

President's Corner

Submitted by: Nelson C. Baker - Georgia Institute of Technology

As I write this column, I plan to meet with the IACEE Executive Committee in just a few days. As a Council we have just updated our Strategic Plan for 2013–2014, having accomplished many of the items in our original plan. We have laid out directions for the coming two years, in ways that both enable us to be successful, but also in ways that allow for more member involvement. Therefore, I would like to share a word with you, IACEE's members and prospective members.

Interest

Each of you is very interesting and shares a common bond by having an interest in continuing engineering education on an international basis. You have an interest in asking: "I wonder how others do what I do, what their new programs are, and how they provide greater impacts on their students?" These interests drive us to improve ourselves, our organizations, and our association. Thus, I ask you to discuss your interests.

Intellect

Each of you has many experiences to guide you along your chosen professional journey. Many of these experiences are global in nature and rich with cultural and technical aspects for solving problems. Thus, I ask you to share your intellect so that we might learn from each other.

Improvement

Each of you invests in professional development for yourself and your teams. You constantly seek ways to improve. I ask that you invest some of your time in the work of IACEE, as it will pay many dividends to you and your teams. Just ask other members about their improvement.

Involvement

Each of you is involved in many things. Busy people just get things accomplished, both in professional settings as well as in personal venues. I ask that you take the time to express your interests and intellect and that you invest in self-improvement for yourself and others – you will gain more than you provide! I ask that you become involved in our organization.

International

Each of you is part of IACEE because it is an international organization, the only organization truly designed to use global expertise to solve global CEE problems. Working together we will benefit from each other and lead the way with our fellow engineers.

While there is no 'I' in team, these thoughts have revolved around words beginning with 'I,' because until you and I get involved, nothing happens. So, I challenge you the members to become involved, create new member services, talk to each other, write papers for the upcoming 2014 World Conference, and network with each other (use our mobile app!). I learn much from each of you every day. Let's harness your collective expertise and, in so doing, become the best international association ever!



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Submission Deadline is July 8, 2013



The 2014 IACEE World Conference on Continuing Engineering Education, to be held 25–28 March 2014 at Stanford University, Palo Alto, California, USA, has announced a call for papers inviting thought leaders from academia and industry to share their insights and experiences in educating a global community of engineers. The deadline for submissions is July 8, 2013. For more information and to submit your proposal, go to: <http://iacee2014.stanford.edu/individual/call-for-papers.php>.

The Conference Planning Committee is seeking original and thought-provoking papers that will enhance and foster discussions in meeting the 21st century educational needs of engineers. Submitted abstracts should be between 100-150 words and be suitable for publication. A clear, concise, and well-written abstract will maximize the chances of paper acceptance. The official language of the conference is English, so the abstract must be written in English and papers accepted by the committee must be presented in English.

Abstracts should clearly state:

- Objective of the work
- Results and accomplishments
- Significance of the work



The Silicon Valley will serve as a backdrop for in-depth presentations on topics that will impact the global engineering community, strengthen professional relationships, and celebrate the accomplishments of leaders in engineering education. Questions regarding abstract preparation should be forwarded to: scpd-iacee2014@lists.stanford.edu.

We look forward to hearing from you soon and seeing you at the 2014 IACEE World Conference!

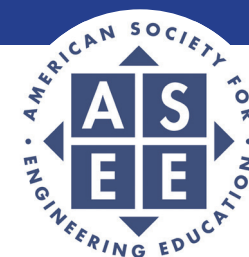
ASEE: One of Three IACEE Regional Leader Organizations

Submitted by: Nathan Kahl – ASEE Director of Communications, Norman Fortenberry – ASEE Executive Director, and Patricia Hall – University of Tulsa and ASEE Representative to the IACEE Council

IACEE had ten professional organizations as founding members who signed its Charter in Beijing on 17 May 1989. Over the span of 24 years, three of those founding members have maintained a high level of involvement and are now known as Regional Leader Organizations (RLO): ASEE, CACEE, and SEFI. IACEE has been publishing a brief series of feature articles describing each of these three RLOs. The first such article appeared in the June 2012 newsletter featuring SEFI, the European Society for Engineering Education. This article, second of the series, features ASEE. We hope to capture the CACEE story in our next Newsletter.

IACEE's very foundation is deeply rooted in ASEE. In the mid-1970s, three leaders of what is now ASEE's Continuing Professional Development Division (Joe Biedenbach, John Klus, and Chuck Sener) began work on developing a series of World Conferences on Continuing Engineering Education (WCCEEs). The first such WCCEE was held in Mexico City in 1979, the second in Paris in 1983, and the third in Orlando in 1986. IACEE was then founded at the 4th WCCEE in Beijing in 1989 and we are now looking forward to the 14th WCCEE in March 2014 at Stanford University.

Founded in 1893, the American Society for Engineering Education (ASEE) is a non-profit organization of individuals and institutions committed to furthering education in engineering and engineering technology. It accomplishes this mission by promoting excellence in instruction, research, public service, and practice; exercising worldwide leadership; fostering the technological education of society; and providing quality products and services to members.



As the professional society for engineering educators — and the only such organization that addresses education across all engineering disciplines — ASEE serves many constituents, with nearly 10,000 individual professional members and several councils and chapters. Among them, the Engineering Deans' Council brings the nation's deans together to address their collective interests; the Engineering Research Council supports and enhances research in engineering, technology, computing and applied sci-

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ence in educational organizations; the Engineering Technology Council is composed of representatives from each of the technical college members of the society, as well as a representative from interested affiliated college members; and the Corporate Member Council conveys to ASEE the ideas and views of corporations, government agencies, and non-profit organizations with an interest in engineering education and research.



Nathan Kahl

ASEE annually collects data from all U.S. engineering schools; the data obtained are published in the annual *Profiles of Engineering and Engineering Technology Colleges*, which is used to inform the influential *U.S. News and World Report* engineering college rankings. With this data, ASEE is the go-to resource for statistics on engineering education, and staff regularly are contacted for statements in national media outlets. ASEE also has a faculty salary survey, which its member deans find particularly useful.

ASEE has a variety of highly regarded communication outlets. The award-winning general interest *Prism* magazine is published eight to nine times a year and contains features on people breaking barriers in engineering education, as well as general pieces on engineering innovations. The *Journal of Engineering Education* is a quarterly, international scholarly journal publishing papers on proven, new engineering education methods. *Advances in Engineering Education* disseminates significant, proven innovations in engineering education practice, particularly those that are best presented through the creative use of multimedia. ASEE also distributes weekly and monthly newsletters, with a focus on everything from updates in education from around the world to activities on Capitol Hill.



Over the 20th century ASEE published many landmark reports that helped shaped classroom instruction. More recently, in the mid-2000s, ASEE launched the initiative, "Advancing the Scholarship of Engineering Education: A Year of Dialogue," involving discussions within the society on the role and importance of educational scholarship to ensure the long-term excellence of U.S. engineering education, then expanded to include the broader U.S. engineering community and other national and international stakeholders in engineering education. These recommendations and suggested actions were contained in the report, *Creating a Culture for Scholarly and Systematic Innovation in Engineering Education*. The second phase of this project resulted in a report in 2012 titled *Innovation with Impact*, with seven recommendations for building a stronger foundation for the engineering education enterprise.

ASEE invested considerable resources in expanding its international effort in the 2000s, and in 2002 the society hosted its first international meeting overseas. Held in conjunction with the European Society for Engineering Education (SEFI) and the Technical University Berlin, this international colloquium drew approximately 300 attendees from 30 countries. The program addressed critical topics of international interest: accreditation, entrepreneurship, and technology. This was the first of several such



Norman Fortenberry

meetings and for eight years ASEE served as the headquarters for the International Association for Continuing Engineering Education (IACEE). In addition, ASEE was a founding entity of the International Federation of Engineering Education Societies (IFEES) in 2006.

Another theme for engineering education in the '90s and '00s was expanding the pipeline to include typically underrepresented groups and to attract

more youth to engineering as a career in general. ASEE started a K-12 center and a yearly K-12 teachers' workshop, held the day prior to the ASEE Annual Conference. The middle school-focused website—and associated bi-yearly magazine—*Engineering, Go For It* launched in 2003 attempts to make engineering interesting and connects it to the lives of young people.

Today the term "STEM" (Science Technology Engineering Mathematics) has gained significant political currency, and perhaps at no time since Sputnik is there as much support for STEM-focused programs and funding as at the start of the Obama administration (though primarily at the K-12 level). In 2012 President Obama addressed the engineering deans to announce that the President's Council on Jobs and Competitiveness would work with ASEE to measure, evaluate, and celebrate excellence in retention, graduation, and diversity in engineering education. The effort is to meet a goal of a ten-percent increase in engineering graduates over the following decade. ASEE has subsequently received funding from several sources to study student retention at the collegiate level and had already had a grant from the Sloan Foundation to collect data on retention of engineering students. The project is currently underway.

ASEE provides a crucial link in the network of engineering education, enabling deans and department heads to meet and exchange crucial information about curricular issues, salary structures, personnel, and administrative challenges. Indeed, this may be ASEE's core value to administrators and faculty at all levels; no other engineering organization fulfills the role quite as well. The society attempts to position itself to lead national conversations on engineering aspects of STEM education; the engineering and technology workforce; and student retention at the collegiate level. With a dedicated professional staff of over 60, 52 divisions with members having various special interests, 10,000 total individual and institutional members, important publications, and a headquarters in Washington, DC, there is every reason to believe that ASEE will continue to play a key role in engineering education in the future.



Patricia Hall

For more information on articles appearing in this newsletter, or to submit suggestions for future articles, please contact: [Phil O'Leary](#), Department Chair, University of Wisconsin-Madison, Department of Engineering Professional Development, or IACEE Secretary General, [Frank Burris](#).

IACEE Year-End Financial Report for 2012

Submitted by: Frank Burris - IACEE Headquarters

IACEE's Actual and Budgeted Income, Expense and Net at Year-end of our 2012 Fiscal Year (31 December 2012) are portrayed below.

Income/Expense	Actual	2012 Budget
Balance Forward on 1 January 2012	\$28,835.25	\$28,835.25
Institutional Dues Income (Types 1, 2, 3, & 4)	\$14,702.00	\$14,600.00
Individual Dues Income (Type 5)	\$3,739.16	\$4,400.00
13 th World Conference on CEE Proceeds	\$11,130.59	\$11,700.00
IACEE Quality Program Fees	\$5,450.00	\$6,000.00
Interest from Savings Account	\$106.73	---
TOTAL INCOME	\$63,963.73	\$65,535.25
Vieth Consulting Website Modifications	(\$407.00)	(\$2,500.00)
Vieth Consulting Monthly Fees (website, MMS, etc.)	(\$600.00)	(\$600.00)
Wells Fargo Bank & PayPal Fees	(\$1,122.65)	(\$1,120.00)
Staff Travel	(\$3,120.71)	(\$7,000.00)
Staff Compensation	(\$12,000.00)	(\$12,000.00)
Professional Association Memberships (IFEES)	(\$1,000.00)	(\$1,000.00)
Promotion/Marketing	---	(\$3,000.00)
Meetings	(\$880.49)	(\$1,200.00)
Supplies/Misc. Office Expenses	(\$10.00)	(\$1,035.00)
Quality Program	(\$2,430.00)	(\$7,000.00)
TOTAL EXPENSE	(\$21,570.85)	(\$36,455.00)
NET	\$42,392.88	\$29,080.25



Frank Burris

Overall the net balance forward on 1 January 2012 of \$28,835.25 was improved to a net balance forward of \$42,392.88 on 1 January 2013. This improvement in the NET of \$13,557.63 was largely due to the proceeds from the 13th World Conference in Valencia, Spain. We also underspent the budget significantly in Website Modifications, Staff Travel, Promotion/Marketing, Supplies/Misc. Office Expenses, and the IACEE Quality Program. One other major expense change (within budget) occurred in December 2012, when the Executive Committee decided that IACEE could afford to spend the modest \$12,000 amount budgeted for Staff Compensation. On 28 December 2012 Secretary General Frank Burris received this compensation after serving three years as a volunteer in retirement. If you have any further questions, please contact Frank Burris at f.burris@iacee.org for further financial details. Also, the supporting documents for the 8-9 February 2013 Executive Committee Meeting are now posted in the File Archive section of the Members' Area of the IACEE website. This section contains a number of more detailed financial reports for 2012 and the first month of 2013.

Welcome to New IACEE Members and Membership Report

Submitted by: Frank Burris - IACEE Headquarters

IACEE is very pleased to welcome four new members who have joined the association since the publication of the September 2012 Newsletter.

Member Type 4: Academic

- Bill Mercer; Texas A&M at Qatar, Qatar

Member Type 5: Individual Members

- Laurie Fletcher; Fraser Technical Consulting, USA

- Arthur C. Evans III; ITT Technical Institute, USA
- Richard G. Ruff; Auburn University, USA

Current (mid-February 2013) total IACEE membership stands at a level of 232 members, split among the five membership types as shown below:

Type 1: Regional Leader Organizations	5
Type 2: Professional Organizations & Societies	4
Type 3: Industrial Organizations & Companies	14
Type 4: Academic Institutions and Other Coordinators & Providers of CEE	82
Type 5: Individual Members	127
TOTAL	232

Upcoming CEE Events

UPCEA Annual Conference

3-5 April 2013; Boston, Massachusetts, USA

EUCEN Conference

29-31 May 2013; Geneva, Switzerland

ASEE 120th Annual Conference

23-26 June 2013; Atlanta, Georgia, USA

SEFI Annual Conference

16-20 September 2013; Leuven, Belgium

IACEE 14th World Conference on CEE

24-28 March 2014; Palo Alto, California, USA

As indicated in the "Did You Know That...?" item in this newsletter, institutional members of IACEE may now name one to four additional members as a part of their membership record. To date, only 19 of 59 institutional members have named these additional members. Thus, 40 institutional members still have the opportunity to name one to four additional members on their membership record. We encourage all institutional members to take advantage of this opportunity and name their additional members as soon as possible.

CPD Recorded on FEANI Card to Improve Mobility of European Engineers

Submitted by: *Alredo Soeiro – University of Porto (extracted from FEANI documents)*

The European Federation of National Engineering Associations (FEANI in French, www.feani.org) is a federation of professional engineers headquartered in Brussels that unites national engineering associations from 32 European countries. FEANI is striving for a single voice for the engineering profession in Europe and wants to affirm and develop the professional identity of engineers. Through its activities and services, FEANI aims to facilitate the mutual recognition of engineering qualifications in Europe and to strengthen the position, role and responsibility of engineers in society.

Mobility is important for European engineers because there is differing availability of engineers across national borders for many projects. Engineers and employers require a tool that shows a comparable educational profile and whose recognition based on international standards is easy to use for both working professionals and employers. FEANI created the Engineering Card to help solve these issues.



The rules defined in Directive 2005/36/EC on the recognition of professional engineering qualifications across the European Union required sometimes long and complex recognition procedures. This did not facilitate the ability of professionals to react quickly to job opportunities in other member states and made the recognition procedures cumbersome for applicants. To improve that situation, the EU Commission DG Internal Market and Services, Directorate E, set up — among others — a steering committee at

the beginning of 2011 in which FEANI had the opportunity to participate on behalf of the entire European engineering profession. FEANI contributed substantially with the concept of an Engineering Card that served the role of a professional card for engineers. The Engineering Card simplifies the administrative requirements, reduces the deadlines for obtaining the recognition of qualifications and improves access to individual information.



Alfredo Soeiro

The Engineering Card is a professional card for which an engineer applies voluntarily. The card has a standardized and recognized format approved by FEANI for the documentation of relevant qualifications for the engineering profession. Each national engineering association will be issuing the Engineering Card for a period of ten years. The card presents the identity of the applicant, the engineering qualification of First, Second, or Third Cycle academic degree and the record of what the applicant has undertaken as Continuing Professional Development (CPD).

CPD is defined by FEANI as the acquisition of knowledge, experience and skills, as well as the development of personal qualities. It includes both the acquisition of new skills, to broaden competence, and the enhancement of existing skills to keep abreast of evolving knowledge. CPD is the core of lifelong learning for professional engineers at all levels of proficiency. It is a prerequisite for the maintenance of high professional standards throughout an engineer's professional life. CPD is considered of crucial importance for sustaining the competitiveness of European industry in the global market, where competitive advantage can be gained from the application of high-end skills to leading edge technologies. No limits have been yet established as minimum CPD for the Engineering Card but plans and proposals are underway.

Did You Know That...?

Submitted by: *Frank Burris – IACEE Headquarters*

- IACEE Canadian member **Hira Ahuja**, President of the EPIC College of Technology in Mississauga, Ontario has received an honorary Doctorate of Engineering (D.Eng.) from the University of Waterloo. Dr. Ahuja received this honor for his lifetime work in the area of professional updating programs for engineers and other professionals, ranging from his early days at the Memorial University in Newfoundland, the development of the Continuing Education Center at The Technical University of Nova Scotia (now DalTech), through to the founding of EPIC Educational Program Innovations Centre and finally the EPIC College of Technology. He was awarded his degree in a ceremony at the 105th Convocation of the University of Waterloo on 20 October 2012.

- IACEE has completed a modification of our Membership Management System (MMS) to permit every institutional member (\$250 annual dues and Member Types 1, 2, 3, and 4) to list as many as five members in their institutional membership record. One of the outcomes of this action is that every member listed in an institutional membership record will receive all membership mailings, including newsletters. An announcement of this benefit improvement was made to all IACEE members on 15 October

2012, asking institutional members to send up to four additional names and their contact information to Frank Burris at f.burris@iacee.org. To date, only 19 of the 59 eligible institutional members have taken advantage of this improvement. If you are one of the remaining 40 institutional members, please attend to this matter as soon as possible to get the best IACEE coverage for your institution.

- IACEE member **Colleen Barrett** reports that for the second year in a row, the University of Wisconsin–Madison has been ranked as one of the top ten schools offering high-quality online graduate engineering programs by *U.S. News & World Report*. This important distinction was announced on 15 January 2013 as *U.S. News & World Report* released its most recent ranking of online Masters of Engineering programs, which required eligible programs to pass rigorous standards for quality education in the areas of faculty credentials and training, student services and technology, student engagement, and admissions selectivity. "UW–Madison is honored to again be included in this prestigious ranking by *U.S. News & World Report*," said IACEE member

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Wayne Pferdehirt, Director of Distance Degree Programs for UW–Madison's Department of Engineering Professional Development in the College of Engineering. "We are proud to have the quality and success of our online engineering graduate programs recognized as one of the best in the nation."

• **Louk Fennis** has noted that members can upload a personal picture to your own member information page on IACEE's website. After log-in you will find under "Member Information" a link labeled "Upload/Change Photo." Having done that, your picture will appear not only on your personal log-in page but on two additional pages, visible for all IACEE members: a) go below your personal info in the Members' Area features to "Member Directory" and simply click "view all," and b) in the Members' Area Features fill in your name in the field "Member Name Search." Louk invites you to upload your picture to enhance IACEE's database! We are working on the possibility of uploading more per-

sonal professional details. Members will then be able to search the database for a member with a specific expertise that they might want to contact.

• The ASEE Continuing Professional Development Division honored two IACEE members at the 6–8 February 2013 Conference for Industry & Education Collaboration (CIEC) in Mesa, Arizona, USA. Former IACEE Council member **Andy DiPaolo**, Executive Director Emeritus of Stanford University's Center for Professional Development and Senior Associate Dean of Stanford's College of Engineering, was presented the CPD Division's Joseph M. Biedenbach Distinguished Service Award for his career-long contributions to continuing engineering education. This award is CPDD's highest award and is named in honor of Joe Biedenbach, one of the Founders of IACEE. At the same awards breakfast, IACEE President **Nelson Baker** was presented a Certificate of Merit for his contributions to international CEE.

Highlights of Mid-Winter IACEE Executive Committee Meeting

Submitted by: Frank Burris – IACEE Headquarters

The IACEE Executive Committee (EC) met in conjunction with the ASEE Conference for Industry & Education Collaboration (CIEC) on 8–9 February in Mesa, Arizona, USA. A draft of the minutes of this meeting was completed and sent to the IACEE Council on 14 February for additions and corrections. A revised set of minutes will be voted on in early March. Upon approval, the minutes will be posted on the IACEE website and distributed to all IACEE members. Following is a bulleted list of some of the most significant events at this EC meeting:

• 2014 IACEE World Conference General Chair Paul Marca of Stanford University provided the EC with a comprehensive report on the planning for next year's World Conference on 25–28 March 2014. The conference planning committee is currently focused on identification of keynote speakers and conference sponsors and seeks ideas from members around the world.

• The EC has spent much of the past six months focused on revisions to the IACEE Strategic Plan (SP) for 2013–2014. Nelson Baker, Sue Bray, and Kim Scalzo led the EC through the SP revisions and the development of a new set of worksheets that can be used by the four Vice Presidents to measure and report on progress toward the four new strategic goals:

Goal 1: Products – VP Kim Scalzo

Goal 2: Member Services – Engagement and Communication – VP Linda Krute

Goal 3: Advancement of CEE – VP Zhang Guoqing

Goal 4: Quality Assurance and Operational Excellence – VP Wim Van Petegem

• The roll-out of the IACEE Quality Program, hopefully in time for presentation at the early April conference of the University & Professional Continuing Education Association (UPCEA), was discussed at length. Kim Scalzo led the EC in this discussion.

• Pat Hall led the EC through an eight-slide presentation on the state of the development of the CEE Manager Training Program.

• Standard Business Meeting items were addressed during the last half-day of the EC meeting:

- Changes in the newsletter production team and a three-year schedule (Winter, Spring, Fall);

- Creation of a position description for Secretary General Frank Burris and approval of part-time compensation;

- Review of Membership and Financial Reports;

- Special Interest Groups (SIGs) development activities;

- Changes to the IACEE Awards programs;

- Future Council and Executive Committee meeting locations/hosts;

- Future World Conference venues – 2016 and beyond.

The agenda and 23 other supporting documents for this EC meeting are posted in the File Archive section of the Members' Area of the IACEE website, www.iacee.org. Interested members are encouraged to use their username and password to retrieve these documents.

The IACEE Strategic Plan 2013–2014: Vision with Action

Submitted by: Susan Bray – New Vistas and IACEE Council Member

Background

In February 2009 the IACEE Executive Committee met in Palm Springs, California to set a strategic direction for the work of the organization as it embarked on a new period under the leadership of Nelson Baker as President. The Council met and, following a process based on the principles of "Applied Strategic Planning,"

"Vision without action is merely a dream. Action without vision, just passing time. Action with vision can change the world."
Joel Barker

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Sue Bray

developed a blueprint that would guide us for the next several years.

In September 2012 the Executive Committee of IACEE and several Council members met in Syracuse, New York, USA, to assess the work that was accomplished over several years as this plan served as our guiding document, and also to begin a process to update the plan. That work has been completed and we would like to share some highlights of our process and the new plan with IACEE's membership.

We would also like to invite you to join with us as we seek to turn our plan into reality.

One of the most gratifying aspects of the September 2012 meeting in Syracuse was a review of accomplishments based on our earlier plan. This blueprint carried us through a rather turbulent time as the IACEE Headquarters moved from the American Society for Engineering Education (ASEE) in Washington, DC, USA to the Georgia Institute of Technology in Atlanta, Georgia, USA. In addition to the establishment of a new headquarters during this time period, accomplishments included: significant improvements to the IACEE website and newsletter, noteworthy progress on the IACEE Quality Program and the Continuing Engineering Education Manager Training initiative; improved management of membership and budget issues; more distributed involvement in IACEE activities; and many additional achievements of which we are justifiably proud.

As we set about our work in Syracuse, we had several objectives:

- To update the IACEE Strategic Plan to ensure that it remained current and relevant;
- To make the plan more visible as a driver of the work of the IACEE organization;
- To ensure that the organizational structure and roles and responsibilities continue to support the strategic plan;
- To align strategy and action commitments with the skills, talents, and interests of our membership.

We believe that the revised plan and organizational structure accomplish these objectives.

The Strategic Plan

The IACEE Strategic Plan consists of elements which we consider 'enduring' as they are meant to provide a long term view of our desired future state and the function that we serve. These enduring elements of our plan are the vision and mission. In addition to the enduring elements, the plan consists of more changeable items to reflect shifting realities and priorities: strategic goals, strategies, and actions. We measure our achievements by considering "Critical Success Indicators" that we have identified.

IACEE Vision 2013–2014

IACEE is an international professional development organization and gateway for the Continuing Engineering Education Community, providing access to worldwide leaders, pioneering ideas, and best practices. It attracts a diverse membership of individuals and organizations that are drawn from many regions of the globe. IACEE is the advocate for the im-

portance of engineering professional development in a global context and is recognized globally for:

- Programs, services and global networks serving a broad spectrum of engineering professional development providers from newcomers to seasoned professionals
- Outstanding tools to support the assessment of quality in engineering professional development organizations and programs
- Promoting engineering professional development for quality solutions to the world's grand challenges
- Events that can't be missed: World Conferences, Regional Programs, Virtual Programs

In reviewing our vision and mission we found that they had, indeed, endured and with relatively minor changes were able to continue to guide us to our desired future as an absolute global leader in continuing professional engineering education. We believe that the revised vision and mission, as provided here, will serve to inspire our work and motivate our members.

IACEE Mission: 2013–2014

IACEE is an international organization designed to expand the effectiveness and global perspectives of continuing engineering education through its members and association with individuals and organizations from around the world. It sponsors professional development activities, facilitates networking opportunities, promotes collaborative projects, and is a global advocate for continuing engineering education through a series of programs and services that foster active member engagement.

As expected, our strategic goals required considerable changing and updating to reflect accomplishments, changing priorities, and lessons learned in the previous two years. The goals that we have articulated for 2013–2014 reflect our desire to focus on a limited number of high-quality products for which we become known globally; an array of services that attract members through their relevancy and significance for continuing engineering educators; a desire to serve as an advocate for both the profession and our individual members; and an emphasis on the quality and sustainability of our organization and its work.

IACEE Strategic Goals 2013–2014

Goal #1: Products

Provide a range of world-class products to IACEE members that support them in their work and influence engineering professional development worldwide.

Goal #2: Member Services: Engagement and Communication

Provide compelling services that support the networking, professional development, and collaboration activities of the organization through active engagement of the IACEE community and a robust online presence.

Goal #3: Advancement of Continuing Engineering Education

Support the advancement of our members through recognition, access to information, and career and business opportunities; and actively promote the advancement of our

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profession through visibility based on leadership in research and educational strategies.

Goal #4: Quality Assurance and Operational Excellence
Pursue excellence in our operations, products, and services through a sustainable organizational design aligned with our mission and vision, and robust quality assessment practices.

Organizational Structure

To ensure that our organizational structure supports the strategic plan, each of four Vice Presidents has been assigned to oversee one of the four strategic goals. This provides focus and dedicated attention to our major objectives and guides the work of our Executive Committee. The VP's are assisted by members of the IACEE Council and organization in carrying out the strategies and actions that will make each goal a reality.

While IACEE is an organization that relies primarily on volunteers for its work, we are very happy to announce that we have recently added a paid part-time position to our structure for the role of Secretary General – currently filled by Frank Burris. As we reviewed our previous organizational structure, we decided it painted more of a hierarchical picture than we intend, and so our organization chart has been revised to show our goals as central to our work, and to depict how officers and members contribute. Role assignments have been carefully considered to reflect the skills, interests, and talents of our membership.

We Need You!

If you are a member of the global engineering education community and the vision, mission, and goals we have outlined here inspire you—we welcome you to join with us in this important work! There are many opportunities to use your talents and to learn from colleagues from around the world as you do so. To learn more about our Strategic Plan and how you can get involved, please check out these links below:

- [IACEE 2013–2014 Strategic Plan](#)
- [How You Can Get Involved](#)

If you wish to volunteer to work with us, see the contact persons in the “How You Can Get Involved” document that is linked above and/or contact our Secretary General, Frank Burris, f.burris@iacee.org.

IACEE SIGs: Announcements and Upcoming Activities

Submitted by: Soma Chakrabarti – University of Kansas, USA and SIG Coordinator, IACEE Council

- The SIG on Community-Based Innovation and Competence Development has been renamed the SIG on Innovations in Continuing Engineering Education. This will broaden the scope of this SIG and foster exchange of ideas on various facets of innovations in CEE, including community-based innovations and competence development.
- If you are not yet a member of the IACEE LinkedIn group (<http://www.linkedin.com/groups/IACEE-3605267>), you will receive an invitation from me to join within a few weeks. Please join this group to take part in a worldwide poll on top priorities of continuing engineering education professionals and the challenges they face on a daily basis. Based on the poll, we will create a few SIG project groups where continuing engineering educators and

administrators will collaborate. The outcome of these projects will be presented at the IACEE World Conference on Continuing Engineering Education to be held 25-28 March 2014 at Stanford University.

- Keep your eyes and ears open for coming announcements about webinars on 1) marketing strategies in continuing engineering education, and 2) service and product innovations in continuing professional development. The discussions on the special projects in these webinars will be continued on LinkedIn and at the 2014 IACEE World Conference on Continuing Engineering Education.



Soma Chakrabarti

SIG on University-Industry Collaboration

Submitted by: Alfredo Soeiro – University of Porto

Collaboration between academia and industry is an issue that has been around since the beginning of higher education, especially in countries like the USA with its land-grant universities. Extensive research has been done, conferences conducted, associations created and articles published that have significantly increased the body of knowledge about these liaisons.

here are some guidelines for these collaborations:

- Knowledge by academics of industrial reality:** In fact, these are two different working worlds and academia needs to be aware of industry dynamics and procedures. It is similar to a marriage situation, where the couple needs to date prior to a successful union. This can be accomplished with CEE courses tailor-made for industry or with temporary assignments of academics in industry.
- Acknowledging market changes:** Industry and society are changing rapidly and training and research needs vary accordingly. A periodic survey and dialogue should occur to provide in-

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Alfredo Soeiro

Continuing Engineering Education (CEE) is one activity that has contributed positively to the improvement of interactions between academia and industry. From references and experiences,

formation on current and future needs for CEE.

c) **Human resources and communication:** It is crucial that there is stability in terms of goals and of people involved from both parties. Academia and industry should establish medium- and long-term goals for cooperation. The human resources dedicated to coordinate or to mediate this cooperation should be adequate in quality and quantity. The channels for this communication should be as clear and constant as possible.

d) **Definition of CEE needs:** Both parties should cooperate actively in determining what is required from industry and from academia for CEE programs. Only through joint collaboration is a correct assessment and definition of training plans possible.

e) **Assess the benefits of CEE:** It is important to have an established relationship between CEE and productivity indicators. This relationship will be crucial to determine the relevance of CEE and

the possible investment in training. This can be accomplished through an internal evaluation of training or through a professional development policy for individuals and for functions.

f) **Innovation:** It is beneficial to include Information and Communication Technology (ICT) to foster cooperation between academic institutions and companies. These technologies can establish networks that create synergies and economies of scale in terms of resources and work.

The relevance of IACEE's SIG on University-Industry Collaboration is that it is a forum for the discussion of guidelines and provides an opportunity to develop a repository of case studies. Members can share experiences and suggest procedures for the improvement of practices. Please view the SIG's home on the IACEE website at [Activities>>Special Interest Groups>>University-Industry Collaboration](#) or contact Alfredo Soeiro, avsoeiro@fe.up.pt.

Bids Sought for 15th IACEE World Conference on CEE in 2016 and Years Beyond

Submitted by: Frank Burris – IACEE Headquarters

IACEE is actively soliciting bids for hosting the 15th IACEE World Conference on Continuing Engineering Education (WCCEE) in the spring of 2016 and in even-numbered years beyond 2016. The first 14 WCCEEs have been scheduled for the following locations:

1979–Mexico City	2001–Toronto
1983–Paris	2004–Tokyo
1986–Orlando	2006–Vienna
1989–Beijing	2008–Atlanta
1992–Helsinki	2010–Singapore
1995–Sao Paulo/Rio de Janeiro	2012–Valencia
1998–Turin	2014–Palo Alto

Historically we have managed to achieve a reasonably good geographic balance for our membership over the 25-year period and we would like to continue that balance in the future. Of the 14 WCCEEs scheduled above, five are in Europe; five in North America; three in Asia; one in South America. While we are due in Asia or South America in 2016, we have also never held a WCCEE in Africa or Oceania. If your institution has an interest in hosting the 15th WCCEE in 2016 (or in 2018, 2020, etc.), please contact Secretary General Frank Burris (f.burris@iacee.org) and/or President Nelson Baker (n.baker@iacee.org) for a bid manual and other information at your earliest opportunity. We look forward to working with you.

2013 Annual Council Meeting to be Held in China 14–17 May

Submitted by: Frank Burris – IACEE Headquarters

The annual meeting of the 20-member IACEE Council, IACEE's governing body, will be held 14–17 May 2013 in the vicinity of Shanghai, China at the Baosteel Leadership Development Institute. Council members are asked to plan to arrive in Shanghai on 14 May in time for a welcoming dinner hosted by the China Association for CEE. Early on 15 May we will relocate to the Baosteel Leadership Development Institute outside of Shanghai for a two-day meeting on 15–16 May. Baosteel Group Corporation will host a Council dinner on 15 May. On 17 May we will travel back to Shanghai, where some other professional activities are being planned before our return home on 18 May. While this is the sole annual meeting of the full Council, our custom has been to welcome other IACEE members as guests/observers. Should you wish to join us in this meeting, please let Frank Burris know

of your plans by mid-April so we can plan for a proper meeting space.

On a related matter, a new Council for 2014–2016 will be elected in March 2014. We are anxious to have a strong slate of candidates for that Council election. If you wish to nominate candidates or to self-nominate, please declare your interest in Council service to Secretary General Frank Burris (f.burris@iacee.org) or Past President Mervyn Jones (m.jones@imperial.ac.uk) during the coming months. In addition to strong interest in the advancement of IACEE, Council members are expected to have the means to support their participation in at least one annual Council meeting each year.

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