



**COASTS, OCEANS,
PORTS AND RIVERS
INSTITUTE**

STRATEGIC PLAN

Preamble:

The primary focus of the COPRI Strategic Plan is to increase the number and diversity of the Institute's members; provide a forum for Institute members to collaborate to advance mutual interests; promote, foster and enhance acceptance of the principles of sustainable development amongst the Institutes' members; broaden and expand educational outreach efforts at all levels of the Institute membership; build upon, improve and expand the Institute's organized and sponsored specialty conferences, symposiums, workshops, continuing education programs and written publications; and to reenergize efforts to improve on and take full advantage of the Institute's brand and image.

COPRI has and will continue to advance and disseminate scientific and engineering knowledge to diverse professions engaged in the sustainable development, protection and restoration of coasts, oceans, ports, waterways, rivers and wetlands. The Institute will also continue to foster and improve communication and cooperation amongst domestic and international members of government, industry and educational institutions.

Vision:

COPRI will serve as a multidisciplinary and international leader in improving knowledge, education, development and the practice of civil engineering and other disciplines in the sustainable management of coastal, ocean, port, waterways, riverine and wetlands resources for the benefit of all society.

Mission:

COPRI serves its membership and society by uniting the disciplines working to sustainably develop, protect and restore coasts, oceans, ports, waterways, rivers and wetlands; integrating the key stakeholders into decision making processes; advancing technological state of art and practice; and influencing public policy.

Strategic Goals:

I. **Membership:** Continue the long term growth of COPRI in order to broaden the diversity and significantly increase the number and involvement of student individual and organizational members to ensure the Institute continues to serve as a multidisciplinary and international leader in improving the knowledge, education, development and the practice of civil engineering and other disciplines in the coastal, oceans, ports, waterways, rivers and wetlands environment for the benefit of society.

II. **Education:** The Institute should establish relationships with primary and secondary academic organizations and institutes of higher education engaged in the COPRI disciplines; and broaden and increase the number of the continuing educational opportunities for current members to ensure the Institute's position as an international leader in advancing, disseminating scientific and civil engineering knowledge and improving the knowledge and education of civil engineering and other disciplines in the coastal, oceans, ports, waterways, rivers and wetlands technical areas for the benefit of society.

III. **Technical Expertise:** COPRI should continue to develop and support conferences, symposiums and technical workshops as considered appropriate for members' interests, continuing education needs and intellectual enrichment; increase the number and improve the quality of Institute technical publications; and improve the quality of the existing technical activities and events currently being organized, planned and sponsored by the Institute and its technical committees.

IV. **COPRI Brand and Image:** COPRI should maintain and expand its reputation for coastal, ocean, port, river and waterway expertise; maintain active coordination, through Memoranda of Agreement or Memorandum of Understanding with sister organizations in the US and overseas; continue to review, revise and improve existing and if required develop new processes and procedures to further enhance the Institute and ASCE brand and image.

OBJECTIVES AND ACTIONS

Membership

Strategic Goal:

Continue the long-term diversified growth of COPRI by increasing the number of student, individual and organizational members, who will be actively involved in the Institute's activities, committees and programs.

Objectives:

1. Develop and implement informational strategies detailing and explaining the benefits and value of COPRI membership, and opportunities for involvement in committees, task forces, initiatives and participation in other similar type group activities, to target government, industry and educational institutions and their employees, members and students.
2. Increase the diversity of, and active participation in, Administrative/Technical Committee membership.
3. Develop and support Institute Chapters in Sections, and Student Chapters.

Actions:

- **Survey Existing Membership.** Obtain information from members about areas of interest and willingness to engage in COPRI activities, committees and programs through annual surveys and other member solicitations.
- **Develop Promotional Material.** In concert with the Institute Director, utilize the membership survey results to update promotional material detailing the benefits and value of Institute membership, insuring that all Committee Chairs and members will have ready access to these promotional materials. Various media, including social media, should be considered to maximize the usefulness of this material.
- **Member Communication Plan.** Plan might include direct mailings, phone

solicitation, and other media for participation in Institute committees, symposiums, workshops, continuing education courses, webinars and publications.

- **Direct Solicitation for Membership.** Using appropriate media, provide promotional material directly to potential members (ASCE Individual, non-ASCE Individual, Student and Corporate) inviting them to join COPRI, and outlining areas and opportunities for local, regional and international involvement.
- **Presentations by COPRI Leadership.** Each member of the Institute Governing Board and Council of Committee Chairs Committee should make at least one annual presentation. Institute staff will maintain an up-to-date presentation that COPRI leadership and interested members can use for presentations to ASCE Student Chapters, local ASCE Sections, higher education civil engineering staff, and other non engineering groups with an interest in the areas offered by COPRI. Presentations should inform these potential members of the benefits and value of membership and opportunities for professional involvement and volunteering in the Institute.
- **COPRI Leadership Contacts.** Each member of the Institute Governing Board and Council of Committee Chairs Committee should make at least two annual contacts with governmental and industry institutions to inform and explain to them, the benefits and value of membership in the Institute.
- **Development and Expansion of student and local COPRI Chapters.** Suggestion to address this topic further. We have discussed in some depth the development of student chapters and professional chapters of COPRI (e.g., Texas A&M, LA COPRI Chapter, etc). In developing student chapters and relations with educational institutions with COPRI-related programs, I would suggest that a more formal adoption or assignment of Committee Chairs and/or chapters to schools be developed so that efforts are not duplicated in reaching out to these schools. As an example, I have connections with Cal State Long Beach as does Martin Eskijian. Perhaps a more formal assignment of the Sustainability Committee to CSULB and the Younger Member of us to USC could be made.

Education

Strategic Goal:

Establish relationships with university students potentially interested in entering the engineering profession associated with COPRI and establish a framework to integrate these students into COPRI. Additionally, establish relationships with primary and secondary schools to make them aware of the possibilities of an engineering career within COPRI. Establish webinars and educational materials for COPRI members.

Objectives:

1. Develop and maintain an information center on the institutes of higher education that offer baccalaureate and graduate degree programs, closely related to civil engineering and other disciplines represented by the Institute.
2. Establish programs at COPRI conferences to integrate university students into professional activities.
3. Establish a mentoring system, so that university students can be linked to professionals within the same work/interest group.
4. Develop and maintain a continuing education program to develop and coordinate continuing education activities for the Institute's membership.

Actions:

- **Develop a List of Higher Education Institutions.** Develop and maintain a list of Universities and Colleges offering Institute related baccalaureate and graduate program degrees and disseminate this list to the Institute membership, and specifically to the Committee Chairs. Ensure appropriate faculty, administrators, and students receive the COPRI e-newsletter, and other publications of interest. List

- schools on the COPRI website, and distribute to COPRI Committee Chairs. Have a student section on the COPRI website, about the next conference, student activities, a featured article about recent research, etc.
- Have student paper contests or poster sessions for students at all major COPRI conferences.
 - Have a “speed networking” program for students at all major COPRI conferences.
 - Develop a casual “mentoring program” between students participating in COPRI conferences and the professionals attending.
 - **Outreach Effort to K-12.** Develop and execute a program to involve Institute members in K-12 educational institution programs, such as Career Day, Take a Daughter/Son to Work Day, e-Week, scouting organizations and other K-12 age organizations. (Note - this will require some sort of transfer method to local coastal areas). With few COPRI chapters, maybe an approach would be to ask member companies to participate in this activity? (This all sounds good, but there aren't enough COPRI chapters in the US to really implement). Involve students at COPRI conferences, to take a package back home, to their high schools.)
 - Involve a student in a COPRI disaster recon trip (possibly a native of the country impacted).
 - **Coordinate with ASCE.** Coordinate with ASCE developed programs to reach out to K-12 students in classrooms and outside of class; and to meet with and attract students to civil engineering and the opportunities specifically associated with the Institute.
 - **Continuing Education Program Development.** Working with the ASCE Continuing Education Staff, establish and routinely update and disseminate a Continuing Education Program for the purposes of developing and coordinating continuing education activities and opportunities for the COPRI membership. Work with Institute members and others to implement the components developed in the Program, including speakers, scheduling, format and vetting for appropriate PDH or

CEU credit. (Question - is this to foster new webinars, or put together short courses for conferences??). If short courses, with vetting for PDH or CEU credit, this might be a level above this committee's charter - need to discuss this...

- Develop the funding program for COPRI student activities and develop a COPRI Student Award to be given annually.
- Involve university students who attend COPRI conferences to attend committee meetings and become involved - maybe "require" each committee to have one student member (possibly participation by phone).
- As the need arises, develop a student program for service projects, such as beach/wetland clean-up after a disaster.

Technical Expertise

Strategic Goal:

Develop new conferences, symposiums, technical workshops; increase the number and improve the quality of Institute technical publications, and other events; improve the quality of the existing technical activities and events currently being organized, planned and sponsored by the Institute and its Technical Committees; and strongly support ACOPNE certification and other applicable professional certification; place more emphasis on sustainability of projects and support ASCE initiatives in this area.

When the ASCE sustainable engineering certificate program is promulgated, this certification should be added as an action for COPRI members.

Objectives:

1. Develop and maintain a list of potential conferences, symposiums, workshops and other events for sponsorship consideration by COPRI and review existing sponsored technical events for improvement considerations.
2. Develop a process to improve the quality, timeliness, and financial viability of COPRI publications, and to continue the solicitation of member-value

publications. Evaluate the need for other types of COPRI publications.

3. Increase the number of webinars being developed and presented to the COPRI membership and consider other electronic media for technical presentations.
4. Support public recognition of Institute engineers and other professionals through formal recognition of their accomplishments.
5. Promote the development of new Technical Committees that support the interest of the Institute members.
6. Stress the importance of sustainability considerations in COPRI related projects and activities.

Actions:

- **Improve Quality of Existing Technical Activity and Event Offerings.** The Institute Governing Board in coordination with the Council of Committee Chairs should establish a new Institute administrative committee, consisting of Institute members who have served as a conference, symposium, technical workshop or similar type of technical activity/event organizing and planning committee chair. The primary purpose of this Council of Past Technical Activity/Event Committee Chairs would be to provide leadership, guidance and input to future technical activity/event chairpersons. The newly created committee would work with the ASCE Conferences Department and be guided by the newly published “Standards Handbook on Conferences Organizing/Planning.”
- **Assess Technical Event Offerings.** The Council of Committee Chairs (CCC) in coordination with the newly created Council of Past Technical Activity/Event Committee Chairs (CPTA/ECC) should review and assess the relevance of current technical event offerings. Based on information from member surveys, sponsor interests, knowledge of the current technical undertakings in the COPRI areas of expertise, and the review of existing events, the CCC and CPTA/ECC shall maintain a list of technical activities that could be either merged into current technical events

and or developed as a new event for consideration by the Institute Governing Board.

- **Publications.** A process to increase the number and types of publications being offered for sale by the Institute and ASCE should be developed. In addition to the journal, consider the need for more general, project or lessons - learned centered publications.
- **Publication Processes and Procedures.** A review of existing publication processes and procedures should be conducted to consider any revisions needed for maintaining the high quality of Institute publications.
- **Webinar Development Procedure.** Working with ASCE Continuing Education Staff, develop a procedure to provide better guidance to the Institute membership for the development of webinars and other electronic presentations, and encourage membership participation.
- **Certification.** Encourage and promote COPRI members to apply for certification with ACOPNE to become either a Diplomate in Coastal Engineering (D.CE), Ocean Engineering (D.OE), Port Engineering (D.PE) and/or Navigation Engineering (D.NE) if they meet the qualifications to become certified in any of these disciplines. Work with ASCE to develop certification in Sustainability Engineering and provide input to the companion training program.
- **Review Technical Committees.** The Institute Governing Board shall review the activities of each Technical Committee at least once every five years, to determine whether the Committee should remain the same, be modified in keeping with the interests expressed by the annual member survey, or through knowledge of current technical undertakings in the COPRI areas of expertise, merge together with other Technical Committees, or be discontinued. At the same time, the Institute Governing Board shall request and consider suggestions for new Technical Committees. If modifications to existing Technical Committees or the formation of new Technical Committees is determined to be in the best interest of the Institute, the Institute Governing Board shall provide adequate funding to support the Committees. Upon

acceptance of a new Technical Committee a Chairperson shall be appointed to acquire members and fully develop the Committee's mission, goals and objectives."

COPRI Brand and Image

Strategic Goal:

Ensure that COPRI is recognized in the engineering and scientific community as a leader in the issues involving the development of policies, programs and projects related to coasts, oceans, ports, rivers and waterways including the planning, design, operation, maintenance, management, sustainability, and regulation of such engineered works.

Comment: I want COPRI to be the "go to" group for all matters coastal, ocean, ports and rivers -- especially outside the engineering and scientific community. So, in the Strategic Goal, change the first line to be: "Ensure that COPRI is recognized as a technical leader in the issues, etc." COPRI has a number of MOAs and MOUs with other groups. These help our image and brand and something is needed to put those into our objectives and actions. Unlike my comments about more committees and more events, I think more coordination with other technical groups is a plus.

Objectives:

1. Validate existing Institute internal processes, procedures and initiatives to ensure furtherance of the Institute's Mission and Vision, and to enhance COPRI's recognition in the Engineering and Scientific communities.
2. Develop new and review existing and proposed Policy Statements as deemed appropriate to support COPRI and /or ASCE initiatives, such as the Infrastructure Report Card, which benefits society as a whole.
3. Provide support for ASCE disaster investigation initiatives to react in a highly responsive manner with experts in the fields of coastal, oceans, navigation, rivers and port engineering.
4. Ensure that all Institute endorsed COPRI products are presented with the COPRI

emblem, and that such products are of and to the highest standards of quality available, and that all products and promotional material be as sustainable as possible, with such qualifications as post-consumer paper, soy-based inks, recycled plastics, etc., to demonstrate COPRI's commitment to sustainability.

Actions:

- **Policy Review.** ASCE annually reviews one-third of all existing ASCE Policy Statements to determine their relevance and potential impacts. COPRI, working with the other Institutes, should request an evaluation of the ASCE review procedures to ensure the review is carried out by appropriate ASCE organizational entities and reflects the support or concerns from those entities. The review procedures for proposed ASCE Policy Statements should also be reviewed, as well as COPRI internal procedures.
- **Proposed Policy Statements.** The Policy Committee should review, comment and recommend action to the Board of Governors on all proposed COPRI or ASCE Policy Statements and Resolutions originated by or submitted through the appropriate COPRI Technical or Administrative Committee within 30 days of the ASCE submittal date.
- **Institute Committee Membership.** Develop and maintain a process for the periodic review of Institute Committee membership requirements and “sunset review” of committees. Each committee will be responsible to administer the process with its own members.
- **Institute Awards.** Develop and maintain a process for the periodic review of awards and criteria for which Institute members are eligible to be recipients.
- **Position Papers.** The Institute’s Technical Committees in coordination with the Policy Committee and Institute Governing Board should prepare periodic position papers to fully support ASCE initiatives.
- **Disaster Response.** The Institute Director shall maintain a list of qualified engineers

who are able and willing to travel world-wide to investigate damage caused by natural or man-made disasters. Provide suitable funding or work with ASCE to provide suitable funding for travel and publication of "lessons learned" prepared by Institute experts assigned to the disaster investigation.