

**STATEMENT OF BRAND VALUES AND PURPOSE
&
2006-2010 STRATEGIC PLAN**

For

**THE ILLUMINATING ENGINEERING SOCIETY
OF NORTH AMERICA**



October 18, 2006
Approved by the Board of Directors
July 29, 2006

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I. Introduction

This document represents the culmination of an extensive effort begun in 2005 to review the Illuminating Engineering Society of North America's (IESNA) brand and to develop a four year strategic plan that would define the work to be undertaken by the IESNA as it begins its second century of leadership in the lighting industry. This shared understanding will help all members, staff and future boards communicate the values of the IESNA at every contact point.

The 2006-2010 Strategic Plan makes IESNA viable in the long-term and allows for meaningful near-term, measurable steps in-line with the evolving interests of lighting professionals. It will guide the leadership team for the purpose of making relevant decisions and delegating tasks. It will develop IESNA as a learning organization – one where feedback is not only encouraged, but sought from all members.

The plan identifies core goals and initiatives that will align our future activities ensuring implementation of our mission and achievement of our vision. Constant monitoring of this plan, its philosophy and initiatives are integral to making IESNA a dynamic advocate for quality lighting.

This document was presented to and approved by the Board of Directors at its meeting on July 29, 2006.

II. Brand Values

A. Current Attributes of the Brand

*Professional...Respected...Technical...Knowledgeable...Intelligent...
Conservative...Quiet...Conventional...Slow...Traditional*

IESNA is perceived as an umbrella organization that publishes recommended practices for those involved in lighting. IESNA is also a Society where lighting professionals can socialize and network. The organization is viewed as moving slowly and cautiously which at times hinders its ability to meet the ever-changing needs of its members from a business and environmental perspective.

The IESNA currently has a lack of visibility with the public which has the potential for limiting the future growth and vitality of the organization.

Maintaining the organizations' sense of history and recognition as the lighting design standards organization is very important. Secondly, creating knowledge based activities focused towards education and the improvement of the lighted environment is critically important.

There is much pride in our organization, especially the ability to network and make new connections. When asked what they wish people knew about the IESNA, the following are the common talking points:

- "How much everyone in the IESNA cares about and for our industry. I wish they knew that the members want to nurture new members. I wish they understood how important the IESNA is to the future of lighting and how everyone must work hard to make sure that the IESNA is revitalized."
- "There was more awareness of our existence, our publications and educational offerings."

- “I wish that people knew how rewarding it is to volunteer at higher levels and to become more involved. The relationships you build with people from a wide range of disciplines from art to physics make you more committed to the Society.”
- “Light and lighting is not hard to understand but there is a lot to it. IESNA can get everyone to whatever his or her desired level of understanding is, and it is fun.”

B. Future Attributes of the Brand

*Professional...Respected...Technical...Knowledgeable...Intelligent...
Progressive...Dynamic...Innovative...Responsive...Visionary...Excellence*

IESNA in the future should be known by the stakeholders and the public as an organization that actively promotes lighting issues that affect people’s daily lives. It should be an active, vibrant organization that can effectively bring about change by disseminating knowledge quickly about emerging lighting technologies and one that practitioners should not be able to get along without.

In terms of visibility the IESNA needs to increase its exposure within the architectural and design community, it needs to increase dialogue with section leadership and increase awareness amongst students and faculty in lighting, and finally play a role in the promotion of lighting research.

In order to grow, the IESNA needs to include a broader base of stakeholders, young professionals and associated professionals. In addition to adding new members, the IESNA must do a better job of meeting the needs of its current membership base by providing new services and offerings. We need to raise the awareness of lighting in the public realm and market the IESNA as the industry spokesperson and leader in lighting.

In terms of market differentiation, it was noted that the clarity of that differentiation does not exist today and that the focus of the strategic plan should be to create a clear differentiation between the IESNA and other groups involved in lighting.

In regard to brand recognition, most people thought IES was a recognized brand and that the brand imagery need to be refined and clarified moving forward, but that we should not change from “Illuminating Engineering Society of North America (IESNA)”.

C. Audiences

During the brand strategy work, we looked at who our current audiences are and at any gaps in those audiences or at a redefinition of these audiences. It was noted that we should place emphasis on the expertise and diversity of our membership, and how collectively working together with one voice, we can achieve much more than as individuals. The following list defines our audiences.

Lighting Designers

Professional Lighting Consultants.

Allied Professionals

Professional in allied fields (i.e.- architects, engineers, planners, landscape architects,) who are involved directly or indirectly in the specification of lighting equipment for the built environment.

Researchers & Educators

Professionals involved in lighting or lighting related education and/or research.

Lighting Fixture, Equipment and Lamp Designers

Professionals involved in the design of lighting equipment.

Lighting Related Equipment Manufacturing Sales & Distribution

Professional involved in the marketing, sales and distribution of lighting equipment.

Contractors, Builders, Utilities & Service Companies

Those companies/individuals involved in the installation and/or maintenance of lighting equipment.

Lighting and Energy Regulators

Federal, State, County and Local Government Agencies, Entities, and Elected Officials.

End Users of Lighting Equipment

Those groups that use lighting equipment in businesses, homes, and communities. (*i.e.* - *Building Owners, Facility Managers, General Public, Utilities, Municipalities*)

Students

Those being either introduced to the profession or studying to enter the field of lighting. (*i.e.* - *K-12, Colleges & Universities, Technical Schools*)

D. Key Messages

- Everyone needs good lighting – “Light Matters”.
- Lighting is a vital element in a healthy and productive environment and, by incorporating the standards and education provided by IESNA, quality lighting should be the norm and not the exception.
- IESNA recommendations will improve productivity and safety, and can positively impact the economy of an individual, company and the environment.

E. Organizational Values

In carrying out all of its activities, the IESNA is committed to the following:

- Identifying and serving the evolving needs of its membership.
- Fulfilling its mission in a socially, economically, and environmentally responsible fashion.
- Developing effective strategic relationships and collaborative initiatives with appropriate external partners.
- Building a model for engaged planning into its governance and management processes to incorporate regular evaluation of the impact and successes of initiatives and activities.
- Sustaining the IESNA.

III. Mission & Vision Statements

The mission and vision statements are the guiding principles for the Strategic Plan. They provide a clear, unified direction for all of our activities.

Mission Statement:

The IESNA seeks to improve the lighted environment by bringing together those with lighting knowledge and by translating that knowledge into actions that benefit the public.

Vision Statement

The IESNA will build upon a century of excellence to create the premier lighting community dedicated to promoting the art and science of quality lighting to its members, allied professional organizations and the public.

IV. Strategic Goals

To carry out its mission and vision, IESNA will actively pursue a set of five strategic goals aligned with the elements of its mission:

Goal #1:

Develop its core competencies and constituency, and continue to broaden our reach and expand the community we serve.

Goal #2:

Promote the dynamic development of innovative lighting research and the rapid translation of discoveries to improve the quality of the lighted environment.

Goal #3:

Improve the existing committee structure and process in order to provide timely and relevant services that meet the market needs of its members and the general public.

Goal #4:

Increase the value and relevance of the IESNA to the lighting professional by providing effective professional development and lighting education.

Goal #5:

Position the IESNA as the preeminent voice and advocate for quality lighting in our communities.

V. Strategic Initiatives

The strategic goals identified above represent a long term framework to provide guidance to the Board, Regions, Sections and our Committees as they develop programs and activities in the coming years. For each strategic goal, there are a series of initiatives that require further exploration, discussion and development in order to develop consensus among the membership about specific programs and changes that should be pursued.

For each strategic goal we have identified strategic issues (*the motives for acting*), desired outcomes (*image of what will be accomplished if we are successful*), guiding principles (*setting the parameters on actions to be taken*), and finally metrics for measuring success. The strategic issues and action plans for each strategic goal are described below.

STRATEGIC GOAL I
DEVELOP OUR CORE COMPETENCIES AND CONSTITUENCY AND CONTINUE TO BROADEN OUR REACH AND EXPAND THE COMMUNITY WE SERVE.

Strategic Initiatives:

1.01 Create more value/benefits to increase membership.

Desired Outcomes:

- Increase overall membership and membership satisfaction.
- Increase employers' perceived value of IESNA Membership.
- Increase individual's perception of the value of membership to a level where they believe the membership satisfies their need for personal and professional growth.

Guiding Principles:

- Cost sensitivities increase when perceived value is low.

Action Plan:

Responsible Party	Action Item	Target Completion Date
Membership Committee, VP Member Activities, Staff, Regional Vice Presidents	Increase membership communication from society to region to individual.	July 2007 and then on-going
Membership Committee, Regional Vice Presidents, Regional Membership Chairs, Section Membership Chairs	Improve new membership communication. New regional chair to assist each section to communicate with members and to address section membership chair success.	July 2007
Membership Committee and Staff	Review sustaining membership plan to increase value.	July 2007
Regional Vice Presidents, Staff and VP of Educational Activities	Increase remote learning opportunities.	July 2008

Measures of Success:

- Fewer complaints at Regional Vice President and Society level regarding delay in communication.
- Increase in retention rate of new members.
- Updated sustaining membership plan in place.
- Additional remote learning opportunities.

1.02 Create a diverse membership that is active, involved and committed; members who will be assets to their employers and to the IESNA.

Desired Outcomes:

- Provide experiences to members that make the member more valuable to the employer.
- Increase member's ability to achieve personal growth.

Guiding Principles:

Increasing participation and the diversity of participants will yield better offerings and publications. Learning to achieve consensus within a diverse workgroup is vital to global businesses today.

Action Plan:

Responsible Party	Action Item	Target Completion Date
Membership Committee, Leadership Forum	Broaden membership base by including allied groups and by including broad training including managerial skills.	July 2008
Regional Vice Presidents, Leadership Forum	Provide methods to increase volunteer's skill level as a volunteer	July 2008
VP of Member Activities, Membership Committee, Regional Vice Presidents	Provide recognition programs that showcase diversity of membership and member satisfaction.	July 2008

Measures of Success:

- Increased diversity of member affiliations.
- Implementation of recognition programs.

1.03 Increase interaction among and attractiveness to students and younger members by developing an emerging professional or young lighting professionals' organization within the IESNA.

Desired Outcomes:

Increase participation of the young professional and student to develop a strong base for future development within the society and the industry.

Guiding Principles:

We are not the future of this profession, but we can ensure that there is a future for this profession.

Action Plan:

Responsible Party	Action Item	Target Completion Date
Membership Committee	Investigate young professional programs in other societies	July 2006
Membership Committee, VP of Member Activities	Create a young professionals group	October 2006
Board of Directors	Review/Approve Plan	October 2006
IESNA Staff & Membership Committee	Implement Plan	January 2007 & On-going

Measures of Success:

Membership growth in this category and successful meetings of the group.

1.04 Provide formal leadership training and encourage formal and informal leadership development through mentorship and networking...strong leaders are crucial to the continued growth of the IESNA.

Desired Outcomes:

Develop leaders with knowledge and the required skills who will become good mentors.

Guiding Principles:

How much further would you be if just one thing you struggled to learn was taught to you by someone with experience?

Action Plan:

Responsible Party	Action Item	Target Completion Date
Membership Committee, VP of Member Activities, Leadership Forum	Develop officer training programs that are diverse so members can incorporate skills into their daily work lives	July 2009
Membership Committee, Leadership Forum, Conference Committee	Provide more mentoring opportunities at IESNA events	January 2007 then on-going

Measures of Success:

- Existence of Officer Training Programs.
- Existence of mentoring events.

1.05 Strengthen IESNA sections in order to provide members with greater opportunities to participate in lighting professional development programs.

Desired Outcomes:

Increase sections ability to provide certified formal training for lighting education and personal development programs.

Guiding Principles:

Fulfill the need by first establishing the need.

Action Plan:

Responsible Party	Action Item	Target Completion Date
VP of Educational Activities, Regional Vice Presidents, Board of Directors, Staff	Create training programs and workshops to allow sections without technical support or resources to provide training through continued exploration of distance learning	June 2010
VP of Educational Activities, Regional Vice Presidents, Staff	Provide workshops for those leaders that conduct the courses to better improve the delivery systems and content.	June 2010 and on-going

Measures of Success:

- Increased number of offerings, including workshops.

1.06 Review IESNA volunteer organization and staff structure to assure alignment with strategic plan and the ability to support the implementation of the plan.

Desired Outcomes:

- Eliminate overlap of responsibilities.
- Increase quality of interaction between the society and its membership.
- Improve effectiveness of volunteer time.
- Clarify lines of communication.

Guiding Principles:

Use the framework of the strategic plan as a guide for refining our volunteer and staff organizational structure to best serve the evolving goals of the organization.

Action Items:

Responsible Party	Action Item	Target Completion Date
Executive Vice President, President	Conduct assessment and report to the Board	May 2007

Measures of Success:

- Completion of Report to the Board.
- Implementation of Program.

1.07 Establish a Board committee (Blue Ocean Group) that would advise the board on strategic issues facing the profession to assure that our activities are relevant. It would bring together educators, researchers, designers, manufacturers and others to create a culture of enriched connections, to identify opportunities for innovation, and to identify public goals with which to align our committee work.

Desired Outcomes:

Bring together educators, researchers, designers, manufacturers and others to create a culture of enriched connections, to identify opportunities for innovation, and to identify public goals with which to align our committee work.

Guiding Principles:

Make sure that the composition of the group provides a wide geographic, demographic, economic, and social perspective. Make sure group will bring a fresh perspective to how we conduct the business of the IESNA.

Action Items:

Responsible Party	Action Item	Target Completion Date
President, Senior Vice President, Executive Vice President, Past President	Establish Makeup of Committee	December 2006
President, Senior Vice President, Executive Vice President, Past President	Identify Potential Members	January 2007
President, Senior Vice President	Solicit Members	March 2007
IESNA Board	Board Approval	April 2007
President	Conduct First Meeting	May 2007

Measures of Success:

Group identified and first productive meeting held.

STRATEGIC GOAL II
PROMOTE THE DYNAMIC DEVELOPMENT OF INNOVATIVE LIGHTING RESEARCH AND THE RAPID TRANSLATION OF DISCOVERIES TO IMPROVE THE QUALITY OF THE LIGHTED ENVIRONMENT

Strategic Issues:

- Our ability to develop new technical documents in a timely fashion.
- Our inability to do expeditious and complete research.
- Our ability to analyze and address technology and industry issues.
- Our ability to secure and provide funding to perform necessary research.
- Our society is not geared toward making research happen.
- Need for basic lighting research.

Desired Outcomes:

- Implementation of a research funding program.
- Implementation of process for soliciting and selecting research to be funded by the society specific to its committee needs, society needs or industry needs.

- Develop and implement a method of awarding research work to qualified organizations from academia, research organizations or private industry.
- Incorporate funded research into our technical documents and publish results in *Leukos*.
- Promote *Leukos* as the lighting research journal to other organizations that can benefit from the research completed.

Guiding Principles:

- Promotion of lighting research should be a core value of the IESNA in order to meet the strategic vision of creating the premier lighting community dedicated to promoting the art and science of lighting.

Strategic Initiative:

2.01 Establish a Research Task Force to draft a blueprint document for developing a research initiative. The blueprint will address the following issues:

- **Funding options and expected potential endowment size.**
- **Methods for soliciting and selecting research.**
- **Methods for awarding research work to qualified organizations from academia, lighting research organizations or private industry.**

Action Plan:

Responsible Party	Action Item	Target Completion Date
Research task Force, Research Committee	Internal Strategy Meeting	January 2007
Research task Force, Research Committee	Benchmark of other industry research programs	March 2007
Research Task Force, Executive Vice President	Analyze current society financial ability	March 2007
Research Task Force	Communicate with industry leaders to determine scope and magnitude of research possibilities and level of interest	March 2007
Research Task Force	Communicate to IESNA committees to determine scope and magnitude of research possibilities	March 2007
Research Task Force	Plan & Host research symposium with industry leaders	October 2007
Research Task Force	Prepare Final Report for Board	January 2008

Measures of Success:

Completion of Blueprint.

2.02 Promote *Leukos* as the preeminent research publication in lighting.

Action Plan:

Responsible Party	Action Item	Target Completion Date
Executive Vice President	Prepare marketing plan to increase number of subscribers to <i>Leukos</i>	June 2007

Measures of Success:

- Increased subscriber base.
- Wider recognition of *Leukos*.

STRATEGIC GOAL III IMPROVE THE EXISTING COMMITTEE STRUCTURE AND PROCESS IN ORDER TO PROVIDE TIMELY AND RELEVANT SERVICES THAT MEET THE MARKET NEEDS OF OUR MEMBERS AND THE GENERAL PUBLIC

Strategic Issues:

- The current committee structure and processes at times does not provide timely and relevant services that meet the needs of our members and the general public.
- There is a need for increased leadership training for committee chairs.
- The current reporting structure of the committees to the Board does not allow adequate oversight of the committees.
- Make-up of committees does not always allow the best use of the volunteers time and/or engagement with the committee process.

Desired Outcomes:

- Create a committee structure that relates to core functions of the Society with clear mandates, minimal redundancy, and a reasonable scope of work for volunteer involvement.
- Identify member passions so that the amount of time given is meaningful, efficient and productive.
- Provide leadership development of committee chairs.
- Improved communication between the committees and the Board.
- Ensure timely delivery of information so that committees remain strong and that the needs of the next generation of lighting professionals are met.
- Continue to develop online technology to facilitate communication among committee members.

Guiding Principles:

Ensure that responsive and efficient procedures govern the IESNA committee process to insure that the work of those committees is responsive to societal and market needs.

Strategic Initiatives:

3.01 Reshape the committee system to be more user friendly and to identify member passions so that the amount of time given is meaningful, efficient and productive.

Action Plan:

Responsible Party	Action Item	Target Completion Date
Senior Vice President Executive Vice President	Based on the Strategic Plan Task Forces Report, Board Retreat exercise and input from committee chairs prepare short term and long term recommendations to the Board for the restructuring of the IESNA Committees	December 2006
IESNA Board	IESNA Board to review plan	January 2007
Senior Vice President	Refine Plan based on input from Board	February 2007
Senior Vice President	Submit to Committees and Membership for Review	March 2007
Senior Vice President	Submit to Board for approval	May 2007
Board & Executive Vice President	Begin implementation of plan	June 2007
Board & Executive Vice President	Complete implementation of plan	July 2009

Measures of Success:

- Committee restructuring is completed with the active engagement of current committees.
- New structure is user friendly and allows for the effective use of the volunteer's time.
- Communication between committees and the Board is improved.

3.02 Review committee document development and delivery process to look for ways to improve upon our current methods of developing and delivering documents. Ensure that committees remain strong and the needs of lighting and allied professionals are met.

Action Plan:

Responsible Party	Action Item	Target Completion Date
Senior Vice President	Based on Strategic Plan Task Forces Report, Board Retreat exercises and input from committees prepare report to the Board recommending revisions to the document development and delivery process	December 2006
IESNA Board	IESNA Board to review plan	January 2007
Senior Vice President	Refine Plan based on input from Board	February 2007
Senior Vice President	Submit to Committees and Membership for Review	March 2007
Senior Vice President	Submit to Board for approval	May 2007
Board & Executive Vice President	Begin implementation of plan	June 2007
Board & Executive Vice President	Complete implementation of plan	July 2010

Measures of Success:

- Enhanced document sales.
- Goal setting and expectations of deliverables are clearly established by the Board and Committees.
- Time to develop documents is reduced.
- Document development is matched with overall strategic plan and membership needs.
- Quality of documents increases.

3.03 Establish a mandatory leadership planning and goal setting session for committee chairs and Board members.

Responsible Party	Action Item	Target Completion Date
Senior Vice President	Establish format for planning session and attendees	December 2007
Senior Vice President	Present plan to Board for approval	January 2008
Executive Vice President	Implement first planning session	October 2008

Measures of Success:

- First leadership planning session held.
- Improved communication between Board and Committees.
- Improved processes on committees.
- Improved leadership of committees.

STRATEGIC GOAL IV
INCREASE THE VALUE AND RELEVANCE OF THE IESNA TO THE LIGHTING PROFESSIONAL BY PROVIDING EFFECTIVE PROFESSIONAL DEVELOPMENT AND LIGHTING EDUCATION

Strategic Issue:

The current educational offerings of the IESNA are limited in scope, outdated and at times irrelevant. The IESNA educational programs must be able to reach all experience levels of lighting and associated professionals as well as the general public and students.

Desired Outcomes:

The goal of this strategic effort is to develop a comprehensive educational offering which will address the needs of the lighting industry. This offering will include:

- seminars
- courses
- conferences
- outreach activities.

These offerings must encompass all levels of educational needs from basic to advanced with additional opportunities for lifelong learning.

Guiding Principle:

Provide the best educational opportunities to the lighting industry to meet the needs of lighting professionals, allied professionals, students and the general public.

Strategic Initiatives:

4.01 Establish a task force to develop a multi-year action plan for increasing and improving IESNA sponsored Educational Activities in response to the needs of, preferences of members, allied professionals and the general public.

Action Plan:

Responsible Party	Action Item	Target Completion Date
Vice President - Education Activities	Establish Task Force	December 2006
Task Force	Develop Course Definitions	March 2007
Task Force	Develop Course Outlines	May 2007
Task Force	Plan Development Cycle	July 2007
IESNA	Execute plan	On Going

Measure of Success:

Development cycle is identified and a plan for executing the development of the documents is in place.

4.02 Implement the recommendations of the Annual Conference Task Force– 2005 that were designed to improve the quality and preeminence of the annual conference, to make the user-experience more positive for all attendees.

Action Plan:

Responsible Party	Action Item	Target Completion Date
Senior Vice President and Conference Committee Chair	Review conference after each event and recommend improvements	On-going
Conference Committee	Implement recommendations	On-going

Measures of Success:

Improved attendance at conference, increased value perception of conference by attendees.

4.03 Explore the development/feasibility of a Lighting Information Center that would provide accessible, up-to-date lighting information and/or a traveling exhibition to present lighting information and discoveries to the public.

Action Plan:

Responsible Party	Action Item	Target Completion Date
Vice President - Education Activities	Establish Task Force	July 2008
Task Force	Identify Users and Need	October 2008
Task Force	Develop Concept and Center	April 2009
Task Force	Develop Business and Marketing Plan	October 2009
IESNA Board & Staff	Seek Funding	June 2010

Measures of Success:

First measurement will be identifying users and needs. Based on this metric completion of the business and marketing plan for the center will identify amount of funding needed. Ultimate measurement of success will be the establishment of the Lighting Information Center.

4.04 Host a summit to begin the dialogue regarding the future of lighting education.

Action Plan:

Responsible Party	Action Item	Target Completion Date
Vice President - Education Activities	Establish Chair of the Event and Task Force	July 2006
Task Force	Identify Timeframe and Agenda	July 2006
Task Force	Identify Speakers and Workshops	September 2006
Task Force	Hold Event	January 2007
IESNA Staff	Implement Results	On-going

Measures of Success:

A successful summit will establish a blueprint for creating a premier lighting education program.

4.05 Develop content for a major public outreach program aimed at K-12 students.

Action Plan:

Responsible Party	Action Item	Target Completion Date
Vice President - Education Activities	Establish Chair and Committee	July 2009
Committee	Develop Program Outline and Materials	September 2009
Committee	Test program	March 2010
IESNA	Implement Across Society	June 2010

Measures of Success:

Success in broadening the audience for our message regarding the importance of lighting.

STRATEGIC GOAL V
POSITION THE IESNA AS THE PREEMINENT VOICE AND ADVOCATE
FOR QUALITY LIGHTING IN OUR COMMUNITIES

Strategic Issue:

To define a comprehensive brand and public relations program that will heighten the awareness of IESNA within the communities it serves.

Desired Outcomes:

- Develop and implement a style manual for use in implementing our brand image at all levels of the society.
- The lighting community in North America will act with one voice.
- Build a larger audience for lighting.
- Become the authority on issues related to the lighted environment.
- Become more visible to the public.

Guiding Principle:

- Enhance the perceived value of quality lighting.
- Promote collaborative relationships between IESNA and other lighting organizations.

Strategic Initiatives:

5.01 Review IES brands and sub brands and recommend branding strategy to increase our visibility, clarify our message and expand our realm of influence.

Action Plan:

Responsible Party	Action Item	Target Completion Date
Executive Vice President/ President	Issue RFP to hire branding firm	September 2006
Board of Directors	Approve hiring of firm	October 2006
Branding Company	Present Recommendations	December 2006
IESNA Board	Review Recommendations	January 2007
Branding Company	Finalize Recommendations	March 2007
IESNA Board	Approve Final Plan & Budget	April 2007
Executive Vice President & Staff	Begin rollout of new brand	Begin May 2007

Measures of Success:

- Consistent identity used by all parts of the IESNA leads to increased awareness.
- Development and implementation of a brand/style manual.

5.02 Create an integrated marketing and media campaign to raise the awareness of the lighted environment and the IESNA to the public. Select spokespersons on various lighting topics to serve as the face and voice of the IESNA on those issues.

Action Plan:

Responsible Party	Action Item	Target Completion Date
Executive Vice President, Board Liaison, Sue Foley	Establish Scope of Program Identify potential public relation firms and establish costs	March 2007
Executive Vice President	Make recommendation to Board	July 2007
Executive Vice President	Hire firm to implement plan	September 2007
Staff, Board, Committee Chairs, Regional Vice Presidents	Identify Spokespersons	January 2008
IESNA Staff	Implement Program	June 2008

Measures of Success:

- Development of marketing collateral that strengthens and emphasizes the IESNA brand.
- Increase awareness of IESNA in general public and with allied professionals groups.

5.03 The IESNA should take a leadership role in creating a strategic alliance of lighting organization with a mission to expand and elevate the level of discussion and practice within the lighting profession.

Action Plan:

Responsible Party	Action Item	Target Completion Date
Board Committee	Identify Organizations	February 2007
President	Send out letter of invitation	March 2007
President, Past President	Conduct first meeting of groups	May 2007
Steering Committee	Develop next step action items	On-going

Measures of Success:

- Improved communication among groups that will benefit those involved in the lighting profession.
- Public Relation partnerships developed.
- Shared programs when appropriate.

5.04 Position IESNA as an advocate for quality lighting

Action Plan:

Responsible Party	Action Item	Target Completion Date
Public Policy Task Force	Establish Task Force to review options for achieving this initiative. Look at creating experts database, a public policy council and /or foundation	July 2008
Public Policy Task Force	Prepare Report to the Board	January 2009
IESNA Board	Review Report and Decide on next steps	March 2009
Public Policy Task Force	Assign Tasks Based on Report and begin implementing	June 2010

Measures of Success:

- IESNA will be the recognized authority on issues related to the lighted environment and a provider of information to congressional, state, local legislative and government officials.

5.05 Encourage individual lighting professionals to participate in civic, educational community and governmental activities and projects including boards and commissions.

Action Plan:

Responsible Party	Action Item	Target Completion Date
Vice President Member Activities, Chair Membership Committee	Establish Joint Working Group from the Membership Committee And Regional Vice Presidents	July 2009
Working Group	Define Program	September 2009
Working Group	Develop Program	January 2010
Regional Vice Presidents	Promote Plan at Regional & Section Level	March 2010
Membership Committee	Monitor Plan on a yearly basis and make recommendations for improvements in conjunction with the Regional Vice Presidents	On-going

Measures of Success:

IESNA members and sections more consistently include and embrace public communication outreach and education about lighting.

VI. Ongoing Planning Process

The IESNA is committed to making a continuous effort to broaden and deepen the involvement of the IESNA member and committees in the strategic development and implementation process. The Board plans on reviewing the plan on a quarterly basis and informing the membership of progress being made on items. The Board will review the Strategic Plan on an annual basis and update the strategic initiatives as required. A comprehensive reassessment of the Strategic Plan’s underlying assumptions, strategic vision, goals and initiatives will be undertaken every four years.