location – ease and cost of travel
- Finances – fewer states are able to financially support attendance of leaders – Presidents, President-elects, delegates and staff
- Is there enough value to have this every year?

Next steps:

- Follow up once the 2013 Conference Task Force completes their work.
- Monitor HoD listserv chat.

Continuing Education

Granados presented data representing the usage of 2012 15 free pdhs indicating 7% of members have participated.

- Should we worry about internal competition with state societies?
- Are there opportunities to partner with states?
- Where are the efficiencies?
- How can we be more effective? (Sponsorships)

Next steps:

- Gather data on purchased webinars over the last 4-5 years (Granados)

3. Adjourn –Meeting was adjourned at 4:30 pm

NSPE Program Prioritization Task Force Conference Call
Minutes

February 25, 2013
3:00 p.m., E.S.T

David Martini, P.E., <i>Chair</i>	x	Austin Lin	
Paul Bakken, P.E., F.NSPE	x	John Martin, P.E., F.NSPE	
Steve Bassett, P.E., F.NSPE	x	Leanne Panduren, P.E., F.NSPE	x
Curtis Beck, P.E., F.NSPE	x	Chris Richard, P.E., F.NSPE	X
David Dexter, PE,		Chris Stone, P.E., F.NSPE	
Mark Golden, FASAE, CAE	x	Neal Wright, P.E., F.NSPE	x
Harve Hnatiuk, P.E., F.NSPE	x	Kim Granados, CAE <i>Staff Liaison</i>	x
		David Siegel	x

1. Introductions –Martini welcomed the task force to the call.

As decided on last week's call, decisions for recommendations to the Board of Directors will be conducted by up or down vote.

Deliverables from the task force are due on March 20th.

2. Old Business/Program discussions:

PE

Beck reported on a call with NSPE's advertising firm. He recommended working on increasing revenue before decisions are made to cut expenses. Beck suggests tabling the DCT committee recommendation of going digital only and other cost cutting options for the near future.

The group discussed the complexities inherent of charging extra for *PE* and conversely offering a discount to members that choose. Either option would have significant impacts on dues billing.

It was noted that NSPE has already saved costs by forcibly migrating students.

Recommendation #1: increase ad revenue. NSPE staff will provide some revenue estimates.



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Recommendation #2: work on voluntary converting members to a digital format, but not yet mandatory. NSPE staff will provide an estimate of savings for differing conversion rates.

Recommendation #3: Staff will monitor the tipping point of when to go digital only. Annualized cost savings will be kept in mind.

Continuing Education

Granados explained costs and revenue for the continuing education programs. Cost of the delivery system is fixed. Cost of content creation is low. Any new offering, in addition to those planned that attracts revenue, goes to the bottom line. Collaboration with states might help states and national generate non-dues revenues.

Staff will help develop some projections for the board.

Salary Survey

2/21 Motion was made and seconded to recommend elimination of the NSPE Salary Survey. Motion PASSED unanimously.

UPADI

2/21 Motion was made and seconded to recommend elimination of funding for UPADI. Motion PASSED unanimously.

COFPAES

Chris Stone provided the group with input via e-mail.

The consensus of the task force was that this program is within the core mission of NSPE and is worthwhile.

Recommendation is for continued participation by NSPE in COFPAES.

3. New Business/Programs

QBS Award/ Grant & Coalitions

Granados explained the award and grants to the best of her ability and suggested L&GA may want to review. Golden is will also be looking at NSPE strategic alliance activities broadly and reviewing coordination.

Interest Groups

Task force requested to see a break out pieces of the interest groups that would exist outside of the existence of interest group's governance. Granados will have data by 3/4

Question was posed: Are we using interest groups well to segment our markets to differentiate ourselves and sell products and services?

4. Next meetings: Mondays and Thursdays at 3 pm eastern until the March 20 deadline for recommendation.

5. Adjourn – Meeting was adjourned at 4:15 pm



NSPE Program Prioritization Task Force Conference Call
Minutes

February 21, 2013

3:00 p.m., E.S.T

David Martini, P.E., <i>Chair</i>	X	Austin Lin	
Paul Bakken, P.E., F.NSPE	X	John Martin, P.E., F.NSPE	
Steve Bassett, P.E., F.NSPE	X	Leanne Panduren, P.E., F.NSPE	X
Curtis Beck, P.E., F.NSPE	X	Chris Richard, P.E., F.NSPE	X
David Dexter, PE,		Chris Stone, P.E., F.NSPE	
Mark Golden, FASAE, CAE		Neal Wright, P.E., F.NSPE	X
Harve Hnatiuk, P.E., F.NSPE	X	Kim Granados, CAE <i>Staff Liaison</i>	X
		David Siegel	X

1. Introductions –Martini welcomed the task force to the call and set up the direction for the call to review the following topics:

The group decided on the call today that decisions for recommendations to the Board of Directors will be conducted by up or down vote.

2. Program discussions:

PE

Dave Siegel discussed numbers from current print run, to the price of what a 5,000 print run would be. Ink, paper and postage would go down. 40 page pre press charges would stay the same.

Group discussed what would the impact be for fewer issues a year and what would the impact be of a smaller magazine (fewer pages)

Siegel pointed out that technology is constantly changing and quickly and questioned whether is now the time to be making the decision to go digital only.

- Beck & Siegel have a conference call on 2/22 with Mohana, NSPE's advertising firm.

Continuing Education

Granados will be providing data on purchased webinars over the last 4 years by the 2/25 meeting

Salary Survey

The current offering is electronic and available 24/7. Members receive results for free. In the past, NSPE partnered with ASCE, Institute Transportation Engineers and others to have multiple data points. Alone in 2012 NSPE alone has been able to obtain only about 1,500 survey respondents which is not enough data points to be valuable especially at a locally viewed level. Expenses are @28k, paid to Gallop and revenues are only 14k.

The task force discussed that there are a lot of competing products and a lot of data is already available. It was questioned whether the survey is this fundamental to our mission and is it still of value. Options discussed were eliminating the salary survey, re-entering the partnership with ASCE but at a lower cost, and tweaking the survey to something done once a year for lower cost.

Motion was made and seconded to recommend elimination of the NSPE Salary Survey. Motion PASSED unanimously.

UPADI

The group discussed UPADI and the funding requirements and discussed whether that fits with the NSPE mission. ASCE and NSPE are both involved from the U.S. Most participants have one entity representing engineers, usually a government entity, due to the way other countries handle engineering. Dues to UPADI are \$9,600. Does NSPE lose relevance if we choose not to participate? Do we want ASCE representing professional engineers for the US? Are they already doing so?

Motion was made and seconded to recommend elimination of funding for UPADI. Motion PASSED unanimously.

World Federation of Engineering Organizations is another organization similar. Budget numbers are found under International Liaisons, but no decision was made.

Volunteer travel discussion

NSPE to states

Martini asked when an NSPE leader travels to the state, where does that funding come from. It was explained that NSPE takes care of all travel and hotel expenses almost 100% of the time. States may or may not pick up registration to the meeting and sometimes the hotel.

NSPE leadership to other organizations (ie ACEC, ASCE, etc)

NSPE pays for travel and hotel expenses. The inviting organization tends to provide complimentary registration. As does NSPE when inviting other organization to the NSPE annual meeting.

COFPAES

Group is a coalition to uphold the Brooks Act. Current members are NSPE, ASCE, NSPS, MAPPS, and AIA. ACEC is no longer a member of COFPAES. Dues are 8k. This is one of



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many coalitions NSPE is involved in, but one of few that has hard expenses. Question was asked how and who determines with which organizations NSPE gets involved?

Chris Stone is necessary for this conversation.

3. Adjourn –Meeting was adjourned at 4:10 pm

NSPE Program Prioritization Task Force Conference Call
Minutes
February 28, 2013
3:00 p.m., E.S.T

David Martini, P.E., <i>Chair</i>	x	Austin Lin	
Paul Bakken, P.E., F.NSPE	x	John Martin, P.E., F.NSPE	
Steve Bassett, P.E., F.NSPE	x	Leanne Panduren, P.E., F.NSPE	
Curtis Beck, P.E., F.NSPE		Chris Richard, P.E., F.NSPE	x
David Dexter, PE,	x	Chris Stone, P.E., F.NSPE	x
Mark Golden, FASAE, CAE	x	Neal Wright, P.E., F.NSPE	
Harve Hnatiuk, P.E., F.NSPE	x	Kim Granados, CAE <i>Staff Liaison</i>	x

1. Introductions –Martini welcomed the task force to the call.

Deliverables from the task force are due on March 20th. Martini reviewed the charge of cutting 20% of programs/expenses and reminded the task force that some hard decisions will need to be made.

2. Recommendations Made

- 1) Motion was made and seconded to recommend elimination of the NSPE Salary Survey. Motion PASSED unanimously.
- 2) Motion was made and seconded to recommend elimination of funding for UPADI. Motion PASSED unanimously.
- 3) Motion was made and seconded to recommend continued participation by NSPE in COFPAES.
- 4) Motion was made and seconded to recommend continued MATHCOUNTS support and look into whether the Educational Foundation should be engaged as regarding.

Others (not quite as formal)

Recommendation #1: Increase ad revenue.

Recommendation #2: Encourage voluntary conversion of members to a digital format, but not yet mandatory.

Recommendation #3: Staff will monitor the tipping point of when to go digital only.

3. Actions Outstanding

- NSPE staff will provide revenue estimates for increased ad sales.



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- NSPE staff will provide an estimate of savings for differing conversion rates for digital PE
- Staff will help develop continuing education revenue and expense projections for the board.
- Golden to look at NSPE strategic alliance activities broadly and reviewing coordination.
- Granados to provide data on interest groups by ¾

4. New Business/Programs

MATHCOUNTS

The task force reviewed the data provided. Consensus of the task force is that the relationship with MATHCOUNTS is beneficial financially and via visibility

Could the budget be more transparent?

Motion was made and seconded to recommend continued MATHCOUNTS support and look into whether the Educational Foundation should be engaged as regarding.

Other Society Liaisons

Staff will provide a break out of 001 Society Liaisons and 003 International Liaisons

AAES

AAES is a group of engineering societies and has existed since 1979. Group meets twice a year and gets together with leadership level of other organizations. Executive Directors have a monthly conference call. Are there tangible results of the collaboration? ASCE acts as the secretariat and is funded.

Golden will report back on interactions with the group and will investigate whether there is a way to scale back the cost. And the tf will revisit the issue one more time.

Overall cost of governance

NSPE has already saved money by going from four to two face to face meetings. Golden commented that association best practices indicate that key staff and executive costs should get charged to the governance section.

5. Other potential topics to discuss – Marketing and Membership
6. Potential for ways to increase revenue?
Chris Stone requested a blue sky session to look at opportunities to generate non dues revenue. Mark Golden is working on this internally.
7. Next meetings: Monday March 4. (and the following Mondays and Thursdays at 3 pm eastern until the March 20 deadline for recommendation) call number will remain 1-866-704-2476 passcode 370814#
8. Adjourn – Meeting was adjourned at 4:11 pm

NSPE Program Prioritization Task Force Conference Call
Minutes
March 4, 2013
3:00 p.m., E.S.T

David Martini, P.E., <i>Chair</i>	X	Austin Lin	X
Paul Bakken, P.E., F.NSPE	X	John Martin, P.E., F.NSPE	X
Steve Bassett, P.E., F.NSPE	X	Leanne Panduren, P.E., F.NSPE	X
Curtis Beck, P.E., F.NSPE	X	Chris Richard, P.E., F.NSPE	X
David Dexter, PE,	X	Chris Stone, P.E., F.NSPE	X
Mark Golden, FASAE, CAE	X	Neal Wright, P.E., F.NSPE	
Harve Hnatiuk, P.E., F.NSPE	X	Kim Granados, CAE <i>Staff Liaison</i>	X

1. Introductions –Martini welcomed the task force to the call.

Deliverables from the task force are due on March 20th. Martini reviewed the charge of cutting 20% of programs/expenses and reminded the task force that some hard decisions will need to be made.

2. Recommendations Previously Made

- 1) Motion was made and seconded to recommend elimination of the NSPE Salary Survey. **Motion PASSED.** (Net 6.5)
- 2) Motion was made and seconded to recommend elimination of funding for UPADI. **Motion PASSED.** (net savings 6.9)
- 3) Motion was made and seconded to recommend continued participation by NSPE in COFPAES. **Motion PASSED**
- 4) Motion was made and seconded to recommend continued MATHCOUNTS support and look into whether the Educational Foundation should be engaged. **Motion PASSED**

Others (not quite as formal)

Recommendation #1: Increase ad revenue.

Recommendation #2: Encourage voluntary conversion of members to a digital format, but not yet mandatory.

Recommendation #3: Staff will monitor the tipping point of when to go digital only.

3. Actions Outstanding

- NSPE staff will provide revenue estimates for increased ad sales.



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- NSPE staff will provide an estimate of savings for differing conversion rates for digital PE
- Staff will help develop continuing education revenue and expense projections for the board.
- Golden to look at NSPE strategic alliance activities broadly and reviewing coordination. And will provide input on AAES.
- Staff will provide a breakout of society liaison costs.

4. New Business/Programs

Interest Groups

The task force recognized the history of and original value from the creation of communities that cross geography and discipline and add an additional channel of engagement in NSPE.

Some concerns expressed were: IGs create the opportunity for divisiveness –“us vs them mentality”; IGs receive an unfair allocation of resources compared to other committees such as LQPC & BER, IGs aren’t given charges from the board like there committees, do IGs need a representative on the BoD and HoD..

The task force discussed the concept of whether the savings to be had were real or just perceived. IG staff could be reassigned to higher priority activities so there may be no net savings to NSPE, but more staff could be used to bring in revenue in other areas.

Relevance of the interest groups in state societies was mentioned.

Motion was made and seconded to task the NSPE Treasurer and staff to look at interest groups to restructure interest groups to a) reduce amount of resources consumed (by reallocating staff costs and by reducing governance costs and b) structure them in a way to increase capacity to generate more involvement and revenue, and c) have them function more like an NSPE committee. **Motion CARRIED.**

Austin reported on the future of Young Engineer activities and whether this should be consolidated as well. Could there be more involvement if it was all inclusive. And whether there should be one Young Engineer interest group to encompass all.

5. Next meetings: Thursday March 7. (and the following Mondays and Thursdays at 3 pm eastern until the March 20 deadline for recommendation) call number will remain 1-866-704-2476 passcode 370814#
6. Adjourn – Meeting was adjourned at 4:21 pm

NSPE Program Prioritization Task Force Conference Call

Minutes

March 7, 2013

3:00 p.m., E.S.T

David Martini, P.E., <i>Chair</i>	X	Austin Lin	X
Paul Bakken, P.E., F.NSPE	X	John Martin, P.E., F.NSPE	X
Steve Bassett, P.E., F.NSPE	X	Leanne Panduren, P.E., F.NSPE	X
Curtis Beck, P.E., F.NSPE		Chris Richard, P.E., F.NSPE	X
David Dexter, PE,		Chris Stone, P.E., F.NSPE	X
Mark Golden, FASAE, CAE		Neal Wright, P.E., F.NSPE	
Harve Hnatiuk, P.E., F.NSPE	X	Kim Granados, CAE <i>Staff Liaison</i>	X

Deliverables from the task force are due on March 20th.

1. Call to order –Martini called the meeting to order.

2. Program Discussion

Society Liaisons/International

Society Liaisons – current expense is \$48

International Liaisons – current budget expense is \$16

Question was raised: is the return on investment for international travel worth it for every year? Japan meeting has about 30 attendees. S. Korean meeting had over 1,000 in attendance. S. Koreans were primarily interested in the free trade agreement between US and S. Korea. Engineers Canada works best when the location is convenient. All liaisons seem to have a primary interest in influencing NSPE to facilitate easier licensing and work for foreign engineers in the US. Many do not understand that NSPE is not the licensing body in the US.

The consensus of the task force was that there exists a tremendous opportunity for savings in the international area. An opportunity also exists for leadership to clearly focus on sending local representatives as Society Liaisons in order to cut down on expenses and encourage savings. An additional savings could be to review NSPE OP on funding spouse travel of the NSPE President, especially for international travel.

Motion made and seconded to recommend that line items under society liaisons and international liaisons be lowered by \$24k over the current year in the 2013-14 budget, and that priorities for travel be vetted annually including an overall recommendation for a reduction in international travel. **Motion CARRIED** (Net 24k)

3. Recommendations Previously Made

- 1) Motion was made and seconded to recommend elimination of the NSPE Salary Survey. **Motion CARRIED.** (Net 6.5)
- 2) Motion was made and seconded to recommend elimination of funding for UPADI. **Motion CARRIED.** (net savings 6.9)
- 3) Motion was made and seconded to recommend continued participation by NSPE in COFPAES. **Motion CARRIED.**
- 4) Motion was made and seconded to recommend continued MATHCOUNTS support and look into whether the Educational Foundation should be engaged. **Motion CARRIED.**
- 5) Motion was made and seconded to task the NSPE Treasurer and staff to look at interest groups to restructure interest groups to a) reduce amount of resources consumed (by reallocating staff costs and by reducing governance costs and b) structure them in a way to increase capacity to generate more involvement and revenue, and c) have them function more like an NSPE committees. **Motion CARRIED.**

Others (not quite as formal)

Recommendation #1: Increase ad revenue.

Recommendation #2: Encourage voluntary conversion of members to a digital format, but not yet mandatory.

Recommendation #3: Staff will monitor the tipping point of when to go digital only.

4. Actions Outstanding

- NSPE staff will provide revenue estimates for increased ad sales.
 - NSPE staff will provide an estimate of savings for differing conversion rates for digital *PE*
 - Staff will help develop continuing education revenue and expense projections for the board.
 - Golden to look at NSPE strategic alliance activities broadly, review coordination and provide input on AAES.
5. Next meetings: Monday March 11 to review input on AAES from Golden, review options and recommendations for *PE*, and look at what is outstanding and needs to be addressed.
 6. Adjourn – Meeting was adjourned at 4:21 pm

NSPE Program Prioritization Task Force Conference Call
Minutes
March 11, 2013
3:00 p.m., E.S.T

David Martini, P.E., <i>Chair</i>	X	Austin Lin	
Paul Bakken, P.E., F.NSPE	X	John Martin, P.E., F.NSPE	
Steve Bassett, P.E., F.NSPE	X	Leanne Panduren, P.E., F.NSPE	
Curtis Beck, P.E., F.NSPE	X	Chris Richard, P.E., F.NSPE	X
David Dexter, PE,		Chris Stone, P.E., F.NSPE	
Mark Golden, FASAE, CAE	X	Neal Wright, P.E., F.NSPE	
Harve Hnatiuk, P.E., F.NSPE	X	Kim Granados, CAE <i>Staff Liaison</i>	X

Deliverables from the task force are due on March 20th.

1. Call to order –Martini called the meeting to order.

2. Program Discussion

AAES - Golden has had the opportunity to participate on one conference call with the executive directors, has done some research and discussed relationship with Kathryn Gray. Golden believes there is tremendous opportunity to leverage activities of the whole, Speak with one voice and avoid redundancy. Golden recommends continuing the relationship to work to bring out the benefits that exist.

CESSE - Golden reported that NSPE has only maintained token participation in the s and could benefit from increasing participation to generate value.

Golden believes both groups are underutilized and recommends that with determined attention could they become more productive and review on an annual basis. The task force agreed.

PE - Golden focused on the unpredictability of the decision since projections, and any trend impact of digital only is premature as it has only been available for a short time.

For the majority of NSPE members who are “mailbox members”, will never be active and engaged, which is the norm in associations. For these members *PE* is the tangible evidence of membership. A conservative approach would be to encourage migration to digital but be cautious with any harsh, immediate cuts, because an e-mail is less a tangible benefit that is easier to ignore and delete.

Other Costs – Once the report is written, Golden will review for a sense of reallocation of staff costs to higher priority programs.



Impact of the task force

The task force charge of a 20% reduction of programs or a 20% reduction in costs may not be immediately met; however this task force has set guidance and direction for staff and leadership when making future decisions at a critical time within the NSPE budget process. This guidance allows for the reprioritization and refocus of the entire organization. Mid-term and long-term accomplishments will be seen as the work of this task force becomes institutionalized and is ongoing.

3. Recommendations Previously Made

- 1) Motion was made and seconded to recommend elimination of the NSPE Salary Survey. **Motion CARRIED.** (Net 6.5)
- 2) Motion was made and seconded to recommend elimination of funding for UPADI. **Motion CARRIED.** (net savings 6.9)
- 3) Motion was made and seconded to recommend continued participation by NSPE in COFPAES. **Motion CARRIED.**
- 4) Motion was made and seconded to recommend continued MATHCOUNTS support and look into whether the Educational Foundation should be engaged. **Motion CARRIED.**
- 5) Motion was made and seconded to task the NSPE Treasurer and staff to look at interest groups to restructure interest groups to a) reduce amount of resources consumed (by reallocating staff costs and by reducing governance costs and b) structure them in a way to increase capacity to generate more involvement and revenue, and c) have them function more like NSPE committees. **Motion CARRIED.**
- 6) Motion made and seconded to recommend that line items under society liaisons and international liaisons be lowered by \$24k over the current year in the 2013-14 budget, and that priorities for travel be vetted annually including an overall recommendation for a reduction in international travel. **Motion CARRIED** (Net 24k)

Others (not quite as formal)

Recommendation #1: Increase ad revenue.

Recommendation #2: Encourage voluntary conversion of members to a digital format, but not yet mandatory.

Recommendation #3: Staff will monitor the tipping point of when to go digital only.

4. Actions Outstanding

- NSPE staff will provide revenue estimates for increased ad sales.
- NSPE staff will provide an estimate of savings for differing conversion rates for digital PE



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- Staff will help develop continuing education revenue and expense projections for the board as part of the budget process.
5. Next meetings: Thursday March 14 to review the draft of the report.
 6. Adjourn – Meeting was adjourned at 3:37 pm

NSPE Program Prioritization Task Force Conference Call

Minutes

March 14, 2013

3:00 p.m., E.S.T

David Martini, P.E., <i>Chair</i>	X	Austin Lin	
Paul Bakken, P.E., F.NSPE	X	John Martin, P.E., F.NSPE	
Steve Bassett, P.E., F.NSPE	X	Leanne Panduren, P.E., F.NSPE	X
Curtis Beck, P.E., F.NSPE	X	Chris Richard, P.E., F.NSPE	X
David Dexter, PE,		Chris Stone, P.E., F.NSPE	
Mark Golden, FASAE, CAE	X	Neal Wright, P.E., F.NSPE	X
Harve Hnatiuk, P.E., F.NSPE	X	Kim Granados, CAE <i>Staff Liaison</i>	X

Deliverables from the task force are due on March 20th.

1. Call to order –Martini called the meeting to order.
2. Comments
 - a. Pg 1
 1. Under background 3rd bullet change from “can be” to
 2. Under committee members –add “PA” after Harve Hnatiuk
 3. Approach – indicate that more than 6 mths of data were reviewed. Change to “
 - b. Pg 2
 1. PE Magazine
 1. Change item 1 to “Work to increase revenue –NSPE staff will provide the Board of Directors with ideas for potential new marketing campaigns and potential increases in advertising revenues.
 2. Remove sentence in second paragraph :”Long term...”
 3. Change item 3 to say “staff will monitor the tipping point of when, if ever, to go digital only.” The group has not concluded that digital is the long term option and sees there is still value to print version for many members.
 2. Annual conference
 1. Change to covers direct expenses.
 2. Reevaluate after the 2013 conference
 3. Continuing ed –last two sentences.
 1. Granados to expand language on collaboration. Make stronger
 4. Salary survey
 1. Bold recommendations



2. Golden and Granados to check on expenses for salary survey.
 5. UPADI –no edits
 6. COFPAES –no edits
 7. QBS Award, Grants and Coalitions –Golden and Granados will clarify language.
 8. Interest group – intention is to assess true value and costs by removing stand alone projects associated by an interest group.
 1. Granados and Golden will work on language.
 2. Change recommendation 3 to “Function like NSPE committees”
 9. Mathcounts
 10. Society liaisons –
 1. next to last paragraph change “NSPE President” to “officers”.
 2. Add “where feasible”
 11. Summary
 1. Item 4 look at 14k
 2. Make item 8 look
 3. Modify PE section to say staff will increase ad revenue.
3. Next meetings: Final call will be Monday at 3 pm eastern
4. Adjourn – Meeting was adjourned at 3:47 pm

NSPE Program Prioritization Task Force Conference Call

Minutes

March 18, 2013

3:00 p.m., E.S.T

David Martini, P.E., <i>Chair</i>	X	Austin Lin	X
Paul Bakken, P.E., F.NSPE	X	John Martin, P.E., F.NSPE	X
Steve Bassett, P.E., F.NSPE		Leanne Panduren, P.E., F.NSPE	
Curtis Beck, P.E., F.NSPE	X	Chris Richard, P.E., F.NSPE	X
David Dexter, PE,		Chris Stone, P.E., F.NSPE	
Mark Golden, FASAE, CAE		Neal Wright, P.E., F.NSPE	X
Harve Hnatiuk, P.E., F.NSPE	X	Kim Granados, CAE <i>Staff Liaison</i>	X

Deliverables from the task force are due on March 20th.

1. Call to order –Martini called the meeting to order.
2. Review Martini worked to incorporation of the comments made on the prior call, Golden and Granados tried to expand on language as requested.
3. The group approved the draft, with minor grammatical edits, and the inclusion of an executive summary.
4. Adjourn – Meeting was adjourned at 3:35 pm

APPENDIX B

PE MAGAZINE

PE: Print and Digital

Facts About Print

- 62% of readers have read all 4 of the last 4 issues of PE and 13% read 3 of 4 (2012 PE Reader Survey, covering print edition only, not digital). This is 2% higher than in 2009.
- 68% spend at least a half hour looking at the typical issue of PE. This is 6% higher than in 2009.
- PE magazine had the highest percentage of utilization (88.5%) and the highest level of importance (3.80) of 15 different products and services. Although these results are from a 2006 survey, it's the largest and only one of its kind conducted in recent years. (5,046 member respondents and 446 nonmember respondents)
- In 2012, PE magazine brought in \$69,755 in advertising revenue, an increase of \$11,703 over 2011.

Facts About Digital

- A 2011 survey of members showed that 34% want print only, 31% prefer print and digital, and 30% prefer digital only. However, since recently offering digital to members, only 1,754 members switched to digital only, which indicates that many members still want print.
- In late 2012, NSPE gave 21,684 nonstudent members three subscription options: 1) digital only PE magazine 2) digital + hard copy or 3) hard copy only. Those who wanted to continue their hard-copy only subscription did not have to provide a response. [Note: members were sent two separate e-mails asking for their preference.]
- 12,146 members opened the e-mails asking for their preferences. Of those, 1,123 members (9%) selected "Continue my print subscription but also e-mail me digital PE" and 1,754 members (14%) selected "Sign me up to receive only digital PE."
- On February 4, the first issue of digital PE (Jan/Feb issue) was mailed to the expanded subscriber base. Here are the statistics through 2/14:
- E-mail Notices Received: 5,797; E-mails Opened: 2,132 (36.78%)
- Number of people who clicked through to the Jan/Feb PE: 950
- Number of page views: 18,380 (19 pages/person)
- Average time on site: 6 minutes 26 seconds

Comments

- NSPE started digital PE last May because we knew from our survey that more members were consuming digital content and a significant percentage said they would be interested in receiving PE in digital form. There was also the potential for savings. The plan was to gradually introduce it to members (starting with approximately 3,000 student members) and see how it goes. Only this month (February 2013) did we take the big step of offering digital to all members.
- The early returns make it very clear that print is still the preferred way of receiving PE. The statistics also confirm that it's easy for readers to ignore a digital subscription or give it only cursory attention.
- PE is a successful, tangible product that puts NSPE and its mission in front of all members 10 times per year—the only tangible product and connection that all members have with the Society.
- If saving money is the highest priority, eliminating print and going all digital will help accomplish that, but there will also be a cost in terms of member dissatisfaction and a lost connection to them. Additionally, it is likely that advertising revenue would suffer.
- Maintaining the current three subscription options will enable NSPE to continue meeting its members' preferences while gathering data about members' digital reading habits.

PE Print Run Cost Comparison

Copies Delivered	26,460	5,000
Prepress 56900-10-25-01-001	\$1,710.00	\$1,710.00
Press (55100-10-25-01-001)	\$4,750.00	\$3,304.00
Ink (55100-10-25-01-001)	\$950.00	\$178.00
Paper (55100-10-25-01-001)	\$7,185.00	\$3,247.00
Binding (55100-10-25-01-001)	\$1,400.00	\$490.00
Mailing (54800-10-25-01-001)	\$600.00	\$454.00
Freight/Postage (54500-10-25-01-001)	\$8,500.00	\$1,500.00
Totals	\$25,095.00	\$10,883.00
Cost per copy	\$0.95	\$2.18
Cost per year (10 issues)	\$250,950.00	\$108,830.00

APPENDIX C

ANNUAL CONVENTION

Meeting Dates	Annual/ Winter	Destination	Registration	
January 14 - 19, 1980	Winter	Atlanta, GA	Unknown	
July 14 - 19, 1980	Annual	Detroit, MI	1300+	Governance
January 19 - 24, 1981	Winter	Little Rock, AR	Unknown	[Fifty + Years]
July 13 - 18, 1981	Annual	Bismark, ND	Unknown	
January 18 - 23, 1982	Winter	Phoenix, AZ	Unknown	
July 12 - 17, 1982	Annual	Omaha, NE	Unknown	
January 9 - 15, 1983	Winter	San Juan, PR	Unknown	
July 10 - 16, 1983	Annual	Dayton, OH	Unknown	
January 15 - 21, 1984	Winter	San Francisco, CA	Unknown	
July 9 - 15, 1984	Annual	Washington, DC	Unknown	
January 28 - February 2, 1985	Winter	Albuquerque, NM	Unknown	
July 15 - 20, 1985	Annual	Buffalo, NY	Unknown	
January 1986	Winter	Fort Worth, TX	Unknown	
July 13 - 19, 1986	Annual	Indianapolis, IN	735	
January 18 - 24, 1987	Winter	Orlando, FL	Unknown	
July 12 - 18, 1987	Annual	Denver, CO	777	
January 23 - 30, 1988	Winter	Mobile, AL	743	
July 17 - 23, 1988	Annual	Seattle, WA	724	
January 7 - 14, 1989	Winter	Arlanta, GA	754	
July 23 - 29, 1989	Annual	Minneapolis, MN	678	
January 27 - February 3, 1990	Winter	San Diego, CA	801	
July 15 - 21, 1990	Annual	Norfolk, VA	Unknown	
January 13 - 19, 1991	Winter	New Orleans, LA	834	
July 21 - 27, 1991	Annual	Grand Rapids, MI	701	
January 18 - 25, 1992	Winter	Charleston, SC	752	
July 18 - 25, 1992	Annual	Oak Brook, IL	830	
January 23 - 30, 1993	Winter	Kona, HI	725	
July 17 - 24, 1993	Annual	Pittsburg, PA	705	
January 8 - 15, 1994	Winter	Tuscon, AZ	695	
July 9 - 16, 1994	Annual	Kansas City, MO	752	
January 14 - 21, 1995	Winter	Houston, TX	746	
July 22 - 29, 1995	Annual	Louisville, KY	815	
January 17 - 24 1996	Winter	Portland, OR	658	
July 13 - 20, 1996	Annual	Boston, MA	885	
January 25 - February 1, 1997	Winter	Charlotte, NC	939	
July 19 - 26, 1997	Annual	Rapid City, SD	810	All Member
January 28 - February 2, 1998	Winter	Reno, NV	260	[Eleven Years]
July 23 - 28, 1998	Annual	Tulsa, OK	748	
January 28 - February 1, 1999	Winter	Atlanta, GA	283	
July 15 - 20, 1999	Annual	Spokane, WA	665	
January 27 - 31, 2000	Winter	Arlington, VA	238	
July 27 - August 1, 2000	Annual	Norfolk, VA	748	
February 1 - 5, 2001	Winter	Anchorage, AK	189	
July 19 - 23, 2001	Annual	Detroit, MI	630	
January 17-22, 2002	Winter	Washington, DC	228	
July 10 - 16, 2002	Annual	Orlando, FL	689	
January 9 - 13, 2003	Winter	San Francisco, CA	254	
July 10 - 15, 2003	Annual	San Antonio, TX	603	
January 15-19, 2004	Winter	Washington, DC	209	
July 8 - 14, 2004	Annual	Honolulu, HI	583	
January 6-10, 2005	Winter	San Diego, CA	217	
July 7-12, 2005	Annual	Chicago, IL	650	
January 19-23, 2006	Winter	Washington, DC	232	
July 6- 11, 2006	Annual	Boston, MA	450	
January 4 - 6, 2007	Winter - BoD	Pointe, Verdra, FL	N/A	
July 26-29, 2007	Annual	Denver, CO	417	
January 3-6, 2008	Winter-BoD	San Juan, PR	N/A	
July 24-27, 2008	Annual	Portland, OR	402	
January 15-18, 2009	Winter-BoD	Austin, TX	N/A	
July 15-19, 2009	Annual	St. Louis, MO	456	Leader Conference
January 14-17, 2010	Winter-BoD	New Orleans, LA	N/A	[Four Years]
July 14-18, 2010	Annual	Orlando, FL	405	
January 13-16, 2011	Winter-BoD	Tuscon, AZ	N/A	
July 13-17, 2011	Annual	Las Vegas, NV	353	
January 5-8, 2012	Winter-BoD	Miami Beach, FL	N/A	
July 11-15, 2012	Annual	San Diego, CA	255	
January 17-20, 2013	Winter-BoD	Newport Beach, CA	N/A	
July 17-21, 2013	Annual	Minneapolis, MN	TBD	

APPENDIX D

CONTINUING EDUCATION

2011 NSPE 15 Free On-Demand Continuing Education Courses **Analysis Executive Summary**

December 2011 represents the first full 12 month cycle of providing NSPE members with access to a set of 15 webinars free in order to potentially obtain 15 professional development hours.

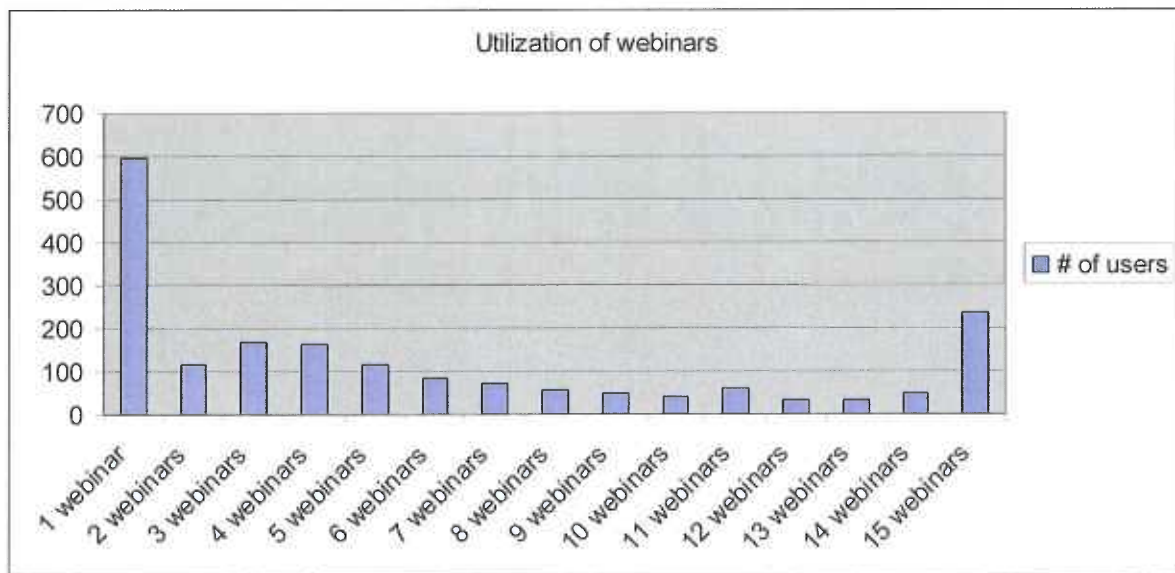
The Numbers:

11,779 # of courses “purchased”

2039 # of members provided with free on-demand continuing education in 2011 by NSPE . This represents around 6% of the NSPE membership as of 12/22/11.

975 # of members that participated in 2010 in a year long 4 pdhs offering and in a one month 15 free pdh offering. (December 2010)

Utilization of Webinars



2011 NSPE 15 Free On-Demand Continuing Education Courses
Analysis Executive Summary

Popularity by Topics:

By taking a look at the popularity of the topics by number of purchasers we see that communications, ethics, and leadership skills all ranked high. This was to be expected since these are more likely to easily be approved by even the stricter states continuing education requirements. (Florida and New York)

Communicating Technical Ideas Persuasively	1260
*Engineer's Duty to Report (1 PDH)	1003
*Ethical Engineering: Concepts and Challenges	971
Engineering Leadership: What, Why, and How	936
*Engineering Ethics & Fair Trade: Employment Practices	854
Negotiating For Success	848
How to Start Your Own Firm	806
Comparing Contracts Documents: EJCDC, Consensus DOCS, and AIA	767
*Engineering Ethics & Fair Trade: Ethics of Agreements	774
*Ethics Forum: Access to Client Information and Public Safety	729
A Sustainable Approach to Planning and Design	694
Solving the Risks in Green Design and Construction	607
Qualifications Based Selection: Under Attack	586
*The New Ethics and Compliance Rules for Contractors	476
Winning QBS Strategies for Powerful Project Interviews, Q&A Sessions, and Owner Debriefings	468

State by State:

This data is inconclusive, due to not all states requiring continuing education, and is still being reviewed.

APPENDIX E

SALARY SURVEY

NSPE Salary Survey Background

- NSPE has published a salary survey since 1952.
- NSPE's current salary survey is an online tool that can be accessed and completed 24/7. See https://nspe.enetrix.com/pls/nspep/survey_frontend.homepage
- Members who participate in the survey receive free access to the survey results. For more on pricing, see <http://www.nspe.org/CareerCenter/SalaryInformation/index.html>
- The survey is administered by Gallup/Enetrix. The annual cost is \$20,000. This fee covers site maintenance and hosting, reporting, e-commerce, customer service, and creation of printed report.
- The current agreement with Gallup/Enetrix expires on December 31, 2013.
- Through the first six months of FY 12-13, the salary survey is on pace to bring in \$14,000.
- The survey's main problem is the lack of participation. Through January 2013, the survey had 1,329 participants.
- Survey participation is promoted through PE magazine, newsletters (NSPE Update, Daily Designs, Engineering Jobs), and an annual e-mail notice to all members with a gift-card incentive to participate.

APPENDIX F

INTEREST GROUPS

Interest Groups

I will start this discussion of interest groups with a discussion that I have with any prospective members of NSPE and my state society.

The context of this discussion will be centered on mechanical engineering because that is what I practice. I go up to a prospective member and asked him why they are not a member of the Florida Engineering Society and the response generally is, " I'm a member of ASHRAE, I don't need to be a member of the Florida Engineering Society" or "Why should I be a member Florida Engineering Society when I'm a member of my technical society". My response to them is "You should be a member of your technical society because that's where you find all the new technologies as they come out to help you in your designs and you should also be a member of a professional society because they are the ones that protect your professional aspect of your practice. The professional society looks out for the laws that govern your practice and they are the watchdogs that see that those laws are not encroached upon and made weaker".

One of the big advantages of NSPE is that it brings together engineers from different areas of practice and different regions of the country to discuss common problems that each of us see in our daily practice. We feel free and open to discuss them because in most cases the people we are discussing them with are not our competitors. Originally there were four interest groups which were called practice divisions. I'm not exactly sure when they were initially formed but I do know that in 1972 a fifth practice division was formed and that was Professional Engineers in Construction (PEC). The main idea behind these interest groups was that within the group it was more likely that the same problems would surface and it would be a more lively discussion if engineers in the same area of practice were in the discussion. Problems in industry are not the same problems as problems in private practice nor the same problems of engineers in education the engineers or for the engineers in construction. Therefore it seemed of a good idea to have these groups to discuss their common problems among themselves

I first became involved on the national level in 1983 when I ended up being the chairman of the Florida Engineers in Construction and attended the national meeting in Puerto Rico. At that point in time, the NSPE annual meeting and the winter meeting were conducted over a one-week period, the practice divisions met for 2 to 3 days at the beginning of the week, there was a common welcome session and then the Board of Directors met at the latter half of the week

I want to return back to my discussion with the prospective member and a lot of times the question was 'What do I get out of being a member of NSPE and the state society?'. My responses was one of the biggest benefits of being a member of a technical society or a professional society is a chance for young engineers to gain the opportunity to be in a leadership position and be able to learn how to be a leader without being worried about what effect any mistake they make might have on the outcome of the business, whether losing money or losing face. The more opportunities we have for the younger, inexperienced engineers to gain some leadership experience, the better off we are in providing a benefit to our members in NSPE. We provide leadership opportunities in three-tiered system for young engineers at the chapter level, at the state level, and for many to proceed on to gain leadership experience at the national level. One of the big advantages of having interest groups is we then double the chance for young engineers to gain leadership experience by going through the same chairs in the interest group area as they progress up from chapter to state office to national office. This is a great benefit to the employers of engineers. It gives the young engineers an opportunity to experience leadership and learn good leadership traits because there is no harder problem than trying to lead a group of volunteers

Glancing at the December financial statement that we've been working from, you will notice that the interest groups generate roughly \$402,000 of revenue. We have questioned what would happen to some of this revenue if the interest groups were not active. Let me first state that EJ CDC documents would not have come into existence without the PEPP Practice division deciding they were needed. Secondly, the income from MasterSpec would not be there if PEC hadn't made an arrangement with AIA MasterSpec to

provide engineers to help in the mechanical and electrical sessions and PEC didn't have someone working for AIA in the master spec area to help form that Association.

There is one item that doesn't show up in the interest group area that should be there and it is the income that is derived from Sustaining Firm members which I get into later.

The big question is what can be done to help make the interest groups have a greater income and less expense. I believe the first step in reducing cost would be to get a better understanding of what is involved in staff costs and overhead, i.e. what is the function staff is providing for the charge time to the interest groups. I believe some of this can be passed to the volunteers themselves, such as the interest groups each have secretaries and the secretary could handle the minutes and the correspondence and that should relieve some staff time to be used elsewhere. I think the other area would be in the development of non-dues revenue. There was a time in 1980s the PC was earning \$60,000 a year by working with University of Kansas on asbestos seminars around the country. University of Kansas had an EPA grant which would not allow them to make a profit. PEC stepped in to help them with their advertising to attract attendees to their asbestos courses and in turn PE received whatever profit University of Kansas made. This went on for several years. Interest groups should be charged with looking for areas that could develop income such as the asbestos training income, the income from master spec, income from the EJCDC documents, and so forth him another area for non-dues income would be in promoting sustaining for members which, now discuss

Now let me return to sustaining firms. Currently the major benefit to a sustaining firm, when they contribute money, has to do with their being listed on the NSPE website to provide a list of their services that other engineers in other practice areas or in other states might need to augment their business. Currently, the sustaining firm lists are buried very deep in the website so that it is practically impossible for a stranger coming to NSPE to find a firm with a skill that they might need in a state that they are working in. I would recommend that a button be placed on the homepage of NSPE that clicking, would then show a drop-down menu where a particular geographic area could be picked, a specific skill could be picked, and any other category that we feel is important could be picked. Then a search would go through the database and find one of the sustaining firm that would provide the skills in the local that they need.

Is my recommendation that the Board of Directors should keep the interest groups and we should make an effort to find additional interest groups such as computer engineering, environmental engineering, sustainability, etc. The interest group should be charged with finding ways to increase non-dues revenue and the volunteers to provide as much of the administrative tasks that we currently have been performed by the paid staff of NSPE.

Interest Group	# of Members	% of NSPE membership	Newsletter	Revenue notes	Direct expense notes	staff roles
PEC	3618	11%	Open rate avg 20.5% Click through avg 3.37% sent quarterly	funding transfer expected from operating funds to cover volunteer travel		large amount of time spent on PEC Sustaining firm solicitation and processing; other time spent on monthly conference calls; financial oversight; quarterly newsletter; product fulfillment; coordinating product creating with outside editor majority staff time is FEYA promotion, judging, meeting planning & registration; VIP handling; additional time spent on monthly conference calls; financial oversightquarterly newsletters; Order of the Engineer liaison
PEG	2015	6%	Open rate avg 23.01% Click through Avg 4.10% sent quarterly		do not fund travel	monthly conference calls; PEHE SUP program; PEHE awards program mktg and judging; Order of the Engineer liaison
PEHE	862	3%	no newsletter		do not fund travel, major expense is PEHE award	
PEI	3516	10%	Open rate avg 22.26%, Click through avg 4.175% Sent quarterly	funding transfer expected from operating funds to cover volunteer travel		monthly conference calls; quarterly newsletter; annual meeting prep; PEI science & innovation award; New Product award; financial oversight About 75% of staff time involves EJCDC. Additional time goes to product creation and marketing; 10 newsletters a year; PEPP awards; quarterly conference calls; financial oversight; annual meeting prep; PLC; PEPP HR RT; Young engineers
PEPP	7081	21%	Open rate avg 22.78%, click through avg 3.96% 10 issues a year	funding transfer expected from operating funds to cover volunteer travel		

Functions somewhat operationally separate from governance

MasterSpec - Affinity program originated by PEC in the 1980s. No volunteer interaction. Staff markets in newsletter and web. Not exclusive to PEC - sold to all NSPE members

PEC Sustaining Firms -promotion of marketing opportunity/find a firm directory for construction firms. Significant staff time in marketing, financial oversight and data entry.

FEYA- Major outreach to federal engineers at the highest level. Awards luncheon also provides interaction with press and ceremony is video tapped for non attendees. Interviews also serve as reference for young engineers interested in profession.

PEI Sustaining Sponsors -visibility sponsorship program for industry. Small numbers. Takes some staff time to prepare, mail, provide financial oversight and data entry

Professional Liability Committee -meets 2-3 times a year. Presides over yearly survey and interview of insurance carriers. Handles commendation of NSPE insurance partner. Collaborates with ACEC Risk Management committee and AIA Trust

EJCDC - significant staff time involved in committee oversight, 3 meetings a year, financial oversight, significant staff time on marketing & promotion and on product fulfillment and product customer service and product maintenance.

PEPP HR RT -annual meeting of HR & CFO directors of engineering firms. Significant staff time in planning and execution

Young Engineers -PEPP young engineers are funded for travel to increase engagement and develop future NSPE leadership. Group is tasked with coming up with a yearly project. Revenue is a reflection of past product sales.

APPENDIX G

MATHCOUNTS

Pre-Meeting Research:

MATHCOUNTS

NSPE is:

- National Donor (listed first on their website)
- Founding Partner: entitled to two seats on the MATHCOUNTS board. (Currently Mike Hardy and Robert Miller)

NSPE donates \$100K annually directly to MATHCOUNTS.

(This includes any voluntary contributions made by members and collected by NSPE through dues check off: typically about \$5K a year)

MATHCOUNT pays NSPE \$216K annually (fixed fee)

This fee includes:

- An allocation of fully loaded staff costs for Accounting, HR, IT, Office Services, Mail room, Data Service, Building & Executive.

Since this allocation level was first negotiated, MATHCOUNTS has significantly reduced the actual level of services it consumes, investing in its own IT systems, phone systems, finance and accounting. It is in actuality consuming a lower level of shared services from NSPE than is accounted for in this expense, but has NOT sought to re-negotiate the rate, in recognition of the historical role as founder and ongoing role in support of MATHCOUNTS that NSPE has played.

- Use of approximately 1,500 square feet of office space.

At our typical rates of \$28-30 per square foot, that would rent at approximately \$45K a year.

Engagement:

- 501 active MATHCOUNTS chapters organized into 56 state/territory programs
- 3,250 NSPE member volunteers at the chapter level
- 1,000 NSPE member volunteers at state competitions alone.

[Assume some overlap and estimate 4,000 actively engaged NSPE members: larger than any state associations' total membership and amounts to 10-12% of NSPE's membership.]

Staffing:

MATHCOUNTS has seven staff members, who are legally speaking, NSPE employees. They are paid through NSPE's payroll system and included in NSPE benefit groups. MATHCOUNT reimburses NSPE in full for all salary and benefit costs for these employees.

NSPE essentially employs these individuals on MATHCOUNTS behalf. NSPE has no rights to allocate or use any part of their time for non-MATHCOUNTS purposes.

(Salaries: \$591,824; Staff Benefits \$123,671)

APPENDIX H

SOCIETY LIAISONS

Liaison Society Guests Attending NSPE Annual Meeting
(revised 7/6/2011)

1. Brian P. Flynn, PE, BCEE (**attending Board meeting only**)
President, American Academy of Environmental Engineers (AAEE)
2. Reginald I. Vachon, PhD, P.E., F.NSPE
President, American Association of Engineering Societies (AAES)
3. Blaine Leonard, P.E., F.ASCE
Past President, American Society of Civil Engineers (ASCE)
4. Philip L. Gaughan, SET
President, American Society of Certified Engineering Technicians (ASCET)
5. Gregory Miller, ASLA (**attending Board meeting only**)
Vice President, American Society of Landscape Architects (ASLA)
6. Brent Smith, FEC, P.Eng.
President, Engineers Canada
7. Chantal Guay, ing, P.Eng, M.Env
Chief Executive Officer, Engineers Canada
8. John Coon, PE
Chief of Engineers, Naval Facilities engineering command, Southwest
9. Peter A Schkeeper, PE, F.NSPE
President, National Academy of Building Inspection Engineers (NABIE)
10. David Carlysle, PE
Past President, National Academy of Building Inspection Engineers (NABIE)
11. Smith Reed, PE (**probably only attending board meeting**)
President, National Academy of Forensic Engineers (NAFE)
12. Jerry Carter
Executive Director
National Council of Examiners for Engineering & Surveying (NCEES)
13. Edward D. McDowell, P.E.
Associate Executive Director
National Council of Examiners for Engineering and Surveying (NCESS)

Japan Society of Professional Engineers

1. Takeya Kawamura, P.E.
Vice President, Japan Society of Professional Engineers
2. Ataru Sangu, PE
Japan Society of Professional Engineers

(continued on next page)

Korean Professional Engineers Association

1. JooBong Kim
Deputy Director of Science and Technology
HR Policy Division
Ministry of Education Science and Technology
2. Nam Ho, P.E.
Vice President
Korean Professional Engineers Association
3. KangOk Um
Chief of Policy Division
Korean Professional Engineers Association
4. Jaekeun Sim
Assistant of International Affairs Division
Korean Professional Engineers Association