

#	Category	Recommendation	Why	Potential Measure of Success	MGA Goal/Strategy
1	Business Financial/Operations	Develop an additional subscription package for the IEEE Xplore digital library which provides a volume option that can be used at any time over a one year period.	Improved access will greatly enhance the value of IEEE membership for activities like technology development and patent research. If implemented, this recommendation could attract new users and additional revenue. (The suggested pricing is 250 docs annually for US\$250).	A pilot program with specific goals for achieving a specified level of new subscriptions and conversion of existing users.	Increase member engagement
2	Business Governance	Increase the number of representatives from Regions 7 to 10 on IEEE Major Boards and Major Board Committees, such that the number of representatives on these Boards/Committees should be roughly in proportion to the number of members in a particular Region.	IEEE is truly a global organization as far as membership, creation and use of Intellectual Property is concerned. In 2010, 83% of authors, 83% of IEEE Xplore downloads, and 82% of online subscribers were from Regions 7-10. However, in terms of governance, IEEE is not yet global. As shown by Transnational Scorecards, the representation of R7-10 is much smaller than percentages of voting members and IP creation from those Regions. At the IEEE Meeting Series, only 15.6% of attendees come from R7-10! There has been some improvement recently, but some Boards still have members mostly from R1-6 (2010: Standards Board - 91%; Standards BOG - 100%, PSPB - 67% and TAB - 67%.) Also, members of all Boards' Committees come mostly from R1-6, with R8 and R10 very underrepresented. Increasing participation from R7-10 will enable more effective global governance within IEEE.	<ul style="list-style-type: none"> • Minimum one member from each Region 7-10 on each Board • 30% of Committee Chairs and members from R7-10 	<ul style="list-style-type: none"> • Improve relationships with and between members • Increase operational efficiency and effectiveness within MGA • Enhance collaboration with other OUs • Increase the collaboration and cooperation between OUs
3	Conferences	Review and revise the IEEE conference model to strengthen industrial involvement and participation with the ultimate goal of attaining more collaboration between academics and industry.	Some of the challenges facing academia in the applied sciences are a steady supply of "real world" problems to solve and the need to be considered relevant to attract funding. Quite often, industry has a problem to solve, but the time and expertise is not aligned with the company's priorities of the moment.	Measureable increase in industry-related attendees at conferences.	<ul style="list-style-type: none"> • Increase member engagement • Improve relationships with and between members
4	Conferences	IEEE and its Societies should support, facilitate, and increase the number of IEEE technical conferences and events in the developing countries.	Based on growth statistics of membership in Regions such as 8-10, this recommendation will fulfill the specific needs of different countries.	<ul style="list-style-type: none"> • Improve the quality of service that Sections need to provide to their new membership by expanding the quality of the technical knowledge. • Significant membership increase in the particular regions involved and minimizing the impact of number of renewals. 	<ul style="list-style-type: none"> • Strengthen the relevancy of IEEE membership to industry • Enhance the membership related information available to the member and the geographic units
5	Geographic Unit Vitality	Develop a regional based Distinguished Lecturer Program to allow regional experts in various fields to shape the regional community and to lecture this community.	To help lead experts in new fields and technologies shaping the regional community in specialize field of interest. Providing regional DLP will enable Sections to have easier access to experts, provide high quality technical talks, and enhance member benefits.	Increase in technical activities, greater recognition of IEEE as a local center of technical/research experts	<ul style="list-style-type: none"> • Increase member engagement • Increase membership • Increase the collaboration and cooperation between geographic units • Enhance the membership-related information available to the member and the geographic unit

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6	Geographic Unit Vitality	Develop a Section Dashboard which can be used to monitor the current health of a Section or Society Chapters.	Provide a tool which will enable the Section Executive Committee to quickly monitor the health of their Section and take appropriate action. Information included on the dashboard could include: meetings reported, number of new members, number of members in arrears, etc.	Section dashboard working on IEEE website, accessible by local board members through vTools.	<ul style="list-style-type: none"> • Supports Section activities by increasing member engagement and enhancing the ability to identify potential new members • Enhances MGA Strategy to track member involvement and development
7	Increase Member Interaction	Expand the capabilities of myIEEE to allow public access to membership data, which would create a public searchable professional profile webpage for each member.	This profile would help increase the visibility of IEEE members. As a trusted source, members would be able to display this page in professional contexts. Those looking for employment or consulting customers might stumble upon these pages while looking for particular expertise. Employers doing background searches would also find these pages, boosting the chances of members becoming employed. Volunteers could use it to learn about the background of other volunteers. It would be similar to a LinkedIn page but would be populated with information from IEEE databases.	The type of information envisioned to appear on this page is: (a) Member grade (b) Society Membership (c) Years as member (d) LinkedIn profile link (e) Volunteer positions (f) Section (g) Publications (h) Conferences and other events attended (i) Program involvement such as MentorNet	<ul style="list-style-type: none"> • Increase member engagement • Improve relationships with and between members • Increase membership • Enhance the membership-related information available to the member and the geographic unit • Increase the value of IEEE membership • Track member involvement and development • Facilitate member collaboration
8	Increase Member Interaction	IEEE to develop a mechanism to allow members to find other members globally for collaboration on such issues as research, innovation, marketing, job hunting, career advice, mentoring, and similar areas of interest, etc.	Social media is firmly entrenched in the public, but used mainly for casual purposes. For those looking for the equivalent functionality but for professional purposes, the opportunity exists for IEEE to provide a solution.	Implementation of tool and statistics on its usage.	<ul style="list-style-type: none"> • Increase member engagement • Improve relationships with and between members
9	IT Operations	IEEE needs to move from pushing info using email to members to employing new tools to allow members to pull info they want. Organize web sites to better reposit and deliver the info desired.	Provides better opportunity to match member needs with information.	Establishment of new tools	<ul style="list-style-type: none"> • Increase member engagement • Improve relationships with and between members
10	IT Operations	IEEE to develop and organize volunteer resources such that they are centralized, easy to use, employ a standardized interface and intuitive semantic style, and are available in the language of preference of the user. New versions should be rolled out incrementally leading to reduced learning time.	At present, there is a suite of tools available for volunteers, but the organization of the suite appears disjointed and is not as user-friendly as it could be. New versions of the tools are also being rolled out before the initial tool has a chance to become widely used.	Create and utilize a scorecard to provide feedback on the end-user experiences.	<ul style="list-style-type: none"> • Increase operational efficiency and effectiveness within MGA and its interfaces • Increase member engagement • Enhance the membership-related information available to the member and the geographic unit

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11	IT Operations - Geographic Unit Tool	Improve e-Notice by reducing processing time, distribution capabilities (i.e. ,include non-members), and by providing better enumeration and control of available groups.	The e-Notice tool could be made a more effective tool if the following changes are made: (1) Ensure that all messages are distributed in a timely manner (i.e., on schedule) (2) Allow non-members or individuals in neighboring Sections to be included on the distribution list - such a list should not have to be re-entered for each mailing (3) Provide a drop down menu which provides a list of organizational units within the Section (i.e., suggestion is to change to a number of enumerations, based on the volunteer's status, much like treasurers can see their account and lower level accounts).	# hrs from submit pressed to recipients have received # of notices sent/month # of non-bounced recipients/msg # of misrouted/incorrectly/improperly specified messages [or # of minutes to submit a notice]	<ul style="list-style-type: none"> • Improved communication with members • Provides member more control over incoming information/notices to tailor to their needs • Improve member experience
12	IT Operations - Geographic Unit Tool	Improve the IEEE Organization Roster to include a more intuitive interface with updates being provided on daily basis.	Currently, the IEEE Organization Roster is updated every 2 days, and the information is shown in a text based format on the web. The roster should be in a more dynamic format with the information on Section subunits (i.e., Chapters, Affinity Groups, Student Branches) being found in the same location. This roster should be the source of information in regards to the volunteer organizational structure.	Increased number of visits to the IEEE Organization Roster.	<ul style="list-style-type: none"> • Increase operational efficiency and effectiveness within MGA and its interfaces
13	Member Benefits	Provide a limited number of free standards to IEEE members (Member, Senior Member, and Fellow grade) as part of the basic membership fee.	This would be an added benefit for IEEE members.	Increased membership above normal percentage of growth seen over past 5 years or increased student membership retention above normal percentage of retention seen over the past 5 years	<ul style="list-style-type: none"> • This added benefit would help improve membership and increase student member retention.
14	Member Benefits	IEEE membership (including e-Membership) should include a Society membership as part of the basic membership fee.	Enhance the value of IEEE membership.	<ul style="list-style-type: none"> • Increased number of additional Societies (member value what they get for free and decide to join more) • Increased number of Chapter formations and activities as number of members and quorum will be increased 	<ul style="list-style-type: none"> • Enhance collaboration with other organization units (MGA recognizes the intimate relationship between Sections and Societies and their Chapters and will work with other organizational units of IEEE to foster improved interaction). • Increase member engagement

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15	Member Benefits	Members Reward Program (MRP): Program allowing members and volunteers to earn points for involvement in IEEE activities. Points can be redeemed for IEEE merchandises, services, and discounted memberships.	<p>IEEE has a long list of member benefits, some free with membership, some services available for a fee, tools to help develop a member's career, many opportunities for members to network, or otherwise engage with IEEE. However, many members, especially first year members, are not aware of these benefits. This is primarily because they do not attend local meetings. In order to engage members to be more active with their local Sections and Chapters meetings and activities, we not only need to provide networking opportunities and a sense of belonging, but also incentives to encourage them to attend the activities. Therefore, we propose the Membership Rewards Program (MRP).</p> <p>Members earn points every time they attend a meeting or participate in an activity. Members would earn one point for a one-hour activity. Volunteers would earn bonus point(s) for organizing an event (Example: For a 2 hour meeting, members would earn 2 points for attending the meeting, and the volunteers would earn 4 points). Each member can earn up to 50 points per year. Members would redeem their reward points for IEEE merchandise, or services such as IEEE ExpertNow.</p>	<ul style="list-style-type: none"> • Increased Members Engagement • Increased Section/Chapter Meeting Attendance and Activities • Increased Section membership Retention Rate • Increased Volunteers 	It will further the MGA vision, strategy, and goals by motivating members to commit their time to engage IEEE for access to technical information, career development tools, continuing education, social networking, and provides opportunities to give back to the society and profession.
16	Member Communications	Improve the member's ability to customize communication received from IEEE and determine status of request submitted to IEEE. Members need a mechanism which allows them to specify exactly how and to what address each type of communication should be delivered, including the options of postal mail, and all forms of electronic communications.	<p>Provide robust communications to and from the member. If implemented, this recommendation will result in reduced member frustration and time in dealing with unwanted emails, while preserving the ability to receive communications tailored to member needs. A mechanism to be created to enable the originator and other interested parties to track the handling of the member's request/suggestion. Information broadcast system shall enable centralized recipient personalization of: methods, content, and frequency; and shall integrate all modes of correspondence throughout IEEE. Members and entities need better options with respect to IEEE communications. The member must feel that his or her thoughts are valued by IEEE. This recommendation is to create a mechanism that will allow the member to see how their message is being processed by the leadership, so the member is truly engaged. This solution needs to provide a simple graphic mechanism for all interested parties to observe how a message to IEEE is handled at every level it touches. Members need a mechanism which allows them to specify exactly how and to what address each type of communication should be delivered, including the options of postal mail, and all forms of electronic communications. Entities could submit the information that is to be transmitted through an IEEE service, which in turn would forward the data in the manner that was chosen by the individual member.</p>	<ul style="list-style-type: none"> • Reduced opt-out actions. • Increased member-sourcing of ideas • Increased number of members involved with IEEE • IEEE members able to select what email notifications they want to receive under the member profile on IEEE web interface and satisfied with level of communications from IEEE. 	<p>Facilitate member collaboration. Increase the value of IEEE membership. Track member involvement and development.</p>

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17	Member Communications	IEEE should produce a flexible, customizable, self-learning, and non-intrusive e-mail system to communicate with its members	Members have complained about receiving unwanted messages from IEEE. IEEE should produce a flexible, customizable, self-learning, and non-intrusive system to communicate with its members. Reduce the e-mail traffic coming from too various non-homogeneous IEEE sources by combining them in a smart way (a) One single digest with links to myIEEE (b) Frequency selected by user (c) Optional. More emails-lists should be opt-in.	<ul style="list-style-type: none"> • Less members that filter IEEE lists • Implementation of a daily bulletin • Reduction in no. of members that drop their membership after massive e-mails 	<ul style="list-style-type: none"> • Enhance collaboration with other organization units (MGA recognizes the intimate relationship between Sections and Societies and their Chapters and will work with other organizational units of IEEE to foster improved interaction). • Increase member engagement
18	Member Growth and Development	Better tools & programs for unemployed members: Increase tools and programs available to unemployed members and to employed members to improve their careers, primarily practitioner-focused articles and publications.	<p>IEEE publishes many research-focused journals; however, there is a shortage of application-specific articles relevant to professionals in IEEE different technologies of interest.</p> <p>IEEE needs to provide the following to assist unemployed members:</p> <ul style="list-style-type: none"> - Resources, policies & organizations for engineering entrepreneurship - Jobs database at national level - Number of local job fairs organized - Provide market trends for job - Money to optimize job fairs - Corporation to be able to access IEEE 	<ul style="list-style-type: none"> • Print at least two practitioner-focused articles in Computer Society and Power & Energy • Establishment of jobs data base at national level • Number of local job fairs organized • Report of market trends for employment • Reinstatement of STEP dues to full membership (from student & unemployed) 	<ul style="list-style-type: none"> • Increase member engagement • Improve relationships with and between members • Increase membership • Enhance the membership-related information available to the member and the geographic unit • Increase the value of IEEE membership • Utilize member life cycle concept • Strengthen the relevancy of IEEE membership to industry
19	Member Growth and Development	Provide improved career transition support/resources/tools (a) Provide Section contact information to entities that post jobs (b) Build relationships with professional recruiters (c) Build company relationships to establish IEEE as conduit to find skilled resources (d) Ensure resources exist to prepare members for career transitions (e) Promote to non-members seeking such training.	The average duration of an engineering job is decreasing and members are finding it difficult to (a) find a new job and (b) adapt to the changing market place. This recommendation seeks to provide mechanisms for IEEE and its members to help themselves in this environment.	<ul style="list-style-type: none"> • Decrease in average unemployment time (between jobs) • Increased number of practicing professionals having membership in IEEE. 	<ul style="list-style-type: none"> • Increase the value of IEEE membership • Utilize member life cycle concept • Strengthen the relevancy of IEEE membership to industry
20	Member Growth and Development	As members maintain their IEEE membership over their years, IEEE must reward them for their loyalty. Rewards ought to be tangible and useful and can be done simply and inexpensively. Create Global Fidelity Programs including: (a) Continue membership Recognition 5-10-15-20 years of membership (b) Bonus for specific Benefits (e.g., reduced fee, IEEE merchandise, etc).	Members have few or no ways to accrue value through their membership. Membership resets every year, and attaining higher membership levels adds little or no direct value to individuals. As members progress from Student/Graduate Student/Member/Senior Member/Life member and over their years of service, IEEE must reward them for their loyalty. Rewards ought to be tangible and useful and can be done simply and inexpensively. Some examples (1) No-cost downloads from IEEE Xplore, more every year (2) Free exams, course work, and professional development offered through IEEE that are accepted by employers (3) Simple premiums like shirts, certificates to hang up in offices (4) Reduced costs at university courses.	The implementation of the recommendation can be performed easily by checking every year the status of the member and providing the corresponding recognition. This can also be used by Sections to promote their own programs presenting the recognition in special events	<ul style="list-style-type: none"> • Member Benefits

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21	Member Growth and Development	Implement a mechanism which enables IEEE members to be informed of IEEE activities regardless of geographic boundaries.	Recognize that Section boundaries do not necessarily provide for the best professional home for the member. The member may actually participate in a remote Section due to work location changing from base location. They may wish to electronically attend Section meetings of other Sections where the topic more closely matches their technical interest. IEEE members should be able to get information on IEEE activities across geographic lines. This includes (a) Easy identification of and participation in every aspect of IEEE (b) Easy opt-in and opt-out of any participation (c) Easy data transfer/retrieval (d) Keyword and Google map searches (e) Webinars	<ul style="list-style-type: none"> • Increased attendance of Section meetings • Use of tools to identify details of local Section meetings • Participation in webinar by members out of the geographic boundaries of the Section 	<ul style="list-style-type: none"> • Increase the value of IEEE membership • Strengthen the relevancy of IEEE membership to industry
22	Member Growth and Development	Mission protecting rights of engineering profession: Update the IEEE mission to include a protection of the rights of the engineering profession and take steps to regulate better the engineering profession.	<p>The basic concept is the comparison between the professions of Law, Medicine, and Engineering. Both law and medicine have professional regulatory bodies that set and enforce the standards for their practice. For example, you cannot call yourself a lawyer unless you pass the Bar exam.</p> <p>The idea is to bring the engineering profession up to the level of law and medicine. There is a state based Professional Engineer certification already in place. However, there are plenty of "engineers" who have not passed that test in any state. Further, there are "engineers" who do not even possess a bachelor's degree in engineering from an ABET certified school.</p> <p>IEEE should become involved in establishing a minimum standard for an engineer, especially in fields such as computer engineer, digital electronics, and biomedical engineering. Maybe it would be essentially the same as the current state regulation. The difference would be that IEEE is international and therefore the regulation would be standardized. This would also be an opportunity for a revenue stream.</p>	<ul style="list-style-type: none"> • IEEE to publish minimum standard for engineering practice • Provide global licensure recognition • Increase PE registration by 20% in non-traditional fields 	<ul style="list-style-type: none"> • Increase the value of IEEE membership • Strengthen the relevancy of IEEE membership to industry
23	Member Growth and Development	Introduce new membership grade beyond Senior Member to recognize distinguished practitioners	Provide another membership grade which can contribute to improving membership retention while recognizing member accomplishments.	Increased membership retention.	<ul style="list-style-type: none"> • Increase member engagement

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24	Member Growth and Development	To develop an IEEE international certification board for professional engineers and technicians who practice engineering in IEEE fields. The objective is to certify evidences, competences, experiences, and proof of knowledge to validate engineering and technical skills. This will promote professional mobility of engineers and technicians around the world.	Engineers want to obtain International Professional Engineering (IPE) status and get a certificate of recognition (when outside the USA) for evidences and outcomes of his/her professional careers. One way to obtain this recognition is through an IEEE board that could perform this certification. The board could develop Engineering in Training (EIT) courses to initiate young engineers toward this certification process providing worldwide. Moreover, many enterprises hire technicians without formal degrees and through the years they acquire specific job competences. They wonder how job experience and specific outcomes can be recognized and certified by a professional board inside IEEE. Also, enterprises and industries want to be more effective and simplify the technical recruiting process while hiring engineers and technicians worldwide. In summary, the IEEE board of registration and certification could resolve this professional mobility problem worldwide; opening options to associate more technical and non-technical people to IEEE.	The number of certified people and the number of associates we get from this certification program	<ul style="list-style-type: none"> • Member Benefits
25	Membership	More competitive membership options to cater to regional economic differences, especially for developing countries. e-Membership to be extended to Student grade.	Recently a discounted e-Membership model has been introduced targeting developing countries. It has been felt that most of the targeted members were already receiving 50% discount under 'minimum income' group criteria, so effectively there is not much relief. In view of that, members are interested in more discounts across all membership (Higher Grade/GSM/Student) so that it is really affordable.	Further growth in membership across all categories in developing countries.	<ul style="list-style-type: none"> • Communities around the world will universally recognize and appreciate the profession and IEEE's role • IEEE members and volunteers will increasingly find value and enjoyment through their involvement in the organization
26	Membership	Implement sustained membership options including recognition for years of membership, and multiple year payment/life long membership, with discounts, for higher grade membership, that includes increased benefits in proportion to the length of renewal. Have payment flexibility with auto renewal.	To provide additional incentives for IEEE members to renew their membership.	Increase in the number of retention rate of IEEE members.	Increase membership
27	Membership	Direct support to members in low income countries by a program that enables voluntary payment of one or more e-Memberships during renewal	IEEE should make available the possibility that a member can voluntarily support the e-Membership dues of a member residing in a low income country during membership renewal/join. This is different form of Humanitarian support. There are many perspective members that cannot afford IEEE membership dues, even e-Membership.	<ul style="list-style-type: none"> • Improve relationships with and between members • Increase membership • Provide a direct humanitarian benefit (your money is used to help a person directly) 	<ul style="list-style-type: none"> • Improve relationships with and between members • Increase membership • Provide a direct humanitarian benefit (your money is used to help a person directly)
28	Membership	IEEE to offer electronic memberships throughout the world, not just in developing nations.	Reduce paper usage and especially for those members in special economic circumstances.	Increase in the number of IEEE members who have e-Membership.	<ul style="list-style-type: none"> • Increase membership

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29	Pre-University	IEEE to develop a comprehensive long-term strategy to increase the number of next generation youth pursuing science and engineering careers.	To address the perceived / real reduction in the number of students entering engineering and science at the post-secondary level and the expectation that the issue will become worse as the number of retiring scientists and engineers increases in coming years.	<ul style="list-style-type: none"> • Measurable increase in Student memberships (not Graduate Student memberships) • Increase in providing Financial support for Sections • Development of a catalog of internal (IEEE) and external existing programs • Increase in promoting IEEE involvement in such programs (e.g., Engineering Week, Science Fairs) • Providing examples of projects that leveraged other 	<ul style="list-style-type: none"> • Increase membership • Increase member engagement • Increase operation efficiency and effectiveness within MGA and its interfaces
30	Pre-University	To encourage interest in pre-university students in engineering careers, IEEE to publish a subscription periodical (paper or electronic) targeted to high school students that highlights engineering activities of interest to those students. The periodical should also have articles promoting the benefits of an engineering career and what the students can do in college to get involved with IEEE.	There are various projects to engage pre-university students at the local level to foster an interest in engineering careers, but we have no tools today to track them as they enter college and encourage them to join IEEE student organizations.	None provided	
31	Public Awareness	IEEE to develop a timely information system available for the community - Decision support tool for different decision takers regarding: new technologies, standards, technical support for managing natural disasters, ongoing research, best practices, etc.	To fulfill in an efficient way real needs of the community in a specific country. To take advantage of the experience and expertise of the international community toward the fulfillment of the mentioned needs. To avoid costly mistakes due to wrong decisions taken in critical moments associated to eventualities or natural disasters. To support the technical development of our countries through the sharing of our common experiences. To participate in the global development through the development and use of technical standards.	Increase in the number IEEE members, number of standards/publication subscriptions/downloads, presence of IEEE in the country. IEEE Information <input type="checkbox"/> Local needs <input type="checkbox"/> Dissemination channels <input type="checkbox"/> new members/downloads.	<ul style="list-style-type: none"> • Public Awareness & New Technology
32	Public Awareness - Industry	IEEE should expand and enlarge member benefits and employer recognitions for IEEE members in the industries by working closely with the industries senior managements with IEEE local and also global IEEE bodies	This will enable IEEE to reach out to new members in the industries and also able to take care of existing members in the industries better.	Members growth in industries sector	<ul style="list-style-type: none"> • Industry will recognize and value IEEE thereby strongly supporting professionals' participation in IEEE • Industry professionals and their employers will value IEEE products and services, membership and participation as a

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33	Recruitment/ Retention (Membership)	IEEE to create a program, and provide the technical support, which actively encourages the use of virtual meetings to engage members in local activities and enhance the member experience by providing better access to information and events across geographic unit and time boundaries.	<p>Virtual meetings: Allow/encourage all members to participate in more activities by providing technical support to allow meetings to be broadcasted, recorded, and replayed:</p> <ul style="list-style-type: none"> • Provide Chapter activities to all members whether they have a local Chapter or not using local and electronic support • Provide Affinity Group activities for all members whether they have a local group or not • Provide career activities to all members whether they have local activities or not • Allow members to participate in local activities whether they live or work in a specific Section • Encourage all local activities to be published timely in vTools for awareness and participation beyond local Chapter members • Encourage Sections/Chapters to broadcast activities to allow remote participation • Encourage Sections/Chapters to record and make available activities for off time viewing • Encourage Societies to make presentations widely available directly to members electronically 	Specific tool releases and demonstrated measures of usage by perhaps a selected set of early Section adopters.	<ul style="list-style-type: none"> • Improve member experience of IEEE through access to technical information and events
34	Student Growth and Development	Increased support to students in technical activities with grants to attend conferences and organization of technical competitions	Increase the support to students by organizing more competitions and technical activities, and supporting students in attending conferences	Official procedure to provide grants to students to attend conferences; MGA Student Activities Committee (SAC) to organize contest for students with technical content.	<ul style="list-style-type: none"> • Enhance collaboration with other organization units (MGA recognizes the intimate relationship between Sections and Societies and their Chapters and will work with other organizational units of IEEE to foster improved interaction) • Increase membership