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**REPORT ON ISPRS STRATEGIC PLANNING MEETING
BETHESDA, USA
1-3 MAY 1998**

At the request of the President, the ISPRS Council convened the Strategic Planning Meeting to set forth a long-range plan for the future of the Society. Prior to the meeting, Council members each circulated their ideas and recommendations for enhancing the role of ISPRS for the future. These were supplemented by responses to a set of questions mailed to key officers, both past and present. The questionnaire was designed to solicit perceptions regarding the viability of ISPRS, to collect ideas for enhancing the ISPRS' role, and to identify concerns, issues and recommendations for change. The meeting was conducted using an established procedure for organizational planning. (Identified herein as steps A. through E.) In brief, the procedure began with each Council member restating their ideas and recommendations, with rationale as to how their ideas could enhance the role and value of the Society. This was followed by a review of the Mission (A.) and Activities (B.) of the Society, with discussion leading to consensus modifications. Next discussion was focused on obtaining agreement in identifying and prioritizing the Goals (C.) necessary to achieve the Mission and Activities. This included identification of specific Objectives (D.) to achieve each Goal. The concluding steps were to specify Actions and Responsibilities (E.) for fulfilling the Actions, including completion dates and costs. The below minutes reflect the decisions made according to this procedure.

The plan is for these summary minutes to be circulated to the officers of the Society for review and constructive comment. A final decision document will then be prepared and circulated to the Society Members for consideration.

Participants included Council Members L. Fritz, H. Ruether, S. Murai, J. Trinder, K. Beek and, serving as meeting facilitator, G. Konecny. This was an intensive weekend meeting commencing at 830 on Friday and concluding at 530 on Sunday. Council extends its sincere appreciation to facilitator Konecny, to the ASPRS which provided meeting space at its headquarters, and to the Lockheed Martin Corporation for its generous support to cover meeting expenses.

A. MISSION - Council agreed to the following revision of a draft mission statement which had been previously proposed by Secretary General Trinder. The following will be recommended to the General Assembly as a replacement for ISPRS Statute I.

STATUTE I* - Name and Mission

The International Society for Photogrammetry and Remote Sensing (hereinafter referred to as the Society) is a non-governmental international organization, devoted to the development of international cooperation for the advancement of knowledge, research, development and education in the photogrammetry and remote sensing and spatial information sciences, their integration and applications, to contribute to the well being of humanity and the sustainability of the environment.

B. ACTIVITIES - Council reworked the current Activities in Statutes IV and V for a basis to identify overall Goals for the Society. The following are recommendations for revision of Statute IV:

STATUTE IV - Activities

To achieve its aims, the Society shall:

- (a) **facilitate excellence in research and development and the use of proper and appropriate technology in the photogrammetry and remote sensing and spatial information sciences, including the development of standards;**
- (b) **initiate and coordinate research in the fields of the photogrammetry and remote sensing and spatial information sciences by creating Technical Commissions and Working Groups concerned with pertinent aspects of photogrammetry and remote sensing and spatial information sciences;**

* Note: **Bold type** indicates new Statute or modified Statute. All changes to Statutes require GA approval.



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- (c) **convene** international Congresses, **symposia and other meetings** at regular intervals, with lectures, communications, discussions, and as appropriate tutorials, exhibitions, technical visits, and social events;
- (d) ensure wide international circulation of the results of research and the records of discussion by the publication of the *International Archives of Photogrammetry and Remote Sensing*, which shall form the record of Congresses and Symposia, and other scientific meetings of the Society;
- (e) publish and circulate an international **journal and other communications relevant to the interests of the Society and the community at large**;
- (f) stimulate the formation of national and **regional societies** of the photogrammetry and remote sensing and **spatial information sciences**, and promote exchanges between such societies;
- (g) encourage **interaction of the Society and its members and the community at large, including** the publication and exchange of scientific papers and journals **by, and among, its national and regional Societies**;
- (h) **encourage recognition** and administer a variety of awards to honor the achievements of individuals or groups;
- (i) **seek representation of the photogrammetry and remote sensing, and spatial information sciences in relevant international fora**;
- (j) **promote and facilitate education, training, and technology transfer of the photogrammetry and remote sensing and spatial information sciences**;
- (k) **promote other appropriate actions to enhance the Society's mission.**

The recommendation for General Assembly revision of Statute V is as follows:

STATUTE V - Cooperation with Other International Organizations

The Society **shall** cooperate with other international institutions or organizations concerned with photogrammetry and remote sensing, image analysis, spatial information **sciences**, land survey, geodesy, cartography, and other **relevant disciplines on the inter-disciplinary boundaries**.

C. GOALS

Council then aggregated the activities of the Society into seven Goal categories, determined Objectives to meet the Goals, and then voted to determine the priority of the Goals. The Goals were agreed by consensus, however the priorities were decided by majority vote.

Voted Priority

1. Encourage and Facilitate Research and Development
2. Advance Knowledge by Scientific Network Creation
3. Promote International Cooperation
4. Pursue Inter-Disciplinary Integration (for Value Enhancement)
5. Facilitate Education and Training
6. Enhance and Promote Applications
7. Develop Recognition of The Photogrammetry & Remote Sensing and Spatial Information Sciences

D. OBJECTIVES

GOALS

OBJECTIVES

1. Encourage and Facilitate Research and Development

- | | |
|--|---|
| 1.1 Promote scientific and technologic excellence | -Review Commission structure and Symposia topics |
| 1.2 Encourage and enhance outputs and assess impacts | -Invite papers from 'outside' groups
-Early award of ToR's & selections of WG chairs |



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- Accountability commitments by WG chairs
- Improve Resolution process by starting early preparation and review

1.3 Establish priorities

- Do evaluation studies

1.4 Foster development and use of proper and appropriate technologies

- Use WG as advisory board
- Form an International Science Advisory Committee (ISAC)

2. Advance Knowledge by Scientific Network Creation

- 2.1 Stimulate the free flow of information & data

- Participate in OGC, ISO, GSDI, Eurogi etc
- Identify and establish linkages to databases by TCP's and WG's and to ISPRS home page.

2.2 Promote two-way flows of information with ISPRS Member organizations

- Encourage MO's to submit regularly information about their activities

3. Promote International Cooperation

3.1 Stimulate exchanges between Members and:

- Policy decision makers
- User community
- Industry
- Individuals

- Form an International Policy Advisory Committee (IPAC)
- Define user requirements for space and GIS agencies
- Arrange joint regional meetings for activity partnerships
- Hold 'Technology Events' or fora
- Offer individual membership opportunities

GOALS

OBJECTIVES

(continued)

3.2 Represent the Society and its disciplines with international bodies of:

- Intergovernmental agencies
- Related professional and scientific sectors
- Financial sector
- Other stakeholders

- Determine priorities for representation in intergovernmental bodies and related professional and scientific societies
- Seek sponsorships
- Do studies by expert groups

3.3 Encourage participation of all segments of society

4. Pursue Inter-Disciplinary Integration (for Value Enhancement)

4.1 Encourage integration of activities between concerned disciplines

- Convene Joint workshops
- Recruit GIS groups as Associate Members and GIS companies as Sustaining Members

4.2 Develop a common focus between developers and users groups

- Obtain closer cooperation with industry user groups

4.3 Expand activities at the inter-disciplinary boundaries of the Society's sciences

- Develop Commission matrix
- Form advisory group

4.4 Develop a strategy for coordination of international meetings

- Form an ad hoc committee

5. Facilitate Education & Training



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- | | |
|--|--|
| 5.1 Promote dissemination and exchange of information through education and training | -Council work with Commission VI to implement |
| 5.2 Encourage skills formation | -Tutorials, training, distance learning on-line
-Grants required |
| 5.3 Facilitate human resource development | -Support educational developments program
-Expand home page (job opportunities) |
| 5.4 Establish educational networks | -Make directory database
-Offer regional meetings of educators |

6. Enhance and Promote New Applications

- | | |
|--|--|
| 6.1 Facilitate uses of the photogrammetry, remote sensing and spatial information sciences | -Review: (a.) Commission structure
(b.) Core interests vs. applications |
| 6.2 Explore new application areas | -Document successful GIS applications |
| 6.3 Promote uses of ISPRS activities for sustainable management of resources | -Ongoing |

GOALS

OBJECTIVES

(continued)

7. Develop Recognition of The Photogrammetry and Remote Sensing and Spatial Information Sciences

- | | |
|---|---|
| 7.1 Create public awareness | -Press releases, publicize use of existing videos
-Prepare public exhibit
-Market ISPRS (Hire Marketing Manager)
-Redesign logo
-Add 'Information from Images' subtitle
-Incorporate |
| 7.2 Develop standards and promote quality assurance | -Active participation in ISO |

*For marketing of ISPRS the following subtitle: "Information from Imagery" was selected.

E. ACTIONS AND RESPONSIBILITIES

Action Items - Goal 1

Responsibility
& Status Date

Goal 1 - . ENCOURAGE AND FACILITATE RESEARCH AND DEVELOPMENT

Action 1-1

Change Bylaw XIII.14 to request resolutions from TCP's & WG Chairs in advance (by March 2000).

2nd VP to prepare BL
DONE Jan 2000

Action 1-1a

At 9/98 JM ask TCP's and WG chairs to submit new resolutions drafts to 1st VP by March 2000

TCP's to prepare
*****OPEN*****

Action 1-2

TCPs to report on implementation of Resolutions in Joint Board Meetings at mid-term Symposia; put in Guidelines

TCPs to report
SG to change Guidelines
DONE Jul 1998



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Action 1-3

Ask TCPs to invite keynotes in inter-disciplinary areas at Symposia at Congress

TCPs

I & IV successful

DONE**Action 1-3a**

Put invite inter-disciplinary keynotes into Guidelines for TCPs

SG**DONE Sep 1999****Action 1-4**

Council to review Commission Structure to identify gaps and avoid overlaps - (Somewhat contingent on completion of Action 4-1)

C & TCP'S to review BL XIII at JM in Apr-2000

DONE**Action Items - Goal 1 (continued)****Action 1-5**

Council to decide on handling Symposia topics in developing countries and modify Guidelines

Responsibility & Status Date**SG****DONE 1999****Action 1-6**

WG Chairs to be accountable to commitments made; work plans to be a condition of appointment to Chair; Expand Guidelines on how to run a WG

SG**DONE 1999****Action 1-6a**

Draft officer commitment sheet for new TCPs & WGs for Congress

SG**DONE 1999****Action 1-7**

Seek new sponsors of awards, especially 'Young Authors' awards.

CD**DONE 1999 with**

help

from 1ST VP &

EARSel**Action 1-8**

Create fund raising Committee, e.g. an "ISPRS Foundation"

Action deferred in 1999 for 2000 Council to work

*****DEFERRED*******Action 1-8a**

Add Guidelines for Congress host to seek sponsor funding for developing country attendees

SG**DONE 1999****Goal 2 . ADVANCE KNOWLEDGE BY SCIENTIFIC NETWORK CREATION****Action 2-1**

Rank importance of participation with international groups

Council & TCP's - Ongoing Action Item

Active participation

Council - ICSU, OOSA, UN-Secretariat, Joint Board, COPUOS, CEOS/Plenary

Passive participation

Council - UATI, ISU, COSPAR, IAF, WB/EIS, UN RCC, FAO

Potential participation

Council - GSDI

TCP's - ISO, SDH, IGBP, URISA, ICSU, CIPA, SPIE

TCP's - IAPR-TC-7,

Eurogi, ISSS, CIESIN, UNEP, IHDP

TCP's - AM-FM,

CEN 287, IGARSS



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**WG's -_CEOS/WGISS,
CEOS/WGCV**

WG's - IUFGRO, OGC

Action 2-2

Activate participation in ISO TC/211 with appropriate representatives
(Knoop and Andersen selected)

Action Items - Goal 2 (continued)

Action 2-2a

Maintain feedback from ISO Liaison representatives to Members

Action 2-2b

Place recruitment advertisement in ISPRS Highlights for ISO Liaison reps

Action 2-3

Invite IGU Spatial Data Handling Group to join ISPRS and to
participate in ISPRS 2000

Action 2-4

Explore 'institutionalization' (e.g. establish Memorandums of Understanding
with very active and active participatory groups such as ICRSE, SDH,
CMSC)
with

Action 2-5

Invite IGBP to participate in ISPRS 2000

Action 2-6

TCPs IV and VII to explore opportunities of mutual benefit for AM/FM,
OGC and set up procedures. (Was contingent on completion of
Actions 4-2a with ToR's (MoU) and (3-1) formation of IPAC)

Action 2-7

Establish relations with FAO (draft MOU to He Changchui)

Action 2-8

Establish a 'Yellow Pages' for geoinformation databases on internet for
Highlights and/or Web Page by WG VI/3 (CIESIN, CEO, CEOS-ILS,
ISIS, NASA, Regional Members, etc.)
(1,000 SFr is available to implement)

Action 2-8a

Advertisement call for input sites to be prepared

**JT to contact ISPRS reps
DONE 1998**

**Responsibility
& Status Date**

SG - Ongoing Task

SG

**DONE-1998-unsucessful
OPEN**

JT

DONE

**Council to initiate Action
after completion of (4-2)
MOU Done signed**

**ICRSE and SDH
CMSC is being worked
OPEN**

**CD to invite
DONE**

**TCPs IV & VII
OPEN**

SG

*****OPEN*****

Being worked

TC VI

**WG VI/3 to work this
task and to coordinate with
other WGs
OPEN**

**TC Chen to prep advert
DONE**



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Action Items - Goal 3

Responsibility & Status Date

Goal 3. PROMOTE INTERNATIONAL COOPERATION

Action 3-1

Establish an 'International Policy Advisory Committee (IPAC) through changes to the Bylaws; draft Terms of Reference; identify membership

**President
DONE 1999**

Action 3-1a

Identify critical issues on global, regional and local level, such as user requirements in the perspective of end-to-end systems, including space imaging, spatial information systems (SIS), decision support systems (DSS), management information systems (MIS), and management support systems (MSS) and our strategic position with respect to other organizations.

**IPAC
OPEN**

Action 3-2

Explore joint activities and meetings with all 8 Regional Members (Was contingent on completion of draft matrix of Action 4-1.)

Council

Action 3-3

Prepare Guidelines for Commission Correspondents to interact with Regional Members

**SG
OPEN**

Action 3-3

Structure dialogue with industry groups, especially Sustaining Members, stimulate interest and joint activities in P&RS&SIS and promote industry group activities in Highlights. (a) Identify groups such as (MDA, ACRES, IGUG, ESRI, etc.) with WG II/7. (b) IPAC asked to recommend for how best to integrate. (c) Initiate International Industry Forum group in coordination with CEOS.

(a) **SG
OPEN**
(b) **IPAC
OPEN**
Being worked
(c) **President
OPEN**

Action 3-3a

Highlights Editor to develop strategy for increasing industry content in 'ISPRS Highlights'

**Editor Lucas Janssen
OPEN**

Action 3-4

Council to review possibilities for individual membership

**2000 Council
OPEN**



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Action Items - Goal 4

Responsibility & Status Date

Goal 4. PURSUE INTER-DISCIPLINARY INTEGRATION (for Value Enhancement)

Action 4-1

Establish 2 matrices:

- Commission matrix
- Outside organization matrix

To integrate SIS into photogrammetry and remote sensing (for implementation of Actions 1-4, 2-4, 2-6, 3-2, & 4-2)

- (a) Prepare draft matrices; (b) Council review draft; (c) Discuss with TCPs;
(d) Modify matrices to be on a Commission basis.

(a) **President**

DONE Jul 98

(b) Circulate to Council

DONE Aug 98

(c) Discuss at CM, JM

DONE Sep 98

(d) **President**

*****OPEN*****

Being worked

Action 4-1a

Matrix sent to Regional Members for verification of overlaps

Regional Mbrs.

*****OPEN*****

Action 4-1b

Establish a task group on Commission structure to assist in establishing matrices which include existing and new applications areas

2000 Council

*****OPEN*****

Action 4-2

Explore possibilities of joint workshops with external groups based on overlaps identified in Action 4-1

**SG to work with TCP's
and WG Chairs**

*****OPEN*****

Being worked

Action 4-2a

Prepare draft Memorandum of Understanding format

President

DONE 1998

Action 4-2b

Select groups with which to establish MoU's where appropriate appropriate (e.g. DOC, UN Energy & Transport)

Council

*****OPEN*****

Being worked

Action 4-3

Intensify Sustaining Member drive

2000 Council

*****OPEN*****

Action 4-3a

Attract GIS groups for Associate Membership with help of TCP's & WG Chairs; identify benefits in handout documents and by making benefits Posters (3,000 SFr are available for implementation)

SG

DONE 1998 & 1999



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Action Items - Goal 5

Responsibility & Status Date

Goal 5. FACILATE EDUCATION AND TRAINING

Action 5-1

Review Commission VI responsibilities and prepare revisions to its Bylaw XIII Terms of Reference.

**Council & TCP VI
DONE**

Action 5-2

Establish education Web Page with links to education freeware, feeware and data by forming a new WG VI/5 (also to include courses posted and maintained by WG VI/1-see Action 5-4)

**SG to discuss with
WG VI/2, VI/4 & TCP VI
OPEN**

Action 5-2a

Advertise call for links in Highlights to National Members, CEOS WGISS liaison group and Regional Members

**WG VI/4
DONE**

Action 5-2b

Seek sponsor to support education Web Page activity

**2000 Council
OPEN**

Action 5-3

Change conditions for ISPRS Tutorials to revert ownership to ISPRS;

DEFERRED

Upon further reflection Council decided not to pursue this Action at this time on the premise that this action may not be relevant to ISPRS mission.

Action 5-3a

Decide whether Society should seek revenue from royalties on use of (a) ISPRS logo and name, and (b) data sharing services

DEFERRED

Upon further reflection Council decided not to pursue this Action at this time on the premise that this action may not be relevant to ISPRS mission

Action 5-4

Establish a database for professional development and curricula at educational and training institutions

**WG VI/1
DONE Sep 1999**

Action 5-4a

Seek organization to maintain database through Commission VI auspices (1,500 SFr are available for implementation)

**WG VI/1 & Treasurer
OPEN
Being worked**

Action 5-4b

Prepare Commission VI Resolution to ensure annual database updates; consider possibility of this task for a Marketing Manager

**Council & TCP's Done
OPEN
Res - VI.3**

Action Items - Goal 5 (cont.)

Responsibility & Status Date

Action 5-4c

Commission VI to report annually to Council on implementation of database updates.

TCP VI - Ongoing

Action 5-5

Ensure sustainability and expansion to other regions of Educational Opportunities Program beyond year 2000 (pending successful outcome)

**Council
DONE - pilot program**



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of pilot program)

was unsuccessful

Council decided Society should currently concentrate on Actions 5-2 & 5-4 before reconsideration of this Action

Action 5-6

Arrange for regional meetings of educators in cooperation with Regional Members under WG's VI/1, VI/2, and VI/3; Prepare a Commission VI Resolution to initiate this.

**Treasurer
DONE**

Action 5-7

Establish jobs directory on Home Page

**Mike Shortis
DONE 1998**

Action Items - Goal 6

**Responsibility
& Status Date**

Goal 6. ENHANCE AND PROMOTE APPLICATIONS

Action 6-1

Request documentation of successful end-to-end GIS applications from Commission IV Board

**TCP IV
OPEN**

Action 6-1a

Seek sponsorship for obtaining successful GIS applications on CD ROM; Ask for sponsors at meeting of Sustaining Members during Congress (2,500 SFr was available for implementation)

**Council
OPEN**

Action 6-2

Review ToR's for TC IV, V, VII to broaden scope of applications of discipline in WGs and to promote cooperation between WGs

**Council & TCPs
DONE**

Action 6-3

Identify and promote uses for sustainable development indicators and environmental modeling
VII/2,

**SG to request TCP IV,
VII and WGs IV/6,
& VII/5 to do this
OPEN**



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Goal 7. DEVELOP RECOGNITION OF THE PHOTOGRAMMETRY AND REMOTE SENSING AND SPATIAL INFORMATION SCIENCES

Action 7-1

Prepare public exhibit for long-term Society use
(5,000 SFr was available for implementation)

**CD
DONE 1998**

Action 7-2

Market ISPRS - seek Marketing Manager; (a) Prepare job description;
(b) Assess cost benefits of hiring Marketing Manager;
(c) Employ Marketing Manager
(20,000 SFr are available for implementation)

**(a) President
(b) Council
(c) Council
OPEN**

Action 7-3

Redesign 3D logo via promotion contest advertised in Highlights

**Council
DONE Apr 2000**

Action 7-3a

Launch new logo at Congress

**Council
OPEN**

Action 7-4

Add sub-title to ISPRS

**Council
DONE Sep 1998**

Action 7-4

Prepare Bylaw change for General Assembly to implement sub title

**Council
DONE**

Action 7-5

Incorporate ISPRS

**President
OPEN
Being worked**

Action 7-5

Prepare for incorporation - modify Bylaws and launch

**Council
OPEN**

Action 7-6

Add public appeal to meetings by inviting prominent speakers to
ISPRS Symposia and Congress

**CD & TCPs
Ongoing**

Action 7-6a

Modify Guidelines for Congress and Symposia

**SG
DONE Jan 2000**



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FINANCIAL CONSIDERATIONS (in Swiss francs)**1. HEADQUARTERS COSTS**

- (a) Headquarters to remain with SG with ISPRS financial support for each term
- (b) JT to define financial and human resource requirements with a review of input from LF, SM and GK *****OPEN*****
- Suggestion - 50% professional appointment with clerical assistance 50,000 per year
- SG should attempt to find a sponsor in whole or part

2. MARKETING MANAGER COSTS

- (c) LF to search for suitable consultant to prepare marketing plan and job description for Marketing Manager 5,000
- (d) Based on (c), Council to prepare advertisement for Marketing Manager 20,000 per year
50,000 initially

3. FUNDING**One-off Costs for First Year Implementations 2000****Jun**

<u>Action No</u>	<u>Task</u>	<u>Cost (k SFr)</u>	<u>payment Status</u>
2-8	Database compilation	1.0	open
4-3a	Poster (Done)	3.0	open
5-4	Professional development (Prototype Done)	1.5	open
6-1	GIS applications on CD's	----	withdrawn
7-1	UNISPACE III display unit (Done)	----	not needed
7-2 & (c)	Marketing Plan	5.0	open
7-2 & (d)	1st year Marketing Manager	50.0	open
	Total	60.5 k	(originally was
68k)			

Recurrent Costs (per year - not to exceed)

5-4	Professional development	1.5
(b)	Secretariat	50.0
(d)	Marketing Manager (2nd and subsequent years)	20.0
	Total	71.5 k per year
(originally		

was 70k)**CONCLUSIONS**

(Based on Council projection of Society revenue and expenses over next five years.)

- Go ahead with 20,000 expenditure for ACTIONS 2-8, 4-3a, 5-4, 6-1, 7-1 and 7-2 & (c).
- Decide on further expenditures after marketing plan (7-2 & c) has been completed. *****OPEN*****
- Seek further sources of revenue to help offset (b) and (d).
 - Consider arranging for additional Congress income post 2000
 - from exhibit, 5% to 10% *****OPEN*****
 - from registration fees, 5% to 10% **DONE**
 - Include options in marketing study *****OPEN*****
 - Continue discussions in Council on revenue enhancement **Ongoing**
- Council decided that All RICS sales are to accrue to ISPRS (**Action JT** - amend Guidelines- **DONE**)