

IEEE Geoscience and Remote Sensing Society



Strategic Plan

July 2015

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I. Executive Summary

This document summarizes the inputs to and outputs from the Strategic Plan Meeting held prior to the March 2015 Administrative Committee (AdCom) meeting of the IEEE Geoscience and Remote Sensing Society (IEEE GRSS) in Madrid, Spain. This document is expected to be revised annually in view of the success of the implemented actions and the evolving boundary conditions.

The main points of this report are:

- **SWOT analysis:** 1. Strengths: GRSS reputation, 2.- Weaknesses: lack of industry and students involvement, limited Geospatial Information & Hyperspectral, some initiatives being “too dependent on a particular person, lack of overall strategy and coordination in educational activities, 3. Opportunities: globalization, increased visibility, increased Geospatial Information and Hyperspectral., and 4. Threats: open-access publications, which can be an opportunity itself.
- **GRSS goals:** 1. to improve its web presence, 2. to tackle (multi-disciplinary) technical areas of emerging importance, 3. to offer services to members and benefits: OUR “CUSTOMERS”, 4. to address the role of technology in the future of conferences and publications, 5. To increase membership base, expand the scope of their Minority Membership program, and develop ways to improve membership through chapters.
- The **Key performance Indicators** (KPI) are: 1. The number of IEEE GRSS members and Affiliate members, 2. the Impact Factor of our journals, and 3. the GRSS economic balance.
- The **competing analysis** shows that 1. our strongest competing society is ISPRS, which has a number of well structured initiatives to be commended and mimicked by GRSS, 2. our competing journals are RSE and MDPI Remote Sensing, both with different approaches, but sharing in common their capability to include additional materials to the papers, while we cannot, and 3. our competing conferences are AGU and EGU, specially by the way poster sessions are organized.
- Finally to point out that these **initiatives** are **managed** by **key** people designated ad hoc, under the supervision of the Director of Corporate Relations and the Director of Operations (eventually a Director of Globalization may be needed in the AdCom structure) using the 50% surplus and 3% reserve **funds**, and that there have been timing issues that in some occasions have prevented from spending them. Current CFO is working to be able to **increase GRSS base operational budget** to cope with this problem.

II. IEEE-GRSS in brief

IEEE GRSS is the world leading professional society in Geoscience and Remote Sensing, Geospatial Solutions, Sensors and Platforms. It connects academicians, industry professionals, students, and decision makers through its journals, technical committees, conferences, and social networks.

In the near future IEEE-GRSS aims at expanding its membership base especially in Asia, Africa and Latin America by providing added-value services and resources.

III. Mission Statement

The IEEE Geoscience and Remote Sensing Society “shall strive for the advancement of the theory and practice of electronics, allied branches of engineering and related arts and sciences, and the maintenance of high professional standards among its members, within the field of interest of the Society which are the theory, concepts, and techniques of science and engineering as applied to sensing the earth. oceans. atmosphere and space. and the

- Geospatial Solutions, and
- Innovative Sensors and Platforms

that are reflected in the list of topics of its journals, and its flagship conference, the IEEE International Geoscience and Remote Sensing Symposium.

IV. SWOT

The SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis presented below should help GRSS to determine the best opportunities to pursue to achieve its growth goals, and to identify which strengths must be developed in the near future to improve the Society.

Table 1. GRSS and Competing Societies: Questions to address the Strengths, Weaknesses, Opportunities and Threats.

	S Strengths	W Weaknesses	O Opportunities	T Threats
GRSS	What is GRSS particularly good at?	What does GRSS need to improve?	What is happening / changing that GRSS can benefit from?	Which are the new competitors?
Competing Societies	What can the other societies do that GRSS cannot?	What other societies need to improve? Is there any evidence?	Are other societies better positioned? What do they tell potential members?	Are other societies growing faster? Are they more flexible? Are they more innovative?

In order to address the above questions, a survey was performed among GRSS AdCom members. About 1/3 responded, but those who did, provided many useful comments. Results of the analysis are summarized below as clouds of words.

1. Strengths

The answer to the question “What is GRSS particularly good at?” are summarized in Fig. 1. The word that is repeated more and more often is by far “**reputation**”, followed by “strong”, “scientific”, “technical”, “academic”, “applications”, and “remote” “sensing”.



Fig. 1. Cloud Word of the answers to the question “What is GRSS particularly good at?”

One of the answers summarized it as “GRSS is a well-organized and well-functioning society including its AdCom, conferences and publications, and”... “GRSS has a very good reputation.”

GRSS is a well-respected professional society, this is probably our best asset, and we have to work hard to preserve and increase it.

2.- Weaknesses

The answer to the question “What does GRSS need to improve?” are summarized in Fig. 2, and

- We need to **think globally, but act locally**... paying attention to the idiosyncrasy of different regions in the world.
- We **need to engage** “[...] (**younger**) **people** willing to be volunteers because of visibility, **and** [...] (**older**) **people** who want to push further their careers that can work for GRSS with almost no monetary reward (e.g. chapter chairs)”

Globalization must be seen **as a tool** to achieve goals (more members, more revenue, more visibility, more developments of the field...), but not a goal to be achieved per se.

In the next years, membership growth is expected to be driven –mainly- by Asian countries, but new emerging areas, and “unexplored” niches must be targeted as well, in particular industry, and students, for which the fee may be too high.

Further questions that were posed, and need an answer are the “*need to set up a committee to be responsible for soliciting and coordinating such publicly visible media contributions,*” the need (or not) of new (topical?) journals and their scope global, regional? So far, all IEEE GRSS Journals have been global, but maybe there is a “market” for regional journals, as there is for regional conferences.

We may need to link to regional societies and their publications.

4. Threats

The answer to the question “Which are the new competitors?” had a clear winner: “**open-access**” “publications”.



Fig. 4. Cloud Word of the answers to the question: “Which are the new competitors?”

Actually “**open-access**” **can be a threat, but it can be an opportunity** if we (and IEEE) knows how to adapt at fast enough to this changing environment. However, if we do not, we will may extinguish. Animals that were not able to adapt to a changing environment disappeared. Similarly, companies that were once absolute leaders in their fields, that fail to adapt to a disrupting technology, no longer exist (e.g. Kodak, cameras and photographic films, and the new digital cameras). We have to think carefully about that, and try to think a bit beyond our comfort zone.

A more in depth analysis of the trends of the impact factor of the IEEE GRSS Journals (the Magazine is not included since it does not have yet an impact factor) and those of some competitors shows us some clues (Fig. 5):

- IEEE GRSS publications have shown a steady growth, but at a moderate rate.
- This growth rate is similar to, or slightly higher than for most other competing journals

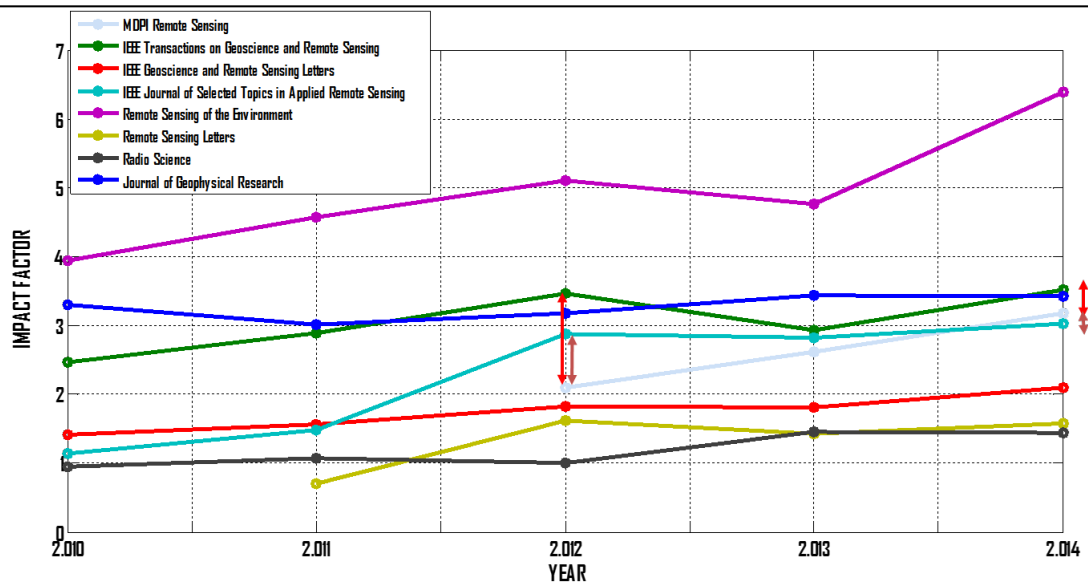


Fig. 5. Evolution of the Impact Factor of the 3 main IEEE GRSS journals and 5 competitors from 2010 to 2014. Arrows in red: difference between IEEE TGRS and MDPI Remote Sensing. Arrows in purple: difference between IEEE JSTARS and MDPI Remote Sensing.

RSE is the absolute leader, and its impact factor has increased by more than 50% in the past 5 years, and MDPI Remote Sensing has become the shining star. What can be the reasons of this sudden and sustained increases? Both journals are interdisciplinary, as IEEE GRSS ones, regarding revision/publication times RSE is more comparable to our journals, while MDPI is very fast (about 2 months from submission to publication). This is achieved by looking for reviewers that can revise really fast ONLY, and for granting the authors a very short time to make their corrections to the papers (~1 week).

On the other hand, RSE has an open access (OA) policy which is close to ours, the authors can pay a fee to have their paper open access. This fee is currently USD3300 + taxes¹. The journal offers the possibility of adding the following multimedia materials: AudioSlides, Database Linking Tool, Interactive Map Viewer, Interactive Plot Viewer, and PANGAEA Linked Data.

MDPI Remote Sensing started being published in 2009, and it started getting impact factor in 2012. Since then, it has always been above IEEE GRSL, in 2014 it surpassed IEEE JSTARS, and it is getting very close to IEEE TGRS. MDPI Remote Sensing follows a full OA model, and its publication fee (OA included) is 1400 CHF (USD1455), offering discounts to Universities and Research Centers². The journal offers the possibility of adding supplementary material such as³:

- data tables and spreadsheets (text files, MS Excel, OpenOffice, CSV, XML, etc.)
- text documents (text files, PDF, MS Word, OpenOffice, etc.; text documents will usually be converted to PDF files for publication)
- images (JPEG, PNG, GIF, TIFF, BMP, etc.)
- videos (AVI, MPG, QuickTime, etc.)
- executables (EXE, Java, etc.)
- software source code

For IEEE Journals, the OA fees are USD1350 on top of the regular publication charges⁴, and adding something as simple as an animation in a pdf becomes mission impossible. Actually,

¹ <http://www.elsevier.com/journals/remote-sensing-of-environment/0034-4257/guide-for-authors#13300>

even if the author does it, while generating the pdf, animations are being removed (!).

It could also be argued that publication policies that are enforcing OA publication, may be harming IEEE, but it does not seem to be totally the case of RSE. What can be the reasons? The reasons may be threefold:

- Indeed, **OA fees are high** in any journal, so there is no impact because papers are deposited in public or university repositories in pre-print form in order not to violate the copyright transfer agreements.
- Authors willing to have their paper OA, or because of the **high over-length page charges**, they are migrating to full OA journals, or
- Authors willing to include **multimedia material**, interactive maps and software etc. go to journal that have evolved with the times and allow to do it smoothly, even at no extra cost.

However, it is likely that all the reasons may not be quantified with numbers, as some of the comments induce us to think: *“I see colleagues frequently **avoiding TGRS (reviewers too harsh, publication cycle too long, page charges too high for non-open access)** and going instead to the newer open access journals. IEEE has reduced the “value-added” of editing, etc., and there are fewer reasons to go there. **With the web, Google and open access, people feel their publications don't need to be in prestigious journals. As long as it is published and on the web, it is available to all.** But we're constrained by our IEEE parent here. We're stuck with that (the good and the bad). Making open access more affordable is probably the best direction to head on this topic.”*

In summary, it is not all about OA, it is about fees, delays, rejection rate. It is about **NOT paying 3 times for the same thing: as an author, as a reviewer (time spent), and when purchasing the paper** (or subscribing to it). Actually, **some universities are forbidding their faculty to spend time reviewing papers.**

Another question is should reviewers get paid? Actually, it is getting more and more difficult to find reviewers for the submitted papers.

A last point worth to mention is the existence of **full OA “Multidisciplinary” journals**, such as the new Multidisciplinary open access mega journal, or *PLOS ONE*. *PLOS ONE*, with a publication fee of USD1.350. However, at this point, **it does not seem that these journals may create a shadow in our more focused publications**, or even they may have start seeing their own decline, as the sustained decreased in the impact factor seems to indicate:

Table 2. PLOS ONE 2010-2014 Impact Factor

2010	2011	2012	2013	2014
4.411	4.092	3.730	3.534	3.234

When people is asked about the **future of the GRSS publications model**, the vast majority sees it as **“Open Access”** (Fig. 6).

articles of opinion in journals, youtube, Wikipedia... GRSS has good communicators, but it takes time, and volunteers have limited time. This brings again the idea of **professionalization at some level**.

2. GRSS needs to tackle technical areas of emerging importance: smart cities, urban remote sensing, change detection, power/energy, subsurface sensing, environmental impact monitoring, security, IoT-based ubiquitous (para-)sensing ?

3. GRSS has to offer services to members and benefits. To do that we need to better spend our economic resources, which means:

3.1. Generate **more revenue** through publications (beware of evolving models⁵), conferences, exhibition, sponsorship, donations, larger membership...

3.2. **Better spend** the generated **revenue**. This will be achieved by making a “clever” use of the funds available through the 50% rule (of the surplus), the 3% rule (of the reserves), and trying to increase our operational budget, and

3.3. We need to have **initiatives** that are **less person-dependent** (e.g. the e-Newsletter, the GRS Magazine), we need to delegate more initiatives in non-AdCom members (volunteers)

4. Need to address the role of technology in the future of conferences and publications (virtual conferences⁶, webcasts, recordings...).

5. Multi-disciplinary research is the trend: we need to evaluate the potential need for topical journals with other sister societies, forum for collaboration (data, model, design sharing...). In this sense, the initiative of Division IX director, pushing for a “Quality of Life” trans-society projects may be a good starting point that needs to be analyzed with care.

6. Increase membership base.

To do this, we need to keep in mind our **weak points** in the membership development: we need more **GLOBAL industry and student engagement**. As pointed out in the society review “The Society’s Board of Governors has a **heavy academic and government representation**, which is regionally diverse, but **lacks industry representation**.” And even though “*educational investments are the highest priority strategic initiatives for the Society*,” [RD-2].and “GRSS has a broad range of **educational activities**; however, there appears to be a **lack of overall strategy and coordination**.” [RD-3]. In the future “*these initiatives will include more effective use of communication on the GRSS web site and better outreach to young people and prospective members, web based initiatives, tutorials at conferences, regional workshops, and web based media*,” which is actually linked to point #1 before.

Also, as pointed out in the past Society review “**GRSS might consider expanding the scope of their Minority Membership program**. The **name** and **focus** of this program is **somewhat USA-centric** and consideration of a **more global diversity** theme might **better support the global IEEE mission**.”

Finally, “chapters should be enabled to work together at the regional level” (and not “directed” by or through the AdCom). We need to “**develop ways to improve membership through chapters**, and the other way around, why not to **give AdCom members a set of tasks in their region**” under a **regional coordinator**?. We need to look for effectively for regional diversity,

⁵ At least GRSL should go full OA, for TGRS and JSTARS we should be more careful because a large part of GRSS

with special emphasis in target areas for growth.

VI. Key Performance Indicators

Key Performance Indicator (KPI) are traceable (can be quantified) parameters to assess the performance of the Society. There are three primary **Key Performance Indicators** (KPIs):

P.1. **Number of IEEE GRSS members and Affiliate members.** Recall that Affiliate members are not IEEE members and, therefore, they do not pay the IEEE fees, which is the largest fraction of the annual membership fee. This may be critical when looking for growth in some regions of the world.

P.2. The **Impact Factor** of our journals, as a single indicator metrics. However, we have to be careful, because trends cannot be evident after 3 years, and then it may be too late.

P.3. **GRSS economic balance.** GRSS revenue is mostly coming from our conferences, and in particular our flagship conference (IGARSS), and the publications (over-length page charges).

As secondary KPIs, we can list:

- S.1. The number of chapters
- S.2. The number of reported activities/chapter/year
- S.3. The number of papers and pages printed/journal

VII. Target Customers

Our “customers” are our members, to whom all efforts must be directed.

The Society membership has stayed consistent in Regions 1-6, while growing in Regions 7-9. Membership and membership growth has been addressed in Sections IV.3 and V.6 of this document. The main ideas are summarized here:

- GRSS is mostly formed by academia and government, and lacks industry and student representation,
- GRSS needs to take advantage of globalization to increase the membership base, and in particular Asia (mainly China and India, where most of the growth is expected in the next years, and GRSS has already invested significant efforts), Africa (where GRSS has spent significant efforts in the past years, and in particular since IGARSS 2009 in Cape Town, South Africa), and Latin America (where recently regional societies and teams have been approached by GRSS),
- GRSS might consider expanding the scope of their Minority Membership program to account for the global diversity, and
- GRSS needs to find ways to increase membership **through the chapters themselves.**

VIII. “Market” Analysis

GRSS being a mid size society and it remains focused on recruitment, growth and retention, particularly in Asia, Africa, and Latin America. Regional Chapter coordinators have been appointed for Europe, Asia, and South America to facilitate Chapter development and

definitely in **Asia**. The number of members in China and India is nowadays very small, as compared to the activities in Remote Sensing in these countries. Both countries have large research institutes, China (mainly) is sending students to graduate to many Universities worldwide, both countries have their own space program, including launchers, Earth observation programs (LEO and GEO satellites), and have even sent planetary probes. Both countries have been so far a bit isolated from the rest of the world and are now opening, and willing to join.

It is a matter of time, and other professional societies are approaching them more aggressively than we do. We need to be aware of that, we need to be aware of their competitive advantages such as group membership to encourage their membership.

It is not unlikely –as our current president stated- **that being a mid size society (~3000 members) the number of GRSS members may double in a few years.** Maybe two years is a too short period of time, because getting familiar with in these countries is particularly slow, but there is definitely a lot of room for growth.

Efforts should be **targeted** into this region **to foster membership taking into account the fact that IGARSS 2016 will be held in Beijing (China).** In addition, formal proposals to organize IGARSS in middle East (in particular, UAE for IGARSS 2018) have been received, 4 formal proposals have been received to organize IGARSS 2019 in Asian countries, and other teams from India have approached GRSS seeking for their chances to organize our flagship conference.

IX. Competitive Analysis & Advantage

The competitive analysis can be split in three different fronts:

1. Competing professional societies: probably **ISPRS** is our closest competing professional society and the one that is more aggressive addressing the same globalization targets as we do. ISPRS seems to react faster than we do:

- ISPRS proudly displays as “regional members” other professional societies with whom they have MoUs. It is interesting to note, in particular, AARSE in Africa, SELPER in Latin America, and EARSel in Europe (<http://www.isprs.org/members/regional.aspx>).
- ISPRS has a clear –or at least more structured and visible- Educational program, which includes partnership with space agencies: <http://www.isprs.org/education/Default.aspx>
- ISPRS has lots of topical publications, but maybe this is distracting to the general authors and readers.
- ISPRS offers data sets for education and training
- ISPRS has links to free software to be used in Remote Sensing
- ISPRS has a very competitive fee structure that allows many people to become members in a region for a moderate fee (<http://www.isprs.org/structure/finances.aspx>). See below an excerpt from their web page:

Number of Active Specialists	Category	Annual Subscription	
Less than 26	1	115	Swiss Francs
26 - 50	2	230	Swiss Francs
51 - 150	3	690	Swiss Francs
151 - 250	4	1150	Swiss Francs
251 - 400	5	1640	Swiss Francs

In general, we need to look at them, learn from them what they do, and mimic what we are NOT doing, and SHOULD be doing. This includes Education, Publications, but a maybe more efficient use of the web resources that GRSS generates, to display the international relationships that GRSS has, MoUs etc.

Probably, **our main competitive advantage is our broader scope**, since GRSS encompasses all techniques in remote sensing, including active and passive microwaves.

2. Completing publications:

As shown in Section IV.4, the **top one journal** in the field of Remote Sensing is –and increases its separation with its competitors, including GRSS journals- the **Remote Sensing of the Environment (RSE)**, an Elsevier Journal.

According to their own statement “*Remote Sensing of Environment* serves the remote sensing community with the publication of results on theory, science, applications and technology of remote sensing of Earth resources and environment. Thoroughly interdisciplinary, this journal publishes on terrestrial, oceanic, and atmospheric sensing. The **emphasis of the journal is on biophysical and quantitative approaches to remote sensing** at local to global scales.”

Probably, the key of their high (an increasing) impact factor lies in the emphasis of the journal “**biophysical and quantitative approaches to remote sensing**,” which is very well tuned with the current trend to focus more on the applications, rather than the basic scientific and technological developments.

It is difficult to compete with this, but maybe there is no reason to, because GRSS has been “blamed” sometimes from forgetting its own origins, focusing too much on the applications side, and forgetting about the sensor concept and development. Recall that originally GRSS was more on the sensors part as IRE professional Group on Geoscience Electronics, and later as an IEEE Society on Geoscience Electronics. GRSS MUST be “the place for all.” There must be “room for all,” and nobody must feel being pushed out.

However, there are signs to worry about **MDPI Remote Sensing**, a very recent on line publication, fully Open Access, that started being published in 2009, and that by 2014 has already overpassed JSTARS, and is very (too) close to TGRS. MDPI Remote Sensing offers full open access publication, with very short revision and publication times, and the possibility to include multimedia materials at a moderate fee of just CHF1400 for an unlimited number of pages.

The capability of MDPI Remote Sensing to adapt to a changing environment and to be so competitive, should make us think if **GRSS, within IEEE publication constraints, is not being too conservative, and fears to leave its comfort zone**. The new “IEEE Multidisciplinary open access mega journal” does not seem to be the solution, and the way-to-expensive open access publication fees (on top of the over-length page charges!) discourage authors from publishing open access in IEEE Journals, and jump into newer more cost-effective publications.

3. Competing conferences

Probably the GRSS competing conferences are the AGU and EGU meetings. These are huge conferences, but however, they have managed to handle the huge number of submissions with

GRSS MUST learn from AGU and EGU innovative ways to make poster (interactive) sessions attractive and not second level presentations.

X. Marketing Plan

The marketing plan should address the goals listed in previous sections.

1. **Improve web presence:** hire professional writer to help GRSS with articles of opinion, web materials, etc. Create a portfolio of Remote Sensing tutorials, with links to existing ones when available. GRSS website must become the one stop-and-shop point for Geoscience and Remote Sensing materials.

2. **Tackle (multi-disciplinary) technical areas of emerging importance** (smart cities, urban remote sensing, change detection, power/energy, subsurface sensing, environmental impact monitoring, security, IoT-based ubiquitous (para-)sensing) by “encouraging” these topics in the IGARSS topic list, by creating new technical committees, or working groups in existing Technical Committees.

3. **Services and benefits to members** through conferences, distinguished lecturer program, supporting (financially) chapter activities, web-based educational or reference materials, continuing education credits through IGARSS tutorials or other web-based courses.

4. Address the **role of technology** in the **future of conferences** and **publications**: seriously study (without further excuses or delays) the path for Open Access and the inclusion of multimedia and other additional materials to journal papers, the existence of virtual conferences, in addition to the conference webcasts, or recordings... that have been taking place in IGARSS, since the early experiments in 2009.

5. **Membership base.** GRSS must establish key people as regional liaisons in the regions where we want the largest growth to happen. Potentially we will need professional support, but this has to be evaluated in an ad hoc basis to maximize the return for the dollar invested.

GRSS conference policy is aligned with this purpose and the selection of future venues for IGARSS is made with this goal in mind. If the 3 year rotation period (Americas, Europe, Africa and Middle East, Asia-Pacific) is too long and/or the local teams do not have the experience to organize an event as IGARSS, small conferences (either the ones owned by GRSS –namely, Microrad or Atmospheric Transmission Models-, or other technically co-sponsored by GRSS) can be strategically located to foster membership growth. GRSS booths in GRSS and non-GRSS conferences should be actively seeking for new members, offering free affiliate membership as done in the past.

Similarly to what ISPRS does, GRSS should look for some sort of “group” affiliate membership to alleviate membership costs in developing regions.

XI. Team

Current AdCom structure is reflected in Fig. 9. As it is evident, the current AdCom structure already reflects some of the positions needed. In particular, we are moving from a vertically

example, an the **Director of Education** handles all issues related to –obviously- education, but needs to enlarge its scope to web-based tutorials and continuous education, that can give credits, K-12 eventually, and other educational activities that can be coordinated with or used for “Publicity” (under VP of IR as well).

A **Director of Globalization** may be needed (to be discussed in the November 2015 AdCom meeting) due to the transversal nature of his/her tasks.

Additionally, these Directors should not be hierarchically depending on a specific VP, but they should be reporting directly to the President, and have their own cost center and associated budget.

Specific tasks will be assigned to specific people, inside or outside the AdCom.

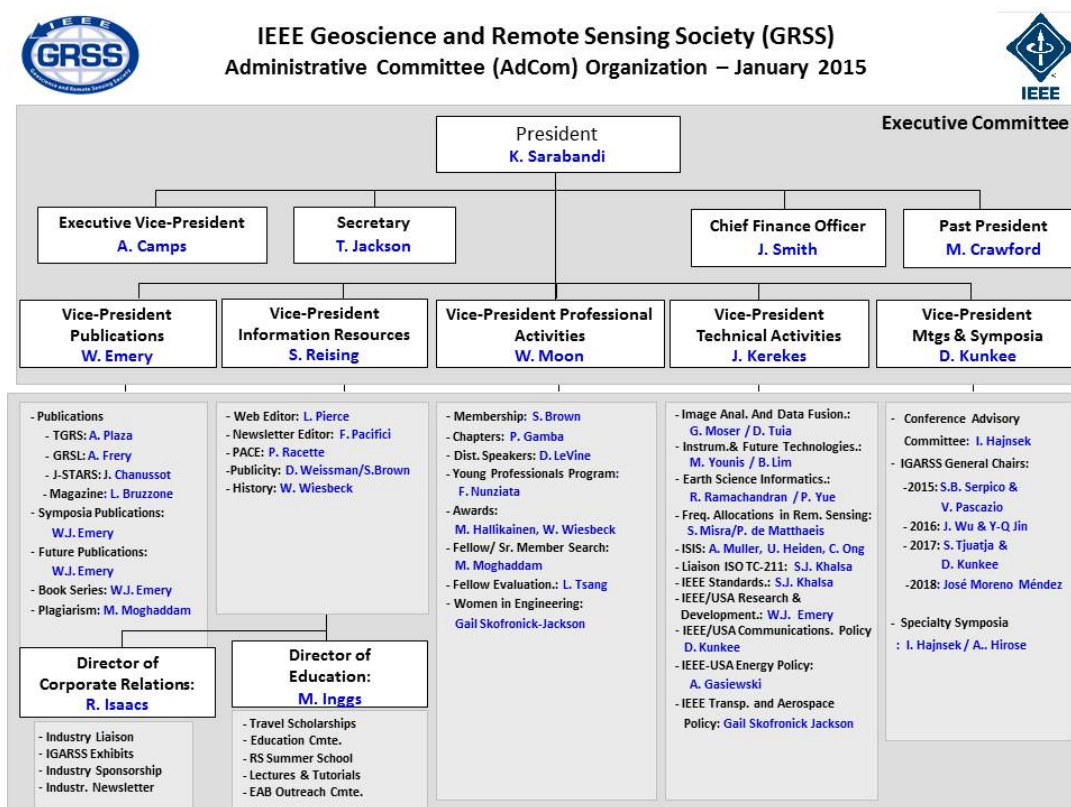


Fig. 9. AdCom structure as of July 2015

XII. Operations Plan

This strategic plan should be implemented in the long-term. The operations plan for 2016, under the 3% rule (the following initiatives have been prioritized) on top of GRSS regular budget. Other activities follow the 50% rule, or are routine activities and are already casted in the operational budget, or in IGARSS budget.

Proposal	Responsible Action	for Estimated Expense	Description	Planned Completion Date
Publication Initiatives			Promote publication of special issues from under represented regions such as South	

Latin America Membership Initiative	Paolo Gamba	30	<p>~A series of lectures in two Latin America Countries to involve the local community and foster IEEE/GRSS membership (USD 6K)</p> <p>~Support to the expansion and promotion activities by the GRSS Chapters which has been established in 2014 and 2015 in Latin America (USD 8K)</p> <p>~Support to student members in Latin America to attend the IGARSS 2016 conference (USD 5K)</p> <p>~Realization of the first edition, together with the Latin American sister society SELPER, of the Latin American Geoscience and Remote Sensing Symposium - LAGARSS (USD 10K)</p> <p>~Free affiliate membership to selected key person in Latin American institutions (USD 1K)</p>	
GRSS Chapter Support and Re-Activation Project	Wooil M. Moon & Paolo Gamba	25	Currently, four new GRSS chapters and AES/GRSS joint chapters are being formed and petitioned. This will make the total number of GRSS chapters, including joint chapters, 48 around the world. Some of these are very active but others are not very active and we are planning to help these inactive chapters to become active, which will eventually increase the visibility of GRSS and will increase the GRSS membership. Main benefits will include the increase image reputation of GRSS, which will attract more new members.	
Support to attend IGARSS 2016 for South Asian countries (India included)	Kamal	40	Increase GRSS visibility in this growing region where most of the growth is expected in the coming years.	
IEEE GRSS Capacity and Innovation Building in Region 10	Peter Woodgate, Tony Milne and Project Steering Committee	30	To initiate a series of activities that will improve the geoscience and remote sensing capacity in Region 10 and grow IEEE and GRSS membership and influence throughout Region 10. Target areas China and India. Over a three year period: a. Increase attendance at IGARSS by over 20% b. Increase subscription to all journals by 20% c. Boost the membership of GRSS by 20% d. Increase the membership of young scientists and engineers by 30% e. Consolidate growth and establish 8 new Chapters in Region 10 f. Support approved technology transfer programs. 50k from GRSS 3% fund; 50K committed from IGARSS16 projected surplus. IEEE HQ waiver on infrastructure costs for Beijing and Regional offices logistics support.	
Africa Capacity Building Initiative	Mike Ingss	30	Conduct Educational Caravans of length 5-6 days in two African countries each year, focusing on remote sensing topics of local interest. (20K) *Field school for graduate students in conjunction with AARSE 2016 (10K) *Affiliate memberships for students and scientists (2K)	
Calibration and Validation in Support of Spaceborne Imaging			Field test the deployment of standards and protocols developed as part of the 2015 calibration and validation workshop via 2 day	

being provided by IEEE.”

This timing issue has not allow GRSS to spend much of the funds available under the 50% GRSS, despite the very good financial shape. GRSS CFO is working towards increasing the operational budget so that the final budget is more balance and some of these strategic activities foreseen can be sustained in the long term from the operational budget and do not depend on particular individuals pushing for them, or proposals being accepted or not.

XIV. Change Record

Adriano Camps (first document), July 2015