2021-2023 Strategic Plan
The ITE International Board of Direction (IBOD) recently adopted a new Strategic Plan for 2021-2023. Over the course of 2020, a Steering Committee, led by ITE Past President Shawn Leight, P.E., PTP, PTOE (F) and made up of more than 20 leaders from across ITE, worked diligently on the development of this new plan. An in-person meeting during the Transportation Research Board Meeting in January and seven virtual meetings were used to brainstorm, craft, and refine the plan. Parts of the new Strategic Plan build off the initiatives and successes of the previous plan for 2018-2020. There are also new goals and opportunities for growth identified in the plan.

As with the prior plan, this document is designed to guide Board, Committee, and staff efforts to grow and enhance ITE member value over the next three years. In the coming months, ITE will use various channels to share the new plan with members and to highlight initiatives carried out in support of it. Over the life of the plan, the IBOD will periodically report on progress in implementing the plan through ITE Journal, Spotlight, and other member communications.

In developing the new Strategic Plan, the Committee started by reviewing the ITE Mission, adding a Vision Statement, and developing new Value Statements. Taken together, these elements of the Strategic Plan provide a clear sense of who ITE is as an organization, what we aspire to be, and the values that guide our efforts.

As with the existing Strategic Plan, this new plan is organized around three pillars—Membership, Technical Knowledge, and Institutional Sustainability. By maintaining the existing structure, the Committee reinforced its perspective that this new Strategic Plan should build off the successes of the current plan, and does not represent a change in direction or focus.

Under each pillar are a series of goal statements and strategies. The goal statements represent the outcomes we aspire to, and the strategies describe how we intend to achieve these outcomes. Using these two elements, the IBOD and staff will develop an annual action plan with specific actions to be taken during that calendar year. At each meeting of the IBOD, the Executive Director and CEO reports on progress made, and Board members discuss their efforts in support of the Strategic Plan.

A description of each of the Pillars is provided below.

**Membership**

Over the next three years, ITE will continue to focus on growing and broadening its membership. This plan recognizes the need to diversify the membership by reaching out to and engaging under-represented groups. ITE Student Chapters are a strength and will be a clear part of this effort. We want to continue to enhance our global reach building off of our growing presence in Australia and New Zealand and our emerging international student chapters.

We will continue to strengthen our new Employer Councils as the focal point for organizational engagement in ITE. Throughout all of these efforts we recognize the impacts of COVID-19 on ITE and our members and will respond appropriately.

**Technical Knowledge**

We recognize that our members look to ITE for technical resources and tools, continuous learning, and professional development. ITE will remain at the forefront of practice and seek to influence the direction of our industry. We will also respond to emerging trends, connecting members to the ideas, people, and resources we all need to be successful. We will continue to elevate the role of our Councils and Committees, seeking to broaden participation from within and outside of North America, engaging educators and students, and supporting and recognizing those that take on leadership roles.

**Institutional Sustainability**

Now that we have completed significant institutional change through the ONE ITE initiative, we recognize the need to “be ONE ITE.” Significant effort will be devoted to continuing to strengthen ties among all elements of ITE. We want to make ITE’s voice heard on important technical issues and on matters of transportation policy at all levels of government. We see opportunities to do so individually and in partnership with others. We recognize the financial impacts of COVID-19, and will take the necessary steps to ensure that our financial position remains strong. As with the other two pillars, we see opportunities to expand and enhance our global presence.

This new Strategic Plan is just that—a plan. It will not become a reality without the hard work and support of ITE members at all levels: International, District, Section, Chapter, and Student Chapter. It will take leadership, initiative, nimbleness, a willingness to challenge the status quo, collaboration and compromise, and an unwavering commitment to our values. Over the last three years, we have demonstrated the ability to do all of these things. Following this new Strategic Plan with the same level of commitment will bring us to even greater success in the future.
2021-2023 ITE Strategic Plan

Mission Statement

To provide the global community of transportation professionals with the knowledge, practices, skills, and connections to serve the needs of their communities and help shape the future of the profession and transportation in the societal context.

Vision Statement

“To be the transportation organization of choice.”

Value Statements

Technical Excellence - We are recognized technical leaders in our profession and bring innovation to our work.

Community - We promote collaboration within our professional and local communities.

Making a Difference - We create positive outcomes in our society and our world.

Diversity and Inclusion - We embrace a diverse membership that reflects the broad demographics of cultures, skills, disciplines, and experiences of the global communities we serve.
**GOAL STATEMENT**

**Membership**

**RECRUITMENT, ENGAGEMENT, AND RETENTION**

**GOAL 1** To be the preferred choice for members from all disciplines and at all stages of their careers.

- Develop creative and innovative ways to recruit and retain members, particularly during global events such as COVID-19.
- Diversify the membership of student chapters.
- Retain students as they transition to young professionals by increasing engagement and leadership opportunities for young professionals.
- Clearly define the value of ITE from the member perspective to differentiate ITE from other associations.
- Encourage and support underrepresented groups in the profession and in ITE.
- Develop the foundation for successfully recruiting and engaging planners in membership.

**RECRUITMENT, ENGAGEMENT, AND RETENTION**

**GOAL 2** To have a clearly-defined recruitment and retention strategy for the Global District.

- Focus on the membership needs of the ITE Australia and New Zealand (ITE-ANZ) Section.
- Support the existing international Student Chapters.
- Identify opportunities to expand global Student Chapter success into a professional presence.

**ENGAGEMENT WITH EMPLOYER ORGANIZATIONS**

**GOAL 3** To have strong ties to Employer Organizations through the Councils.

- Elevate the profile, membership, and Council leadership of the Public Agency Council.
- Grow the Industry Council and support the advancement of emerging solutions.
- Build a restructured Consultants Council and Council leadership.
- Encourage collaboration and development of initiatives amongst Councils.
- Use the Councils as sounding boards to understand the impacts of global issues such as COVID-19 on our industry, members, and ITE.
GOAL 1  To be a leader in the industry in core and emerging practices.

- Continue to invest in ITE’s core products and services.
- Promote a collaborative culture where members are free to explore a wide range of transportation concepts and ideas for the betterment of society and our communities.
- Deliver value-added information on best practices and experiences related to emerging trends and practices.
- Support transportation educators on college-level courses.
- Ensure that ITE’s technical products and services address the full breadth of member needs and interests.

GOAL 2  To be a community of technical and thought leaders who influence the industry.

- Make Council volunteer opportunities more inclusive and professional development opportunities more relevant for transportation professionals outside North America.
- Develop a formal process for identifying, orienting, and supporting effective Council and Committee leaders.
- Increase the esteem of the technically-oriented ITE Awards.
- Ensure professional development opportunities are offered in a variety of methods and made available to the broadest cross section of the membership, and maximize agility in delivering the program.
- Create opportunities to demonstrate thought leadership by students.
GOAL 1  To Be ONE ITE – strengthened by our strong Student Chapters, Chapters, Sections, and Districts.
- Ensure the success of new, reorganized, and existing Districts.
- Build strong Sections (transferrable across the organization).
- Establish a leadership on-boarding and development program.
- Ensure that the ITE Diversity and Inclusion policy and ONE ITE are institutionalized in the organization.

GOAL 2  To have partnerships that enhance our value.
- Identify and maintain strategic partnerships that support ITE initiatives and policies.
- Strengthen partnerships with educational institutions through the Education Council.
- Collaborate with strategic partners to advance ITE’s policy and legislative priorities.

GOAL 3  To be a leading voice in the development and implementation of transportation and knowledge.
- Encourage technical products that reflect all users and a duty of care mindset by professionals to save lives and create healthy communities.
- Develop strong ITE policies or positions on strategic focus areas to inform national, state/provincial, and local policymaking.
- Accelerate and advance ITE member interests by influencing national policymaking.
- Increase engagement by Districts and Sections on local policy issues.

GOAL 4  To provide sound financial stewardship that protects the experience of our members.
- Continue to protect, monitor and strengthen the financial health and resiliency of ITE at the international level, particularly in responding to global events such as COVID-19.
- Establish long-term support for key programs such as LeadershipITE and the Diversity Scholars Program.
- Provide guidance to Districts and Sections regarding reserves, non-profit financial management, and responsible spending on member programs.

GOAL 5  To have an expanding global presence.
- Create a Global District Board of Directors and Committee structure.
- Develop technical programs and products that are relevant to the needs of the Global District membership and enhance the global interest in the ITE Council structure.
- Encourage, develop, and maintain relationships with global professional transportation societies having objectives and missions aligned with ITE.