

Region 1 Membership Development

Region 1 BoG Annual Meeting August 6th, 2016 Mystic, Connecticut



Soon Wan Region 1 Membership Development Chair gimsoon@ieee.org



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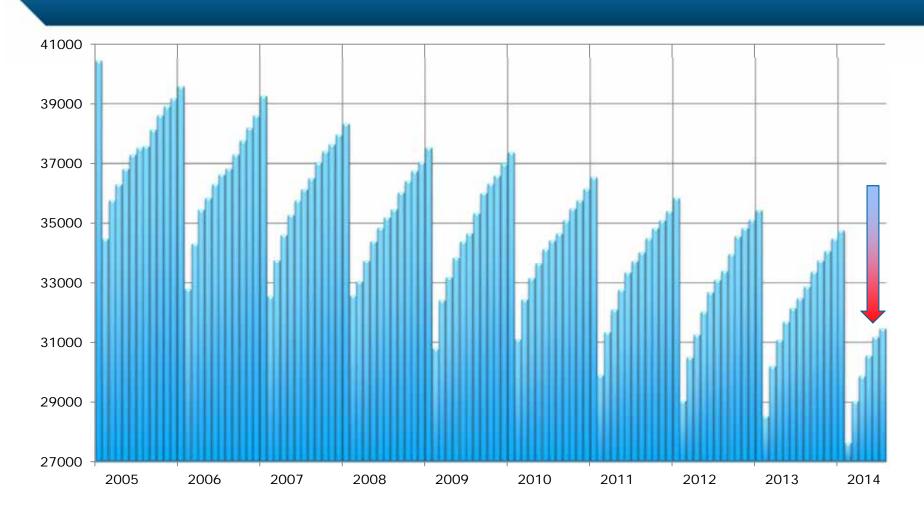
- Region 1 Membership Status Quick Update
- 2016 Section MD Goals and Updates

2016 IEEE Segmentation Study

Open Discussion



Region 1 Membership from Year to Year, and Month to Month



Region 1 total membership continued to decline since 2005. In June 2016, the total membership declined by -3.3%, or 1004 less members as compared to last year.



Region 1 Membership – June 2016

Region Snapshot	This Month	'16	vs. '15	% Change					
Total Membership	29,247	~	(1,004)	-3.3%	2016 Membership Year progress				
Higher-Grade	26,080	~	(1,023)	-3.8%	by Section, starts on page 2 of this				
Students	3,167	^	19	+0.6%	report.				
IEEE Worldwide	370,394	^	1,057	+0.3%					

	Cumulati	ve - Through .	June 2016		
Retention		2016		2016	
	Opportunity	# Renewed	% Renewed	% Goal	Top 3 Sections (by retention %)
Higher Grade	27,590	23,386	84.8%		N 1 04 - 00 79/
Student	3,112	1,404	45.1%		New Jersey Coast = 86.7% Berkshire = 85.0%
Total	30,702	24.790	80.7%	83.2%	Rochester = 83.9%
IEEE Worldwide	381,179	264,218	69.3%	72.3%	

		Cumula	itive - Th	rough Ju	ne 2016		
Recruitment			YoY	Chg	Go	als	
	2016	2015	#	%	#	YoY %	Top 3 Sections (by growth %)
Higher Grade	879	913	-34	-3.7%			Mid-Hudson = 115.8%
Student	2,405	2,240	165	7.4%			Rochester = 48.1% Mohawk Valley = 21.2%
Total	3,284	3,153	131	4.2%	3,712	+4.6%	
IEEE Worldwide	87,125	78,889	8,236	10.4%	93,610	+5.1%	

In June 2016, Region 1 total membership end up to 29,247. This is a -3.3% decline as compared to June 2015. Significantly lost in Higher-Grade Members.

Section Membership Recruitment Goals

❖ Region 1 Total Membership continued to decline (-3.3%). We are continuing to lose the higher grade members.

Region 1 Recruitment	% to Goal
Mid-Hudson Section	175.7%
Rochester	132.0%
Syracuse	107.0%
Buffalo	100.0%



Section Membership Retention Goals

Region 1 Retention

% to Goal

To date, no Section Region 1 has made their Retention Goals, however a number of Sections are on the verge.

Arrears members are a list option in eNotice Express! Be sure to take advantage of the Express as a quick and easy way to send a personalized message to members in Arrears; however, please be aware that in August, the new membership year begins. Renewal notices for 2017 go out early October – remember the experience – talk to me if you have questions.

In your message, be sure to introduce yourself, talk about all of the great things you have going on and invite them to come out and participate.

	Required field, cannot be default value!						
*Subject:	eNotice id 12539						
*To:	At least one organization must be selected! R1000501 (Northshore Subsection) R1 (Northeastern USA - Region 1) CH01224 (Boston Section Chapter,PEL35)						
_	All IEEE Members						
Grades:?							
Member	Active Arrears Inactive						







Section MD Goals Update



June 2016 Renewal

	Renewal by Section: 2016 Membership Year - June 2016										
	HIGHER	GRADE ME	MBERS	STU	DENT MEME	BERS	TO	TAL MEMBE	RS	2016 Goal	% to Goal
REGION 1	Opportunity	#Renewal	% Renewal	Opportunity	# Renewal	% Renewal	Opportunity	#Renewal	% Renewal	2010 G 0 di	70 to G oai
New Jersey Coast Section	1,238	1,105	89.3%	61	21	34.4%	1,299	1,126	86.7%	90.9%	95.3%
Berkshire Section	105	91	86.7%	8	5	62.5%	113	96	85.0%	86.0%	98.8%
Rochester Section	818	711	86.9%	100	59	59.0%	918	770	83.9%	84.1%	99.7%
New Hampshire Section	1,382	1,201	86.9%	123	55	44.7%	1,505	1,256	83.5%	87.0%	95.9%
Princeton/Central Jersey Secti	2,022	1,760	87.0%	223	108	48.4%	2,245	1,868	83.2%	83.7%	99.4%
Long Island Section	1,755	1,508	85.9%	146	64	43.8%	1,901	1,572	82.7%	84.6%	97.7%
Mid-Hudson Section	606	514	84.8%	41	21	51.2%	647	535	82.7%	83.4%	99.1%
Boston Section	6,789	5,814	85.6%	686	291	42.4%	7,475	6,105	81.7%	83.7%	97.6%
Providence Section	1,064	910	85.5%	116	49	42.2%	1,180	959	81.3%	84.9%	95.8%
Connecticut Section	1,938	1,638	84.5%	213	105	49.3%	2,151	1,743	81.0%	82.6%	98.1%
Mohawk Valley Section	271	230	84.9%	27	11	40.7%	298	241	80.9%	81.2%	99.6%
Worcester County Section	754	646	85.7%	88	31	35.2%	842	677	80.4%	81.2%	99.0%
North Jersey Section	2,402	2,042	85.0%	310	138	44.5%	2,712	2,180	80.4%	82.7%	97.2%
Schenectady Section	886	735	83.0%	83	37	44.6%	969	772	79.7%	82.9%	96.1%
Green Mountain Section	384	318	82.8%	44	21	47.7%	428	339	79.2%	86.3%	91.8%
Binghamton Section	263	215	81.7%	35	21	60.0%	298	236	79.2%	80.2%	98.8%
Springfield Section	351	295	84.0%	78	40	51.3%	429	335	78.1%	81.7%	95.6%
Maine Section	467	391	83.7%	83	38	45.8%	550	429	78.0%	82.2%	94.9%
Buffalo Section	398	329	82.7%	74	35	47.3%	472	364	77.1%	77.9%	98.9%
Ithaca Section	188	149	79.3%	56	35	62.5%	244	184	75.4%	77.3%	97.6%
Syracuse Section	420	350	83.3%	91	35	38.5%	511	385	75.3%	77.5%	97.2%
New York Section	3,089	2,434	78.8%	426	184	43.2%	3,515	2,618	74.5%	77.1%	96.6%
Grand Total	27,590	23,386	84.8%	3,112	1,404	45.1%	30,702	24,790	80.7%	83.9%	96.2%

June 2016 Recruitment

Region Code	Section Name	2016	2015	# Change	% Change	2016 Goal	% to Goa
R1	Mid-Hudson Section	123	57	66	115.79%	70	175.7%
R1	Rochester Section	120	81	39	48.15%	91	132.0%
R1	Mohawk Valley Section	40	33	7	21.21%	44	90.9%
R1	Syracuse Section	92	76	16	21.05%	86	107.0%
R1	Buffalo Section	82	70	12	17.14%	82	100.0%
R1	North Jersey Section	332	284	48	16.90%	346	96.1%
R1	Connecticut Section	294	265	29	10.94%	320	91.9%
R1	New York Section	501	475	26	5.47%	566	88.6%
R1	Long Island Section	174	168	6	3.57%	200	87.0%
R1	Providence Section	122	118	4	3.39%	135	90.4%
R1	Binghamton Section	36	35	1	2.86%	39	92.3%
R1	Princeton/Central Jersey Section	230	225	5	2.22%	272	84.6%
R1	Maine Section	72	71	1	1.41%	82	87.8%
R1	Schenectady Section	91	92	-1	-1.09%	100	91.0%
R1	Boston Section	619	631	-12	-1.90%	720	86.0%
R1	Worcester County Section	89	92	-3	-3.26%	106	83.9%
R1	Green Mountain Section	42	47	-5	-10.64%	55	76.4%
R1	Ithaca Section	30	34	-4	-11.76%	46	65.2%
R1	New Jersey Coast Section	67	81	-14	-17.28%	97	69.2%
R1	Berkshire Section	5	8	-3	-37.50%	9	58.8%
R1	New Hampshire Section	87	143	-56	-39.16%	165	52.7%
R1	Springfield Section	36	67	-31	-46.27%	83	43.4%
Grand Total		3,284	3,153	131	4.15%	3,866	84.9%

June 2016 Total Active Members

Four Sections have increased in the total active membership

	Tota	I Active	Members	by Se	ction:	June 2016				
	HIGHER GRADE MEMBERS			ST	STUDENT MEMBERS			TOTAL MEMBERS		
REGION 1	2016	2015	% Change	2016	2015	% Change	2016	2015	% Change	
Berkshire Section	94	105	-10.5%	4	9	-55.6%	98	114	-14.0%	
Binghamton Section	248	259	-4.2%	41	33	24.2%	289	292	-1.0%	
Boston Section	6,473	6,682	-3.1%	596	671	-11.2%	7,069	7,353	-3.9%	
Buffalo Section	380	375	1.3%	89	83	7.2%	469	458	2.4%	
Connecticut Section	1,834	1,899	-3.4%	257	239	7.5%	2,091	2,138	-2.2%	
Green Mountain Section	361	375	-3.7%	41	49	-16.3%	402	424	-5.2%	
Ithaca Section	165	183	-9.8%	65	54	20.4%	230	237	-3.0%	
Long Island Section	1,646	1,741	-5.5%	151	152	-0.7%	1,797	1,893	-5.1%	
Maine Section	450	459	-2.0%	74	81	-8.6%	524	540	-3.0%	
Mid-Hudson Section	586	594	-1.3%	85	47	80.9%	671	641	4.7%	
Mohawk Valley Section	253	271	-6.6%	39	28	39.3%	292	299	-2.3%	
New Hampshire Section	1,306	1,368	-4.5%	90	123	-26.8%	1,396	1,491	-6.4%	
New Jersey Coast Section	1,148	1,231	-6.7%	65	57	14.0%	1,213	1,288	-5.8%	
New York Section	2,851	2,984	-4.5%	461	442	4.3%	3,312	3,426	-3.3%	
North Jersey Section	2,245	2,352	-4.5%	347	305	13.8%	2,592	2,657	-2.4%	
Princeton/Central Jersey Section	1,939	1,990	-2.6%	247	221	11.8%	2,186	2,211	-1.1%	
Providence Section	1,016	1,056	-3.8%	96	119	-19.3%	1,112	1,175	-5.4%	
Rochester Section	791	815	-2.9%	126	94	34.0%	917	909	0.9%	
Schenectady Section	826	869	-4.9%	68	86	-20.9%	894	955	-6.4%	
Springfield Section	340	345	-1.4%	51	81	-37.0%	391	426	-8.2%	
Syracuse Section	405	410	-1.2%	96	91	5.5%	501	501	0.0%	
Worcester County Section	723	740	-2.3%	78	83	-6.0%	801	823	-2.7%	
Grand Total	26,080	27,103	-3.8%	3,167	3,148	0.6%	29,247	30,251	-3.3%	



2016 IEEE Segmentation Study



2016 vs. 2012 Segmentation Survey

- > Quantitative online survey, conducted October 5-November 4, 2015
- ➤ International member database sample, Total Respondents (n=10,677)
- ➤ Completed Interviews: Higher Grade Members Without Graduate Students (n=9,181) and Student Members Including Graduate Students (n=1,496)

Geographies Represented

Higher Grade Members							
	2012	2016					
Higher Grade Total	6,259	9,181					
India	653	717					
Japan	909	631					
US	974	2,836					
EMEA	1,000	2,568					
Latin America	924	701					
China	451	383					
Remaining Geographies	1,348	1,345					



Student Members							
	2012	2016					
Student Total	1,636	1,496					
India	170	406					
Japan	80	60					
US	370	221					
EMEA	426	372					
Latin America	228	145					
China	108	60					
Remaining Geographies	254	232					



2016 Segmentation Study Highlights

- ❖ Both Higher Grade member (HGM) and Student satisfaction with IEEE are moderate, declining slightly from 2012
- Decline in <u>product importance and satisfaction</u> for both HGM and Student members
 - ➤ This may be a result of an increase in the perception that there are an overwhelming number of products and services, which are not easy to use
- Adjority of members continue to view Societies as "important"
 - Satisfaction levels remain above 60%
 - The key reason members interact with societies is for information and education



2016 Segmentation Study Highlights

- Students are a bright light in this report
 - ➤ Compared to HGM, double the number of Students view their IEEE membership as important to them personally, and 50% more professionally
 - > Students are twice as likely to be involved with IEEE than HGM, each group's involvement held steady since 2012
- Although "lack of time due to work demands" remains the top barrier to member involvement, it has declined significantly since 2012
- ❖ Willingness to promote IEEE down substantially vs. 2012
 - ➤ Both HGM and Students are less likely to share content, discuss IEEE, or recommend membership
- * HGM and Students still perceive IEEE as "Academic" and "Global"



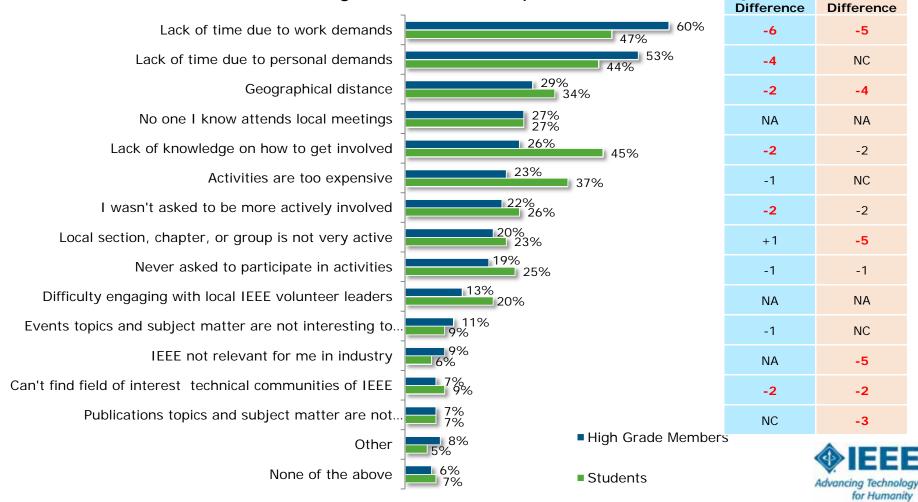
Reasons for non-involvement show same hierarchy as 2012, but have declined significantly for both Higher Grade and Students

Higher Grade

Student

Lack of time, due to work/personal demands still highest.

Students need to know how to get involved and expense still barrier



Higher Grade members significantly more likely to see IEEE as "approachable," "responsive" and "humanitarian." Students declined on many measures vs. 2012.

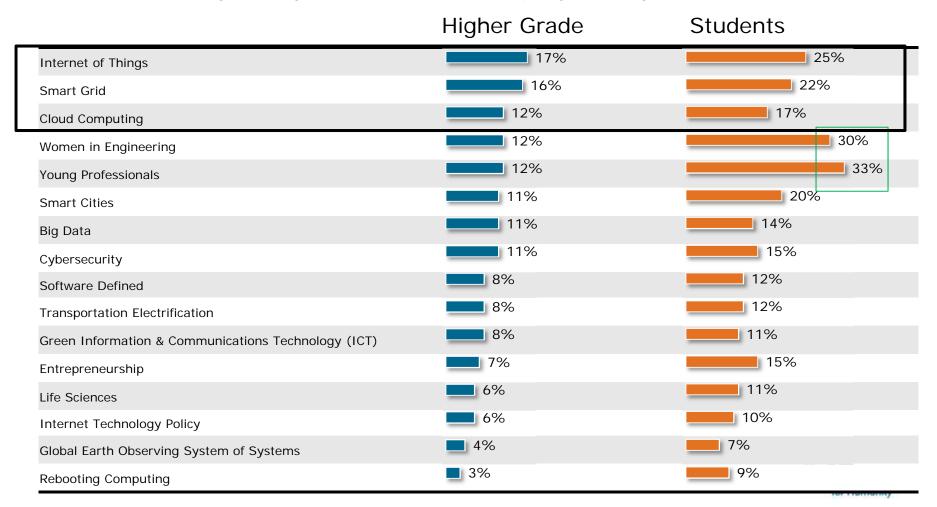
Biggest decline for both member groups was on perception of IEEE as "global"

	Higher Grade*	Differences (2012 – 2016)	Students**	Differences (2012 – 2016)
Academic	7	6% -2		78% -2
Promotes highest professional standards	74	1% NA		71% NA
Global	73	s%		76% -8
Unbiased source of technical information	72	% NA	66	o% NA
Relevant to industry	68%	-3	6	9% -5
Innovative	62%	NA		71% NA
Prestigious	59%	-2	6	8% -5
Practical	53%	-3	50%	-6
Expensive	53%	+1	639	// +2
Thought leader	52%	-2	59%	-6
US centric	47%	NA	53%	NA
Approachable	44%	+3	54%	-1
Responsive	40%	+2	55%	-3
Humanitarian	29%	+4	46%	+1
Exclusive	26%	+1	45%	-4

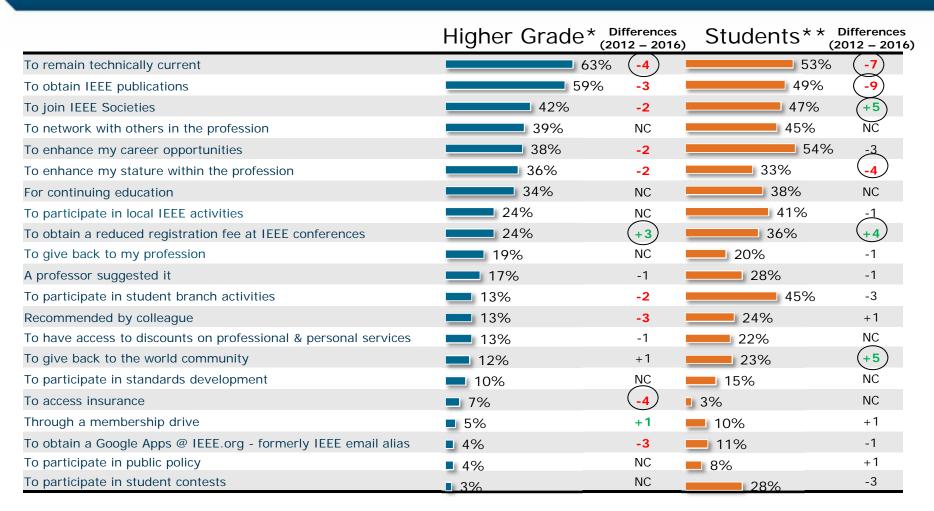


Affinity group and technical community familiarity (new question in 2016) much higher among Students than Higher Grade

- > IOT, Smart Grid and Cloud Computing high among both groups
- Women in Engineering and YP awareness very high among Students



No change in the order of reasons for joining vs. 2012.





Reasons for belonging to primary society less about obtaining information and more about volunteering for both member groups.

Students also more interested in discounts on conference fees

	Higher Grade 201	6	Students 2016	
To keep myself informed of all the advancements in my field	69%	-2	65%	-2
To obtain technical information and resources	66%	-2	60%	-7
To obtain society publications (paper and/or electronic)	63%	-5	52%	-11
To meet and interact with others who share my professional interests (networking)	38%	+1	45%	+5
To contribute to my profession	35%	+2	39%	+4
To get access to continuing education opportunities	28%	-1	40%	-2
To support my industry	23%	0	21%	+4
To receive discounts on society conference fees	22%	+3	36%	+9
To serve as a volunteer (for example, write or review articles, speak at conferences, or serve on committees)	22%	+3	29%	+7
To attend local chapter activities	20%	-1	33%	+5
To get access to online career resources (For example, job listings)	12%	-1	31%	-1
Other	1%	-1	1%	NC



Importance of Products & Services

	Higher Grade*		Students**	
Importance of aspects of membership	2016	Difference * * *	2016	Difference***
	(%)	(2012-2016)	(%)	(2012-2016)
Online access to transactions, journals, and magazines	84	NC	85	-3
Online access to conference proceedings	77	+1	80	-1
Online access to standards	74	-3	77	-3
Conferences	71	+2	82	NC
Opportunities for professional networking	67	-1	80	-1
Technical Skills	66	NA	80	NA
Continuing education opportunities	65	NC	80	-2
Promoting the appreciation of technology and our profession to the general public	63	-7	73	-6
Open access publishing	62	NA	76	NA
Interaction with other members	58	-1	72	-3
Discounts on professional products and services	58	-4	76	-6
Representation on public policy issues related to the profession	56	-6	63	-4
Local meetings with other professionals	54	-2	70	-2
Online meetings/webinars	53	NC	64	-3
Contributing to the people of the world through humanitarian efforts	49	+1	70	-1
Internet video programming of conference highlights, author interviews, and so	49		67	-3
on District and associate of the second		+2		
Printed copies of transactions, journals, and magazines	48	-5	60	-9
Online career resources	47	-5	71	-6
Salary and compensation benchmark data in your field	47	NA	63	NA _
Printed books	47	-7	59	-7
Ability to participate in standards development	45 44	-2	62	-2
Opportunities for leadership roles		+7	68	+4
Forums and newsgroups	43	-5	56	-10
Awards and scholarships	43 40	-1	77	-4
Non-Technical Business Skills		NA	66	NA
Having access to and obtaining responsive answers from the IEEE Contact Center		NC	61	-7
Printed copies of standards	38	-5	51	-6
Printed copies of conference proceedings	35	-4	51	-6
Social networking	32	+2	59	-1
Google Apps @IEEE.org account- formerly the IEEE email alias	31	NA	50	-3
Insurance and other financial products and services	28	-7	41	-3
Student contests (Students)	NA	NA	67	-2
Student branch meetings (Students)	NA	NA	67	-2

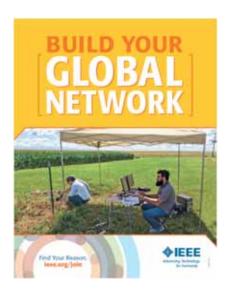
Satisfaction With Products & Services

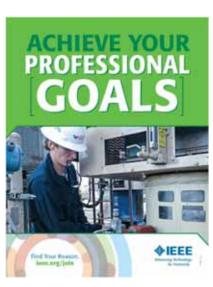
	Higher Grade*		Students**	
	2016	Difference * * *	2016	Difference * * *
Satisfaction with aspects of membership	(%)	(2012-2016)	(%)	(2012-2016)
Online access to transactions, journals, and magazines	61	-4	64	-1
Conferences	58	-4	60	-4
Online access to conference proceedings	55	-5	60	-2
Printed copies of transactions, journals, and magazines	50	-10	49	-11
Online access to standards	46	-8	52	-4
Open access publishing	42	NA	54	NA
Opportunities for professional networking	41	-1	49	-2
Google Apps @IEEE.org account- formerly the IEEE email alias	41	-15	51	-8
Discounts on professional products and services	41	-5	50	-4
Printed books	41	-10	41	-11
Printed copies of conference proceedings	40	-9	42	-9
Online meetings/webinars	39	-6	49	-4
Continuing education opportunities	38	NC	51	-2
Technical Skills	37	NA	48	NA
Promoting the appreciation of technology to the general public	37	-3	49	-3
Local meetings with other professionals	37	-4	45	-1
Interaction with other members	36	-3	48	NC
Printed copies of standards	36	-11	43	-7
Obtaining responsive answers from the IEEE Contact Center	35	-5	49	-3
Internet video programming of conference highlights, and interviews	35	-9	46	-5
Insurance and other financial products and services	34	-10	33	-9
Awards and scholarships	34	-4	46	NC
Ability to participate in standards development	34	-7	43	-4
Opportunities for leadership roles	33	-1	50	2
Salary and compensation benchmark data in your field	33	NA	38	NA
Contributing to the people of the world through humanitarian efforts	31	-1	47	-3
Representation on public policy issues related to the profession	31	-4	42	-5
IEEE online communities	30	-2	45	-2
Forums, newsgroups, and other online collaboration tools	30	-3	42	-4
Online career resources	28	-5	45	-5
Social networking	27	-1	47	1
Non-Technical Business Skills	26	NA	45	NA
Student contests (Students)	_	-	52	-4
Student branch meetings (Students)	-	=	51	-3

for Humanity

2017 Collateral Updates

- All newly designed materials
- Leveraged photos from the 'IEEE Into Focus' Photo Contest
- New infographic →













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Section



Recent Activity 2



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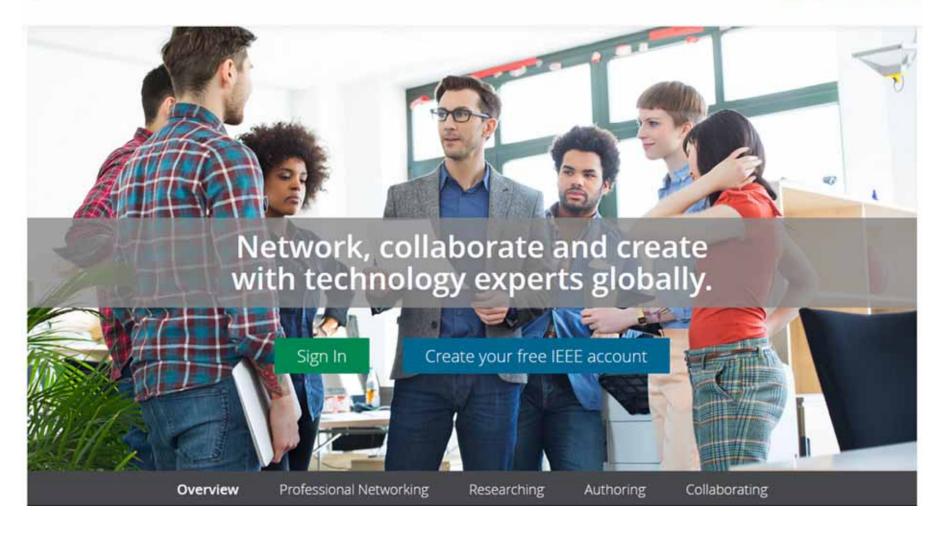
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Bright Minds. Bright Ideas.







IEEE Collabratec Recruitment



IEEE Collabratec (CT) now has more than 43,000 users (as of month end), adding roughly 4,000 new users in May. The platform is open to members and non-members alike, with special member-only features that are now driving recruitment activity. Half of CT users are not IEEE members, a ripe opportunity for recruitment.

We see two different trends. First, those that signed up on Collabratec and then became IEEE members, some of which were former members who came back. (See chart below.) Second is the engagement of first year members.

What does this mean to you? Leverage the platform as an easy lead generation tool. Invite non-members at your events and conferences to sign up for a free account. That is the single easiest way to engage them, and to capture their contact information that we utilize in follow up campaigns for recruitment.

ACTIVITY	Higher Grade	Graduate	Undergrad	TOTAL
Membership Year Cumulative - Sep through May 2016		Student	Student	191115
Non-Member Sign-up to Active Member Conversions	125	129	343	597
Former Member Sign-up to Active Member Conversions	125	80	116	321
sub-total	250	209	459	918
First-Year Member Sign-ups to IEEE Collabratec (joined IEEE, and then signed-up)	846	808	2108	3,762



IEEE-USA RECRUITMENT INCENTIVE

IEEE-USA Recruitment Incentive



In an effort to increase US higher-grade membership, IEEE-USA and MGA have partnered to pilot a campaign building on the existing Member-Get-a-Member program.

Higher-grade members in the US are eligible to submit referrals through a special online form. An automated email invites the referral to join and offers a US\$25 discount on their first year (16 August - 28 February), or to join at the special half year dues rate (1 March – 15 August). For each successful new recruit, the referring member can select an IEEE-USA branded merchandise item including a hat, cooler, backpack, golf balls, pen sets, portable charger, tablet case, umbrella and more.

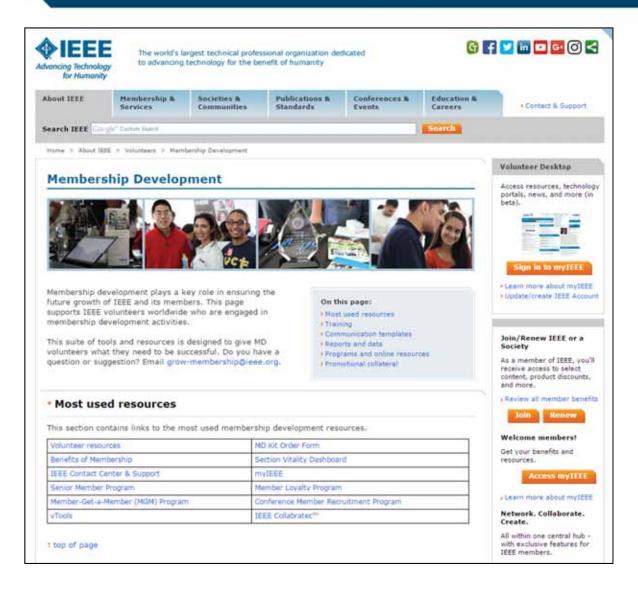
MGA promotes the program in the monthly Benefits Bulletin, and <u>Sections and Regions should promote the program on their own website</u>. For more information on how to do this, contact <u>elyn.perez@ieee.org</u>.

	2016 MY To Date	2015 MY Total	2014 MY Total	Program To Date
Referrals Submitted	1,044	941	1,240	3,225
Referrals Joined	451	224	397	1,072
% of Referrals Joined	43.2%	23.8%	32.0%	33.2%
# New US HG Members	354	168	295	817





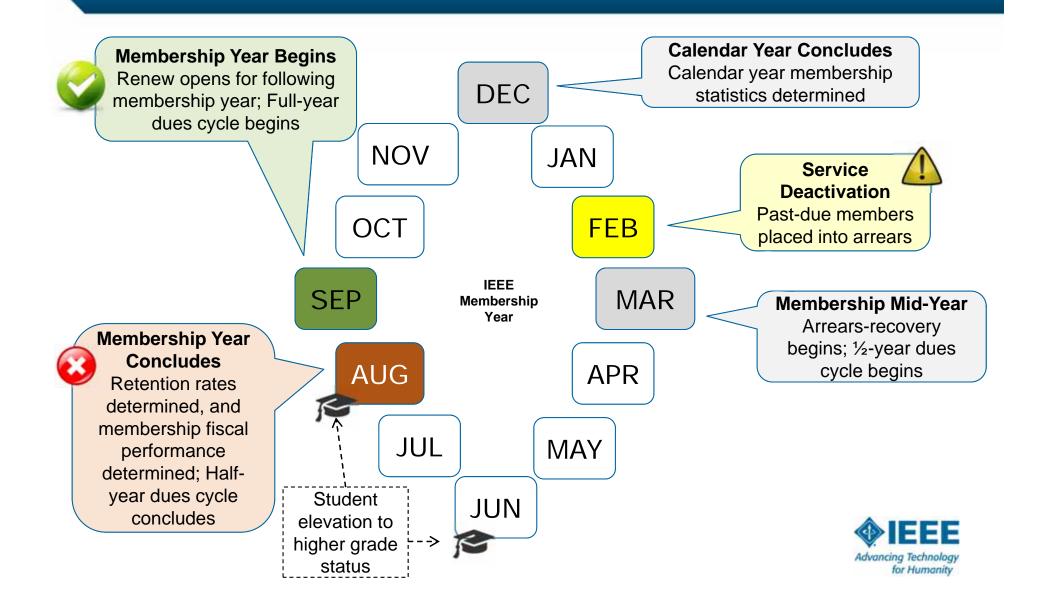
Membership Development Portal – www.ieee.org/md



- ✓ Training
- ✓ Communication Templates
- √ Reports & Data
- ✓ Programs & Online Resources
- ✓ Promotional Collateral (downloadable posters, brochures)



Membership Development Cycle



MD Prioritization

- January through April
 - 85% effort Retention / Arrears Recovery
 - 15% effort Recruitment
- May through August
 - 10% effort Arrears Recovery
 - 90% effort Recruitment
- ☐ September through December (switching gears)
 - 85% Recruitment
 - 15% Renewal monitoring



- Retention / arrears recovery campaigns, electronic and print (through August)
- Recruitment / incomplete applications / reinstatement campaigns (monthly)





What shall WE do in 2016-2017?

- Keep recruiting more HG new member
- Focus on recruiting new Student members through Section student activities
- Improve graduating students, young professionals and 1st year members retention



Wrap Up / Take Away Points

4 Important URLs:

Join IEEE <u>www.ieee.org/join</u>

Renew <u>www.ieee.org/renew</u>

MD volunteer resources <u>www.ieee.org/md</u>

Membership benefits <u>www.ieee.org/benefits</u>

 Region 1 Membership Specialist: Adrienne Hahn at <u>a.hahn@ieee.org</u>







Thank you

Question?





Soon Wan

Region 1 Membership Development Chair
gimsoon@ieee.org





IEEE Region 1

Open Discussion What can you and your Section do?





Appendix







2016 Region 1 MD Plan



2016 Region 1 MD Plan

- To fill Section MD Chair position vacancies.
- To increase the partnership between Region 1 MD and Section MD Chairs.
 - Provide Training
 - > Provide Supports at Section Membership drive events
- To encourage Section to Members Communication
- To support and focus on new members recruitment.
- To continue maintain high or to improve members retention rate.
- To pilot and implement new initiatives to improve Region 1 Membership.
- To stop Region 1 Membership decline trend, and achieve the same number/more of total members in 2015.
 Advancing Technology

2016 Region 1 MD Plan

- Section MD Chairs Training
 - ➤ Introduction to IEEE Membership Development Webinar
 - > All new MD Chairs should attend one of the 3 offered sessions.
 - Region 1 Conference Calls
- To develop a long term (2 to 3 years) vision and strategic plan of Region 1 to meet the needs of the professional and student members in Region 1, while also aligning with MGA objectives.
 - Create an innovative program to engage members to attend meetings and activities.
 - ➤ "Wow" the first year memberships (higher grade and student). To have an amazing experience with their first year membership, feel the values and the worth of their membership due. Then, they will renew their membership for next year, and more years to come.
 - > Create a strategy to enhance the Industries Relationship
 - Create a strategy to increase the Public Visibility of Region 1 IEEE.



2016 Region 1 MD Plan (continue)

Region 1 MD Conference Calls (Monthly, 4th Friday of each month)

- To attend Section / Area meetings
 - ➤ Meet Section Officers MD Chair, Student Activities Chair
 - Talk about Region 1 MD efforts, best practices and issues
 - ➤ Scout good volunteers for IEEE and Region 1
- To setup Membership Drive Booth at local Conferences, Seminars, and Events.



	2016 Section MD Chairs					
	FIRST NAME	LAST NAME	SECTION	E-MAIL		
	Soon	Wan	R1 Membership Development	gimsoon@ieee.org		
1	Moshe	Lessner	Berkshire Section	moshe.lessner@gd-ais.com		
2	Daniel	Sniezek	Binghamton Section	desniezek@yahoo.com		
3	Ramon	De La Cruz	Boston Section	rdelacru@ieee.org		
3	Alik	Apelian	Boston Section	aapelian@keyence.com		
4	James	Bates	Buffalo Section	jim.bates54@gmail.com		
5	Oscar	Tonello	Connecticut Section	ot@ieee.org		
6	Edward	Nowak	Green Mountain Section	ejnowak@us.ibm.com		
7	Ehsan	Afshari	lthaca	ehsan@ece.cornell.edu		
8	Nazrul	Islam	Long Island Section	islamn@FARMINGDALE.EDU		
9	Stanley	Koski	Maine Section	stanley.koski@gmail.com		
10	Eric	Perfecto	Mid-Hudson Section	perfecto@us.ibm.com		
11	Richard	Ackley	Mohawk Valley Section	r.ackley@ieee.org		
12			New Hampshire Section	Ĺ		
13	Frank	Feather	New Jersey Coast Section	fefeather@verizon.net		
14A	Neil	Weisenfeld	New York Section	Weisenfeldn@coned.com		
14B	Robert	Pellegrino	Tappan Zee Subsection	bobpellegrino@ieee.org		
	Nami II.au			miyer108@gmail.com		
15	Mani Kai	lyer Chen	North Jersey Section	northjerseymembership@yahoo.com		
				k.t.chen@ieee.org		
16	Roger	Ding		ding@ieee.org Airseadog@msn.com		
17	David	Clarke	Providence Section	d.clarke@ieee.org		
18			Rochester Section	-		
19	Amal	Mallavarapu	Schenectady Section	amal.mallavarapu.r@ieee.org		
20	Thomas	Ferguson	Springfield Section	thomasgrantferguson@gmail.com		
21	Gail	Brenkus	Syracuse Section	gbrenkus@gmail.com		
22	Tony	Mak	Worcester County Section	t.mak@ieee.org		

2016 Region 1 Section MD Chairs (as 02/25/2016)



^{*} New MD Chairs