**CEOS SIT-27**

**SESSION 2: CEOS SELF-STUDY IMPLEMENTATION**

**Part 1 – A First Look at Membership & Participation**

Active members shape CEOS: they create progress, develop ideas for new initiatives, and serve as the engine that powers and sustains the many activities of the Working Groups, Virtual Constellations, Secretariat, SIT, and SBAs. In the context of CEOS, people, energy and ideas matter. The challenge for CEOS is to maximize the participation of its members, and that means understanding why members choose to participate – and, just as importantly, why they sometimes choose not to. The 2011 CEOS Self-Study drew attention to the need for a more active CEOS membership and the fact that many formerly-active members and associates no longer participate. A follow-on study of membership and participation began in December 2011. The preliminary written report of the Membership and Participation Study will be distributed in advance of SIT-27. In this session, we will present the initial findings of the Membership and Participation Study and invite discussion of the results and recommendations. The goals of this session are to collaboratively identify the specific actions and/or process changes as needed to re-engage, empower, and involve/include non-participating members, and to reduce the likelihood of moribund membership in future.

**Part 2 – What are CEOS’s Essential Questions, and How Do We Answer Them?**

**Purpose of the Session:**

What are the overarching, strategic-level Essential Questions that underlie CEOS’s mission and overall goals? It is necessary to understand what these questions are and to articulate their answers as the first step in the development of the Strategic Guidance, Implementation Plan, and 3-year Work Plan that were called for by the incoming SIT Chair as the core of the implementation of the 2011 CEOS Self-Study recommendations. This discussion began at the 2011 Plenary, will continue through SIT-27, and will be concluded later in the year. The purpose of extended discussion is to ensure that many voices are included in the discussion over time, so that CEOS benefits from the widest possible range of its members’ experience and perspective*.* Overall, the tasks that comprise this part of the CSS implementation are: 1) to identify the set of Essential Questions; and 2) to develop answers that reflect the input of CEOS members. Prior to SIT-27, you will receive a White Paper that will set up the discussion by suggesting some, but not all, of the Essential Questions. The first two of these questions were identified in Michael Freilich’s presentation at the 2011 Plenary, and a third has emerged as part of the Membership and Participation Study:

1. What constitutes “Success” for each type of CEOS activity? (and when does an activity end?)
2. What constitutes CEOS scope and strategy? (Should CEOS conduct sustained, long-term, routine data provision, vs. demonstrating feasibility for spinoff to other organizations for long-term operations?)
3. What is the Value Proposition for CEOS? (What are the benefits that agencies and organizations gain through CEOS membership, and how do we maximize those benefits?)
4. Others? (What are the big questions that we haven’t asked yet?)

The goals for SIT-27 are to provoke discussion and to emerge from the session with a shared sense of what the full suite of Essential Questions is, but not necessarily to answer them at SIT-27. Finding those answers will be the subject of an ongoing conversation over the summer, to be brought forward for discussion and conclusion at the September SIT Technical Workshop*.*

**CEOS SIT-27**

**SESSION 3: CEOS SELF-STUDY IMPLEMENTATION**

**Everyone Participates – But Who is Responsible? (Structure & Governance)**

The structure and governance of CEOS are the framework upon which its activities reside, and increased complexity is an expected consequence of organizational growth and change. As a best-efforts organization, CEOS exhibits a natural tendency to focus on who participates in each activity, without necessarily specifying who is responsible for carrying out the activity. Over the years, the question of responsibility has become ever more complex as the structure has become more intricate. The CEOS Chair, SIT Chair, Plenary, SIT, CEO/DCEO, and SEO all have roles, as do the Working Groups, Virtual Constellations, and SBA Teams. As a result, the lines of communication are complicated, the tracking of activities and measurement of progress has become (in many cases) cumbersome, and there can be a tendency for the urgent to overwhelm the important. The CSS recommendation to focus on the structure needed to support core activities was aimed at helping CEOS move towards a state in which organizational form follows function. The discussions required are neither quick nor simple, and they must be undertaken in full consultation with the CEOS membership. The intent of this session at SIT-27 is to begin the necessary dialogue on structure and governance by discussing and by coming to agreement on the placement of CEOS’s top-level activities into a broad organizational context:

1) Which parts of the CEOS organization participate in each top-level activity; and

2) Which part of the CEOS organization has actual responsibility for each top-level activity.

For the purposes of this session, the four top-level activities of CEOS are:

* Substantive space-borne coordination, scientific, and user-focused activities (“CEOS Contributions/Accomplishments”)
* Top-level strategy development and guidance
* Internal CEOS coordination (coordination among members/associates)
* External CEOS coordination (coordination between CEOS and outside organizations)

Participants in this session will receive a White Paper prior to SIT-27 to help set up the discussion and identify expected outcomes. The conversation that we begin in this session will continue through other CEOS meetings over the rest of the year as we seek to improve CEOS governance and structure.