



**WIA-Europe
Strategic Plan 2015**



Vision

We envision a world where we Europeans collaboratively created a aerospace sector with an inclusive representation.

Mission Statement

WIA-Europe aspires to be an active ambassador for aerospace. In this context, WIA-Europe acts as an independent network that advocates political commitment in space programmes, promotes professional development in aerospace and recognises women's achievements in the sector. WIA-Europe welcomes the diverse talent that is key to the growth of a modern and dynamic aerospace sector in Europe and beyond.



Foreword

2015 is marking the beginning of a second phase for Women in Aerospace Europe. Last year we celebrated our 5th anniversary and it has been the right moment for an in-depth evaluation of our first five years of activities, accomplishments and challenges. Indeed, we registered a lot of accomplishments, which have been strictly derived from the strategy we put in place with the last two years strategic plans. However, also challenges are growing in complexity in this very phase where we are moving from a young association toward a well-structured organization.



This strategic plan 2015 is therefore addressing those challenges, while providing both short and medium-long term solutions. Still, the strategic plan has to be considered a rolling and leaving document, to be updated every year in order to strictly follow changes and new challenges and take into account new accomplishments.

But anything would have been possible to achieve without the contribution of all our members, both individual and corporate, which made possible for our association to grow in a rapid manner. As mentioned already, **2015** will be the challenge's year for Women in Aerospace Europe, since it's now the time to consolidate and reinforce it. It sounds easy, it's not! Space activities are permeating more and more our day-by-day life, and using space-based data and technologies is a driver for socio-economic sustainable development.

One of the topics to be addressed for a comprehensive sustainable development is with no doubt the empowerment of women and a gender balanced representation in our society. We strive to reach this goal, with the support of all of you!

Simonetta Di Pippo
President,
Women in Aerospace Europe



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Introduction

Women in Aerospace Europe (WIA-Europe) was co-founded by Simonetta Di Pippo and Claudia Kessler in May 2009, and announced publicly in June 2009 at Le Bourget at the ESA stand. 2014 has been the year of our achievements evaluation and when our attention has been focusing in areas on which WIA-Europe must concentrate in the short-term to better perform. WIA-Europe has demonstrated its increasing maturity with several initiatives. Currently, it reached \cong 400 individual members and 16 corporate members. We count currently on several Strategic Agreements, namely with WIA in US, ISU, COSPAR, SGAC, LUISS School of Business and Management's Aviation MBA Program. Moreover, since 2013 we became also member of IAF. The fulfilment of key WIA Strategic plans 2013 and 2014's goals has provided a boost to the association. It is worth to mention for example that one of the 2013 key strategic guidelines, i.e. the need of growing in number and importance of Local Groups, has brought a lot to the positive evolution of the association. In 2014, after the new local groups launched in 2013 in Brussels, Paris and Rome, we launched Toulouse, so that now the total number of Local Groups reached 8. The increasing in number and quality of local groups is coupled with the increase of individual members in these towns, confirming that there is a direct link between the local presence of WIA-Europe and the interest of members in the activity of the Association.

Another important achievement in 2014 has been the hiring of an Executive Director, who was supposed to improve the reliability of the association tremendously. The new Ex. Director started in September 2014 and in only three months she helped to reshape the impact of the association.

Last but not least, we did redistribute the responsibilities to Directors in the Board, and the results we are obtaining show that there is still the need to operate some other changes. While this is normal in a growing association, we believe that the organizational structure is going to be stabilized in the near future. Also, the redistribution of tasks between Directors and the paid staff must be a priority in the near term, in order to improve efficiency and performances.

The strategic plan has been structured in a flexible way, conceived as a rolling document, to be updated every year on the basis of the experiences gained in the previous years. 2013 has been the first year for the WIA-Europe strategic plan to be finalized and approved by the General Assembly. 2014 implementation showed that the approach is still valid, and 2015 will therefore follow the same approach. We experienced also that there is a strong relation between the commitment of a Director and the results obtained in her or his field by the Association. A matrix has been therefore introduced last year to map the Directors' responsibilities with



respect each and every strategic goal. The Ex. Secretary is responsible of tracking the fulfilment of the relevant tasks by the WIA Directors. The mapping of Directors' responsibilities and actions related to the accomplishment of the strategic goals depicted here would be finalized after the General Assembly meeting 2015, to take into account the redistribution of responsibilities and functions among Directors, to better cope with the challenges of the Association.

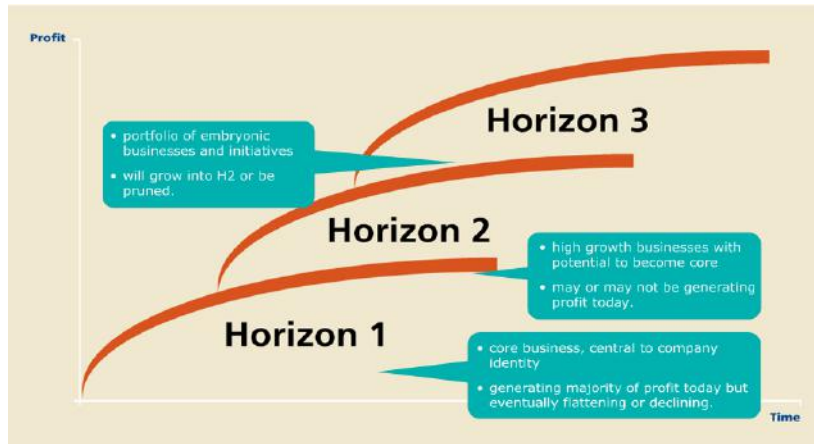
We, Women in Aerospace Europe, believe it is our duty to increase our presence and credibility in order to become more “incisive” in the European aerospace arena, and even more worldwide. The strategic plan will help us to fulfil such a goal; it identifies the opportunity for us to grow and contains a collection of challenges to which our association will decide how best to respond.

The strategic goal of increasing the number of women in leadership positions with the establishment of a well-structured program to support women in the development of their career paths will be one of the main goals of the association in 2015.



Chapter 1 – Definition of the Horizons and Current Situational Assessment

The formulation of the WIA-Europe strategy is guided by the “Three horizons” view. (Baghai, Coley & White 1999, *The Alchemy of Growth, Perseus*). The goal behind this view is to give appropriate consideration to the longer-term ambitions of the organization, while retaining a focus on the immediate core business activities fundamental to WIA-Europe’s health.



Three horizons view as applied to corporate growth (Baghai, et al.)

The three horizons view has been adapted to suit WIA-Europe’s make up and situation by tailoring the applicability of each horizon to the organization’s operating model.

Table 1 describes how each horizon can be viewed in a WIA-Europe context.

Table 1 - Applicability to WIA-Europe for each horizon

| Horizon | Applicability to WIA- Europe |
|------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <i>Near Horizon:</i> 2015 view | <ul style="list-style-type: none"> • The current leadership group is executing this work plan for the year, keeping in mind the long-term view and building relationships that will endure. • The organization is becoming more structured, even if it is not yet in its stable phase. |
| <i>Medium Horizon:</i> Five year view | <ul style="list-style-type: none"> • The current leadership group may have moved on, but still linked to the organization. • The organization will be establishing itself but has a basic structure in place. |



| | |
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| <p><i>Far Horizon:</i> Ten year view</p> | <ul style="list-style-type: none"> • A far-reaching vision describing what WIA-Europe will look like in ten years based on successful execution in the previous decade. • The current leadership is likely to have withdrawn, but will still retain contact for support. • The organization will have consistent and best practices. • The external environment may be significantly different to what it is today, with the aerospace sector trying to establish its new way ahead • WIA-Europe to be considered as the reference organization for women who want to accomplish their careers in the aerospace field, but also for men who want to be part of a modern association and network |
| <p><i>Long-term goal and vision</i></p> | <ul style="list-style-type: none"> • WIA-Europe should have accomplished its main goals, but still has to maintain its visibility and influence to support mainly the young generations to come. |

Internal Environment Analysis

Given the organization has only been in operation since 2009, the number of activities and programs that WIA-Europe engages in, promotes and runs is quite significant. Nevertheless, there is certainly room for improvement and challenges preventing faster growth. Table 2 provides an overview of the current situation of WIA-Europe’s three key organizational growth areas.

Table 2. Internal Success Factors and Situation

| Factors | Current situation |
|------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Organizational Growth</p> | <p>Internal</p> <p>Membership in WIA-Europe grew very quickly across the first 18 months of operations, slowing significantly thereafter, and speeding up again in 2013, with the trend to increase still present. More alarming to note is that some early members have not renewed their annual membership, indicating perhaps an impression of lacking value. It should be noted that membership is strong in some cities/areas but is weaker and even non-existent in some other geographic areas that have a significant aerospace sector. This unbalanced situation is very often linked to the presence or not of a local group in the area. There is a widely untapped market for membership both in key space cities, as well as the whole aviation side of aerospace.</p> |



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| | <p>External</p> <p>WIA-Europe has a strong brand and reputation in very localized geographic areas that correspond directly with the location of the organization’s board members who drive local activities. The organization needs to spread its reach and reputation beyond these limited regions. The fact that WIA-Europe currently has very little media coverage of its activities beyond internal social media and newsletters contributes to this limitation. Improving this media and branding reach would also contribute to its partnerships, which also currently are limited to a handful of space organizations directly connected with board members’ networks. One important valuable connection is the link between WIA-Europe, WIA-US, and the WIA’s in Canada and Africa. This relationship is strong, but more knowledge sharing and relationship formalization could be of use. Strategic geographic regions in which WIA Europe wants to develop have to be identified. Scandinavia, Eastern Europe, French Guiana, Israel, Japan, among others, should be better targeted.</p> |
| <p>Output</p> | <p>WIA-Europe has been well represented at major space conferences (e.g., International Astronautical Congress, Berlin Air Show, etc.) with WIA-Europe breakfast and networking events, less on the side of presentations on activities and panel discussions. The organization offers several networking and training opportunities, but they tend to happen repeatedly in the same cities. WIA-Europe has yet to produce its own reports and non-training workshops/conferences, but it is beginning to contribute towards them, which is a starting point.</p> |
| <p>Financial</p> | <p>Revenue</p> <p>Some of WIA-Europe’s funds come from members’ dues. In 2014, more corporate sponsors contributed to WIA-Europe, but more support is needed and possible. WIA-Europe started in 2013 to approach corporate partners, but not yet systematically. Most corporate sponsorship relationships are based on the networks of the current board members. The establishment of a Director for Corporate Membership, approved by the GA in June 2013, has shown its potential in terms of growth, confirming that the strategic approach in this respect was correct.</p> <p>Expenditure</p> <p>Expenditure is distributed in a balanced manner between</p> |



WOMEN IN AEROSPACE EUROPE

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| | <p>operational and programming costs. Since its establishment, WIA-Europe has built up a solid reserve fund to counter financial risk, which is diminishing due to the increasing number of activities to be performed. More spend at the moment is not possible for WIA-Europe without increased fundraising or tapping too much into the reserve fund.</p> |
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Chapter 2 – Vision and Goals for the Long Term (2022) and Medium Term (2015-2017)

The long and middle term views are meant to give a high-level guiding view of how WIA-Europe intends to develop as an organization and what goals it would like to achieve while fulfilling its mandate of supporting women in the aerospace sector, with the specific objective to increase the number of women in leadership positions supporting a well-established program for helping women in building up their career paths.

Long-Term

Women in Aerospace Europe would like to be confirmed as the premier professional network for all women who are interested in either the aviation or space sector. To that end, WIA-Europe aims to have 1000 members as the minimum number of members by 2022. As a result of growing the WIA-Europe network, as well as the activities that the organization holds, WIA-Europe will strive to support women representing 40% of the workforce in the aviation and space sectors focusing in parallel on increasing the female representation at top management level. To this extend, WIA-Europe should closely monitor the legislative evolution on establishing quota, both at European and national level.

Medium-Term

Women in Aerospace Europe aims to become the premier professional network for all women who are interested in either the aviation or space sector. This horizon is meant to see the realization of goals, which will take multiple years to achieve. Achievement of these goals would represent WIA-Europe maturing from nascent stages to an established organization. This phase is important for solidifying the organization's foundation while growing its reach throughout the European continent in both the aviation and space sectors. The approach depicted here is based on the assumption that the WIA-Europe Strategic plan is updated each and every year, with a deeper review to be conducted towards the end of 2015, in order to reflect the findings and to put in place a new set of actions from 2016 onwards.

1. 700 Members by 2017 (as the minimum number)¹

Building the size of WIA-Europe's network is crucial both for the effectiveness of the organization to our members but also for reputational establishment on the continent.

¹ (Function: (female % of aerospace employees in Europe in 2012 : WIA-E members 2012 = female % of aerospace employees in Europe 2017 (estimated 30%) : WIA-E members in 2017)



2. Establish foundations of becoming “the” premier professional network for European women in aerospace.

WIA-Europe aims at representing the natural step for all women starting their career in aerospace to become members.

Special attention will be put in trying to engage more men in the association and in its related activities.

3. Maintain current rate of growth for corporate membership

Corporate memberships is about 75% of WIA Europe revenues and it becomes key to retain our corporate members for the sustainability of the association by addressing their needs and expectations.

4. Remodeling of expenditures

The current level of reserve should be maintained, as well as the current allocation to Local Groups. With the increase in number of local and regional groups, if this is not coming with an increased number of corporate and individual members, allocation to local groups must have to be done as a function of their accountability and reliability.

Investments should be addressing the issue of sustainability, with particular attention to events with corporate members, and in order to focus on potential areas of growth also through alliances with other associations.

5. Have a national point of contact in main European countries by 2017

This is crucial for the growth of the organization as well as the creation of meaningful, local events for members. The local groups should also be well established. The national point of contact has to be established with an open call. This need will be reassessed in 2016.

6. Target further educational and professional associations and establish new partnerships

The network of educational and professional associations linked to WIA-Europe with partnership agreements and/or joint activities must be improved. Hereafter, a list of “must do” entities is provided, with a short explanation of their importance for us.

a. Universities

WIA-Europe has to select a restricted number of Universities and aerospace related centers in Europe and has to reach partnership agreements with them. A Standard partnership agreement text has to be drafted and finalized. This will allow making WIA-Europe well known at



university level, also contributing to the goal of becoming “The reference organization in Europe for female aerospace experts”. These agreements have to be then managed by the Director for Professional Development.

- b. **European Institute for gender equality (EIGE)** is the EU agency in this field. WIA-Europe must establish a stable relationship with this agency, to better tackle the issue of female representation in the aerospace field in Europe.
- c. **NEREUS (Network of European Regions Using Space Technologies)** is an initiative by regions from all over Europe. Being an association with a regional structure, and with regional members, it’s fitting fully with the WIA-Europe goal of implementing local groups.
- d. **Others**
Other associations and organizations can be proposed for partnership agreements and joint activities, and they can be considered in the yearly update of the present Strategic plan. Investigate the possibility to engage in partnerships with other aerospace associations (e.g. AIAA, CEAS, some part of IEEE, etc.) for mutual promotion of activities.

A more extensive use of existing partnerships should be pursued (COSPAR, etc.).

7. Create more local/regional groups and reinforce the existing local groups

It has been recognized that local and regional groups are key in developing and reinforcing the association, also in the light of bringing the organization closer to the needs of members with local and regional specificity. The creation of regional groups must be envisioned and supported. Expanding WIA-Europe’s reach in European countries, which are still under-represented in the WIA-Europe community through targeted promotional campaigns will be a must.

WIA Europe should develop and maintain relations with interested potential partners beyond Europe and encourage the establishment of regional groups by offering WIA Europe as a platform. Focus can be the Eastern European and Near-East Regions (Israel, Russia) as well as the Asia-Pacific Regions (Japan, China, Australia).



8. Standing plenary at IAC every other year

Due to the visibility which WIA-Europe can gain through a plenary event at IAC, and given the growing attendance every year, standing plenary at IAC every other year is key for fulfilling the primary goals of WIA-Europe. Events must be conducted along a technical topic at every occasion, and joint plenary events (co-organized with other WIAs) should be pursued. Plenary events organized with other key partners are also a valuable option, with specific focus on collaborations with SGAC and UNOOSA.

9. Communication strategy

By 2015-2017 an incisive communication strategy must be in place. The Director of Communication has therefore a strong role in the development of the association, and her action has to be coordinated with the Director for International Relations, Director for Regional Development, Director for Corporate Membership, Director for Individual Membership, Director for Institutional Relation, and the newly to be created Director for Professional development.

10. Mentoring

By 2015-2017 an incisive mentoring strategy must be in place. The Director for Professional Development has therefore a strong role in the development of the association. A reshuffling and distribution of functions among directors is considered a priority in 2015, which lead to the creation of the function of Director for Professional development.

11. Conference/exhibitions/Events

A plan for organizing a biannual conference and to start being regularly present at the most important exhibitions has to be put in place. Currently, WIA Europe didn't assign this function to any of the Directors. This has been part of the redistribution of functions among Directors conducted in 2015, which lead to the creation of the function of Director for Corporate Identity.



Chapter 3- Objectives for near term horizon 2015

The present strategic plan is key for reinforcing the association on the near term solidifying in parallel its long-term objectives. On this basis, all the near term activities listed hereafter must be considered crucial for either near term achievements or long-term successes.

1) Increase in visibility and credibility

Regular use of local, national and “event-driven” media

A planning for 2015-2016 must be drawn up for events, which will help WIA-Europe to be exposed and visible. Events must be planned well and in advance. Interviews and articles on specialized newspapers should be sought. The effort should be lead by the Director of Corporate Identity with the collaboration of other relevant Directors.

2) Presence at national and international main events

A planning for 2015-2016 must be drawn up for events, which will help WIA-Europe to be exposed and visible. Events must be planned well in advance. A preliminary list 2015 -2016 is provided hereafter. The final list must be ready by April each year. The effort should be lead by the Director of Events with the collaboration of other relevant Directors.

- a. *IAF spring week in Paris (March 2015) - accomplished*
- b. *Le Bourget in Paris (June 2015) - accomplished*
- c. *GLIC 2015 (Munich) - accomplished*
- d. *IAC in Jerusalem (October 2015)*
- e. *World Space Week (October 2015)*
- f. *Others*

N.B. A plan of participation to each and every event has to be presented and approved by the Board each year. Assessments have to be made on the approach to be followed to gain more visibility at the events in which WIA Europe participates. The events WIA Europe organized in Paris at the occasion of the IAF spring week on March 24th have to be recognized as the first very good example of a change in direction in the planning and organization of events, in order to better fulfill our goals

3) Platforms and publications

- a. Annual reports must be printed regularly, and it is a condition sine qua non that WIA-Europe continues to publish the reports in current excellent form.



- b. An excellent newsletter is an important publication WIA-Europe must continue to offer to its members. An editorial committee must be re-established.
- c. Optimize web presence (Facebook, LinkedIn, Twitter, web site, etc.) on the basis of an in depth communication strategy. A cross media strategy should be implemented too.

4) Complete and approve the bylaws

WIA-Europe bylaws are essential for the functioning of the association. The main body of the document has been approved in 2013 but not the annexes. Process to be improved and accomplishments monitored.

5) Expand the Executive Director to a full-time job

As soon as the WIA Europe incomes will allow it, the association has to expand the Executive Director contract to a full-time activity. The results from her inception have been very encouraging, and the association is performing better.

6) Finalize a plan for increasing membership recruitment also in further European countries

- d. Review of major corporations
- e. Review of the situation in the eastern countries
- f. Checking and expanding sponsorship list, with specific attention to:
 - i. Institutional (agency) membership
 - ii. Industry membership
 - iii. Students/young professionals
 - iv. Interaction and feedback/reporting to sponsors

7) Finalize a plan for the creation of the WIA International Forum

A plan must be conceived by WIA-Europe and then proposed to the other WIAs for further discussion and approval. An attempt was made at IAC 2014 in Toronto, but reaction from mainly WIA in US not positive. To be reassessed at the end of 2016.

8) Increase the presence locally with the creation of other local groups, and develop further the existing ones

Presence increase has been one of the most successful actions put in place by WIA-Europe in the course of 2013-2014. In 2015, while specific attention would be devoted to the creation of new local groups, selection of new local leaders and maintenance/improvement of existing local groups must be



pursued. The creation of Regional groups should also be envisaged. The transition to local and regional charters should be legally and programmatically assessed. Situation to be reassessed at the end of 2016.

9) Broadening the onsite training for WIA-Europe members and non-members

Onsite training has been successful in the last year only in specific locations. A standard approach is missing. A precise plan must be available in advance to get more members and non-members involved. Agreements with other organizations, which have already long term experience in the field of training, could be sought. The newly created Director for Professional Development will retain this function.

10) Reach 500 members by the end of 2015

The experience we got in 2013 is that members are increasing when local groups increase and are active. Keeping the number growing is strictly linked to the ability to organize interesting and frequent activities at local level. At the beginning of 2015 we went beyond 400 individual members, which allow us to be confident that with proper strategies and Directors fully committed, the goal of having 500 individual members by the end of 2015 is still feasible. Reaching the target of 500 members by the end of 2015 will be accompanied by the introduction of a target also in the retention rate of members. 72% has been the calculated retention rate in 2014, so in 2015 we should aim at reaching 75% of retention rate. This target should also be achievable thanks to the introduction of the improved invoicing system.

11) Define a plan to involve more women from the aviation field, to increase the avio side of the Association

Some actions have been taken in 2013 to enlarge the “avio” side of the Association. The agreement between WIA-Europe and LUISS for their Aviation MBA is an example. WIA-Europe expert members speaking at “avio” related congress is another one. The appointment of a dedicated project manager for the development of links, agreements, joint projects, acquisition of corporate members, etc. has to be decided. Due to the priorities in other areas, this action, which is considered highly strategical for the future of the Association, cannot be tackled in the shortest term. Mainly the Brussels local group leaders have taken some actions and a strategic agreement with IAWA should be finalized by 2015. Contacts have been started with ICAO to support them in creating Women in Aviation. A review will be done at the end of 2015 to assess the status and check the actions to be taken in this respect.



12) Federate other women organizations in Europe (not ready to become members, but ready to stipulate a partnership agreement such as the Royal Aeronautic Society)

This strategic action should be under the responsibility of the Director for Institutional relations. A detailed plan has to be developed.

13) Reinforce the awards and grants program

A detailed plan has to be developed. This activity will be assigned to the newly created Director for Professional development.

14) Start specific projects (SIPA press, EC, etc.)

The SIPA Press project "Space Girls Space Women" was indicated in the WIA strategic plan 2014 as one of the must do actions. The project is in advanced status of development.

15) Define and implement a benefit program for Corporate members

Benefit for corporate members should be increased and at least once per year, a meeting and/or an event with them has to be planned. Other benefits have to be implemented. A detailed strategic plan has to be prepared by the Director for Corporate Membership together with the Director for Corporate Identity.

16) Enhance active engagement with current partners

Enhance active engagement with current non-profit partners (COSPAR, SGAC, AIPAS, ESPI, Secure World Foundation) should become a must do in the course of 2015. This action will involve several Directors and therefore a Project team will be created, under the leadership of the Director of Institutional Relations.

17) Statistical data base for WIA-Europe

The European Commission is regularly publishing a report, She Figures, in which figures on presence and representation of women in science in Europe is reported. Also Eurospace is producing interesting reports and should be involved. WIA-Europe should implement a project aimed at establishing an accurate database containing all the statistical data on the European situation in the field of aerospace, with also estimation on trends and areas of issues. This will allow WIA-Europe to identify problems and eventually better customize its overall strategy on the basis of the statistical evolution. Internships opportunities could be seek. This function will be lead by the Director for Professional development.



18) IAF (International Astronautical Federation)

IAF is the most important globally represented entity in aerospace. WIA-Europe became member in 2013. A partnership agreement was signed with IAF in 2014, as an additional fulfillment of a strategic goal of the WIA strategic plan 2014. In the course of 2015, some actions have to be taken in order to fulfill the main mandate of the strategic partnership.

19) Acquire Permanent observer status at UNCOPUOS

Acquire Permanent observer status at UNCOPUOS and regularly give statements informing about WIA Europe's activities and development during the annual sessions of UNCOPUOS and its Scientific and Technical Subcommittee (STSC).

20) WIA Europe Youth Program

The program should supports events, trainings and possibly also conferences targeted specifically at our student and young professional members' needs, in collaboration with the regional development and the professional development's Directors. These young members should ultimately become the pipeline for memberships if WIA-Europe can retain them throughout their career.

Within this program, relationships with universities and young professionals programs in large aerospace corporations must be included. The program must be developed as a matter of urgency in order to support the process of WIA Europe becoming the reference association for all women in the aerospace sector, since their first stages of involvement in it.

21) Re-organization and re-distribution of tasks among Directors

While the creation of the Director for Corporate Membership has been a great decision, bringing the number of corporate members to doubling in just few months, some other functions are still suffering. The growing number of Local Groups is increasing the demand of attention for the Director of Regional Development and Training, who cannot dedicate her full attention to the creation of a well-structured Training program. The Training program in fact needs to be settled with clear guidelines to be followed by everyone in order to avoid confusion and to preserve the integrity and credibility of the association. For Directors could be indeed very difficult to follow all the activities in their relevant domains, so some project managers have to be appointed. One area of interest for appointing the first project manager would be the integration between the aviation and the space side of the association. Another important area for appointing a Project Manager is



related to the Data policy of the association. The Training program responsibility should be detached from the Regional Development and instead allocated to the newly created Director for professional development. The need also to appoint a Director for Corporate Identity became more and more evident in the last few months. While the organization of events remains within the Executive Director mainly, the function of the Director for Corporate Identity will be mainly devoted to define a strategy of involvement of corporate and individual members, to make the next logical step in a growing process for the association.

The creation of the Director for Corporate Identity and the reshuffling of functions could bring the number of Directors to 12, which is not allowed by the WIA Europe statute. Considering the imminent approval of the bylaws, and the fact that the legal aspects have been dealt with extreme professionalism by the previous and the current Directors for Legal Affairs and the number of legal activities doesn't justify anymore to have a Director in the board devoted to that, the best solution is to include in the Board a Director for Corporate Identity and to terminate the function of Director for Legal Affairs. The function of the Legal Counselor has been instead created.

Guidelines for board members should be defined and approved, and procedures have to be put in place in case of misconduct, misbehavior, or when performances are below the expectations.

22) Organizational behavior

It has been noted that sometimes, Directors take actions without proper consultations and/or approval from the Executive committee and/or the Board of the association. The executive committee of the association has been working more and more closely and frequently in the course of 2014, helping the association to get quick and proper decisions.

23) Development of standard strategic agreements, agreements with Universities, etc.

A set of standard agreements has to be developed, in order to accelerate the negotiation and the signature of agreements with various partners. Growing number of strategic agreements and partnership agreements will help the association to growth also in terms of visibility and importance in the aerospace scenario in Europe and beyond.



Matrix Strategic actions → Director in charge

N.B. This list is not exhaustive

| | |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------|
| Long term | All |
| Medium Term | |
| <ul style="list-style-type: none"> • 700 members at the end of 2017 | Director for Individual Membership/All |
| <ul style="list-style-type: none"> • establish foundations of becoming the “premiere” professional network for European women in aerospace | All |
| <ul style="list-style-type: none"> • Target Universities to develop partnership agreements | Director of Institutional Relations/Director for Professional Development |
| <ul style="list-style-type: none"> • Contact and develop relationship with EIGE | Director for Institutional Relations |
| <ul style="list-style-type: none"> • Contact and develop relationship with NEREUS | Director for Institutional Relations/Director for Corporate Membership |
| <ul style="list-style-type: none"> • Contact and develop relationship with others (AIAA, CEAS, etc.) | Director for Institutional Relations |
| <ul style="list-style-type: none"> • Reinforce the local groups | Director for Regional Development |
| <ul style="list-style-type: none"> • Standing plenary at IAC every other year | Director for International Relations |
| <ul style="list-style-type: none"> • Communication Strategy | Director for Communication |
| <ul style="list-style-type: none"> • Mentoring | Director for Professional Development |
| <ul style="list-style-type: none"> • Conference/exhibition | Director for Communication/Director for Corporate Identity/Ex. Director |
| Near Term | |
| <ul style="list-style-type: none"> • Increase visibility | Director for Communication/Secretary of the Board |
| <ul style="list-style-type: none"> • Presence at national and international level | Director for Communication/International |



| | |
|---------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------|
| | Relations/Corporate Membership/Secretary of the Board |
| • Annual reports | Director for Communication/Secretary of the Board |
| • Newsletters | Director for Communication/Secretary of the Board |
| • Optimize presence on Twitter/Facebook/etc. | Director for Communication |
| • Implement a computerized membership system | Director for Individual membership |
| • Plans for more members: Review of major corporation | Director for Corporate membership |
| • Plans for more members: Review the situation in Eastern Countries | Director for Corporate Membership, Individual Membership and Regional Development |
| • Plans for more members: Students/Young professionals | Director of Individual Membership/Regional development/ Institutional Relations/Professional Development |
| • Interaction/feedback with sponsors | Director of Corporate membership/treasurer/regional development |
| • Plan for the creation of a WIA international forum | Director of International relations |
| • Development of new local groups, selection of new leaders | Director of Regional Development |
| • Onsite training | Director for Professional Developments/regional development/corporate membership |
| • 500 members by the end of 2015 | All |
| • Federate other | Director for Institutional relations |



| | |
|-------------------------------------------------------------------------------------------|-------------------------------------------------------------------|
| organizations | |
| <ul style="list-style-type: none"> reinforce the awards and grants program | Director for Professional Development |
| <ul style="list-style-type: none"> Start specific projects | Depending on the project |
| <ul style="list-style-type: none"> Benefit program for corporate members | Director for corporate membership/corporate identity |
| <ul style="list-style-type: none"> Statistical database | Chair of the Board/Director for International Relations |
| <ul style="list-style-type: none"> IAF | Director for International Relations/Chair of the Board/President |
| <ul style="list-style-type: none"> WIA_Europe Youth Program | Directors for Professional Development |



Chapter 4 – Quantitative Metrics for Measuring Progress

This section is intended to identify some of the quantitative metrics for measuring WIA-Europe’s growth and progress based on established goals laid out in the organization’s strategy. These statistics can be used to identify trends and provide a quick health check-up throughout the year.

| Factors | Metrics |
|-----------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Organizational Growth | <p>Internal</p> <ul style="list-style-type: none"> • Number of members • Number of national points of contact • Number of local groups <p>External</p> <ul style="list-style-type: none"> • Number of sponsors (i.e., donors) • Number of partners (i.e., non-donating organizations like SGAC) • Media coverage of WIA-Europe (i.e., number of mentions in various traditional media outlets) • Social media (e.g., Facebook members & Twitter followers) |
| Output | <ul style="list-style-type: none"> • Number of conferences with WIA-Europe representation • Number of intellectual contributions (i.e., report contributions, training sessions, workshops etc.) • Number of networking events & attendance |
| Financial | <p>Revenue</p> <ul style="list-style-type: none"> • Member revenue • Sponsor revenue <p>Expenditure</p> <ul style="list-style-type: none"> • Operational costs • Programming costs • Prize/Scholarship costs |



Chapter 5 - Conclusions and recommendations

The present strategic plan of Women in Aerospace Europe marks an evolution of the association towards a well-established and renewed organization. The strategic plan will also help WIA-Europe to increase its visibility and credibility. This will be done following the strategic guidelines here described, through the integration of defined goals within an effective strategy at institutional (agency, satellite organizations and inter-governmental organizations) level and industry level for involvement in implementation of initiatives to further and support women in management.

An implementation plan has to be derived from this strategic plan and a consequent action plan put in place.

2013 and 2014 have been devoted to give a boost for the association to grow and consolidate; 2015 should be the year in which WIA-Europe will become the reference organization for women and for all the individuals who share our goals and ambitions to be member of.



Women in Aerospace Europe - Board of Directors



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Barbara Imhof



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