

*EXECUTIVE SUMMARY*  
**Strategic Planning “Quick Glance” Scorecard**

Reporting Period: FY 2008 (YTD)

Explanation of Use

↑ AHEAD                      ✓ ONGOING                      ↓ WORK NEEDED

STRATEGIC INITIATIVES

- ✓ & ↑ 1. Develop a plan to help solve the shortage of welders
- ✓ & ↑ 2. Investigate Alliances, Partnering, Acquisition, and Merger Opportunities
- ↑ 3. Expand and Grow Certification Programs Globally
- ✓ & ↑ 4. Broaden the Amount, Scope, and Accessibility of Programming for Conferences and Seminars
- ✓ & ↑ 5. Promote and Advocate Welding Education and Training Programs
- ✓ & ↑ 6. Run a Successful AWS Show and Professional Program through a cooperative effort with the FABTECH Show
- ✓ & ↑ 7. Review Governance Continuously
- ✓ & ↑ 8. Advance the Information Technology System
- ✓ 9. Protect Intellectual Property
- ✓ & ↑ 10. Make Marketing “A Way of Life”
- ✓ & ↑ 11. Grow Membership
- ✓ & ↑ 12. Continue the Integrity of the *Welding Journal* while Exploring Other Periodicals to Reach Targeted Markets
- ↑ 13. Promote and Advocate Welding Research
- ✓ 14. Develop New Technical Documents for Targeted Markets
- ↑ & ✓ 15. Promote Awareness and Advocate Usage of AWS Standards

## STRATEGIC GOALS

- ✓ & ↑ 1. Attract people to the industry (Image)
- ↑ 2. Attract people to be AWS volunteers/members
- ✓ & ↑ 3. Service and satisfy the product needs of our constituents
- ✓ & ↑ 4. Ensure financial strength while recognizing the needs to support the Industry
- ✓ 5. Maintain and grow leadership in global standards



# American Welding Society

## Strategic Plan and Initiatives

### Strategic Plan:

Mission	The mission of the American Welding Society is to advance the science, technology and application of welding and allied joining and cutting processes including: brazing, soldering, and thermal spraying.
Vision	Continuously enhance our position as the premier professional/technical society in welding and allied joining and cutting processes worldwide.
Core Competency	The gathering, creation, and dissemination of joining and cutting information and certification of personnel and facilities.
Strategic Goals	<ul style="list-style-type: none"><li>• Attract people to the industry (Image)</li><li>• Attract people to be AWS volunteers</li><li>• Service and satisfy the product needs of our constituents</li><li>• Ensure financial strength while recognizing the need to support the Industry</li><li>• Maintain and grow leadership in global standards</li></ul>

## Strategic Initiatives:

1	<p>Develop a plan to help solve the shortage of welders</p> <p><i>Ray Shook</i></p>	<p>While there are an estimated 500,000 welders in the United States today, the average age of these welders is 54 years and many will be leaving the workforce over the next few years. Combine this with the fact that not enough young people are presently entering welding as a career field, and the result is a soon-to-be-realized critical shortage of skilled welding personnel. In fact, the U.S. Dept. of Labor predicts a shortfall of up to 200,000 experienced welders by the year 2010. In view of this, AWS has committed to taking an active and effective leadership role in addressing the shortage of welders in the industry.</p>
2	<p>Investigate Alliance, Partnering, Acquisition and Merger Opportunities</p> <p><i>Ray Shook</i> <i>Jeff Hufsey</i></p>	<p>Professional societies cannot survive in today's climate of globalization with a philosophy of isolation. Recognizing this, the AWS has entered into working relationships with many organizations including unions, technical service groups, and professional societies both domestic and international. The AWS will continue to seek opportunities with other organizations where there is a good fit to AWS products and services. The AWS is also actively involved with IIV and ISO in the development and promotion of international standards, a relationship that is intended to grow and strengthen in the coming year.</p>
3	<p>Expand and Grow Certification Programs Globally</p> <p><i>Peter Howe</i> <i>Cassie Burrell</i></p>	<p>The CWI program has raised the standards of workmanship in the metal fabrication and construction industries, and it has provided a respected career path for more than 20,000 individuals. With the understanding that certification has the potential to raise the level of competency in many areas of workmanship, the AWS has put into motion the development of new global certification programs for steel fabricators, welding supervisors, robot technicians, and robot operators. The thrust is to complete their development with instruction manuals, preparation courses, and testing refinement. A marketing plan for their effective growth will be implemented. There must also be an on-going awareness to new certification opportunities, and an effective marketing of current programs. Added resources in people and technology may be needed to expand offerings.</p>

<p>4</p> <p>Broaden the Amount, Scope and Accessibility of Programming for Conferences and Seminars</p> <p><i>John Ospina</i> <i>Dennis Marks</i></p>	<p>The AWS has a long tradition of disseminating expert knowledge to the welding community through conferences and seminars. Businesses have supported this effort by providing for the attendance of their employees, but in the climate of cost cutting that now prevails, this support is not as robust as it once was. With this reality in mind, the approach to conferences and seminars is to choose topics that have practical application to targeted markets. As a companion to this initiative, different delivery methods that make it easier and more cost-effective to participate will also be explored. There will also be an on-going assessment of successful offerings and their promotion, as well as supporting and expanding those offerings that compliment AWS products, e.g. CWI training, D1.1 workshops, etc.</p>
<p>5</p> <p>Promote and Advocate Welding Education and Training Programs</p> <p><i>Dennis Marks</i> <i>Martica Ventura</i></p>	<p>The AWS will continue its active support of the Education Committee, national and international skills contests, and scholarships and grants to welding students in universities, colleges, and career training facilities. Now, more than ever, with the growing need for trained welding personnel, welding education takes on an increasingly important role to the metal fabricating community at large. The initiative to establish minimum standards of skill must continue through support of the SENSE program and its modularization. Developing training support materials in both visual and electronic forms will be explored. Government involvement must be established by seeking grants and other forms of funding for education and training. The support of the AWS Foundation will provide the financial resources necessary to encourage individuals to choose welding as a career path.</p>
<p>6</p> <p>Run a Successful AWS Show and Professional Program through a cooperative effort with FABTECH International</p> <p><i>John Ospina</i></p>	<p>The Welding Show continues to be a viable method of bringing technology and expert knowledge to the welding public. Because of competitive alternatives, though, a maximum effort to sell exhibit space and attract attendees is required. The reorganization of sales efforts and the addition of an exhibit salesperson, along with a concerted marketing initiative, are in place. In addition to a healthy exhibition, the dissemination of scientific and engineering knowledge has always been a strong attraction for attendees at the Show. Therefore, every effort must be made to maintain the excellence of the Professional Program. Efforts should be made to explore additional opportunities to work jointly with other organizations to present exhibitions and Professional Programs.</p>

7	<p>Review Governance Continuously</p> <p><i>Gricelda Manalich</i></p>	<p>The success of any organization depends on its ability to govern itself. Through a volunteer driven initiative, the AWS must continually examine its internal structure (e.g. Sections, Districts, Board of Directors DALs, etc.) to ensure efficient operation and responsiveness to member needs. The structure must also be flexible enough to adapt to economic and industry changes. This structure must also constantly address the need for developing future volunteers to work at every level within the Society.</p>
8	<p>Advance the Information Technology System</p> <p><i>Jim Lankford</i></p>	<p>To offer its customers the most convenient and reliable service possible, the AWS must continually keep abreast of evolving electronic technology (e.g. virtual meetings, Web site services, electronic messaging, spam control, etc.), and evaluate hardware and software needs, with the intent to provide economical and efficient performance. There must also be a continuous effort to maintain the security of the AWS electronic information system and that of AWS distribution partners. The organization of an internal Information Technology Steering Committee will provide guidance and recommendations for accomplishing the above objectives</p>
9	<p>Protect Intellectual Property</p> <p><i>Andrew Davis</i></p>	<p>One of AWS' most valuable assets is its intellectual property, including standards, publications, websites, certification designations, names, logos, and slogans – in all media, including print and electronic. AWS will take all appropriate measures to secure ownership rights in its intellectual property, prevent unauthorized use, and, as necessary, enforce its rights. In addition, AWS shall keep abreast of new developments that present opportunities and threats, and act thereon to AWS' advantage.</p>

<p>10</p> <p>Make Marketing a "Way of Life"</p> <p><i>Ross Hancock</i></p>	<p>Marketing must be an important component and driving force of the AWS. All of the Society's activities must be aimed at satisfying our customers in a profitable manner by providing what they want rather than what it is thought they want. This means identifying customers' needs with the proper quantity and quality produced, coordinating purchasing, pricing, production, advertising, sales, promotion, distribution and warehousing.</p> <p>A cohesive marketing plan, based on the above, should support the activities of each of the business units.</p> <p>Marketing should develop programs to attract people to welding through new venues, as well as get publicity from the general press. Use the Internet to more effectively promote and deliver AWS products and services, and keep vigilant of ways to promote the image of welding. And we should regularly evaluate AWS products and services as to their usefulness and profitability, eliminating those that prove questionable.</p>
<p>11</p> <p>Grow Membership</p> <p><i>Cassie Burrell</i></p>	<p>Individual membership is the foundation of the AWS. Efforts will be made to attract individuals from all areas of welding and allied processes including brazing, soldering, thermal cutting, and thermal spraying. Nontraditional membership avenues, such as artists and home hobbyists, will also be investigated. An ongoing program to retain members and to grow corporate membership will be supported. The AWS has developed new membership programs for distributorships and independent fabricators. The effort will be to aggressively promote these programs, and to investigate other targeted markets for growth opportunities. An emphasis will be made to meet the needs of our members with economically feasible programs.</p>

<p>12</p> <p>Maintain the Integrity of the Welding Journal while Exploring Other Periodicals to Reach Targeted Markets</p>	<p>The <i>Welding Journal</i> has built a reputation of excellence worldwide. It is one of the most visible benefits of membership, and often is viewed as a reflection of the integrity and health of the Society. It will do all that is necessary to uphold this image. It will continue to address the interests of the Society's membership base by seeking the latest welding technology and research for publication, by exploring avenues to reach an even broader welding population, and by utilizing the guidance of the PEMCO Committee as to present and future direction. In addition to publishing the latest technology and research, methods will be explored to make that information more accessible to our members through electronic or other means. The <i>Journal's</i> sister publication <i>Inspection Trends</i> has also built a loyal readership by providing editorial content of interest and addressing issues of concern within the inspection community. The effort will be to further enhance this publication and build its reputation among materials testing and inspection personnel.</p> <p><i>Andy Cullison</i></p>
<p>13</p> <p>Promote and Advocate Welding Research</p> <p><i>Andy Cullison</i> <i>Steve Hedrick</i> <i>Dennis Marks</i></p>	<p>The vitality of the welding community depends on the health of its research activities and of its members. The Society will stay abreast of, and advocate for, research on health effects related to welding. The Society will encourage research into processes and their application and keep an open mind to alternative joining processes. The Society also advocates research into new joining processes, which may become the catalyst for new standards and certification programs. The AWS will facilitate technology transfer through the timely publication of standards and handbooks, as well as disseminate technical information through its periodicals. There will also be strong support for the activities of the Safety and Health Committee.</p>
<p>14</p> <p>Develop New Technical Documents for Targeted Markets</p> <p><i>Andrew Davis</i></p>	<p>The emphasis in technical publications will be to determine areas of need within industry for new standards.</p>

15	<p>Promote awareness and advocate usage of AWS Standards</p> <p><i>Andrew Davis</i></p>	<p>Develop a comprehensive marketing plan to promote awareness of all AWS standards, new and existing. Advocate usage of AWS standards and promote adoption of AWS standards in other standards and by local and federal authorities. When a foreign market is identified and the protection of the AWS copyright is ensured, investigate translations of technical documents into other languages.</p>
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