



# **International Society for Intelligent Construction**

**Strategic Plan 2025 – 2030**

**Revision 3**

**ISIC Executive Committee**

March 21, 2025

## Table of Contents

Introduction.....	3
Strategic Planning Process.....	5
Strategic Plan.....	6
1. Vision, Mission, Scope, and Objectives.....	6
Vision.....	6
Mission.....	6
Scope.....	6
Objectives.....	6
Summary of Accomplishments from Previous Plan Cycle.....	7
2. Current State Analysis.....	8
Strengths.....	8
Weakness.....	8
Opportunity.....	9
Threats.....	9
3. Strategic Priorities and Activities.....	9
Priority: 5-Year Plan and Milestones.....	10
Priority: Conducting Webinars.....	10
Priority: Enriching ISIC website contents.....	10
Priority: Teaming up with other conferences and conferences.....	10
4. Prioritization of Activities.....	11
5. Determination of Key Performance Indicators and Targets.....	11
Changes between the Previous 5 Year Plan and Current 5 Year Plan.....	12
Implementation.....	12
Appendix A - Annual Goals & Budget Planning.....	13
Appendix B – Target Conferences and Organization to Collaborate.....	18

### **Introduction**

This plan reaffirms the mission and vision of the International Society for Intelligent Construction (ISIC), prioritizes strategies, and reconfirms values to maintain while working towards achieving the vision. This plan is the second cycle plan after the previous 2020-2024 plan.

This strategic plan acts as a road map to identify the route to get where ISIC wants to go – the vision for a better future. It also serves to help coordinate the work of ISIC, make efforts more productive, and is an important reminder to stay true to ISIC's values. It also allows ISIC to be more accountable and transparent to the community of ISIC members and friends. It is recommended that it be reviewed every year.

The strategic planning exercise helps articulate a shared vision of ISIC's values, priorities, and activities. However, if it ends there, ISIC will only realize a small fraction of the benefits that might accrue through the full implementation of the strategic plan. The ISIC strategic plan must be implemented to help guide ISIC committees and their members in gaining full benefits. This means it must remain integrated into ISIC's administration's annual planning, decision-making, and reporting. Finally, this plan is intended to remain in ISIC members' and friends' minds (and hearts).

The following are to clarify this ISIC Strategic Plan.

#### **1. What is the strategic plan?**

ISIC's strategic plan is like a road map. It identifies the place we are trying to get to – ISIC's shared vision for a better future. It also guides the work of the Committees, members, and ISIC's administration by giving them direction on how to get to the destination.

#### **2. Why is the ISIC strategic plan essential?**

This plan is an act of self-determination. It is a plan for the future that reflects ISIC members' and friends' needs and the vision of what ISIC can be. ISIC's strategic plan helps to remind us of what we want to achieve. It helps us coordinate the work of many different people and make our efforts more focused and productive. It reminds us that we need to stay true to our values as a community as we work. This strategic plan helps us be more accountable and transparent to the ISIC community.

#### **3. How is the ISIC strategic plan developed?**

ISIC Committees develop the strategic mission, vision, values, and priorities. They need to be approved and adopted by the ISIC Executive Committee and Steering Committee. ISIC will undertake a process to involve the technical committees, all sub-committees, and all members in providing input. All input is then considered for incorporation into the strategic plan.

#### **4. Can a strategic plan be changed?**

The mission, vision, values, and priorities of the ISIC strategic plan are developed and approved by the ISIC Executive Committee and Steering Committee. All changes need approval from the ISIC Executive Committee and Steering Committee. The plan is intended to be the road map for

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## ISIC Strategic Plan

the community for the long term. This makes the strategic plan durable and focused on achieving a future shared vision.

The priorities are developed and approved by the ISIC Executive and Steering Committees every five years. This keeps the strategic plan flexible and responsive to changes globally and allows ISIC to build on its successes. ISIC will develop annual goals, work plans, and budgets based on the priorities. The ISIC Executive and Steering Committees will then approve these goals and work plans.

### 5. **How will the Executive and Steering Committees use the ISIC Strategic Plan?**

The Executive and Steering Committees will use the ISIC strategic plan to make decisions and increase accountability. When tough decisions need to be made, leaders can turn to the strategic plan and ask, "*Is this decision consistent with the priorities identified by the ISIC community?*" They can also ask, "*Is this decision consistent with the values identified by the ISIC community?*" In this way, elected leaders respect the will of the majority of the members. Additionally, the Executive and Steering Committees can use the strategic plan to monitor ISIC's administration's performance. The Executive and Steering Committees can ask, "*Is the organization achieving what we have set out to achieve?*" If not, why not?

Finally, the ISIC Committees can use the strategic plan to be accountable to the ISIC members' community. The ISIC Committees can present what they have achieved concerning the priorities in the strategic plan.

### 6. **How will ISIC Secretariat staff use the ISIC Strategic Plan?**

ISIC Secretariat staff use the strategic plan to develop their annual goals and budgets. Staff can ask themselves, "*How can I use my resources to achieve the priorities and activities in the strategic plan?*" They can also ask themselves, "*If this activity is not helping to achieve the priorities set out in the strategic plan, then why am I doing it?*"

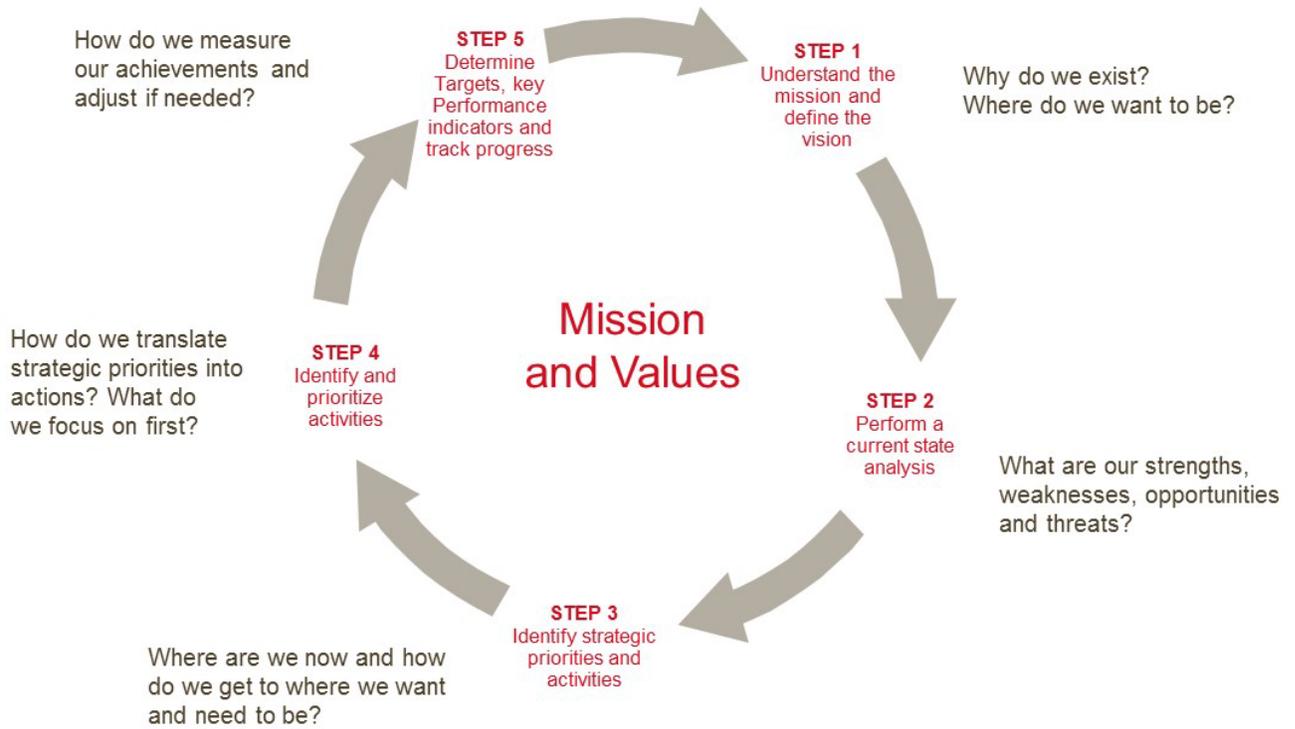
### 7. **How will the ISIC member's community use the ISIC Strategic Plan?**

ISIC community members use the strategic plan to hold the ISIC Committees accountable. Are ISIC Committees achieving the priorities they set out for themselves? They also use it to recognize successes and accomplishments and celebrate progress toward a better future.

**Strategic Planning Process**

This strategic plan represents the five-year planning cycle for ISIC and builds upon the previous strategic plan. The critical elements of the strategic planning process are outlined in Figure 1 below.

Figure 1 – Strategic Planning Process



The following sections provide details about the ISIC strategic plan.

### **Strategic Plan**

#### 1. Vision, Mission, Scope, and Objectives

The strategic planning process reaffirms the community's mission and vision, the strategic priorities to accomplish the vision, and reconfirms values to maintain as ISIC works towards meeting the priorities.

#### Vision

*The International Society for Intelligent Construction (ISIC) is a shared source of knowledge and information on highway infrastructure intelligent construction technologies for public agencies, contractors, consultants, academia, and other relevant industries.*

#### Mission

*ISIC provides a forum for disseminating knowledge concerning the collection, analysis, and application of information relating to intelligent construction technologies (ICT) for highway infrastructure. ICT is a combination of modern science and innovative construction technologies. The mission of ISIC is to promote the applications of ICT to the life-cycle of highway infrastructure, from surveying, designing, construction, operation, and maintenance/rehabilitation, by adapting to a changing environment and minimizing risks. The goals of its mission are to improve the quality of construction, reduce costs, promote sustainability, and ensure safety.*

#### Scope

*The Scope of ISIC covers all current and emerging intelligent construction technologies for the life-cycle of highway infrastructure with a focus on pavements. The Scope includes intelligent sensing, data collection/analysis, decision-making, and execution. The Scope covers civil engineering, construction machinery, electronic sensor technology, survey/testing technology, information technology/computing, digital twins, and other emerging fields.*

#### Objectives

*The objectives of ISIC include the following:*

- *Exchange ideas and information in an informal setting,*
- *Provide a forum for the practitioners of ICT from agencies, contractors, academics, vendors, and consultants,*
- *Provide a forum for discussion of research and development,*
- *Focus on the latest initiatives in the ISIC's areas of interest,*
- *Provide education and training in the areas of needs/interests,*
- *Provide technical assistance and reviews on regional and international standards and specifications,*
- *Promote advancements in science and technologies of ICT that are free of commercial interests and*
- *Create and maintain a network of personal and professional relationships.*

### Summary of Accomplishments from Previous Plan Cycle

Since this is the first ISIC strategic plan, the accomplishments achieved since ISIC was founded in 2016 are presented in this section. Figure 1 presents a summary of ISIC's accomplishments from 2016 to 2024.

Figure 1 - Accomplishments of ISIC (2016-2024)

- The founding of the International Intelligent Construction Technologies Group (IICTG) in 2016
- Establishment of the [www.IICTG.org](http://www.IICTG.org) website
- Development of the IICTG Bylaws in 2019.
- Signed the Memo of Understanding (MOA) with the US National Center of Pavement Preservation (NCPP) in 2016 to allow NCPP to provide the following administrative services.
  - Arrangement for technical support for conferences, meetings, and training.
  - Provided services to members of ISIC, including assistance with agendas, program assistance, website support, periodic publications, and other technical services as directed by ISIC Executive Committee
  - Provided any financial and administrative tasks requested by the ISIC Executive Committee.
- Inaugural announcement of the IICTG at the ICTG conference in Portugal in 2016
- The first IICTG International Conference was held in Minnesota, USA, in 2017
- The second IICTG International Conference was held in Beijing, China, in 2019
- Rename the IICTG to be ISIC during the IICTG 2019 conference
- Revision of the IICTG Bylaws to be ISIC Bylaws in 2019
- Signing the new MOA with the US NCPP for a 5-year term in 2019 to allow NCPP to provide the same services as in the previous MOA
- Founding of ISIC European Union (EU) Chapter in 2019
- Founding of ISIC North America (NA) Chapter in 2019
- Establish an ISIC coordination office in Harbin City, China, in 2019
- Establishment of the [www.IS-IC.org](http://www.IS-IC.org) website in 2019
- Development of ISIC Sub-committee scopes by the Executive Committee
- Plans for the 2022 ISIC International Conference by ISIC EU Chapter (NB: the conference was moved from 2021 to 2022 to lower the risks due to the impacts of the COVID-19 pandemic)
- Establishment for the Task Group staff of the ISIC Secretariat
- Plan for workshops and webinars for one every couple of months starting in September 2020
- Plan for the book series Intelligent Construction for Transport Infrastructure
- Established an online membership system
- High-quality webinars have been conducted since 2020.
- Conducted the MTC&E ISIC track conferences in 2022 and 2023.
- Published the Introduction to Intelligent Construction Technology of Transportation Infrastructure by Springer in October 2022.
- Conducted the third ISIC International Conference in Guimaraes, Portugal, in September 2022.
- Established Subcommittee 7 Material Delivery Management Systems (MDMS) and Subcommittee 8 Digital-As Build (DAB).
- Conducted the ISIC-FHWA in-person meetings at TRB 2022, 2023, and 2024 to cooperate between the two.

- Conducted the fourth ISIC International Conference in Orlando, FL, USA, in September 2024.

The following activities had limited progress:

- a. Plan for ISIC Journal and related publications have been on hold due to various factors;
- b. Reaching out to nations that have no ICT-related specifications and standards is restrained since the COVID in 2020.
- c. Proposed ISIC Membership fees were made by the ISIC NA Chapter and approved by EC. However, the membership plan has been postponed indefinitely.

Activities that had significant progress and were completed are not carried forward into the current strategic plan. Activities not completed in the last planning horizon have been incorporated into the current strategic plan.

## 2. Current State Analysis

A current state analysis reviews everything that impacts ISIC – either positively or negatively. It is an exercise to consider all assets and opportunities for ISIC. It also identifies gaps or vulnerabilities that could impede ISIC's success. A current state analysis is always limited – we can never know everything or predict the future. However, it is also a helpful tool for considering how the operating environment affects ISIC's efforts. It will be used as the basis for the risk assessment process, described in more detail in a separate document.

What follows is a summary of feedback on ISIC's strengths, weaknesses, opportunities, and threats that the ISIC community would identify.

### Strengths

ISIC is blessed with many strengths. These include a growing interest in ICT, increasing participation in ISIC conferences/social media, academic/industry partners, etc. It is essential to recognize and acknowledge these gifts and celebrate the strength of ISIC. These include:

- Relationships with the ISIC community (ISIC members, government officials, contractors, consultants, vendors, etc.)
- The establishment of the European Union and North American Chapters is to be geared to local needs, especially between international conferences held in different countries on a geographically rotating basis.
- We are expanding to include countries like Australia, etc., but limited to other countries.
- Strong support from NCPP on administrative and financial management
- A functioning website ([www.IS-IC.org](http://www.IS-IC.org)) to communicate with the world
- A strong North American Chapter staff.

### Weakness

ISIC also has areas where improvement is needed. Some items can be addressed by Committees and staff personnel, while others require individual Members to be accountable. Weaknesses can be changed – they are not fixed qualities. Weaknesses identified include:

- Lack of continuity of agency/industry support for ISIC international conferences due to long time gaps between events in a given country. >>> *Potential solutions: conducting some-form local events with no more than a 2-year gap.*
- Lack of periodic communication among committees and members. >>> *Potential solutions: conducting periodic member web meetings, and eNewsletters to overcome geographical barriers. See the Opportunity below.*
- Lack of cooperation with other related conferences and organizations. >>> *Potential solutions: Start/increase partnerships with other conferences such as IHEEP, US APA conferences, and any strategically aligned association events. See the Opportunity below.*
- Limited funding - We do not yet have membership fees to provide stable funding. >>> *Potential solutions: When the time is appropriate, we will start the membership due program.*

### Opportunity

At times, changes in the operating environment can benefit ISIC. It is essential to recognize these changes and take advantage of the opportunity. These include:

- Fast-growing ICT industry
- External recognition of ISIC's existence as a unique platform for ICT
- Increased strength of community self-reliance/health/financial means
- The community population is young and growing and can be instrumental in regional growth
- Changing the ISIC structure to increase accountability and reduce "disconnectedness" between Committees and Community
- Forming strategic partnerships with other academic universities/institutions and industry associations (NRRRA, NAPA, EAPA, etc.)
- We are conducting webinars to improve visibility and membership drive.

### Threats

Threats are those things that ISIC has no or little control over. That does not mean that ISIC is helpless. It means that ISIC has to take purposeful steps to mitigate the negative impact of those threats. These include:

- COVID-19 pandemic-related impacts force ISIC to conduct mostly online activities and to postpone the 2021 international conference to 2022 and change the mentality/international travel-fun forever after that.
- Lack of time commitment due to ISIC being a volunteering organization

### 3. Strategic Priorities and Activities

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## ISIC Strategic Plan

Based upon the Mission, Vision, Values, Previous Plan Cycle Accomplishments, and Current State Analysis, ISIC should determine and define Strategic Priorities that will assist ISIC in getting where it wants and needs to be. Below are ISIC's Strategic Priorities and Activities.

### Priority: 5-Year Plan and Milestones

This objective is important because it provides a stable, practical plan for the ISIC community and increases ISIC leadership and committees' accountability.

**Activities** to achieve this priority:

- a. Develop a 5-year plan with achievable/practical milestones
- b. Recruit committed workforce for ISIC
- c. Involve all committee members to help achieve the milestones

### Priority: Conducting Webinars

This objective is essential because the ISIC community can be connected via webinars, which are easier to do than face-to-face meetings, to increase participation and involvement in ISIC activities.

**Activities** to achieve this priority:

- a. Start with hot topics such as BIM for pavements, Automation in Construction, etc., for one webinar every couple of months
- b. Take advantage of the low-hanging fruits with Committee members' existing webinar contents
- c. The ISIC webinars have been well prepared and presented since 2020. We will continue this effort to fill the gap between ISIC international conferences.
- d. Conduct subcommittee-related webinars to help promote ISIC. E.g., Subcommittee 7 MDMS to promote the national implementation of MDMS in the US.

### Priority: Enriching ISIC website contents

This priority is essential because the ISIC website's Member-Only technical content can provide value to ISIC members.

**Activities** to achieve this priority:

- a. Develop technical content under each technical category of ISIC subcommittees
- b. Post webinar content (including videos of recorded webinars) on hot topics (e.g., Intelligent Compaction, BIM, AI, Automation)

### Priority: Teaming up with other conferences and conferences

This priority is essential to form an alliance with other conferences and organizations (other than NRRRA). See Appendix B for specific targeted conferences and organization to collaborate with.

**Activities** to achieve this priority:

- a. NA Chapter staff to divide and conquer by reaching out to the conferences that they are affiliated with or involved in.
- b. Produce a menu of education/training contents (ICT workshops, paving/compaction 101s, ICT open panel forum) to be ready to offer to the above conferences and organizations.

#### 4. Prioritization of Activities

One of the most significant challenges of implementing a strategic plan is determining which activities to focus on first. A process to prioritize the activities needs to be undertaken to focus on ISIC's resources in implementing its strategic plan. The key benefits and costs of each activity should be outlined as much as possible. For this first generation of the ISIC Strategic Plan, we will list "annual goals" at the end of this document.

#### 5. Determination of Key Performance Indicators and Targets

Based on the strategic priority, each activity should have specific key performance indicators that are SMART - Specific, Measurable, Attainable, Realistic, and Timely, making the vision more concrete by defining how success is measured. Performance indicators are used to monitor progress toward strategic priorities, closing the gap between the current and future state, as defined by the vision. They will help track the realization of strategic priorities, measuring the progress toward realizing the vision. Performance indicators should focus on desired outcomes for strategic priorities. Outcomes focus on what difference is being made.

When determining key performance indicators, the following principles should be kept in mind:

- Link to ISIC's strategic priorities;
- Limit to the select few that measure success;
- Guide desired decisions and behaviors;
- Can be easily understood and measured, and
- Are relevant to all of ISIC's departments.

Once ISIC has defined its key performance indicators, targets can be set, which are the value of a key performance indicator at a specific time. Targets can be set yearly or by the end of the 5-year plan, and they tend to focus on outputs or what is being done.

To keep track of the progress toward achieving the strategic plan and ISIC's vision, a process must be put in place, and a strategic scorecard must be developed. An owner should be identified for this process, and the reporting frequency should be specified and aim to be at least annually, if not quarterly.

Specific activities may need to be revisited due to changes in the internal and external environment and reprioritized depending on the results attained each year.

### Changes between the Previous 5 Year Plan and the Current 5 Year Plan

Once the current 5-year strategic plan has been outlined, it is useful to highlight any significant changes between the previous and current 5-year plans.

#### *Mission and Vision Statement:*

There are no changes: the mission and vision statement remains robust and has not changed since it developed and continues to resonate. They are viewed as a right, long-term (20+ years) mission and vision statement.

#### *Scopes:*

ISIC's scopes articulated in the previous Strategic Plan remain fundamental to ISIC.

#### *Strategic Priorities:*

The strategic priorities identified in the previous 5-year strategic plan remain essential to the community today. The only modification is to emphasize the "self-determination" of ISIC in the strategic priority that deals with the governance of ISIC.

#### *5 Year Activities:*

The previous strategic plan contained activities described in Figure 1. The activities within the current strategic plan are a mix of new ideas, modifications to preexisting activities, and some that did not have enough progress in the last strategic plan term. The increase in activities reflects greater participation and input in establishing the activities and more specific and measurable targets.

### Implementation

The strategic planning exercise is beneficial for articulating a shared vision of ISIC's values, priorities, and activities. If it ends there, however, ISIC will only realize a small fraction of the benefits that might accrue through full implementation of the strategic plan. To gain the full benefit of the strategic plan, it must be implemented in a way that helps to guide all actions of all committee members. For example, it must remain integrated with annual planning, decision-making, and ISIC's Secretariat reporting. Finally, it must also remain in the people's minds (and hearts).

Ways to do this include:

- a. The Executive Committee carries the strategic plan at all times;
- b. Committees review the strategic plan as part of orientation activities after each planning cycle;
- c. Executive Committee members carry the strategic plan with them at all times;
- d. Committees review the strategic plan at least once annually;
- e. The strategic plan is used to set annual goals and allocate financial resources (budgeting);
- f. Use as the basis for staff reports to the Executive Committee;
- g. Use as the basis for the Executive Committee reports to the ISIC community;
- h. Align the strategic priorities and
- i. Post the most current strategic plan prominently on ISIC's website.

**Appendix A - Annual Goals & Budget Planning**

**The first 5-year cycle (2020-2024)**

<b>Years</b>	<b>Annual goals</b>	<b>Activities required to achieve the goal</b>	<b>Lead staff responsible for the activities</b>	<b>Financial resources required</b>
2020	Forming Subcommittees	Stalled due to the pandemic	Prof. Soheil Nazarian	NA
	EU Chapter Establishment	Email communication among key members	Prof. Antonio G. Correia	NA
	NA Chapter Establishment	Ad-hoc officers' web meeting	Tim Kowalski	NA
	ISIC Online Membership	Postponed for further review in 2021 due to the pandemic	Dr. George Chang	NA
	ISIC Education/Training Plan: a webinar every couple of months	Conducted two webinars in July and October	Prof. Carlos Ferregut, Prof. DH Yu, and Prof. ZR Yue	NA
	ICT book series	Published the first volume, "Introduction to ICT" in Chinese in November  Connecting the publisher of the Chinese ICT Book Series with Elsevier to publish the English versions	Prof. G. Xu  Prof. Antonio G. Correia	NA  NA

## ISIC Strategic Plan

Years	Annual goals	Activities required to achieve the goal	Lead staff responsible for the activities	Financial resources required
2021	ICT book series	Prepare the first volume, "Introduction to ICT" in English (the process takes longer to accomplish due to the translation/re-write efforts)	Prof. Antonio G. Correia And Dr. George Chang (recruited more editors to complete the translation)	TBA
	Planning for the 2022 ISIC International Conference in PT	Planning, promotion,,: Marketing materials, and website content	Prof. Antonio G. Correia	TBA
	<del>US ICT Data QA Expert Task Group (ETG)</del>	<del>Provide technical assistance to the NRRA to form an ICT ETG (this task is removed due to potential conflict of interest)</del>	<del>Tim Kowalski</del>	<del>TBA</del>
	NA Chapter Mini-Conference	Conduct a mini-conference similar to the past IC ETG meeting (this mini-conference is merged with the MN Transportation Conference & Expo in 2022)	Tim Kowalski	TBA
2022	ISIC and US FHWA Meeting at TRB 2022 (for a strategic alliance with FHWA)	Planning, promotion, and execution	Dr. George Chang	No cost. Volunteer work.
	ISIC Track at the MN Transportation Conference & Expo (February 28 - March 2) (for a strategic alliance with NRRA)	Planning, promotion, and execution	Tim Kowalski and Dr. George Chang	The cost is covered by the conference.
	Conducted 2022 ISIC International Conference (Sept. 6-9) in PT	Planning, promotion, and execution	Prof. Antonio G. Correia  Prof. Antonio G. Correia	The cost is covered by the conference.

## ISIC Strategic Plan

<b>Years</b>	<b>Annual goals</b>	<b>Activities required to achieve the goal</b>	<b>Lead staff responsible for the activities</b>	<b>Financial resources required</b>
	Published the first volume, "Introduction to ICT" in English by Springer.  Continue ISIC Webinars  Complete the Introduction to ICT book in June  EU Chapter Growth  NA Chapter Growth	Planning, promotion, and execution  Submit the completed manuscript to Elsevier.  TBA  TBA	And all editors  Leaders for specific webinars  Prof. Antonio G. Correia and Dr. George Chang  Prof. Antonio G. Correia  Tim Kowalski	No cost. Volunteer work.  No cost. Volunteer work.  No cost. Volunteer work.  TBA  TBA
2023	Start planning for the 2024 ISIC International Conference in US  MTC&E ISIC Track in May 2023	Planning, promotion  Planning, promotion, and execution	Dr. George K. Chang and Tim Kowalski and NA Chapter  Dr. George K. Chang and Tim Kowalski and NA Chapter	Budget by NCPP
2024	2024 ISIC International Conference in US  Review ISIC Committee Membership (memberships will be due in 2025)  ISIC Journal Plan	Planning, promotion, and execution  Meeting and discussion  Planning, promotion, and execution	Dr. George K. Chang and Tim Kowalski and NA Chapter  Executive Committee  Prof. Guanghui Xu and Prof. Antonio G. Correia	TBA  TBA  TBA

**The second 5-year cycle (2025-2030)**

Years	Annual goals	Activities required to achieve the goal	Lead staff responsible for the activities	Financial resources required
2025	Annual ISIC-FHWA meeting at TRB  Publication - 2 <sup>nd</sup> ICT book series: Intelligent Compaction  Support other conferences  Webinars	Planning, promotion, and execution  Complete write-up and edits with Springer Spring by May 2025  - IHEEP ISIC workshop - TRB 2026 workshop(s)  MDMS	Dr. George K. Chang and Tim Kowalski and NA Chapter  Dr. George K. Chang and co-authors (Prof. Xu and Wang)  Dr. George K. Chang and Jim Preston/NA Chapter and all Amlan Mukherjee/NA Chapter  Dr. George K. Chang and Rebecca Embacher (MnDOT)	
2026	Support other conferences  The 5 <sup>th</sup> ISIC International Conference  The ISIC NA Chapter Conference  Webinars	TRB workshop(s): Planning, promotion, and execution  Planning, promotion, and execution  Planning, promotion, and execution	Amlan Mukherjee/NA Chapter.  Prof. Wang/ISIC Steering Committee  Tim Kowalski/NA Chapter and all	Managed by HIST  Managed by ISIC HQ (Patte Hahn)

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ISIC Strategic Plan

<b>Years</b>	<b>Annual goals</b>	<b>Activities required to achieve the goal</b>	<b>Lead staff responsible for the activities</b>	<b>Financial resources required</b>
2027	Support other conferences Webinars			
2028	The 6 <sup>th</sup> ISIC International Conference Support other conferences Webinars	Planning, promotion, and execution	TBA	
2029	Support other conferences Webinars			
2030	The 7 <sup>th</sup> ISIC International Conference	Planning, promotion, and execution	TBA	

**Appendix B – Target Conferences and Organization to Collaborate**

**Action Items from previous NA Chapter meetings**

**Todd M.**

- put together first draft template/sheet to start process of vetting various organizations for ISIC to become more involved in ICTs. 1. Primary Contact 2. Audience 3. Brief overview of what association/organization does.

The following is the starting list:

<b>ISIC Lead</b>	<b>Organization</b>	<b>Primary Contact</b>	<b>Audience</b>	<b>Functions</b>
<b>George C.</b>	FHWA	Tom Yu Leslie Myer James Grey		
<b>Jim P.</b>	IHEEP			
<b>Dave J.</b>	Corp of Engineers	Matt Hoyle		
<b>Dave J.</b>	APA	Reed Ryan		
<b>Dave J.</b>	RMACES			
<b>Chuck H.</b>	Reach out State Pavement Construction Engineers			
<b>Soheil N.</b>	University Consortium			
<b>Soheil N.</b>	FAA	Navneet Garg		