

Strategic Plan and Long-Term Planning of the IEEE ITSS

Initial DRAFT November 2015

Update September 2020

Update April 2024

Update November 3, 2025

Original Contributors:

Christoph Stiller – Past President ITSS Past Chair of Long-Term

Planning Committee Matthew Barth – Past President ITSS 2014-2015

Alberto Broggi – Past President ITSS

Daniel Dailey (deceased) – Past President ITSS

2020 Updates:

2020-2021 All members of the Executive Committee

2024 Updates:

LRP Standing Committee

2025 Updates

LRP Standing Committee (Chair Petros Ioannou)

1. Scope of this document

The continuous strategic planning effort by the IEEE Intelligent Transportation Systems Society (ITSS) is to help guide the Society as we move forward in our quest to serve our members, those of IEEE and the overall Intelligent Transportation Systems (ITS) Community and bring focus and momentum that will move ITSS to the next level of success, demonstrated by increased performance, sustainability, relevancy, visibility, ethics and professionalism. The strategic plan represents broad guidance from the Executive Committee, the Board of Governors (BoG) and input from society members.

ITSS's strategy will build on the work of the ITSS BoG and the IEEE ITSS Long Range Planning (LRP) Committee. This document is intended to provide an impetus for potential positive developments of the Society. It will help to identify and evaluate opportunities available to our Society and should be considered in its day-by-day operations. This document is neither static nor intended to be exhaustive. It will rather be maintained in a process and updated to continuously reflect the prominent needs and dominant ideas for the future of our Society from ITS stakeholders. The action plans in strategic themes are led by ITSS officers with the support of the LRP committee and the ITSS BoG.

2. Vision of ITSS

ITSS will be the major volunteer-led scientific international community and networking platform to exchange, discuss, and foster progress in scientific research and innovations in the field of ITS for the benefit of humanity. It will be open to and attract scientists, engineers, practitioners, students, and policy makers in our field. ITSS will be essential to the global transportation communities and be recognized for its outstanding contributions in the field of ITS as demonstrated through Society's products, services, and offerings in the areas of conferences, publications, education, technical and standard activities, industry relations, and member services.

3. Mission of ITSS

The mission of the IEEE Intelligent Transportation Systems Society (ITSS) is to advance the theoretical, experimental, and operational aspects of Electrical Engineering and Information Technologies as applied to intelligent transportation systems (ITS), defined as those systems utilizing synergistic technologies and systems engineering concepts to develop and improve transportation systems of all kinds.

ITSS aims to bring together the community of scientists and engineers who participate in the field of interest stated herein, and to advance the professional standing of the members and affiliates. ITSS is scientific, literary, and educational in character to provide a forum for the discussion and exchange of information to advance the theory, design, development, and application of intelligent transportation technologies. ITSS aids in promoting close cooperation and exchange of technical information among its members and affiliates, and as means to these ends will hold public meetings for the reading and discussion of periodical and special works of literature, science, and art pertaining thereto, the initiation and development of engineering standards, and any other activities necessary, suitable and proper for the fulfillment of these objectives. Through its committees, the ITSS studies and provides for the needs of its members and affiliates.

4. Goals

One of the main goals is to operate as the leading professional organization in multimodal Intelligent Transportation Systems technologies for advancing research, innovation, technologies, and professional networking. The following general goals are established to tackle the key challenges that are critical for the future of ITSS.

- Advance research, education, training, and standards in intelligent transportation systems as a leading trusted source of information and technology innovation
- Drive technological innovation while promoting scientific integrity and the ethical development and use of technology.
- Provide opportunities for interdisciplinary collaboration and knowledge sharing across industry, academia, and government on the international level.
- Create new initiatives that encourage innovation and collaboration to improve and grow ITSS.
- Inspire, guide, and empower professionals to engage in and benefit from ITSS activities.
- Empower technology professionals in their careers through ongoing education, mentoring, networking, and lifelong engagement in promoting ITS technologies and innovations.

The specific goals for each main activity of ITSS are described below:

G1: Embed the Participative Leadership Culture in Operation of the Society (Lead: President)

- Tighten-up engagement of TC Chairs and EiC with the Society's decision-making processes; in return, this would enable the Society to maintain its leadership in the ITS discipline.
- Secure frequent consultations with Society Chapters before BoG's important decisions are made; in return, this would secure the relevance of the BoG's decision from the viewpoint of the needs of its members at large; and
- Empower Society's Standing committees with decision-making power and thus increase their accountability for the work they do; in return, this would enhance the efficiency of the Society's operation.

G2: Be Recognized as a Society that Meets Current and Future Challenges (Lead: President)

- Be a source of expert knowledge on needs, opportunities, and challenges for ITS technologies.
- Be a forum for issue discussions, consensus building, standard development both within IEEE as well as

international ITS communities.

- Demonstrate ethics and professionalism and be the example of such practices to the younger generation of ITS professionals.

G3: Be the Leading Society for ITS Conference Activities (Lead: VP Conferences)

- Organize leading conferences, meetings, and events that cover the full spectrum of ITS subject areas, with disciplined portfolio planning and on-time delivery to IEEE standards.
- Ensure ITSS conferences remain the premier venues for ITS and Automated Vehicle (AV) research, with rigorous peer review, leading indexing/ranking, and strong ties to national/international labs and industry.
- Expand reach and continuity across the portfolio via a rolling multi-year pipeline, governance for technical/financial co-sponsorships with clear Key Performance Indicators (KPIs), and growth in underrepresented regions while exploring new topics.

G4: Be the Leading Society for ITS Technical Activities (Lead: VP Technical Activities)

- Serve as the home society for technical forums focused on critical and emerging ITS technologies.
- Become a global leader in automated and connected driving technologies, ITS ICT-related infrastructure technologies.
- Function as a liaison between academia and industry to facilitate the deployment of advanced ITS research into real-world applications.
- Play a key role in international collaboration through research, pilot projects, and deployment of ITS technologies.

G5: Be the Leading Society for ITS Next-Generation Publications (Lead: VP Publications)

- Offering the leading journals, magazines, and online platform contents for both industry and academia.
- Grow existing publications and develop new publications to cover multiple ITS frontiers.

G6: Deliver High-Quality Professional Educational Training and Certification (Lead: VP Education)

- Develop leading educational content and disseminate to international professionals and non-professionals.
- Use education as a main driver for personal development, with a particular emphasis on graduate students.
- Promote cross-university summer schools with focus on ITS to train the next generation of ITS members.
- Facilitate short courses on important topics to be accessible by all ITSS members.
- Continue the Distinguished Lecture series.

G7: Improve Membership Service and Steadily Grow Membership (Lead: VP Membership)

- Transform ITSS into a dynamic, inclusive, and essential professional home for a global and diverse ITS community.
- Sustain growth of society membership and satisfaction of members through enhanced value, recognition, and engagement opportunities.
- Encourage diversity across all ITSS activities.
- Achieve Impressive Fellow and Senior Member elevations per year.
- Revitalize volunteer activities to increase engagement.
- Recognize volunteers and leaders' efforts.

G8: Be one of the international Leading Organization for ITS Technology Standards (Lead: VP Standards)

- Be one of the key players of the industry-driven standards development and implementation in the domain of ITS
- Be a home for the ITS standards development.

G9: Maintain Financial Sustainability as an IEEE Technical Society (Lead: VP Finance)

- Ensure the ITSS remains financially strong and sustainable, while expanding opportunities for member engagement and growth

- Allocate necessary financial resources to sustain and enhance the Society's core programs, such as technical activities, educational activities, standards and industry partnership, and others.
- Encourage the development of new initiatives within the Society and systematically monitor their progress to ensure successful implementation and alignment with the Society's mission.

5. Strategy

The ITSS is well connected to and has liaisons with other transportation and related technology professional organizations in the technical world, such as the ITS World Congress, Institute of Transportation Engineers, Society of Automotive Engineers, Transportation Research Board, and government agencies responsible for transportation policies and infrastructures.

ITSS's strategic goal is to continuously maintain its connections with decision-making organizations, provide expertise in the ITS field, produce standards, and grow stronger as a reference point for scientific research. The future plans for the ITSS are to increase its visibility through its successful conferences and workshops, well-respected publications, and educational and technical activities. These visions and missions are projected to the following strategies in the organizational fields of ITSS.

In summary, the following are the major strategy items:

- ITSS Branding: Every ITSS product, whether a publication, a conference, or an educational or technical activity should have an excellent level of quality at any time. In addition, ITSS periodicals will become the top publications in the field of ITS in terms of impact.
- ITSS shall produce and visibly offer the most relevant information related to ITS, including its contributions to the standardization of ITS products.
- ITSS shall offer excellent networking opportunities at its conferences and meetings.
- ITSS shall foster its members, particularly its young professionals and attract the next generation of innovators in ITS
- On a global level, ITSS must balance its growth in activities. It is important to consolidate and facilitate collaborative planning and execution of our activities.

S1: Publications

Publications Status

Recently ITSS had fast growth in its publications as follows:

- IEEE Transactions on Intelligent Transportation Systems – page count growth has been continuous and substantial. It has a high impact factor.
- IEEE Transactions on Intelligent Vehicles has matured and is growing in page count. It has a high impact factor.
- IEEE Intelligent Transportation Systems Magazine has been growing in page count and diversity of papers and topics. It has a high impact factor.
- IEEE Open Access on Intelligent Transportation Systems, recently established, has been attracting high-quality papers.
 - IEEE Intelligent Transportation Systems Newsletter has a high subscriber base: > 16,000.

Publication formats

aimed at new user groups:

- ITS Podcast – audio podcast.

Publications Strategy

- High-Quality Branding: Maintain and enhance the ITSS publications as a high-quality brand. Ascertain a thorough review process for all ITSS publications (including conference proceedings). Clearly separate acceptance process of submissions from financial issues (e.g. payment of open access fee, conference registration).
- Enhance Attractiveness: Develop new formats that attract new reader groups, integrating new media. Some examples would be podcasts, video streams, discussion groups in social media, etc. It is crucial to monitor that these activities do not dilute our ITSS brand.
- Explore opportunities for new publications in the areas of emerging ITS policies, technologies, and applications.
- Expand Journal paper awards to create competitiveness in quality

S2: Conferences

Conferences Status

The ITSS portfolio includes 2 annual flagship conferences IEEE International Conference on Intelligent Transportation Systems (ITSC) and IEEE Intelligent Vehicles Symposium (IV), 7 financially sponsored conferences, 2 Financially Co-Sponsored (FCS) conferences, and a varying number of Technically Co-Sponsored (TCS) events aligned with trending topics. The portfolio operates under the ITSS Conference

Operations Manual with ≥ 12 -month planning, proceedings to IEEE Xplore within 30 days and financial closure within 6 months from conference end.

Conferences Strategy

- Govern the entire portfolio with the ITSS Conference Operations Manual, enforce at least 12-month planning (24 months recommended) for non-flagship events, conduct monthly reviews, apply risk gates before bid approval and enforce strict close-out discipline.
- Keep flagship events (ITSC & IV) selective with main-track acceptance below 50%, apply an explicit workshops policy with separated proceedings, treat Clarivate/Web of Science, Scopus, and Computing Research and Education (CORE) ranking as hard requirements, and maintain a rolling 3-year host pipeline.
- Manage technical and financial co-sponsorships through formal frameworks that set goals, Key Performance Indicator (KPIs), and risk controls, and require post-event reports.
- Deepen industry engagement by appointing Industry Chairs, standardizing sponsor/exhibitor packs, and curating demos and industry tracks across events.
- Protect affordability and fiscal health by implementing size and city indexed registration fee tables with member/student differentials, and by managing surpluses to a 15–25% target.
- Sustain growth and continuity by preserving yearly series, expanding into underrepresented regions, and advancing a pipeline for new ITS emerging topics toward a 2030 go/no-go decision for a new conference.
- Lower the conference registration fees to be comparable to other top-tier conferences, such as Computer Vision and Pattern Recognition Conference (CVPR) or International Conference on Intelligent Robots and Systems (IROS).

S3: Technical Activities (TA)

Current Status

- Formalized in-person meetings with each technical committee (TC) Chair (or representative) during the BOG meeting prior to IV, to share updates, exchange views, and discuss future activities.
- Reorganized and streamlined activities across 18 TCs, including the establishment of 4 new TCs.
- Established two formal procedures:
 - A standardized approval process for proposing new TCs, including a proposal template.
 - A process for eliminating inactive TCs.
- Formalized TC contributions to the two flagship conferences and financially sponsored activities.

TA Strategy

- Strengthen the leadership roles of the 18 existing TCs and enhance collaboration with other TCs and regional societies.
- Support each TC's roadmap and encourage its realization.
- Elevate the quality and impact of technical activities through coordinated efforts between the Technical Activities Committee (TAC), individual TCs, and other ITSS units.
- Collaborate with the ITSS, Educational Activities Board (EAB) to develop innovative course content and foster synergies between industry needs and academic programs.
- Work with the ITSS Standards Committee to contribute to IEEE standards development in ITS, in coordination with other IEEE units and external professional associations such as ITE in the United States, Society of Automotive Engineers of Japan, Inc.

S4: Membership

Current Status

- Achieved healthy membership growth.
- Student Activity Chair and Student Activities have been introduced at flagship conferences.
- Award Program implemented.
- A number of ITSS Local Chapters have been founded around the world.
- BoG has approved the Distinguished Lecturer Program.
- BoG has approved to reduce the student membership fee to encourage students' participant.

Membership Strategy

- Provide more opportunities for skill-building and career development for IEEE Young Professionals, including extend student activities to YPs including practitioners.
- Active development of ITSS Local Chapters, jointly with regions, e.g. through Distinguished Lecturer Program, recognition, and funds for active chapters, summer schools, etc.
- Provide more support for social networking platforms and guidance for practitioners.
- Restructure the ITSS awards in terms of simplifying nomination materials, building a large pool of high-level nominees with strict competitive criteria.
- Enhance the nomination process (awards, and nominations of fellow and senior memberships) to distinguish and appreciate IEEE leaders in the ITS fields and ITSS volunteers.
- Revitalize Recognition and Awards: Simplify and promote a robust recognition program to celebrate the achievements of our members and volunteers, thereby enhancing the prestige of ITSS and motivating continued contributions.
- Enhance Perceived Member Value: Continuously demonstrate that membership is a worthwhile investment by providing exclusive benefits, career-advancing resources, and access to cutting-edge knowledge.
- Execute Data-Driven and Targeted Growth: Identify and engage specific demographics (Students,

Young Professionals, industry practitioners) and emerging technical fields related to ITS through tailored campaigns and pitches. Aim to pass a membership number of 2500 in a mid-term.

- Identify emerging fields that are related to ITS and pitch those in the field

S5: Finances

Current Status

- Maintained a healthy financial status for ITSS in the past several years.
- Created functional budgets to enable key operational activities within society.
- Monitored ITSS finances closely and made finance adjustments as necessary based on IEEE's policy changes/updates.
- Encourage new initiatives across all ITSS members.
- Worked with society officers and the BOG to allocate budget resources strategically toward areas of growth and development.

Finance Strategy

- Maintain an annual budget that achieves modest net profitability while ensuring financial stability.
- Monitor and support annual initiative projects to ensure timely completion and adherence to approved budgets.
- Reduce the ITSS dependency on conference surpluses, recognizing their inherent volatility.
- Promote publication growth as a key and sustainable source of revenue for ITSS.
- Encourage the development of educational activities designed to be financially self-sustaining.
- Develop long-term growth strategies that ensure financial resilience and sustainability amid anticipated changes in the IEEE financial model.

S6: Education

Current Status

- Established a distinguished lecture (DL)
- Local chapter activities that involve educational and training activities
- Summer schools took place
- Young professional activities that involve education
- Short courses pre-recorded and posted on website

Education Strategy

- Extend the offer of the online short courses, with instructors who are authorities/influential in respected ITS Field.
- Advertise the offer of the online short courses
- Further consolidate IEEE Tutorials/Courses/Summer Schools.
- Seek opportunities to develop contacts and joint projects with industry, academia, and governmental agencies that can promote education in engineering, computing, and technology (industrial tracks and tutorials at the conferences and queries to the industry regarding their needs (in synergy with the VP Technical Activities).

S7: Standard/Industrial Relations

Current status

Since 2023 the IEEE Intelligent Transportation Systems Society Standards Committee (ITSS/SC) achieved a number of milestones of the IEEE standards development. It has until now (between January 2023 and October 2025) initiated and supported 17 Project Authorization Requests (PARs), and launched more than 10 Working Groups for the IEEE standards development; initiated/organized ITS roundtables, Cooperative Automated Driving (CAD) workshops and ITS standards webinars; and actively cooperated with other IEEE Standards Committees.

Strategy

Based on the ITSS/SC strategy and mission determined in 2023, the ITSS/SC will continue targeting new tangible IEEE ITS standards achievements and milestones through cooperation with the IEEE Standards Association (IEEE SA) and other IEEE Standards Committees targeting relevant ITS topics and become an internationally recognized home for the ITS standards development.

6. Action Plans

AP1: Support ITSS's sustainable financial model (Lead: VP Finance)

The goal for the Finance area is to maximize the ITSS's resources for the benefit of its members while maintaining long-term financial health and stability.

Action plan (2026-2027)

It includes the following specific steps:

- Set achievable financial targets with adequate reserves for unforeseen needs.
- Maintain fiscal discipline to ensure balanced annual budgets.
- Provide financial guidance to ITSS leadership to prevent budgetary risks.
- Encourage ITSS members to develop meaningful new initiatives.

Action plan (2028-2030)

It includes the following specific steps:

- Direct funding to high-impact programs such as education, technical activities, conferences, standards, and membership.
- Strengthen and diversify revenue sources to reduce dependency on conference and publication surpluses.
- Encourage educational program growth as sustainable income streams.
- Employ prudent financial planning to support resilience against future economic uncertainties.

Performance Metrics

- Annual Budget Balance: Maintain a yearly net positive balance of 2.5%–5% of total revenue. (Current: 5%–10%, targeted reduction to achieve optimal resource utilization.)
- Initiative Funding Utilization: Achieve a 90%–100% annual spend-out rate of allocated initiative funds. (Current: ~85%.)
- Publication Profitability: Try to ensure each new publication reaches positive income within five years. (Current: T-ITS, T-IV, and ITS Open Journal are both profitable. Aim to improve profitability of ITS magazine while maintaining its high impact and standards.)
- Conference Financial Reserve: Maintain an average income reserve of ~15-20% per conference. (Current: 20%–50%, indicating opportunity for better balance.)

- ITSS New Initiatives: Increase the number of sponsored ITSS new initiatives to 15-20 annually. (Current: about 5-10 new initiative projects are sponsored annually.)

AP2: Organize high-quality Leading Conferences (Lead: VP Conference)

The goal for the Conferences area is to ensure the continued excellence, growth, and sustainability of the ITSS conference portfolio by fostering quality, inclusiveness, industry collaboration, and strategic long-term planning.

Action plan (2026-2027)

It includes the following specific steps:

- Release Manual v2.0, publish the portfolio planning calendar and enforce lead times.
- Adopt a unified Technical Program Committee (TPC) workflow (reviewer workload caps, meta-reviews, decision-time Service Level Agreements (SLAs)).
- Launch registration cost tables and annual city-index updates, monitor affordability vs. surplus.
- Stand up Technically Co-Sponsored (TCS) /Financially Co-Sponsored (FCS) program management (templates, selection criteria, Key Performance Indicator (KPIs) packs, quarterly reviews).
- Appointing Industry Chairs for all flagships and major sponsored events; deploy exhibitor/sponsorship playbooks.
- Approve one financial sponsored conference in an underrepresented region.
- Operate monthly KPI dashboards; escalate schedule or KPI slippage ≥ 2 weeks immediately.

Action plan (2028-2030)

It includes the following specific steps:

- Sustain ITSC & IV indexing/ranking (Clarivate / Scopus / CORE "A").
- Expand multi-year sponsor frameworks; increase demo/industry showcase formats.
- Keep budget variance within $\pm 3\%$ and surplus within 15–20%, as per IEEE regulations.
- Complete feasibility (2028), pilot (2029), and decision (2030) for a new conference on smart cities/ITS or comparable emerging domains.

Performance measures

- Ensure that proceedings are delivered to Xplore within 30 days and achieve financial close within 6 months from conference end, both with at least 90% compliance.
- Maintain conference main track acceptance rates at or below 50%, and workshop track acceptance rates at or below 60% with a minimum of 2 reviews per paper; proceedings for each should remain separate.
- Secure indexing or ranking for flagship conferences in Clarivate, Scopus, and obtain a CORE "A" rating by 2028.
- Increase industry outreach to comprise at least 15% of revenue share by 2027 and 20% by 2030; grow the number of exhibitors from 30+ to 40+.
- Maintain a financial surplus between 15–20%; if below 15%, provide justification and a corrective plan.
- Launch 100% of non-flagship events at least 12 months in advance; by 2027, ensure that at least 75% are launched 24 months ahead.
- Publish cost tables for registration fees by Q4-2026 and update annually.
- For co-sponsorships, meet all TCS impact KPIs, keep FCS surplus within target range, and deliver all required outputs on schedule.

AP3: Produce Next-Generation High Impact Publications (Lead: VP Publications) Action Plan (2026-2027)

- Solicit papers for the Open Access (OA) publication on ITS from top researchers to attract interest.
- Solicit special issues on transportation policy and economics in ITS Magazine or Transactions in order to evaluate interest and create beneficial contacts.
- Establish an area of publication in the areas of collaboration with other societies through the Smart City Initiative.
- Establish Paper Award Series and Associate Editor (AE) Award Series for contribution to enhance engagement and high quality in all Journal publications.
- Implement AE coordination meetings to address bottlenecks and share best practices.

Action Plan (2026-2030)

- Keep improving the impact factor of the publications.
- Make the identity and scope of each publication clearer by minimizing overlaps among publications under the ITSS.
- Consider new publications in areas not currently covered by the existing publications.
- Continue outreach and maintain contact with members via newsletter and podcast as well as attract new members.
- Attract high-quality articles annually from recognized experts to maintain high-impact content development on ITS Magazine.
- Strengthen regular columns (excluding “feature”) to ensure consistent publication in each issue of ITS Magazine.
- Establish a new publication in Smart Cities in collaboration with other societies.
- Facilitate paper awards.

Performance metrics

- Improve the impact factor of ITS publication Journals.
- Increased number of submitted papers.
- Expand publications to areas not currently covered by publications.

Transactions on ITS (T-ITS)

- Increase annual budget page.
 - Increase the annual page budget to allow for publishing up to 100 papers monthly, approximately 1400 pages per month/16800 pages per year.
- Gradually shorten the length of time between paper acceptance to paper publication.
 - Currently 12 months’ waiting period. The higher page count will allow this to occur. Next year to be 9-11 months, and 6 months within five years.
- Allow access to accepted papers awaiting publishing to the Lead Editors of Special Issues with upcoming publication dates. This will allow some papers waiting in the long publishing queue to be moved into quicker publication times.
- Reduce “Submission to Decision” time.

Transactions on Intelligent Vehicles (T-IV)

- Get positive ratings (no ratings so far, so it is hard to set a goal).
- Reducing “submission to publication” duration. The only pure Transaction dependent number is “Time to first decision”. We would like to have a 20% reduction per year in the next two years.
- Improve Academia, Industry and region ratios among AEs and SEs to reflect the distribution of submitted papers

- Increase submissions (20% growth rate for the next two years).

ITS Magazine

- Reduce “Submission to Acceptance” time by 2027 from 62 days to 60 days.
- Ensure regular columns publish at least 3~5 articles across 6 issues each year, maintaining diversity and consistency.
- Ensure that the Editorial Board composition reflects the paper submissions across IEEE Regions.

OA on ITS

- 50 accepted papers every year.
- 75% of accepted papers published in 10 weeks after submission.

New Publications

- Start a new OA publication on Smart Cities in collaboration with other societies.

AP4: Deliver High-quality Professional Development and Educational Training and Certifications (Lead: VP Education)

Action Plan (2026-2027)

- Continue the DL program
- Update short courses and webinars
- Guide Local Chapters regarding educational activities

Action Plan (2025-2030)

- Extend the offer of the online short courses. Hands-on Crash Course on Automation of Car-Like Mobile Robots; Introduction to robust control systems focusing on transport technologies.
- Further consolidate IEEE Tutorials/Courses/Summer Schools.
- Seek opportunities to develop contacts and joint projects with industry, academia, and governmental agencies that can promote education in engineering, computing, and technology (industrial tracks and tutorials at the conferences and queries to the industry regarding their needs (in synergy with the VP TECHNICAL ACTIVITIES)).
- Introduce a payment system for courses after accreditation.
- Have a joint ITS program with universities.

Performance Measures

- Have a reasonable number of course participants.
- Have a reasonable number of participants in online tutorials.
- Have a reasonable number of applications for certificates.
- Have positive feedback from educational services.

AP5: Stimulate technological advances through Diversified Member Engagement and Technical Networking (Lead: VP Technical Activities)

Action Plan (2025-2030)

- Reinforce IEEE’s global technical leadership in ITS and related domains.
- Ensure TC activities remain visible and engaging.

- Require each TC to update its website annually with a record of past activities. With support from a web designer, the site should be appealing to newcomers and encourage participation.
- Partner with professional associations and research organizations across regions (e.g., Japan, Australia, Europe, China, the Americas) to develop policy recommendations and guidance for government agencies involved in ITS-related rulemaking and public policy.
- Collaborate with other ITSS VPs to promote membership and enhance the visibility of the society.
- Work with the VP for Membership to increase industry engagement.
- Coordinate with the VP for Education to sponsor student hackathons and competitions.
- Partner with the VP for Education to host “Industry Meets Academia” webinars.

Performance Metrics

- Ensure 30–40% of TCs hold meetings or workshops adjacent to the two flagship conferences.
- Receive over 20 inquiries requesting information about specific TCs, with a measurable increase in new participants joining TCs.
- Establish 2–5 MOUs with international organizations (e.g., ITS America, ITS Europe, ITS Australia, ITS Japan, ITS Singapore, Japan Automotive Research Institute, A*STAR Singapore).
- Organize 2–4 joint events with Membership and Education teams, and publish 3–5 outreach news items.

AP6: Define and Oversee New Tactics for Sustainable Membership Numbers (Lead: VP Membership)

(2026-2027)

- Amplify Member Value and Professional Development. (Lead: VP Membership, in collaboration with VP Education and VP Technical Activities.)
- Formalize and propagate the Distinguished Lecturer Program (DLP) to support chapter events and provide high-value content.
- Develop and offer a suite of member-exclusive online resources, including curated webinars, career development seminars, and "how-to" guides for publishing and reviewing.
- Implement "Industry Meets Academia" webinar series to bridge the gap between research and practice.
- Launch a "Volunteer Spotlight" feature in the newsletter and on social media to recognize contributions throughout the year.
- Strengthen and Activate Local Chapters & Regional Presence. (Lead: VP Membership, Chapter Chairs.)
 - Develop a "Chapter-in-a-Box" starter kit with templates, funding guidelines, and best practices for new and existing chapters..
 - Facilitate cross-chapter collaborations and regional joint events to share resources and amplify impact..
 - Encourage Communication of Chapters Across Country and Continent.
 - Encourage student to participate and present their research works.
- Streamline and Promote Recognition & Awards. (Lead: VP Membership, Awards Committee)
 - Proactively build a candidate pool for Fellow and Senior Member elevations by identifying and assisting potential nominees.
 - Review and refine award categories to ensure they reflect the evolving ITS field and membership demographics.

- Execute Targeted Recruitment and Engagement Campaigns.(Lead: VP Membership, Outreach Committee.)
 - Launch targeted campaigns at flagship conferences (ITSC, IV) and other top-tier events (IROS, ICRA, CVPR) with flyers, booths, and "Member's Night" socials.
 - Implement an analytics-driven approach to track campaign effectiveness and adjust strategies accordingly.

(2028-2030)

- Amplify Member Value and Professional Development.
 - Making membership indispensable through career-advancing resources.
 - Establish a mentorship platform and create Special Interest Groups (SIGs) for niche communities.
- Enhance member communication: Strengthen and Activate Local Chapters & Regional Presence.
 - Present Featured authors, organizers, volunteers and servers at the front page of ITSS Website.
 - Establish 2+ new chapters per year in targeted, underrepresented regions.
- Create brand awareness: Streamline and Promote Recognition & Awards.
 - Expand ITSS awards and build a large pool of high-level candidates to have prestigious recipients.
 - Take a team effort together with the society outreach committee to promote ITSS as a whole.
- Increase leadership development: Execute Targeted Recruitment and Engagement Campaigns.
 - Launch targeted campaigns at flagship (ITSC, IV) and top-tier (IROS, ICRA) conferences.
 - Implement personalized outreach to lapsed members with special incentives.
 - Use testimonials and analytics to refine and improve marketing effectiveness..

Performance measures

- Increase overall ITSS membership numbers by at least 10% per year
- Increase the number of ITSS members in countries that have very low numbers compared to population and membership in IEEE
- Increase the number of local chapters overall and in countries with no or low number of local chapters. An increase in number of chapters by 50% over the 5 year period should be aimed.
- Make sure increasing membership numbers are accompanied by increases in technical activities

AP7: Provide a Proactive Approach and Environment to Standards Development (Lead: VP Standards)

Action Plan (2026-2027)

- Initiating and supporting around 6 Project Authorization Request (PAR) development per year.
- Activating four Working Groups.
- Cooperating with other Standards Committees of the IEEE ITSS sister societies and other Standards Development Organizations (SDOs).
- Organizing (joint) impact-oriented standards activities.
- Organizing six ITSS/SC webinars

Action Plan (2027-2030)

- Initiating and supporting around 8 PAR developments per year in the ITS domain.

- Activating four Working Groups per year.
- Actively cooperating with other Standards Committees of the IEEE ITSS sister societies, especially the VTS and the RAS; as well as and other SDOs, such as SAE and ISO TC 204 and ISO TC 22 under the process management leadership of IEEE SA.
- Organizing 10+ annual ITSS/SC standards activities, such as workshops, seminars, panels, and webinars.

AP8: Maintain a clear operating framework for all Society Governance and effective operation strategies (Lead: VP Administration)

Action Plan (2026-2027)

- Develop an ITSS Governance 101 training materials based on the newly approved ITSS governing documents: the Constitution, the Bylaws, and the Operations Manual.
- Organize and hold annual training sessions for new and continuing BoG members to familiarize them with basic knowledge of the ITSS governing documents.
- Ascertain that new officers understand their responsibilities per the governing documents and abide by all provisions therein.
- Analyze ITSS operations to identify areas for improvements.
- Develop an archive system for all ITSS activity areas to ensure operational continuity.

Action Plan (2026-2030)

- Review and monitor the ITSS website and facilitate webpage updates in all ITSS areas as requested and needed.
- Facilitate communication between ITSS and IEEE TAB and its related committees and offices and ensure continued compliance with all IEEE policies and procedures.
- Conduct periodic review of the strategic planning document and revise it based on the feedback from BoG members and the community to ensure the successful implementation of action plans.
- Continuously analyze ITSS operations to identify areas for improvements.

Performance Measures

- Have key society data and documents maintained and accessible to EXCOM/BOG members.
- Have EXCOM/BOG meeting minutes produced promptly after each meeting.
- Accomplish the number of administrative activities assigned in a timely manner.
- Accomplish administrative needs by individual EXCOM/BOG members satisfactorily.
- Update important information to EXCOM/BOG and ITSS members on time.

AP9: Develop a consolidated ITSS outreach plan and promote ITSS through well-planned events and activities (Lead: VP Membership and the Outreach Committee)

Action Plan (2026-2027)

- Investigate the status of ITSS outreach activities in different activity areas.
- Identify the existing problems in outreach.
- Develop an action plan to consolidate outreach efforts.
- Update ITSS webpages to keep the information up-to-date.

- Maintain ITSS social media platforms and develop metrics for tracking their effectiveness.

Action Plan (2026-2030)

- Implement the consolidated ITSS outreach plan by working with different activity areas.
- Maintain ITSS website pages and social media platforms.
- Engage more ITSS members from industry and student members from through outreach activities.
- Promote more ITSS outreach events in different activity areas.
- Monitor the progress of the implementation of ITSS outreach strategies.
- Analyze the performance of ITSS outreach strategies via defined performance metrics.
- Continue working with the ExCom and BOG to develop new strategies for ITSS outreach.

Performance Measures

- Outreach initiative proposals submitted.
- Consolidated ITSS outreach plan developed.
- ITSS webpage updated and maintained.
- ITSS social media platforms integrated and monitored.
- Number of outreach events organized.
- Number of industrial partners engaged.

AP10: Evolve the ITSS’s Organizational Structure to Effectively Meet Current and Future Transportation Challenges (Lead: President)

Action Plan (2026-2027)

- Update the strategic plan.
- Maintain a clear structural and operating framework for all society activities.
- Develop a roadmap for ITSS that addresses current and future transportation challenges.
- Facilitate collaborative activities among ITSS (ITSS) technical, conference, education, and pubs activities.
- Involve BOG members in society governance activities.

Action Plan (2026-2030)

- Implement/expand the society’s direction and activity areas following the strategic plan.
- Maintain the structural and operating framework for all society activities.
- Facilitate synergy and collaboration among all society’s activities.
- Increase industrial engagement in the conference and technical activities.
- Improve member’s satisfaction and recognize society volunteers and technical committees for leadership.
- Continuously involve a greater number of BOG members in society governance activities.
- Maintain financial sustainability and sustainable governance.

Performance Measures

- Strategic plan developed.
- Roadmap developed.
- Number of collaborative activities within ITSS
- Increase in membership.

- Number of industrial partners engaged.
- BOG member involvement in society governance activities.

AP11: Collaborate with other IEEE societies and international sister societies synergistically. (Lead: President)

Action Plan (2026-2027)

- Develop collaborative activities with IEEE sister societies on standard development, membership, and publications.
- Develop MOUs with one to two transportation/traffic societies.

Action Plan (2025-2030)

- Establish closer collaboration with other IEEE societies for joint initiatives.
- Foster collaborative relationships with sister societies/organizations worldwide for the development of transportation policy, standards development, and advancement of technologies.

Performance Measures

- Number of IEEE sister societies engaged.
- Number of peer associations engaged.