“[C]hallenges confronting associations have increased. Yet we stick with the old model, hoping that things will get better. They won’t.” –Harrison Coerver and Mary Byers
Race for Relevance

Final Report, July 2013

Introduction

Over the past year, as NSPE approaches its 80th anniversary, the organization’s leaders have been asking fundamental questions about the Society and its role in the profession of engineering.

Why? Much has changed since David Steinman founded NSPE in 1934—changes that have been experienced by all nonprofit societies and associations. To remain relevant to their members and successfully carry out their missions, organizations need to adapt.

What’s changed: 1) decreased availability of time that members have to dedicate to association activities, 2) increased value expectations, 3) increased industry consolidation and specialization, 4) increased generational differences, 5) increased competition caused by the growth in the number of associations, and 6) technology explosion, according to Coerver and Byers in the association management book Race for Relevance.

What hasn’t changed: the need to engage with members in meaningful and effective ways; to provide real and tangible value; to make a difference for members and create opportunities for members to make a difference; and have an impact on the profession and society.

Under the leadership of President Dan Wittliff, P.E., F.NSPE, seven task forces, made up of 96 dedicated NSPE members from 41 states, were formed to address various aspects of the Society’s operations. The work of the task forces—totaling about 3,000 hours—was coordinated by Vice President Harve Hnatiuk, P.E., F.NSPE, and Tim Austin, P.E., F.NSPE. Thanks to their efforts, these members have created a new foundation for a refocused NSPE.

This report details the substantial work of these dedicated members in support of the NSPE mission.

The NSPE Mission

NSPE, in partnership with the State Societies, is the organization of licensed Professional Engineers (PES) and Engineer Interns (EIs). Through education, licensure advocacy, leadership training, multi-disciplinary networking, and outreach, NSPE enhances the image of its members and their ability to ethically and professionally practice engineering.
Executive Summary

In July 2012, NSPE leaders began an effort to ensure that the Society remains an important part of its members’ professional lives, as well as a vibrant contributor to the profession itself. Seven task forces were created to review various aspects of the organization’s operations and to make recommendations. The following summarizes those recommendations:

Enhance the Membership Process

- Modify NSPE’s retention process to include phone calls to members prior to drop.
- Develop and track retention rate goals.
- Modify NSPE retention process to include sending “Thank You” e-mail upon renewal.
- Determine the viability of a program that would allow members to sign up for auto-renewal.
- Review exit survey data to determine if there is enough consistency in answers to make potential recommendations regarding NSPE programs, perceived value, and member communication.
- Update the online member account screen so that all data is available, clicks to update are clear, and all fields are editable by the member.
- Streamline membership database manipulation and report processing.

Enhance Collaboration

- National to work cooperatively with the state societies to jointly market continuing education opportunities.
- Work with state societies to focus on (1) interaction between professional and student chapters, (2) retaining/converting student chapter members to professional members after graduation, and (3) engaging faculty.
- Recommend cooperation between national and state society staff and volunteers in the implementation of the NSPE annual meeting.
- Develop a clear system of communication between chapters, states, and national regarding membership data and reports.
- Develop a program with states/chapters to verify member data (specifically to obtain e-mail addresses and research e-mail “bounce backs”).
- Modify NSPE/State agreements to show that marketing efforts are a joint responsibility that is coordinated with knowledge and input from the state societies.
- Improve use of the Membership Committee to help NSPE staff review marketing materials, assist in developing messages, survey members, and develop a marketing plan and strategy.
- All parties should continually add to the resource list of information that can be viewed on the NSPE Web site for use in chapter and state marketing efforts.
- Develop a sample Memorandum of Understanding (MOU) that state societies can use to build relationships with other organizations.
Identify NSPE members who can serve as “champions” to lead the development of relationships with other organizations.

Identify ways of effectively working with current NSPE partner organizations and expanding NSPE’s relationships with other engineering-oriented organizations in order to amplify NSPE’s presence and mission. Relationships are being built with:
- the American Nuclear Society (ANS);
- the American Society of Plumbing Engineers (ASPE);
- the Society of Women Engineers (SWE);
- the American Institute of Architects (AIA);
- the Air & Waste Management Association (AWMA); and
- the American Water Works Association (AWWA).

Enhance Marketing
- Develop a national marketing plan that sets priorities and strategies.
- Establish a three-tier marketing effort targeting newly licensed professional engineers.
- Promote and communicate the Society’s approved government relations agenda to gain support and encourage nonmembers to join.
- Adopt Strategies for Member Retention and Attraction that was developed through the efforts of the NSPE/PEPP 2002–03 Young Engineers Advisory Council.
- Use social media and video to increase the appeal of messaging.

Enhance Programs, Products, and Service
- Increase ad revenue for PE magazine and continue to ask members to choose delivery in the digital-only format to reduce printing and mailing fees.
- Take steps to increase the effectiveness of NSPE Interest Groups.
- Augment the annual meeting with additional education opportunities for members.
- Improve use of social media to provide networking between members and increase interaction opportunities.
- Develop mobile version of www.nspe.org.

Reassert NSPE Relevance
- Reaffirmed NSPE’s vision and mission statement and concluded that NSPE’s core values of supporting and protecting licensure and promoting the ethical practice of engineering remain relevant.
Reports of the Race for Relevance Task Forces
Program Evaluation - Validation Task Force (PEVTF) and Program Prioritization Task Force (PPTF) Report

PEV Task Force Members: V. Alan Werner, P.E., F.NSPE (Chair, WA); Paul Bakken, P.E., F.NSPE (CO); Steven Bassett, P.E., F.NSPE (FL); Brad Bowen, P.E. (IN); C. Harold Cobb, P.E. (TX); Michael Gearhart, P.E. (SC); David Martini, P.E. (MN); Chris Richard, P.E., F.NSPE (LA); Neal Wright, P.E., F.NSPE (VA); Kristen Crumpton (KY), Carlos Gittens, P.E. (SC)

PP Task Force Members: David Martini, P.E., (Chair, MN); Neal Wright, P.E., F. NSPE (VA); Paul Bakken, P.E., F.NSPE (CO); Steven Bassett, P.E., F.NSPE (FL); Curtis Beck, P.E., F.NSPE (HI); David Dexter, P.E. (OH); Harve Hnatiuk, P.E., F.NSPE (PA); Austin Lin, EIT (CT); John Martin, P.E., F.NSPE (NY); Leanne Panduren, P.E., F.NSPE (MI); Chris Richard, P.E., F.NSPE (LA); Christopher Stone, P.E., F.NSPE (VA)

The PEVTF looked at the 467 programs and offerings that NSPE had previously identified when it was deemed that “more is better.” The Race for Relevance (RFR) recommends that organizations focus on what their members need and work hard to deliver these essential goods and services. The RFR does not believe that “more is better” and suggests that organizations should reallocate a minimum of 20% of the services that they offer and probably closer to 40%-60%. To be more relevant, spreading yourself too thin does not work.

The thinking embedded in the RFR concepts is that trimming in one area enables an organization to reallocate resources to areas in which members can be better served. The trimming is not meant to reduce what an organization does but rather to focus resources on areas in which the members can be best served. Clearly, organizations cannot “cut their way to prosperity.”

The PEVTF made recommendations that trimmed over 20% of NSPE’s offerings in terms of number of programs reduced but not in terms of the budget. Many of the cuts were in the continuing education area. The NSPE Board of Directors recognized the difficulty of the assignment given to this task force but did not accept its recommendations after discussions at the winter meeting in January 2013.

Shortly after the winter meeting, the PPTF was established to look at all NSPE programs, establish their relevance with respect to NSPE’s current Strategic Plan, look at the NSPE budget and staff commitments to establish how much money and effort were being expended for each program, and then try to find a way to reallocate money and staff time to other areas that are in need of more resources.

The PPTF conducted two teleconferences per week for five weeks before finalizing its recommendations. The task force recommended eliminating the NSPE Salary Survey and scaling back the NSPE travel budget for society and international liaisons, particularly as it pertains to international travel, which freed up $37,000. These recommendations were approved by the NSPE Board during its
April teleconference. A task force recommendation to end participation in UPADI (the Pan American Federation of Engineering Societies) was not approved.

Other recommendations included:

- Increasing ad revenue for *PE* magazine and continuing to ask members to choose delivery in the digital-only format to reduce printing and mailing fees;
- Work cooperatively with the state societies to jointly market continuing education opportunities;
- Take steps to increase the effectiveness of NSPE Interest Groups; and
- Explore the possibility of funding MATHCOUNTS through the NSPE Educational Foundation.

These recommendations in their entirety have provided NSPE’s leadership and professional staff valuable direction regarding areas of focus for the years ahead.

It is expected that the PPTF will continue to operate in 2013–14.
Strategic Partnerships Task Force (SPTF) Report

**Task Force Members:** Warren Maddox, P.E., F.NSPE (Chair, SC); Curtis Beck, P.E., F.NSPE (HI); Noelle Cochran, P.E., F.NSPE (CO); James Currey III, P.E., F.NSPE (TN); David Dexter, P.E. (OH); Stacey Lamer, P.E. (KS); Jesus Mancilla, P.E. (WA); Raul Pena III, P.E., F.NSPE (TX); Walter Poplawski, P.E., F.NSPE (PA); Gordon Terwillegar, P.E., F.NSPE (GA); Gary Gasperino, P.E. (CA)

The SPTF was formed to evaluate existing Memoranda of Understanding (MOUs) and other partnering relationships between NSPE and other organizations. NSPE currently has such agreements with 21 organizations and periodically collaborates with six additional organizations with which there are no formal, written agreements.

In most instances, NSPE is not actively collaborating with these organizations. We have agreements but we are not capitalizing on them.

In other instances, the existing relationships are ongoing, such as those with ASCE, MATHCOUNTS, National Engineers Week, and the Japanese and Korean engineering societies.

This task force was established to evaluate the existing MOUs and to determine their relevancy. The task force was also asked to assess what other organizations we might want to partner with even though we have not collaborated with them in the past.

The overall goal for the SPTF was to identify a “short list” of organizations with which NSPE can “ramp up” relations for the benefit of our members and the members of the selected organizations.

The SPTF used a list of 78 organizations that NSPE staff provided and evaluated the potential benefits of working with each organization. The task force supplemented that list with 31 additional organizations for evaluation. From that updated list, the task force culled 21 organizations to further investigate expansion of existing relationships or creation of new relationships.

The task force also surveyed the state societies to determine what organizations they are working with and what activities are involved.
The SPTF’s recommendations were presented to the NSPE Board and approved at the winter meeting in January 2013:

- Do not terminate any existing MOUs or relationships. There is no sense in burning bridges;
- Select additional organizations with which NSPE can foster new or greater relationships and begin the process of building those relationships;
- Identify members in NSPE who can serve as “champions” to lead the development of relationships with other organizations; and
- Develop a sample MOU that state societies can use to develop and foster relationships within the states.

During the April 2013 NSPE Board teleconference, the SPTF provided the list of organizations with which NSPE is moving forward: the American Nuclear Society (ANS); the American Society of Plumbing Engineers (ASPE); the Society of Women Engineers (SWE); the American Institute of Architects (AIA); the Air & Waste Management Association (AWMA); and the American Water Works Association (AWWA).

The task force will continue its operations in 2013-14, providing the foundation to build these relationships.
Task Force Members: David McCullough, P.E., F.NSPE (Chair, PA); James Currey III, P.E., F.NSPE (TN); David D’Amico, P.E., F.NSPE (RI); Kenneth Discenza, P.E. (CA); John Evangelisti, P.E. (OH); Ronald Gaches, State Society Executive (KS); John Hall, P.E., F.NSPE (FL); Patrick Kunz, P.E. (TX); Donovan Lajoie, P.E. (ME); Gregory Latreille, P.E. (AK); Scott Nodes, P.E., F.NSPE (AZ); Kenneth Phillips, P.E. (MT); John Rhodes, P.E., F.NSPE (NJ); Charles Samson, P.E., F.NSPE (TX)

The SA/ITF was formed to take a look at what NSPE is currently doing and to assess effectiveness. This task force was charged to look at everything NSPE does, what NSPE represents, how NSPE is performing for its members, how NSPE is perceived by nonmembers...you name it, they were asked to look at it.

With such far-reaching and broad charges, the task force provided a report to the NSPE Board at the winter meeting that included many recommendations.

The task force reaffirmed NSPE’s Vision and Mission Statement and concluded that NSPE’s core values of supporting and protecting licensure and promoting the ethical practice of engineering remain relevant.

A primary recommendation of the task force was to revamp NSPE’s annual meeting to make it more member-friendly.

In recent years, direction from past NSPE Boards consciously pushed the annual meeting toward being more of a Leadership Training meeting that included governance and ceremony. Further in the past, the thrust of the annual meeting was to encourage all NSPE members—not just leaders from the state and national societies—to participate.

The SA/ITF recommended that the annual meeting be changed so that it is more welcoming and relevant to all NSPE members. In particular, involvement of the state society of the state in which the annual meeting is being held was emphasized.

The 2013 Conference Task Force (CTF) was established in February 2013 as a result of these recommendations.

The members of the CTF included cochairs Polly Collins, CMP (NSPE) and Harve Hnatiuk, P.E., F.NSPE (NSPE Vice President); Kodi Jean Church, P.E., F.NSPE (NSPE North Central Region Director); Kerry Bruggemann, P.E., State Society President (MN); Mary Detloff, CAE, State Society Executive (MN); David McCullough, P.E., F.NSPE (PA); Greg Latreille, P.E. (AK); and Robert Green, P.E., F.NSPE (NSPE President-elect).
The CTF was charged with “tweaking” this year’s annual meeting. Note that the CTF included the Minnesota Society of Professional Engineers’ executive director, a past MnSPE president and current North Central Region Director, and the current MnSPE president to ensure that MnSPE and the North Central Region of NSPE would be a big part of the planning process.

A second educational track for members who were not participating in the leadership track was organized. The presenters in this track were from Minnesota. An engineering tour of Target Field, home of the Minnesota Twins, was included in the offerings. A “Minnesota Nice” reception, hosted by MnSPE, was planned. Special marketing efforts were directed at members of the MnSPE and the North Central Region. The annual meeting’s Web page was upgraded and included videos from current NSPE President Dan Wittliff, President-Elect Robert Green, Rhode Island member Peter Pisasale, and MnSPE President Kerry Bruggemann.

Based on a recommendation for the SA/ITF, future annual meetings will be planned jointly by NSPE staff, NSPE members, and when possible, state society staff.

The 2014 Annual Meeting Planning Committee will include members of the 2013 CTF as well as new participants from the state(s) and region(s) in which the annual meeting will be held.

The SA/ITF has reviewed a National/State Partnership agreement that was written by NSPE staff and state society executive directors in 2005. The task force believes that this document is relevant and that it should be revisited and updated. The document details many areas in which the national and state organizations can work for the benefit of our members and outlines what each entity would do in this collaboration. NSPE staff is further reviewing this document and integrating its approach into current plans for collaboration with the state societies.

It is likely that the SA/ITF will sunset at the end of the current NSPE year. However, other task forces may carry on the work of the SA/ITF in specific areas in which recommendations from this task force were made.
Task Force Members: Francis Stanton Jr. P.E., F.NSPE (Chair, PA); Betsy Bailey, State Society Executive (NC); Steven Bassett P.E., F.NSPE (FL); Richard Buchanan, P.E., F.NSPE (OH); Luther Cox Jr., P.E. (GA); Mary Detloff, State Society Executive (MN); Douglas Hendrickson, P.E., F.NSPE (WA); David Howe, P.E. (MO); Tamara Johnson, P.E., F.NSPE (OR); Gregory Latreille, P.E. (AK); Austin Lin, EIT (NJ); Jesus Mancilla, P.E. (SC); Kenneth Skinger, P.E. (MA); Peter Staffeld, P.E. (PA); Steve Wadas, P.E. (NE); Mark Williams, P.E. (KS)

The MMTF, under the Membership Committee, was to develop a marketing program that will incorporate the states to promote three-tier membership highlighting the features and benefits of membership; develop a marketing program to assist and transition state-only and national-only members to three-tier members; determine the current number of licensed, resident professional engineers in each state compared to historical records to determine the percentage of market penetration in each individual state; identify target areas where the greatest efficacy can be realized for expended resources; and identify possible recruitment and retention activities.

The MMTF found that NSPE stands alone from other professional and technical societies in its ability to protect the interests of the professional engineer, promote interdisciplinary networking, and address PE interests within the three levels of government (local, state, and federal).

NSPE did not have a marketing plan when the MMTF commenced its study, which apparently was due to the NSPE Board’s choice to go state-centric a few years ago; the states were left to market membership by themselves. NSPE would only support a state’s marketing effort when requested by the state. Thus, no overall strategy or NSPE marketing plan existed.

The NSPE materials promoted service benefits to prospective members that typically included career advancement, networking opportunities, news of the profession, continuing education, advocacy & outreach, and benefit partners. The service benefits to NSPE members are not unique to NSPE and are offered by state societies as well as ASME, IEEE, AIChe, ASCE, as well as local churches, schools, and community service organizations. Upon request, NSPE supported each state with state-specific messages promoting service benefits, licensure, and recruitment on a first-come, first-served approach. Past NSPE marketing information focused on the service benefits received when someone becomes a member and did not provide information on membership benefits to motivate nonmembers to join. New marketing material is needed with focused messages that conveys why a nonmember should join; describes the three-tier membership structure and features in mailings and the Web site; describes the features of membership; publishes the agenda of national, states, and chapters that benefit the PE; and explains the difference between NSPE and the technical societies.

The MMTF surveyed both members and nonmembers. The results of the survey and the other task force information should be used to prepare a marketing plan for NSPE. The MMTF found that NSPE
needs to focus on recruiting membership with coordinated efforts with the state societies using new materials that are distributed per the recommendations of the Delivery Systems, Communications, and Technology Task Force. Direct mailing efforts are expensive, and alternate means and methods should be employed to reach nonmembers. Facebook, LinkedIn, Twitter, e-mail, and other technologies should be used for marketing efforts. The MMTF identified four market segments consisting of students, young, mid-career, and senior engineers.

The final recommendations of the MMTF are:

- The NSPE/State agreement should be modified to show that marketing efforts are a shared and joint responsibility between NSPE and the state societies that is coordinated, with knowledge and input from the state societies.
- The joint marketing effort should target newly licensed professional engineers. The MMTF identified that new PEs joined NSPE and state societies in a higher percentage when they have recently received their PE licenses. MMTF sees a “kick-start” opportunity by conducting marketing and recruitment efforts of the 17,000 PEs that annually pass the NCEES exam nationwide. (Data from NCEES).
- Expand Membership Committee activities to include membership marketing to help NSPE staff review marketing materials, assist in developing messages, survey members, and develop a marketing plan and strategy.
- Develop a national marketing plan that sets priorities and strategies. A marketing plan will:
  - define the market focus (consulting firms, educators, industry, government, or construction);
  - develop an overall strategy for three-tier marketing;
  - provide consistent messaging in identified market segments (student, young, mid-career, or senior engineers);
  - prioritize and streamline staff and volunteer member activities;
  - explain the three membership tiers; and
  - create national marketing materials explaining the value of becoming a member of a professional society (NSPE).
- Create a resource list of information that can be viewed on the Web site for use for chapter and state marketing efforts.
- NSPE should promote and communicate its “approved” agenda such as elimination of the industrial exemption, required licensure for federal engineers, and required licensure for engineering educators to gain support and enthusiasm that will identify issues for nonmembers to interest them to join.
- Adopt Strategies for Member Retention and Attraction that was developed through the efforts of the 2002–03 NSPE/PEPP Young Engineers Advisory Council.

It is expected that the MMTF recommendations will provide guidance to the Membership Committee and NSPE staff for 2013–14 year and beyond.
Membership Retention Task Force (RTF) Report

Task Force Members: Julia Harrod, P.E., F.NSPE (Chair, TX); Kodi Church, P.E., Esq., F.NSPE (Vice Chair, MN); Nancy Blackwell, P.E. (TX); Gail Boddicker, State Society Executive, (SD); Tracy Eslinger, P.E. (ND); Kenneth McGowan, P.E., F.NSPE (WA); Randal Riebel, P.E. (GA); Charlie Rossman, P.E. (CO); Ed Segner Jr., P.E., Ph.D. (AL); Amanda Smith, E.I. (FL); Majella Stevenson, P.E., F.NSPE (HI)

The RTF, under the Membership Committee, was charged to investigate the underlying reasons for dropped memberships and develop recommendations to address the most common reasons; determine member expectations and how NSPE is or is not fulfilling those expectations; and investigate and develop recommendations for intervention.

The Retention Task Force submitted the following three recommendations to the Board for consideration at the 2013 winter meeting, which were unanimously adopted:

- Develop and track retention rate goals;
- Modify NSPE Retention Process to include phone calls to members prior to drop; and
- Modify NSPE Retention Process to include sending a “Thank You” e-mail upon renewal.

The Retention Task Force touched on a number of potential ideas and process improvements that required more time and staff input to fully vet prior to making a recommendation to the Board. They requested direction from the NSPE President to assign task force subgroups with NSPE staff input/participation to continue study of the following specific items in effort to further increase retention rates:

- Determine viability of program that would allow members to sign up for auto-renewal (consider this through PayPal).
- Evaluate renewal process for effectiveness and develop recommendations in line with Association Best Management Practices. (Also review when to use secondary contact information to supplement primary.)
- Develop (or document) and communicate a clear system of communication between chapters, states, and national regarding membership data and reports.
- Update member account screen so that all data is available, clicks to update are clear, and all fields are editable by the member.
- Develop program with states/chapters to verify member data (specifically to obtain e-mail addresses and research “bounce back” items).
- Streamline membership database manipulation and report processing.
- Consider recommendation to encourage states to set up a Student Professional Development Committee, modeled after Florida, to focus on: interaction between professional and student chapters; retaining/converting student chapter members to professional members after graduation; and engaging faculty. We will be coordinating with the Young Engineers Advisory Council on this item to see if they already have something along these lines or have ideas to supplement.
• Look into the current NSPE Mentoring Program to see if there is a way to capitalize on this or strengthen it to attract and retain young members. Consider developing guidelines for programs at state or chapter level to implement at their discretion.

• Review data from August 2011 Exit Survey to determine if there is enough consistency in answers to tease out potential recommendations regarding NSPE programs, perceived value, and/or member communication. Make recommendations for modifications to Exit Survey questions, if any, and develop plan for NSPE to conduct exit surveys on regular basis.

• Review NSPE membership terminology to remove negative or inaccurate connotations, specifically “Expired Members” and “Delinquent Members.”

It is expected that the RTF will continue to operate in 2013–14 to monitor implementation of the recommended actions and to give further study to the requested process improvements.
**Task Force Members:** Tim Austin, P.E., F.NSPE, (Chair, KS); Steve Bassett, P.E., F.NSPE (FL); Kerry Cooley, P.E (MN); Martha Darnton, P.E. (MI); Lowell Dolney, P.E. (NE); Fred Groth, P.E. (WI); Kathryn Gray, P.E., F.NSPE (IL); Gabriel Guzman, P.E. (PR); David James, P.E., F.NSPE (NV); Roch Larochelle, P.E. (NH); Stephen Loop, P.E., F.NSPE (ID); Nancy McClain, State Society Executive (MI); James Powell, P.E. (CA); Michel Sadaka, P.E., F.NSPE (PA); Britt Smith, P.E. (MO); Dixon Tucker, P.E. (VA); Candy Toler, State Society Executive (TN); V. Alan Werner, P.E., F.NSPE (WA); Hardy Will, P.E. (NC)

The mission of the DCT, under the Membership Committee, was to review the relevancy of NSPE’s current communication programs; develop recommendations for a tailored, customized communications campaign as a means to target the recruitment, retention, and education of the various generational members of NSPE, e.g., millennial engineers on the licensure track; validate content and message of communications; determine the most cost-effective means including the use of technology and social media; and investigate and develop recommendations for ways to track membership.

The DCT evaluated the various means and manners in which NSPE communicates with its membership including content, cost, etc. Further consideration was given to NSPE communications with nonmembers and the general public. Subcommittees were created to more closely study the following areas: social media, e-mails, PE magazine, NSPE Web site, and meetings/seminars.

The resulting final recommendations to the NSPE Board were to complete transition to digital distribution of PE magazine by 2015 and complete development by the end of 2013 of an integrated communications approach utilizing all available communication platforms, including but not limited to e-mails, LinkedIn, Twitter, Facebook, PE magazine, and the NSPE Web site to promote the mission of NSPE, to clarify and brand NSPE in accordance with the NSPE Mission Statement, to improve member engagement using an active rather than passive approach, and to promote the personal and professional benefits of membership.

DCT found that NSPE staff is doing a fabulous job pushing content out to the membership on various platforms; however, the “message” or content is often redundant and much of the information can be obtained from various other sources. Further integration of the platforms needs to be accomplished. NSPE communications do not include enough self-promotion to describe the activities and efforts that NSPE is doing on behalf of NSPE members in conjunction with the NSPE Mission Statement. Lastly, further investigation is needed to see if advertising opportunities can be improved through the integration of communications.
One related aspect became apparent through the collaboration process. A number of Web-based collaboration tools were used by the various task force members, which led to some coordination challenges. The DCT started an initiative to research and evaluate the possible use of a single, Web-based collaboration tool to facilitate and improve the collaboration experience for NSPE task forces and committees. This work is presently ongoing.

It is expected that the DCT will continue to operate in 2013–14 to monitor the integration of NSPE communications and to complete its evaluation collaboration and communication platforms.