

# **The National Society of Black Engineers**



## **National Long Range Strategic Plan (LRP)**

Version 2.2

1975-2005  
**1975-2005**

**Approved by the National Executive Board  
March 14, 2000**

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## **INTRODUCTION**

Herein lies the Long Range Plan (LRP) for the National Society of Black Engineers (NSBE) for the year 2005 as revised by the LRP committee. The revision committee held their first meeting at the 1996 National Convention where they outlined the LRP process and developed a draft mission statement. During the second meeting, held in Alexandria, Virginia, the committee researched past, present and potential future activities of NSBE and, as a result, developed and finalized the new and official NSBE mission and vision.

The vision defines “where the organization is going and what it will be when it gets there.” The mission defines the purpose of the organization and as such determines the society’s priorities. The committee then moved forward and defined seven key business areas and derived objectives, goals, strategies and measures (OGSM) for each that will lead NSBE to realize it’s mission and intimately experience it’s vision. The key business areas include the following:

1. Academic Excellence
2. Technical Excellence
3. Leadership
4. Communications
5. Financial Vitality
6. Cultural & Community Awareness
7. Continuous Education & Career Access

At the final LRP meeting, the committee developed critical subgroups to support each business area and then arduously developed, modified, and approved objectives, goals, strategies and measures (O.G.S.M) for each subgroup. For each objective exists at least 1 goal. Likewise, for each goal exists at least 1 corresponding strategy and for each strategy exists at least 1 corresponding measurement. Notice the goal places a numeric target of success on the objective and the measure provides the numeric target of success for each strategy. The results from this process generated the NSBE Long Range Plan for the year 2005.

Even so, NSBE realizes this Long Range Plan (LRP) will only prove effective if all of us, every executive board and chapter member incorporates the LRP into our planning processes, which should ultimately drive all of our daily activities. Each member remains accountable to the success of the society; and as such, we must all take ownership of our organization and its mission and vision. The success of the Society, is now in our hands. We will now set the standard! Let us all step up to the challenge and bring NSBE to the greatest realm of success the world has ever known!!!

S. Gordon Moore, Jr.  
National Chair-Emeritus ('97 - '98)  
National Chairman ('95 - '97)  
National Leadership Institute Planning Chairman ('99)

# **ONGOING RESPONSIBILITIES**

## **NATIONAL CHAIR**

Establish National Directives during elected term that focus the organization on specific positions to achieve the objectives, goals, strategies and measures set forth. Monitor and report the LRP, measure deadlines and recommend re-evaluation of any missed O.G.S.M.

## **EXECUTIVE DIRECTOR**

Insure the LRP is rigidly followed and incorporated in all National Headquarters' business and strategies. Monitor and report all Headquarters' programs and recommend operational strategies that assist in the completion of the LRP measures.

## **NATIONAL ADVISORY BOARD**

Insure the LRP is rigidly followed as the Society's leadership changes from year-to-year. Work closely with the elected officers of each new administration to insure that there is proper and continuous integration of executive board positions and staff support.

## **REGIONAL CHAIRS & CHAPTER PRESIDENTS**

Establish responsibility for specific positions to achieve the objectives, goals, strategies and measures set forth. Insure the regional and chapter implementation of the National Directives.

## **GENERAL MEMBERSHIP**

Hold leadership accountable to the Long Range Plan. As such, make sure that you and the organization are moving in the direction of our mission and vision by accomplishing the objectives of the Long Range Plan. Be sure all activity in the name of NSBE is in alignment with the LRP.

## **ONGOING MEASUREMENT**

### **REGIONAL LONG RANGE PLANS**

All regional long range plans should fall directly in line with the objectives, goals, strategies and measures of the National Long Range Plan (LRP). They should be designed in such a way that the individual fulfillment of each regional plan directly leads toward the fulfillment of the corresponding National LRP measure.

### **CHAPTER LONG RANGE PLANS**

NSBE chapters must develop a 5-10 year chapter Long Range Plan - that falls in line with their respective regional and the national LRP's. They should be designed in such a way that the individual fulfillment of each chapter plan directly leads toward the fulfillment of the corresponding National LRP measure.

### **FUTURE**

Evaluate and measure the Society's success based on the LRP at each national convention. Make necessary revisions and continue to update the long range plan. Evaluate if we accomplishing the objectives set forth.

### **INCORPORATION INTO AWARDS**

Chapter, regional and national achievements towards the LRP objectives will be incorporated into the awards judging process at every level of the organization.

## **NSBE MISSION & VISION**

### **MISSION**

NSBE's mission is to increase the number of culturally responsible Black engineers who excel academically, succeed professionally, and positively impact the community.

### **VISION**

The NSBE experience empowers its members to reach their full potential. We are encouraging our membership to continue the legacy while maintaining leadership roles in NSBE, Black communities, and other professional organizations. We instill pride and add value to the members which cause them to want to give back to NSBE in order to produce a continuum of success.

NSBE sets the standard of excellence in providing services to engineering, science and mathematics students. We maximize our potential collectively to facilitate the development of accomplished Black engineers.

We are advancing a cultural paradigm that inspires the Black community to achieve greater engineering and scientific feats than ever before.

## **7 KEY BUSINESS AREAS WITH SUBGROUPS**

1. Academic Excellence
  - A. GPA
2. Technical Excellence
  - A. Student Research Opportunities/ Other Technical Excellence Objectives
3. Leadership
  - A. Leadership skills
  - B. Sphere of Influence
  - C. NSBE History, Bylaws & Constitution
4. Communications
  - A. Information Lag Time
  - B. Breadth of Information Transfer
  - C. Information Accessibility
  - D. Global Communications
  - E. Implement Structural Changes
5. Financial Vitality
  - A. Sound Expenditures
  - B. Financial Officers Training
  - C. Cash, Income and Revenue
6. Cultural & Community Awareness
  - A. Community Service
  - B. Awareness and Activities
  - C. Pre-College Initiative Programming
  - D. Global Chapters
  - E. NSBE Presence in the Global Community
7. Continuous Education & Career Access
  - A. Career Planning
  - B. Engineering Black Faculty
  - C. Entrepreneurial Development
  - D. NSBE International Conferences and Exchanges

### Additional Areas

- A. Technical Professional Membership
- B. International Chair Representative

# ACADEMIC EXCELLENCE

## GPA

**Objective:** Increase the Grade Point Average (GPA) for all NSBE members in school.

**Goal:** To have at least 75% of the NSBE student membership maintaining a GPA at or above 3.0, and possessing quality study skills.

**Strategies:**

1. Implement COMPREHENSIVE academic teaching sessions at the regional conferences and at the chapter level
2. Develop and implement comprehensive alumni and corporate/student mentoring programs
3. Identify successful models and programs (identify schools, MEP offices, etc. that contribute to high performance and retention in academic engineering, science and math environments)
4. Identify vital statistics (GPA distributions, avg. GPA, etc.) for all engineering, science and math students, black students and current NSBE members Commission or tap into existing scientific studies/data, and Work with Engineering Administrations to acquire)

**Measures:**

1. Implement teaching sessions at 100% of NSBE chapters and regional conferences by **March, 2001**
2. Alumni chapters have a formal mentoring program for NSBE students by **December, 2001**
3. Academic Excellence task force will develop a plan by **January, 2001**
4. Conduct periodic studies/research/surveys to monitor change in GPA per time by **January, 2002**



## **TECHNICAL EXCELLENCE** **Research Opportunities & Experiences**

**Objective:** Increase professional, graduate and undergraduate research opportunities & experiences for NSBE members.

**Goal:** By the year 2005, have at least 75% of NSBE student members exposed to at least one research experience by the end of the first semester/quarter of their senior year.

**Strategies:**

1. NSBE Magazine and Career Engineer articles on research experiences
2. Establish a clearing house by identifying major sources for research opportunities, and establish a system of communication with NSBE members and program directors
3. Obtain and develop funding sources and information for research grants
4. Provide technical research forums to review, learn and reward undergraduate, graduate and post-graduate technical research
5. Provide membership with convenient, technical certification opportunities

**Measures:**

1. One article about various research experiences per issue of the NSBE Magazine and Career Engineer by **September, 2000**
2. Facilitate placement of at least 100 students per region in research programs by **September, 2001**
3. Identify research grants totaling at least \$750,000 annually by **September, 2000**
- 4.1. Initiate informational workshop at each regional conference by **September, 1999**
- 4.2. Implement technical research forums and awards at all national conventions and regional conferences by **September, 2000**
5. Offer technical certification courses at all National Conventions, Technical Professional and Professional Development conferences by **September, 2002**

**Other Technical Excellence Objectives:**

1. Establish a mechanism for NSBE members to get involved with white paper research pertaining to community issues (i.e. "The Impact of Toxic Dumping in Black Communities.")
2. Establish a research clearing house and information network (via the World Wide Web & internet news group)
3. Establish a mechanism for contract research
4. Establish a mechanism for patent funding, research and development
5. Continue to establish Special Interest Groups (i.e. - Telecommunication and Environmental) that keep the society abreast of critical issues effecting Technology

# LEADERSHIP

## Continuous Development of Effective Leadership Skills

**Objective:** All NSBE leaders (all student and alumni national, regional and chapter executive board members and committee chairpersons) will develop skills that are characteristic of effective leaders.

**Goal:** 100% of all NSBE leaders will participate in ongoing leadership training and development.

**Strategies:**

1. Develop a leadership training module that insures the formal continuity and transition of information from year to year, and level to level (national, regional and chapter) for the entire NSBE leadership (students, alumni, advisors and staff)
2. Use workshops and meetings at all NSBE regional conferences and national conventions to continue the training of all NSBE leaders - Regional and CPCs
3. Develop a coordinated, strategic, curriculum based plan for the National Leadership Institute (NLI), and the Regional Leadership Conferences/Retreats (RLC/R's) for all NSBE officers at every level

**Measures:**

1. A developed leadership training plan that will go into effect by **June, 2000**
2. Implement at least one leadership workshop track at all regional and national conventions, and at least two workshops per year at each chapter by **August, 2000**
3. 100% of the NSBE officers attend at least one leadership training session during elected terms by **June, 2000**

## LEADERSHIP

### **NSBE Needs to Expand Its Sphere of Influence**

**Objective:** Establish coalitions and coordinated efforts with other nonprofit organizations that either directly or indirectly effect the technological arena, as well as the Black community at large.

**Goal:** Quarterly to annual meetings with the leaders of identified nonprofit organizations.

**Strategies:**

1. Continuously identify list of appropriate (strategic) nonprofit organizations (i.e. – Diversity Summit, the Association Resource Directory)
2. Seek membership and offices within other (strategic) nonprofit organizations
3. Establish a well defined Black technical organization network Directive

**Measures:**

1. Review the list of identified nonprofit organization by **March, 2000** and update **annually**
2. 50% of NSBE membership actively involved in at least one of the identified organizations by **December, 2001**
- 3.1 Create a written definition and policy for NSBE interaction with other Black technical organization by **May, 2000**
- 3.2 Have joint meetings with other Black technical organizations by **January, 2002**

## **LEADERSHIP**

### **Knowledge of NSBE History, Long Range Plan, Constitution & Bylaws**

**Objective:** NSBE officers have a working knowledge of NSBE's background.

**Goal:** 100% of NSBE officers pass an exam on NSBE's History, LRP, Constitution & By-laws every year.

**Strategies:**

1. Implement and update regularly, the testing and orientation module that is given annually at the leadership training sessions for national, regional and chapter officers and staff
2. NSBE officers and staff required to participate in training modules and pass all established tests, as a condition of holding a position or employment

**Measures:**

1. Complete development and implementation strategy for testing and orientation modules by **June, 2000**
2. 100% of NSBE officers complete training module by **December, 2000**

# COMMUNICATIONS

## **Information Lag Time**

**Objective:** Decrease lead time between information origination and dissemination.

**Goal:** Members and affiliates informed of society events within 72 hours.

**Strategies:**

1. Develop the NSBE telecommunications system such that it fully supports the timely deliverance of electronic mail documents to members and affiliates of the organization
2. Establish and develop a policy for the NSBE Web service capable of announcing society events virtually instantaneous, and linked with all relevant sites of interest to NSBE
3. Schedule telecommunications training seminars at regional conferences and national conventions

**Measures:**

1. Complete and distribute to membership by **August, 2000** a NSBE Internet production package which includes the following:
  1. System Overview
  2. User Documentation
  3. Technical Support
  4. Existing and Planned Services
2. Have Web page listing NSBE events and links in full operation by **January, 2000** for NSBE members
3. 100% of membership trained on the World Wide Web, Internet and NSBENET by **September, 2001**

# COMMUNICATIONS

## **Breadth of Information Transfer**

**Objective:** Increase the number of individuals reachable using existing broadcast media that will allow a single message to reach every NSBE member and its affiliates.

**Goal:** Utilize cost effective broadcast media to reach 100% of NSBE members and affiliates.

**Strategies:**

1. Establish policy for the use of the NSBE Web with respect to providing users with accurate and up-to-date NSBE information
2. Allow television media access to NSBE functions
3. Promote chapter, regional and national functions via radio
4. Promote press releases regarding issues pertaining to the black engineering and educational community.
5. Develop a comprehensive 800 events/activities line accessible by the NSBE community and the community at large
6. Standardize NSBE communication processes

**Measures:**

1. Post NSBE news to NSBE Web on a weekly basis by **April, 2000**
- 2.1 NSBE will have 1 major NSBE convention broadcast via cable television medium (i.e. BET) by the **2001 National Convention**
- 2.2 NSBE will have at least 1 major television broadcast highlighting NSBE programs, members and/or activities each year by **September, 2000**
3. Have 1 or more radio broadcasts (promoting technical excellence) per region for the community at large by **January, 2001**
4. Have 2 or more NSBE programs highlighted in major publications (newspapers, magazines, etc.) by **December, 2000**
5. Establish an 800 events line for all NSBE events by **August, 2000**
6. Develop and distribute national communications guidelines and flow charts to 100% of chapters by **October, 1999**

# COMMUNICATIONS

## **Information Accessibility**

**Objective:** Increase the level of accessibility of information generated at the national level, and increase the use and knowledge of the World Wide Web and home pages as a primary information vehicle.

**Goal:** Identify and prioritize the NSBE community in order to insure that information is made available to the appropriate segment of the NSBE community, as well as survey and train the NSBE community in World Wide Web and home page efficiency.

**Strategies:**

1. Establish and maintain an Internet electronics documents archive (electronic library or filing cabinet)
2. Acquire a full service 800 number events line
3. Establish and link all (student and alumni) regional home pages to the national homepage, and all (student and alumni) available chapter home pages to their respective regional pages

**Measures:**

1. Establish an area accessible to members and affiliates which will allow file transfer of pertinent NSBE documents (memos, proposals, constitution, by-laws, etc.) by **August, 2000**
2. Setup an 800 telephone line which allows users to call and receive voice confirmation regarding NSBE events by **January, 2000**
3. 100% of all regional home pages linked to the national home page, and 75% of all chapter home pages linked to their respective regional home pages by **January, 2001**

# COMMUNICATIONS

## **Global Communications**

**Objective:** Provide training and exposure to NSBE members on the various facets of Global Interaction

**Goal:** To increase the number of NSBE members familiar with, interested in, or competent in the international arena

**Strategies:**

1. Spotlight international activities, chapters, and members in articles in issues of the NSBE magazine, Career Engineer, Bridge, and the Alumni Update.
2. Form a partnership with international magazines and publications to promote NSBE activities abroad.
3. Provide International workshops, seminars, lectures and forums at Annual Convention and all Regional Conferences.
4. Chapters identify international members for spotlighting, and participating in workshops, lectures and forums.

**Measures:**

1. At least four articles per year in the NSBE magazine, at least one article in each Career Engineer and Alumni Update by **September, 2001**
2. International NSBE members featured in at least five major outside periodicals by **March, 2003**
3. Workshops, lectures, and/or forums at all National and Regional conventions and conferences by **August, 2002**
4. NSBE collect data on numbers of international members, chapters, and foreign-born members in US chapters for statistical purposes. **January, 2002**

# COMMUNICATIONS



## **Implement structural changes to aid the transition from North American to Global Organization**

**Objective:** Implement structural and organizational changes to accommodate international involvement of NSBE

**Goal:** By 2005, the NSBE Constitution, Bylaws and Operating Documents as well as the popular culture of NSBE will reflect NSBE's shift from a Bi-national (US & Canadian) organization to a global international organization.

**Strategies:**

1. Develop a coordinated, strategic, plan for NSBE's transition to Global International Organization
2. Develop and implement long range structural adjustments which maintain NSBE strengths in an international setting
3. Implement measures which shepherd new international chapters into the existing NSBE structure and aid with the transition from national to international organization
4. Educate the NSBE body about the expanded vision
5. Provide on-going workshops and meetings and PR outlets at all NSBE regional conferences and annual conventions to continue the reinforce the new paradigm to all NSBE members –

**Measures:**

1. Develop an overview Document which describes the international vision of NSBE **December, 2001**
2. Create Proposed Changes to the Constitution and Bylaws **January, 2002**
3. Hold one informational workshop in each Region (at a regional Conference) and at each annual convention. **Ongoing Annually starting 2002**
4. Modify the NSBE Constitution, By-laws, and working documents to reflect international scope **March 2005**
5. Evaluate references to "National" that might suggest a one-country organization **March 2005**

# **FINANCIAL VITALITY**

## **Sound Expenditures**

**Objective:** Ensure NSBE makes sound financial expenditures aligned with the other key business areas of the long range plan.

**Goal:** 85% of all NSBE expenditures either directly or indirectly aligned with the LRP.

**Strategies:**

1. Base budgets on a maximum range of prior year actual expenses
2. All budget requests include strategy deployment action plans and responsibility chart
3. Zero based budgets with justification of funding
4. All funding requests over a predetermined amount must be reviewed by financial committee
5. All programs must show continuous progress toward meeting their long range objective within a 3 year period or be eliminated
6. Cost/Benefit analysis performed on an annual basis
7. Increase net revenues annually

**Measures:**

1. The total NSBE Budget expenses will be no more than 5% over the previous year's actual expenses from **1999 through 2002**
2. 100% of funding requests will have strategy development action plan, completed responsibility chart, and zero based budget by **July, 2002**
3. Funding reviewed by financial committee annually to ensure alignment with long range plan by **July, 2000**
4. Financial committee identified by **January, 2000**
5. No greater than 5% of budget going towards efforts that are not showing progress towards their long range objectives within 3 years by **June, 2002**
- 6.1 Cost/Benefit criteria and program identified beginning by **May, 2000**
- 6.2 Use audited financial reports to evaluate beginning **immediately**
7. NSBE Revenues show increase at a rate of 10% per year beginning **June, 2000**

## **FINANCIAL VITALITY**

### **Training of NSBE Financial Officers**

**Objective:** All financial officers are trained and pass a test in basic NSBE financial practices.

**Goal:** 100% of financial zone trained in NSBE financial practices on an annual basis.

**Strategy:**

1. Financial specialist (NAB representative, Headquarters staff member and other designees) responsible for training & producing documentation on financial practices
2. In order to “receive” funds, treasurers must be trained

**Measures:**

1. 100% of financial training and position manuals are reviewed and updated annually beginning **May, 1999**
2. 100% of funding allocated ONLY to trained treasurers by **July, 1999**

## **FINANCIAL VITALITY** **Cash, Income and Revenue**

- (1) **Objective:** Diversify and balance income sources.
- Goals:**
1. A diversified portfolio in the Year 2003 that breaks down as follows:
    - 5% Income from Membership
    - 60% Income from Corporate sponsorship/Support
    - 10% Income from Grants/Proposals, Foundations and Governments
    - 20% Income from Publications & Income from Revenue Generating Ventures
    - 5% Income from Investments
  2. NSBE income will grow 30% or more by the year 2003.
- Strategies:**
1. Have financial planner design an action plan that will achieve the long range income goals
  2. Establish a dedicated full time person in development
- Measures:**
- 1.1 Financial planner to develop plan to reach goals by **July, 2000**
  - 1.2 Reach income goals by **August, 2001**
  2. Hire a full time Director of Development by **June, 2000**
- (2) **Objective:** Continuous cash flow to cover expenses and build a safety reserve.
- Goal:** Ensure NSBE always maintains adequate funding and cash flow (establishment of NSBE reserve of at least 30% of prior year budget).
- Strategies:**
1. Budget income based on no more than lowest BCA membership within 5 years
  2. Assessment of NSBE owned properties and their financial impact on the organization
  3. Revise policy for the mid-year budget modification process
  4. Develop a mandatory budget reserve policy and establish its priority over all non-income generating activities/services
  5. Monitor cash flow quarterly along with policy to adjust the budget accordingly
- Measures:**
1. BCA revenue from dues will be based on the lowest BCA membership over the previous 5 years effective immediately through **2001**
  2. Complete Assessment by **January, 2000**
  3. Revised written policy by **September, 2000**
  4. Written policy (which includes priority & reserve percentage) by **January, 2000**
  5. Written quarterly report from finance zone December, March, June, and September of each year beginning **September, 1999**

(3) **Objective:** The NSBE Alumni-Extension (AE) will be self sustaining, profit generating extension of NSBE Corporate at all levels (National, Regional and Chapter).

**Goal:** The NSBE Alumni Extension will find complementary sources of income for itself and NSBE as a whole through sources targeted at supporting professional

**Strategies:**

1. Establish life membership program NSBE's alumni
2. Establish an AE reserve fund for year to year roll over, and long term survival
3. NSBE-AE will maintain an endowment and establish an investment portfolio
4. Create additional recruitment/placement services that will engender corporate support
5. Increase membership and convention attendance

**Measures:**

1. 25% of the NSBE-AE will be life members by **December, 2003**
2. AE reserve fund is established by **December, 2005**
3. Invest at least 20% of its year end net income into an investment portfolio by **December, 2005**
4. Establish 5 new recruitment/Placement services for professionals (i.e. Executive search activities, local/regional career fairs, publications, convention activities) by **December, 2003**
5. Increase membership and convention attendance 100% by **December, 2003**

## **CULTURAL & COMMUNITY AWARENESS**

Cultural & Community Awareness is knowing one's history and being aware of the status of one's community on a local and global level. It means having positive self-esteem regarding one's ethnic background and actively seeking and working as a role model among peers and the youth. In addition, it defines a person who remains politically aware and/or active and is fervently committed to giving back to the community through donations of service, time and money.

## **CULTURAL & COMMUNITY AWARENESS**

### **Community Service**

**Objective:** NSBE will contribute to the community by lending technical expertise, financial resources, personal effort and attention.

**Goal:** At least 80% of NSBE members will involved in some form of organized community service projects, i.e. mentoring, PCI activities etc.

**Strategies:**

1. Generate a list of service projects or service opportunities
2. Create a registry of services contributed
3. Create a service form. Chapters have members complete the form upon completing service goal
4. Determine appropriate incentives for submitting projects
5. Provide incentives for performing service projects

**Measures:**

1. Each region will list 2 or more projects per chapter by **September, 2000**
2. Registry will annually include 50% or more of membership beginning **January, 2001** and rise to 80% or more of the membership by **December, 2003**
3. Service forms developed by **September, 1999**
4. Service form completed by 40% of students by **March, 2000**
5. Develop and implement service incentives by **January, 2001**

## CULTURAL & COMMUNITY AWARENESS

### **Enhancing Cultural Awareness and Activities Among NSBE Members**

**Objective:** Enhance cultural awareness and activities among NSBE members.

- Goals:**
1. To make available cultural awareness workshops (20% of all workshops) at conventions as follows:
    - Regional - 20% of Workshops
    - National - 20% of Workshops
    - Leadership - 20% of Workshops
  2. Effective immediately, 10% of the articles in the NSBE Magazine pertain to cultural awareness issues critical to the vitality of the African and African-American communities.

**Strategies:**

- 1.1 Establish a list of cultural awareness topics of interest to NSBE students
- 1.2 Obtain and develop a list of workshop speakers and facilitators
- 1.3 Secure standard materials for the execution of workshops
- 1.4 Evaluate workshops for effectiveness
2. Work articles into the NSBE Magazine editorial calendar

**Measures:**

- 1.1 Secure workshops as outlined above at all major conferences (regional, national, leadership) by **January, 2001**
- 1.2 Bi-annually update list of workshop speakers and facilitators by **September, 2000**
- 1.3 Complete membership surveys to evaluate workshop and facilitator effectiveness by **April, 2000**
- 1.4 Increase available workshops in proportion to increases in membership by **September, 2000**
2. Articles scheduled into annual editorial calendar by **May, 2000**

# CULTURAL & COMMUNITY AWARENESS

## **Pre-College Initiative Programs**

**Objective:** NSBE members to take an active role in stimulating and encouraging pre-college students to pursue engineering and other technical disciplines.

**Goal:** 100% of chapters to participate in established National PCI programs.

**Strategies:**

1. Establish firm financial support for PCI programs
2. Publish national PCI programs manual
3. Provide more regional support for NSBE Jr.
4. Host annual regional Camping Conferences
5. Provide PCI training workshops at Regional and National conferences
6. Identify effective means of publicizing PCI
7. Establish a means of tracking each PCI student's academic progress
8. Document all PCI activities and evaluate their effectiveness
9. Strengthen and increase the number of NSBE Jr. Chapters

**Measures:**

1. At least 50% of PCI Budget supported by grants, foundation support, and private donations by **December, 2002**
2. National PCI Programs book published by **March, 2000**
- 3.1 Conduct a NSBE Jr. Mini Conferences at all National Conventions  
**Immediately**
- 3.2 Six Regional PCI Chairs trained in effective PCI programs development by  
**December, 1999**
- 3.3 Publish Regional NSBE Jr. UPDATE's by **December, 1999**
- 4.1 Development of new Camping Conference Guide by **December, 1999**
- 4.2 National coordination of six annual regional camping conferences by  
**December, 2000**
5. Annual PCI programs workshops at National Convention and Regional Conferences by **December, 1999**
- 6.1 Complete investigation of possible media exposure by **December, 2000**
- 6.2 The undertaking of 5 major national media events to showcase PCI activities to the community by **December, 2000**
- 7.1 75% of all chapters have database of PCI students in their area by **March, 2001**
- 7.2 Have a national database containing all chapter PCI information at NSBE Headquarters by the year **December, 2001**
- 8.1 75% of established chapters to submit a monthly report on their PCI activities by **July, 2000**
- 8.2 Chapter and Regional PCI Chairs will be surveyed annually on the effectiveness of their programs beginning **March, 2000**
9. At least 50 NSBE Jr. Chapters by **January, 2001**



# CULTURAL & COMMUNITY AWARENESS

## Global Chapters

**Objective:** Increase the number of NSBE Chapters that are outside of the Continental US.

**Goal:** To have at least 50% annual growth rate of new chapters outside of the continental United States and Canada while maintaining the level of participation of existing chapters.

**Strategies:**

1. Develop and implement comprehensive chapter-to-chapter mentoring programs to aid new chapters in the transition
2. Complete multi-lingual recruitment packet with information, registration forms, complete recruitment/into packet and PR materials
3. Establish fee structures that accommodate members in various economic environments.
4. Create sample constitutions for international chapters (Student and Alumni)
5. Provide effective ongoing support to new international chapters.

**Measures:**

1. Formalize by document description a chapter mentoring means **December, 2001**
2. Multi-lingual recruitment packet completed by **November, 2001**
3. Draft proposed Constitutional and Bylaws amendments for NSBE's adoption. **March, 2001**
4. Develop sample constitutions by **March, 2002**
5. Develop support structure for International Chapters by **September, 2001**

## **CULTURAL & COMMUNITY AWARENESS**

### **NSBE Presence in the Global Community**

**Objective:** Addresses the question of NSBE's standing in the world of NGOs and issues related to regulations and international law.

**Goal:** By the year 2003, have officially registered the Name and corporate ID information in all countries in which NSBE officially operates.

**Strategies:**

1. Create a prioritized target list of countries for NSBE participation
2. Register the NSBE logo, name, and publications in the high-priority countries
3. Obtain legal counseling to support in its managed international growth

**Measures:**

1. An approved list of target countries prioritized and documented. **September, 2001**
2. Identify legal counsel qualified in international NGO issues **September, 2001**
3. Registrations in progress in every country in which NSBE actively operates. **January, 2002 and ongoing**

## **CONTINUOUS EDUCATION & CAREER ACCESS**

## Long Range Career Planning

- Objective:** To facilitate and encourage long range career planning & professional development for all NSBE members.
- Goals:** All chapters and regions (with the assistance of nationals) will develop a career decision & analysis model (when should you pursue an advance degree, PE certification, business degree, or what professional area [sales, manufacturing, design, teaching, etc.] you should be in).
- Strategies:**
1. Develop a generic manual on how to create a campus model that each member can use
  2. Develop the model in computerized form
  3. Members should measure progress against model quarterly
  4. Identify key persons to check on progress of development of model
  5. Write grant proposals to fund development
  6. Establish a national and regional (could be joint) technical professional development conferences that focus on the development of the black technical professional
  7. Form alliances with other professional organizations
- Measures:**
- 1.1 Identify experts to develop manual by **August, 1999**
  - 1.2 Develop manual by **June, 2000**
  - 2.1 Develop computerized model by **September, 2000**
  - 2.2 Pilot manual and computerized model activated at 6 chapters by **December, 2000**
  3. 50% of each chapter within membership will use model to measure each quarter/semester beginning **December, 2001**
  4. Identify key person at each chapter to implement model by **September, 2001**
  5. Receive funding by **June, 2000**
  6. Professional development conferences should be strategically implemented both nationally and across all six regions by **October, 2003**
  7. At least two meetings per year (at least one with the Black technical organizations only) by **December, 2001**

## **CONTINUOUS EDUCATION & CAREER ACCESS**

### **Increase the Number of Black PhD's in Engineering, Science and Math**

**Objective:** Increase Black PhD's in engineering, science and math.

**Goal:** To increase the number of Black engineering, science and math PhD graduates by 50% by the Year 2005.

**Strategies:**

1. Survey existing population to determine interest and barriers
2. Identify and catalog the number of Black engineering faculty by field and school
3. Maintain Black engineering faculty directory
4. Catalog Black engineering seniors and Graduate students
5. Develop educational and promotional workshops, articles and videos for students to encourage an academic career path
6. Identify and develop alliances with colleges and universities
7. Identify skills graduate students need to become successful students and/or professors
8. Establish endowed faculty chairs
9. Design a model for a Black faculty mentor program at colleges and universities with Black faculty
10. Annual Black faculty/Graduate student reception
11. Survey Black faculty to identify potential linkages with NSBE

**Measures:**

1. Complete population survey by **December, 1999**
2. Identify and catalog by **March, 2001**
3. Complete Black faculty directory by **June, 2001**
4. Catalog seniors and graduate students by **December, 1999** and update **annually**
5. Schedule workshops at National Convention by **March, 2000**
6. Identify top 20 engineering schools along with top 20 producers of Black engineering students, and develop alliances by **March, 2001**
7. Identify skills to be successful by **March, 2000**
8. Establish and endow a faculty chair by **December, 2002**
9. Design mentor program model by **August, 2000**
10. Host annual Black faculty/graduate student reception by **March, 2001**
11. Complete survey by **March, 2000** to determine what has historically occurred and what is in the pipeline to determine annual targets by **June, 2000**

## CONTINUOUS EDUCATION & CAREER ACCESS **Entrepreneurial Development**

**Objective:** Provide training and exposure to NSBE members (with a focus on the members of the Alumni Extension) on the various facets of owning and operating a business.

**Goal:** To increase the number of NSBE members in entrepreneurial ventures and activities for themselves.

**Strategies:**

1. Spotlight entrepreneurial ventures and members in articles in issues of the NSBE magazine, Career Engineer and the Alumni Update (articles should feature a NSBE member or other successful African American business persons)
2. Form a partnership with Black Enterprise and other periodicals and organizations to feature NSBE entrepreneurs
3. Provide entrepreneurial workshops, seminars, lectures and forums at all National Conventions and Regional Conferences
4. Chapters identify local black owned businesses for spotlighting, and participating in workshops, lectures and forums

**Measures:**

1. At least four articles per year in the NSBE magazine, at least one article in each Career Engineer and Alumni Update by **September, 2000**
2. NSBE members featured in at least five major outside periodicals and/or programs (with at least two featured in Black Enterprise magazine) per year by **March, 2001**
3. Entrepreneurial workshops, lectures, and/or forums at all National and Regional conventions and conferences by **August, 2000**
4. All NSBE chapters compile a list (and update it every year) of local Black owned businesses by **January, 2001**

## CULTURAL & COMMUNITY AWARENESS **NSBE International Conferences and Exchanges**

**Objective:** Provide Expanded exposure for NSBE and NSBE members in the global marketplace and enhance communication and exchange among Black Engineers in the Black/African Diaspora.

**Goal:**

1. Host a series of well-attended, insightful annual international conferences
2. Develop international exchange programs for students and professionals to study, work, visit or explore internationally.

**Strategy:**

1. Identify target sites for international conferences 3 years prior to conference
2. Develop ties with local hosting committees in potential sites
3. Develop Conference Plans for NSBE Approval
4. Solicit participation from general membership
5. Identify organizations that provide exchange opportunities
6. Establish ties with exchange programs and develop exchange programs for NSBE members.

**Measures:**

1. At least one international conference (outside of North America) every year **December, 2005**
2. Develop Module for Selecting International Sites by **December, 2004**
3. Develop International Conference Planning Module by **December, 2004**
4. Provide opportunities for NSBE membership to participate in International programming by **December, 2004**
5. Develop strategic listing of partners by **December, 2003**
6. Establish Work / Exchange program for students and professionals in NSBE countries by **December, 2005**

### **Additional Areas:**

**Objective:** Increase the pool of contacts for Technical Professional Membership and Community support

**Goal:** Develop a database of African American Technical Professional to increase membership and corporate contacts

**Strategy:**

1. Commit a staff person to the outreach of technical professionals and the development of the database

**Measure:**

1. A database of over 20,000 thousand African American Technical Professional by **December, 2005**

**Objective:** Establish International Committee Chairperson or Representative in each region

**Goal:** Establish International Committee Representative in each Region

**Strategy:**

1. Commit a Regional Representative to the International Committee

**Measure:**

1. Each Region have a committed person assigned to the International Committee by September, 2002

## Appendix A

### **LRP Committee Acknowledgements**

The following persons have dedicated both their time and energy to make the National Society of Black Engineers Long Range Plan a reality. Many thanks goes out to all the individuals who have given constructive criticism, suggestions, and support to the National Long Range Plan.

The following persons are members of the original Long Range Plan Committee. The original Long Range Plan was distributed to the National Executive Board in July, 1993 and introduced to the Society at the 1994 N.S.B.E. Convention in Pittsburgh, PA.

#### **Original Long Range Plan Committee Members (1993)**

<b>Kevin E. Harris</b>	1993-94 National Chairperson
<b>Rosendo Molina</b>	1993-94 National Vice-Chairperson
<b>William Gideon</b>	1991-93 National Chairperson
<b>Angela Hayes</b>	Former N.S.B.E. National Convention Chairperson
<b>Woodrow Clifton</b>	Former N.S.B.E. National Officer
<b>Alan Letton</b>	1993-94 Alumni Extension National Chairperson
<b>David Fleming</b>	1989-1991 National Chairperson
<b>Andrea Hewlett</b>	Former N.S.B.E. National Officer
<b>Valerie Smith</b>	Former Region 3 Chairperson
<b>Gary May, PhD</b>	NSBE National Advisor (currently Chairperson), 1987-89 National Chairperson
<b>Mary Wilson</b>	Former NSBE National Advisor
<b>Al St. Clair</b>	Former NSBE National Advisor
<b>Steve Jarrett</b>	Board of Corporate Affiliates Representative
<b>Rita Shellenberger</b>	Board of Corporate Affiliates Representative

#### **Long Range Plan Revision Committee Members (1996)**

<b>S. Gordon Moore, Jr.</b>	1995-97 National Chairperson, 1999 National Leadership Institute Chairperson
<b>Michael Smith</b>	1999 National Convention Chairperson, Former N.S.B.E. National Treasurer
<b>Jeffrey Robinson</b>	1997 National Convention Chairperson, Former N.S.B.E. National Vice-Chairperson



## Appendix B

### Officer Duties to Accompany Long Range Plan

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#### ACADEMIC EXCELLENCE

## **GPA**

**Objective:** Increase the Grade Point Average (GPA) for all NSBE members in school.

**Goal:** To have at least 75% of the NSBE student membership maintaining a GPA at or above 3.0, and possessing quality study skills.

**Strategies:**

1. Implement COMPREHENSIVE academic teaching sessions at the regional conferences and at the chapter level
2. Develop and implement comprehensive alumni and corporate/student mentoring programs
3. Identify successful models and programs (identify schools, MEP offices, etc. that contribute to high performance and retention in academic engineering, science and math environments)
4. Identify vital statistics (GPA distributions, avg. GPA, etc.) for all engineering, science and math students, black students and current NSBE members. Commission or tap into existing scientific studies/data, and Work with Engineering Administrations to acquire)

**Lead Responsible:**

1. **Academic Excellence**
2. **Academic Excellence, Alumni**
3. **Academic Excellence**
4. **Academic Excellence, HQ Programs**

## **TECHNICAL EXCELLENCE**

### **Research Opportunities & Experiences**

**Objective:** Increase professional, graduate and undergraduate research opportunities & experiences for NSBE members.

**Goal:** By the year 2005, have at least 75% of NSBE student members exposed to at least one research experience by the end of the first semester/quarter of their senior year.

**Strategies:**

1. NSBE Magazine and Career Engineer articles on research experiences
2. Establish a clearing house by identifying major sources for research opportunities, and establish a system of communication with NSBE members and program directors
3. Obtain and develop funding sources and information for research grants.
4. Provide technical research forums to review, learn and reward undergraduate, graduate and post-graduate technical research
5. Provide membership with convenient, technical certification opportunities

**Lead Responsible:**

1. **Publications Chairperson**
2. **Academic Excellence Chairperson (HQ Programs)**
3. **Finance Chairperson, Academic Excellence Chairperson (HQ Programs)**
- 4.1 **Academic Excellence Chairperson, Vice-Chairperson**
- 4.2 **Academic Excellence Chairperson, CPC**
5. **Academic Excellence Chairperson (HQ Programs), Alumni TPC/PDC  
CPC**

**Other Technical Excellence Objectives:**

1. **Academic Excellence Chairperson**
2. **Academic Excellence Chairperson (HQ Programs), Publications**
3. **Academic Excellence Chairperson (HQ Programs)**
4. **Alumni**
5. **Alumni**

## LEADERSHIP

### **Continuous Development of Effective Leadership Skills**

- Objective:** All NSBE leaders (all student and alumni national, regional and chapter executive board members and committee chairpersons) will develop skills that are characteristic of effective leaders.
- Goal:** 100% of all NSBE leaders will participate in ongoing leadership training and development.
- Strategies:**
1. Develop a leadership training module that insures the formal continuity and transition of information from year to year, and level to level (national, regional and chapter) for the entire NSBE leadership (students, alumni, advisors and staff)
  2. Use workshops and meetings at all NSBE regional conferences national conventions to continue the training of all NSBE leaders, Regional and CPCs
  3. Develop a coordinated, strategic, curriculum based plan for the National Leadership Institute (NLI), and the Regional Leadership Conferences/Retreats (RLC/R's) for all NSBE officers at every level
- Lead Responsible:**
1. **NLI CPC**
  2. **Vice-Chair, CPC**
  3. **NLI CPC**

## **LEADERSHIP**

### **NSBE Needs to Expand Its Sphere of Influence**

**Objective:** Establish coalitions and coordinated efforts with other nonprofit organizations that either directly or indirectly effect the technological arena, as well as the Black community at large.

**Goal:** Quarterly to annual meetings with the leaders of identified nonprofit organizations.

**Strategies:**

1. Continuously identify list of appropriate (strategic) nonprofit organizations (i.e. – Diversity Summit, the Association Resource Directory)
2. Seek membership and offices within other (strategic) nonprofit organizations
3. Establish a well defined Black technical organization network Directive

**Lead Responsible:**

1. **Chairperson (Executive Director)**
2. **Chairperson (Directive)**
- 3.1 **Chairperson (Directive)**
- 3.2 **Chairperson (Directive)**

## **LEADERSHIP**

### **Knowledge of NSBE History, Long Range Plan, Constitution & Bylaws**

**Objective:** NSBE officers have a working knowledge of NSBE's background.

**Goal:** 100% of NSBE officers pass an exam on NSBE's History, LRP, Constitution & By-laws every year.

**Strategies:**

1. Implement and update regularly, the testing and orientation module that is given annually at the leadership training sessions for national, regional and chapter officers and staff
2. NSBE officers and staff required to participate in training modules and pass all established tests, as a condition of holding a position or employment

**Lead Responsible:**

1. **NLI CPC, Parliamentarian**
2. **Chairperson (Directive)**

## **COMMUNICATIONS**

### **Information Lag Time**

**Objective:** Decrease lead time between information origination and dissemination.

**Goal:** Members and affiliates informed of society events within 72 hours.

**Strategies:**

1. Develop the NSBE telecommunications system such that it fully supports the timely deliverance of electronic mail documents to members and affiliates of the organization
2. Establish and develop a policy for the NSBE Web service capable of announcing society events virtually instantaneous, and linked with all relevant sites of interest to NSBE
3. Schedule telecommunications training seminars at regional conferences and national conventions

**Lead Responsible:**

1. **Telecommunications Chairperson**
2. **Telecommunications Chairperson**
3. **Telecommunications Chairperson**

# COMMUNICATIONS

## **Breadth of Information Transfer**

**Objective:** Increase the number of individuals reachable using existing broadcast media that will allow a single message to reach every NSBE member and its affiliates.

**Goal:** Utilize cost effective broadcast media to reach 100% of NSBE members and affiliates.

**Strategies:**

1. Establish policy for the use of the NSBE Web with respect to providing users with accurate and up-to-date NSBE information
2. Allow television media access to NSBE functions
3. Promote chapter, regional and national functions via radio
4. Promote press releases regarding issues pertaining to the black engineering and educational community.
5. Develop a comprehensive 800 events/activities line accessible by the NSBE community and the community at large
6. Standardize NSBE communication processes

**Lead Responsible:**

1. **Communications Chairperson**
- 2.1 **Public Relations Chairperson**
- 2.2 **Public Relations Chairperson**
3. **Public Relations Chairperson**
4. **Public Relations Chairperson**
5. **Chairperson (Directive)**
6. **Communications Chairperson**



## **COMMUNICATIONS**

### **Information Accessibility**

**Objective:** Increase the level of accessibility of information generated at the national level, and increase the use and knowledge of the World Wide Web and home pages as a primary information vehicle.

**Goal:** Identify and prioritize the NSBE community in order to insure that information is made available to the appropriate segment of the NSBE community, as well as survey and train the NSBE community in World Wide Web and home page efficiency.

**Strategies:**

1. Establish and maintain an Internet electronics documents archive (electronic library or filing cabinet)
2. Acquire a full service 800 number events line
3. Establish and link all (student and alumni) regional home pages to the national homepage, and all (student and alumni) available chapter home pages to their respective regional pages

**Lead Responsible:**

1. **Telecommunications Chairperson**
2. **Chairperson (Directive)**
3. **Telecommunications Chairperson**

# **COMMUNICATIONS**

## **Global Communications**

**Objective:** Provide training and exposure to NSBE members on the various facets of Global Interaction

**Goal:** To increase the number of NSBE members familiar with, interested in, or competent in the international arena

**Strategies:**

1. Spotlight international activities, chapters, and members in articles in issues of the NSBE magazine, Career Engineer, Bridge, and the Alumni Update.
2. Form a partnership with international magazines and publications to promote NSBE activities abroad.
3. Provide International workshops, seminars, lectures and forums at Annual Convention and all Regional Conferences.
4. Chapters identify international members for spotlighting, and participating in workshops, lectures and forums.

**Measures:**

1. **International Committee Chairperson**
2. **International Committee Chairperson**
3. **International Committee Chairperson**
4. **International Committee Chairperson**

# **COMMUNICATIONS**

## **Implement structural changes to aid the transition from North American to Global Organization**

**Objective:** Implement structural and organizational changes to accommodate international involvement of NSBE

**Goal:** By 2005, the NSBE Constitution, Bylaws and Operating Documents as well as the popular culture of NSBE will reflect NSBE's shift from a Bi-national (US & Canadian) organization to a global international organization.

**Strategies:**

1. Develop a coordinated, strategic, plan for NSBE's transition to Global International Organization
2. Develop and implement long range structural adjustments which maintain NSBE strengths in an international setting
3. Implement measures which shepherd new international chapters into the existing NSBE structure and aid with the transition from national to international organization
4. Educate the NSBE body about the expanded vision
5. Provide on-going workshops and meetings and PR outlets at all NSBE regional conferences and annual conventions to continue the reinforce the new paradigm to all NSBE members

**Measures:**

1. **International Committee Chairperson**
2. **International Committee Chairperson**
3. **International Committee Chairperson**
4. **International Committee Chairperson**
5. **International Committee Chairperson**

## **FINANCIAL VITALITY Sound Expenditures**

**Objective:** Ensure NSBE makes sound financial expenditures aligned with the other key business areas of the long range plan.

**Goal:** 85% of all NSBE expenditures either directly or indirectly aligned with the LRP.

**Strategies:**

1. Base budgets on a maximum range of prior year actual expenses
2. All budget requests include strategy deployment action plans and responsibility chart
3. Zero based budgets with justification of funding
4. All funding requests over a predetermined amount must be reviewed by financial committee
5. All programs must show continuous progress toward meeting their long range objective within a 3 year period or be eliminated
6. Cost/Benefit analysis performed on an annual basis
7. Increase net revenues annually

**Measures:**

1. **NEB (Treasurer)**
2. **Treasurer**
3. **Treasurer**
4. **Treasurer**
5. **NEB (Treasurer)**
- 6.1 **Treasurer**
- 6.2 **Treasurer**
6. **Treasurer, Finance Chairperson (HQ DOD)**

## **FINANCIAL VITALITY**

### **Training of NSBE Financial Officers**

**Objective:** All financial officers are trained and pass a test in basic NSBE financial practices.

**Goal:** 100% of financial zone trained in NSBE financial practices on an annual basis.

**Strategy:**

1. Financial specialist (NAB representative, Headquarters staff member and other designees) responsible for training & producing documentation on financial practices
2. In order to “receive” funds, treasurers must be trained.

**Lead Responsible:**

- 1.1 **Treasurer (Executive Director)**
- 1.2 **Treasurer (Executive Director)**
2. **Treasurer, NLI CPC**

## **FINANCIAL VITALITY** **Cash, Income and Revenue**

- (1) **Objective:** Diversify and balance income sources.
- Goals:**
1. A diversified portfolio in the Year 2003 that breaks down as follows:
    - 5% Income from Membership
    - 60% Income from Corporate sponsorship/Support
    - 10% Income from Grants/Proposals, Foundations and Governments
    - 20% Income from Publications & Income from Revenue Generating Ventures
    - 5% Income from Investments
  2. NSBE income will grow 30% or more by the year 2003.
- Strategies:**
1. Have financial planner design an action plan that will achieve the long range income goals
  2. Establish a dedicated full time person in development
- Lead Responsible:**
1. **Treasurer (Executive Director)**
  2. **Treasurer (Executive Director)**
- (2) **Objective:** Continuous cash flow to cover expenses and build a safety reserve.
- Goal:** Ensure NSBE always maintains adequate funding and cash flow (establishment of NSBE reserve of at least 30% of prior year budget).
- Strategies:**
1. Budget income based on no more than lowest BCA membership within 5 years
  2. Assessment of NSBE owned properties and their financial impact on the organization
  3. Revise policy for the mid-year budget modification process
  4. Develop a mandatory budget reserve policy and establish its priority over all non-income generating activities/services
  5. Monitor cash flow quarterly along with policy to adjust the budget accordingly
- Lead Responsible:**
1. **Treasurer**
  2. **Treasurer**
  3. **Treasurer**
  4. **Treasurer**
  5. **Treasurer (Executive Director)**
- (3) **Objective:** The NSBE Alumni-Extension (AE) will be self sustaining, profit

generating extension of NSBE Corporate at all levels (National, Regional and Chapter).

**Goal:** The NSBE Alumni Extension will find complementary sources of income for itself and NSBE as a whole through sources targeted at supporting professionals.

**Strategies:**

1. Establish life membership program NSBE's alumni
2. Establish an AE reserve fund for year to year roll over, and long term survival
3. NSBE-AE will maintain an endowment and establish an investment portfolio
4. Create additional recruitment/placement services that will engender corporate support
5. Increase membership and convention attendance

**Lead Responsible:**

1. **AEB**
2. **Alumni Treasurer**
3. **Alumni Treasurer**
4. **AEB (HQ OTPS)**
5. **AE Membership (HQ OTPS)**

## **CULTURAL & COMMUNITY AWARENESS**

Cultural & Community Awareness is knowing one's history and being aware of the status of one's community on a local and global level. It means having positive self-esteem regarding one's ethnic background and actively seeking and working as a role model among peers and the youth. In addition, it defines a person who remains politically aware and/or active and is fervently committed to giving back to the community through donations of service, time and money.

## **CULTURAL & COMMUNITY AWARENESS**

### **Community Service**

**Objective:** NSBE will contribute to the community by lending technical expertise, financial resources, personal effort and attention.

**Goal:** At least 80% of NSBE members will involved in some form of organized community service projects, i.e. mentoring, PCI activities etc.

**Strategies:**

1. Generate a list of service projects or service opportunities
2. Create a registry of services contributed
3. Create a service form. Chapters have members complete the form upon completing service goal
4. Determine appropriate incentives for submitting projects
5. Provide incentives for performing service projects

**Lead Responsible:**

1. **Programs Chairperson**
2. **Programs Chairperson**
3. **Programs Chairperson**
4. **Programs Chairperson**
5. **Programs Chairperson**



## **CULTURAL & COMMUNITY AWARENESS**

### **Enhancing Cultural Awareness and Activities Among NSBE Members**

**Objective:** Enhance cultural awareness and activities among NSBE members.

- Goals:**
1. To make available cultural awareness workshops (20% of all workshops)at conventions as follows:
    - Regional - 20% of Workshops
    - National - 20% of Workshops
    - Leadership - 20% of Workshops
  2. Effective immediately, 10% of the articles in the NSBE Magazine pertain to cultural awareness issues critical to the vitality of the African and African-American communities.

**Strategies:**

- 1.1 Establish a list of cultural awareness topics of interest to NSBE students
- 1.2 Obtain and develop a list of workshop speakers and facilitators
- 1.3 Secure standard materials for the execution of workshops
- 1.4 Evaluate workshops for effectiveness
2. Work articles into the NSBE Magazine editorial calendar

**Lead Responsible:**

- 1.1 **Programs Chairperson, Vice Chairperson, CPC**
- 1.2 **Programs Chairperson**
- 1.3 **Programs Chairperson, CPC**
- 1.4 **Programs Chairperson, CPC**
2. **Publications Chairperson**

# **CULTURAL & COMMUNITY AWARENESS**

## **Pre-College Initiative Programs**

**Objective:** NSBE members to take an active role in stimulating and encouraging pre-college students to pursue engineering and other technical disciplines.

**Goal:** 100% of chapters to participate in established National PCI programs.

**Strategies:**

1. Establish firm financial support for PCI programs
2. Publish national PCI programs manual
3. Provide more regional support for NSBE Jr.
4. Host annual regional Camping Conferences
5. Provide PCI training workshops at Regional and National conferences
6. Identify effective means of publicizing PCI
7. Establish a means of tracking each PCI student's academic progress
8. Document all PCI activities and evaluate their effectiveness
9. Strengthen and increase the number of NSBE Jr. Chapters

**Lead Responsible:**

1. **PCI Chairperson (HQ Programs), Finance Chairperson**
2. **PCI Chairperson (HQ Programs)**
- 3.1 **PCI Chairperson (HQ Programs)**
- 3.2 **PCI Chairperson (HQ Programs)**
- 4.1 **PCI Chairperson (HQ Programs)**
- 4.2 **PCI Chairperson (HQ Programs)**
5. **PCI Chairperson (HQ Programs), NLI CPC**
- 6.1 **PCI Chairperson (HQ Programs), Public Relations Chairperson**
- 6.2 **PCI Chairperson (HQ Programs), Public Relations Chairperson**
- 7.1 **PCI Chairperson (HQ Programs)**
- 7.2 **PCI Chairperson (HQ Programs)**
- 8.1 **PCI Chairperson (HQ Programs)**
- 8.2 **PCI Chairperson (HQ Programs)**
9. **PCI Chairperson (HQ Programs)**

# **CULTURAL & COMMUNITY AWARENESS**

## **Global Chapters**

**Objective:** Increase the number of NSBE Chapters that are outside of the Continental US.

**Goal:** To have at least 50% annual growth rate of new chapters outside of the continental United States and Canada while maintaining the level of participation of existing chapters.

**Strategies:**

1. Develop and implement comprehensive chapter-to-chapter mentoring programs to aid new chapters in the transition
2. Complete multi-lingual recruitment packet with information, registration forms, complete recruitment/into packet and PR materials
3. Establish fee structures that accommodate members in various economic environments.
4. Create sample constitutions for international chapters (Student and Alumni)
5. Provide effective ongoing support to new international chapters.

**Measures:**

1. **International Committee Chairperson**
2. **International Committee Chairperson**
3. **International Committee Chairperson**
4. **International Committee Chairperson**
5. **International Committee Chairperson**

## **CULTURAL & COMMUNITY AWARENESS**

### **NSBE Presence in the Global Community**

**Objective:** Addresses the question of NSBE's standing in the world of NGOs and issues related to regulations and international law.

**Goal:** By the year 2003, have officially registered the Name and corporate ID information in all countries in which NSBE officially operates.

**Strategies:**

1. Create a prioritized target list of countries for NSBE participation
2. Register the NSBE logo, name, and publications in the high-priority countries
3. Obtain legal counseling to support in its managed international growth

**Measures:**

1. **International Committee Chairperson**
2. **International Committee Chairperson**
3. **International Committee Chairperson**

# **CONTINUOUS EDUCATION & CAREER ACCESS**

## **Long Range Career Planning**

**Objective:** To facilitate and encourage long range career planning & professional development for all NSBE members.

**Goals:** All chapters and regions (with the assistance of nationals) will develop a career decision & analysis model (when should you pursue an advance degree, PE certification, business degree, or what professional area [sales, manufacturing, design, teaching, etc.] you should be in).

**Strategies:**

1. Develop a generic manual on how to create a campus model that each member can use
2. Develop the model in computerized form
3. Members should measure progress against model quarterly
4. Identify key persons to check on progress of development of model
5. Write grant proposals to fund development
6. Establish a national and regional (could be joint) technical professional development conferences that focus on the development of the black technical professional
7. Form alliances with other professional organizations

**Lead Responsible:**

- 1.1 Alumni (HQ Programs)
- 1.2 Alumni (HQ Programs)
- 2.1 Alumni (HQ Programs), Telecommunications
- 2.2 Alumni (HQ Programs), Telecommunications
3. Alumni (HQ Programs)
4. Alumni (HQ Programs)
5. Alumni, Finance Chairperson
6. AEB
7. Chairperson (Directive)

# **CONTINUOUS EDUCATION & CAREER ACCESS**

## **Increase the Number of Black PhD's in Engineering, Science and Math**

**Objective:** Increase Black PhD's in engineering, science and math.

**Goal:** To increase the number of Black engineering, science and math PhD graduates by 50% by the Year 2005.

**Strategies:**

1. Survey existing population to determine interest and barriers
2. Identify and catalog the number of Black engineering faculty by field and school
3. Maintain Black engineering faculty directory
4. Catalog Black engineering seniors and Graduate students
5. Develop educational and promotional workshops, articles and videos for students to encourage an academic career path
6. Identify and develop alliances with colleges and universities
7. Identify skills graduate students need to become successful students and/or professors
8. Establish endowed faculty chairs
9. Design a model for a Black faculty mentor program at colleges and universities with Black faculty
10. Annual Black faculty/Graduate student reception
11. Survey Black faculty to identify potential linkages with NSBE

**Lead Responsible:**

1. **Charter Membership Chairperson (HQ Programs)**
2. **Charter Membership Chairperson (HQ Programs)**
3. **Charter Membership Chairperson (HQ Programs)**
4. **Charter Membership Chairperson, Alumni Membership (HQ Programs)**
5. **Charter Membership Chairperson**
6. **Charter Membership Chairperson (HQ Programs)**
7. **Academic Excellence Chairperson**
8. **Chairperson (Directive)**
9. **Academic Excellence Chairperson (HQ Programs), NAB**
10. **Charter Membership Chairperson, Alumni**
11. **Charter Membership Chairperson**

# **CONTINUOUS EDUCATION & CAREER ACCESS**

## **Entrepreneurial Development**

**Objective:** Provide training and exposure to NSBE members (with a focus on the members of the Alumni Extension) on the various facets of owning and operating a business.

**Goal:** To increase the number of NSBE members in entrepreneurial ventures and activities for themselves.

**Strategies:**

1. Spotlight entrepreneurial ventures and members in articles in issues of the NSBE magazine, Career Engineer and the Alumni Update (articles should feature a NSBE member or other successful African American business persons)
2. Form a partnership with Black Enterprise and other periodicals and organizations to feature NSBE entrepreneurs
3. Provide entrepreneurial workshops, seminars, lectures and forums at all National Conventions and Regional Conferences
4. Chapters identify local black owned businesses for spotlighting, and participating in workshops, lectures and forums

**Measures:**

1. **Publications Chairperson, Business Diversity Chairperson**
2. **Public Relations Chairperson, Business Diversity Chairperson**
3. **Business Diversity Chairperson, CPC, Vice Chairperson**
4. **Business Diversity Chairperson**

## **CULTURAL & COMMUNITY AWARENESS** **NSBE International Conferences and Exchanges**

**Objective:** Provide Expanded exposure for NSBE and NSBE members in the global marketplace and enhance communication and exchange among Black Engineers in the Black/African Diaspora.

**Goal:**

1. Host a series of well-attended, insightful annual international conferences
2. Develop international exchange programs for students and professionals to study, work, visit or explore internationally.

**Strategy:**

1. Identify target sites for international conferences 3 years prior to conference
2. Develop ties with local hosting committees in potential sites
3. Develop Conference Plans for NSBE Approval
4. Solicit participation from general membership
5. Identify organizations that provide exchange opportunities
6. Establish ties with exchange programs and develop exchange programs for NSBE members.

**Measure:**

1. **International Committee Chairperson**
2. **International Committee Chairperson**
3. **International Committee Chairperson**
4. **International Committee Chairperson**
5. **International Committee Chairperson**
6. **International Committee Chairperson**

### **Additional Areas:**



**Objective:** Increase the pool of contacts for Technical Professional Membership and Community support

**Goal:** Develop a database of African American Technical Professional to increase membership and corporate contacts

**Strategy:** Commit a staff person to the outreach of technical professionals and the development of the database

**Lead Responsible:**  
Alumni (HQ OTPS)

**Objective:** Establish International Committee Chairperson or Representative in each region

**Goal:** Establish International Committee Representative in each Region

**Strategy:**

1. Commit a Regional Representative to the International Committee

**Measure:**

1. **International Committee Chairperson**