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SECTION 1 INTRODUCTION

1.1 PURPOSE

This manual has been prepared to provide a codified set of IEEE Computer Society policies and procedures in compliance with IEEE Computer Society Bylaws.

1.2 SCOPE

This manual will contain a codified set of all Board of Governors and Executive Committee position statements and actions of a permanent nature that establish policy or procedures for any IEEE Computer Society activity.

1.3 AUTHORIZATION

This, the *IEEE Computer Society Policies & Procedures Manual*, shall replace all previous editions of the Manual of Rules and Practices and all other documents, resolutions and motions incorporated in this manual and in previous editions of the Manual of Rules and Practices. Further, the *IEEE Computer Society Policies & Procedures Manual* shall be the recognized and governing policies and procedures document of the IEEE Computer Society subject only to evidence that it is in variance with the applicable and duly constituted actions of the Board of Governors or Executive Committee or of the governing documents of the IEEE.

1.4 MAINTENANCE

This manual will be kept current by the Society Executive Director under the direction of the Constitution & Bylaws Committee. After all meetings of the Board of Governors and Executive Committee, additions, changes, and deletions will be made based on motions and resolutions passed by the Board or Executive Committee acting for the Board (Bylaw Article IV, Section 3). (Basically, the Board makes policies and procedures; the Executive Committee can act for the Board on subjects for which it has been authorized by the Board). The Board delegates its authority to the Executive Committee to initiate and amend these policies and procedures. Changes made to the *IEEE Computer Society Policies & Procedures Manual* by the Executive Committee shall be reported to the Board of Governors at the Board's regular meetings.

All Board or Executive Committee approved motions that are intended for this manual should be so designated in the motion. Policy revisions should refer to existing policy by number; new policies should carry an appropriate new number. Any such actions that conflict with the current contents of this manual will be promptly reviewed by the Constitution & Bylaws Committees. A recommendation for resolution will be brought to the attention of the Board or Executive Committee in the agenda of their next meeting for resolution.

A history file of all changes made to this manual from its initial approval by the Board on 11 November 1983 shall be maintained by the Society's headquarters office.

All approved motions that result in changes to the manual shall cause the secretary to record a specific action item in the minutes for the Society Executive Director to make the required change.

When a revised version of the constitution and bylaws, or *IEEE Computer Society Policies & Procedures Manual* is completed it will not be considered official until a copy in its final printed form is approved by the Society Executive Director signifying that it has been proofed and all changes have been accurately recorded. Said certified copy shall be maintained in the permanent history file.

Where the Board of Governors has delegated maintenance authority for a specified portion of the *IEEE Computer Society Policies & Procedures Manual* to a subordinate Board or committee, other than the Executive Committee, all changes will be transmitted to the Society Executive Director and the Constitution & Bylaws Committee. The completed revision will not be considered official until a copy in its final printed form is approved by the Society Executive Director, signifying that it has been reviewed, proofed, and all changes have been accurately recorded. Said certified copy shall be maintained in the permanent history file.

1.5 DISTRIBUTION

The Society Executive Director will provide a copy of the manual, either in electronic or printed form, to and committee members and to others on receipt of requests. The Society Executive Director will be responsible for the *IEEE Computer Society Policies & Procedures Manual*, maintaining a current complete updated manual for use of the president and

for maintaining similar manuals in all IEEE Computer Society offices. Manuals may be maintained in both printed and electronic form.

SECTION 2 POSITION STATEMENTS

2.1 POSITION STATEMENTS

Before any position statement is published or otherwise disseminated publicly in the name of the Society, it shall be reviewed and approved by the Board of Governors. When timeliness requires action between Board meetings, the review and approval may be executed by the Executive Committee on behalf of the Board.

2.2 DRAFT POSITION STATEMENTS

Draft position statements published by a sub-unit must be accompanied by a prominent statement of the following form: "This statement is a draft prepared by the ___, and has not been approved by the Board of Governors of the IEEE Computer Society, and is not an official position of the Society."

SECTION 3 BOARD OF GOVERNORS

3.0 APPROVAL OF BOARD MEETING SCHEDULE

Each year the president-elect, in conjunction with the Elections Committee and other staff and volunteers as appropriate, shall develop and recommend for approval by the Board of Governors a meeting schedule for the following two years. Said schedule shall be approved as early in the year as is feasible, and no later than the last meeting of the year.

3.1 PREPARATION AND DISTRIBUTION OF *AGENDA BOOKS*

The Society Executive Director shall coordinate, prepare and distribute a Board *Agenda Book* to all franchised and *ex officio* members of the Board so as to announce their availability on a web site to members of the at least ten days prior to Board meetings. The *Agenda Book* shall contain the meeting agenda and appropriate material to inform the Board members on all agenda items to as great an extent as possible.

3.2 EXPENSES FOR ATTENDANCE AT BOARD MEETINGS

Travel expenses for members of the Board of Governors may be reimbursed. Reimbursement will be limited by the regulations described elsewhere in this manual. Permissible charges apply to expenses associated with attendance at the meetings of the Board (and associated program Boards). Members are expected to limit such expenses to levels that are reasonable and customary for the prudent traveler. For example, members should normally use only discounted airfares such as those associated with advance purchases.

The treasurer will be responsible for periodically reviewing Board travel expenses and reporting any problems in the implementation of this policy intent to the Finance Committee, president, and/or Board of Governors, as appropriate. The president may act to restrict or eliminate this discretion for an individual member of the when in the president's sole judgment such action shall be appropriate. A member of the Board may appeal the imposition of any such action to the Board of Governors.

3.3 ELECTRONIC MAIL

All members of the Board of Governors shall provide to IEEE Computer Society headquarters their electronic mail address.

3.4 MEETING MINUTES AVAILABILITY

The Society Executive Director shall ensure that the minutes of meetings of the Board of Governors for the past 12 months are available at all Board of Governors meetings.

3.5 MEETING MINUTES FORMAT

The minutes of each Board and Executive Committee meeting shall be as specified in Section 47 of *Robert's Rules of Order* and shall include a list of those present at the meeting and attachments. Additionally, each main motion shall be immediately followed by an action item (if necessary).

3.6 AVAILABILITY OF *IEEE COMPUTER SOCIETY POLICIES & PROCEDURES MANUAL*

The Society Executive Director shall ensure that a copy of the current *IEEE Computer Society Policies & Procedures Manual* is available at *each* Board of Governors meeting.

3.7 CONDUCT OF BOARD BUSINESS BETWEEN MEETINGS

3.7.1 This section applies when business is conducted according to Section 7, Article III of the constitution.

3.7.2 Actions handled between meetings must be important and timely. Appropriate actions include approving appointments, and establishing positions on issues affecting the Society members. Inappropriate actions would be provisions that alter the constitution, bylaws, or policies and procedures. The secretary shall provide for the conduct of ballots on such proposed actions via appropriate means.

3.7.3 This subsection applies to ballots conducted by electronic means (e-mail or WWW). Frequently issues requiring Board balloting between meetings are non-controversial, and/or solely administrative in nature. In those cases, the expedited electronic balloting procedure provided for in subsection 3.8.3.1 below will be used. In the event an issue requires more discussion, as determined by the presiding

officer of the Board, or at the request of any franchised member of the voting body (Board of Governors or Executive Committee), the electronic balloting procedure provided for in subsection 3.8.3.2 will be utilized. In order for a motion to pass under either procedure, the number of ballots received by the secretary must be equal to a majority (greater than 50%) of the number of franchised members of the voting body, and the number of affirmative ballots must be a majority of the ballots cast. The secretary tallies the votes and reports the result to the presiding officer. Should a franchised member be unable to receive a ballot or vote via e-mail, ballots may also be distributed and returned via fax, express mail or regular postal service. However, all ballots must be returned electronically or postmarked no later than midnight of the designated deadline.

3.7.3.1 Expedited Electronic Balloting Process

The secretary communicates an e-mail or other announcement message to all members of the voting body stating that the subject is a special expedited electronic ballot authorized by the presiding officer of the Board pursuant to Article III, Section 7 of the constitution. The message must include a clearly-worded motion, the date of the ballot message, instructions on how to reply, and the deadline for voting. Expedited electronic ballots will generally be due no later than midnight 7 days after the date of the initial ballot message. Franchised members of the voting body can vote by sending e-mail messages to the secretary or using a special WWW site established for the purpose, indicating a vote of YES, NO, or ABSTAINS. Voters may also communicate supporting arguments and positions, but may not amend the motion. Any franchised member of the voting body may request during the balloting period that the issue under consideration be removed from the expedited electronic balloting process and be re-considered under the alternative e-mail balloting process provided for under subsection 3.8.3.2, at which time the secretary shall stop the balloting and begin the balloting process anew under the alternative process.

3.7.3.2 Alternative Electronic Balloting Process

The secretary first communicates a motion announcement message to all members. The announcement will state that the subject is a special ballot utilizing the alternative electronic ballot process authorized by the presiding officer of the Board pursuant to Article III, Section 7 of the constitution, and include a clearly-worded motion and the date of the ballot message. Members may then communicate supporting arguments and positions, but not amend the motion. Ten days after the date of the motion announcement by e-mail, the secretary sends the ballot by e-mail to all franchised members of the voting body. The ballot comprises the motion, instructions on how to reply, and a reminder of the deadline. Voters can vote by sending e-mail messages to the secretary or using a special WWW site established for the purpose, indicating a vote of YES, NO, or ABSTAINS. Ballots must be sent electronically or postmarked no later than midnight of the tenth day following the sending of the ballot.

3.8 ADVICE AND CONSENT OF EXECUTIVE COMMITTEE APPOINTMENTS

At the last meeting of each year, the president-elect shall present the list for the following year appointed officers to the Board of Governors for its advice and consent.

3.9 EXECUTIVE SESSIONS

Executive session is a question of privilege, and therefore is adopted by a majority vote. Only members, special invitees, and such employees or staff members as the assembly or its rules may determine to be necessary are allowed to remain. Members of the organization who are not members of the Board or committee, and sometimes non-members, may be invited by the chair to attend, perhaps to give a report, but they are not *entitled* to attend.

Franchised members of the Board of Governors shall be entitled to attend (but not vote) any executive session in which matters are to be discussed that are projected to come before the Board of Governors for vote.

An individual franchised Board member shall not be entitled to attend executive sessions:

a) in which the individual Board of Governors member is under discussion,

b) of the Audits, Awards, and Nominations Committees.

SECTION 4 EXECUTIVE COMMITTEE

4.1 INTRODUCTION

4.1.1 Composition

The composition of the Executive Committee and the voting rights of each member are specified in the Bylaws.

4.1.2 Powers

The Executive Committee shall serve as the volunteer oversight body for staffing, facilities, capital expenditures, and other matters relating to the operations of the Society (see *Bylaws, Article IV, Section 2*).

The Executive Committee shall act for the Board or subjects for whom it has been authorized by the Board (see *Bylaws, Article IV, Section 3*). They include, but are not limited to, the following:

- Initiate modifications and amend the *IEEE Computer Society Policies & Procedures Manual* based on the recommendations of the Constitution & Bylaws Committee (*PPM Section 1.4*).

- Approve up to $25,000 per operating or capital budget line item per meeting up to a cumulative total (across all budget lines and meetings) of 5% of the approved base budget (*PPM Section 15.2.3)*.
-

4.2 DUTIES AND RESPONSIBILITIES

Executive Committee members shall:

1. Maintain wide ranging contacts, at all levels with members, volunteers, and staff of the Society and IEEE, including chapters. The primary staff contacts shall be appointed by the Society Executive Director.
2. Assist the president in identifying potential leaders.
3. Assist the president in setting and achieving overall Society objectives.
4. Serve as a member *ex officio* of the Board of Governors unless otherwise holding a vote as a franchised member of the Board.
5. Perform other duties as assigned by the president or by the Board of Governors.
6. Seek out opportunities for cross-board cooperation and collaboration.
7. Encourage active participation by Program Board members in other IEEE Computer Society activities.
8. Submit candidates for Computer Society service awards, e.g. Certificates of Appreciation, Outstanding Contribution, Meritorious Service Award, and Distinguished Service Award.
9. Become familiar with the IEEE Computer Society governing documents (Constitution, Bylaws, Policies and Procedures Manual and operational handbooks.)

SECTION 5 MEMBERS OF THE EXECUTIVE COMMITTEE

5.1. PRESIDENT

5.1.1 Position Function

Serves as the chief elected officer of the IEEE Computer Society and represents the entire membership. Provides leadership and direction for officers and Society programs.

5.1.2 Position Responsibilities

1. Sets and directs achievement of overall Society objectives.

2. Appoints executive committee members, standing committee chairs and other officers and representatives. May appoint *ad hoc* committees as deemed desirable.

3. May declare positions vacant for which the president has sole power of appointment or for which the president delegates the authority to appoint.

4. Serves as a franchised member *ex officio* and chair the:

   - Board of Governors
   - Executive Committee

5. Prepares meeting agendas and distributes relevant information to all members prior to meetings.

6. Presides over Board and committee meetings to ensure achievement of objectives and attention to major issues and purposes.

7. Serves as a franchised member *ex officio* of the:

   - Constitution & Bylaws Committee
   - Finance Committee
   - Intersociety Cooperation Committee
   - Planning Committee

8. Serves as point of conflict resolution.

9. Represents the Society to the IEEE Technical Activities Board.

10. Represents the Society to external organizations.

11. Identifies and develops potential future volunteer leaders for the Society.

12. Trains Board members and encourages active participation by the Board of Governors and members in IEEE Computer Society activities.

13. Prepares status reports for the Board of Governors.

    See *IEEE TAB Operations Manual* for additional responsibilities.

5.2 PRESIDENT-ELECT

5.2.1 Position Function

Is first in succession to the chief elected officer of the IEEE Computer Society. Provides counsel and assistance to the president while preparing to become president in the following year. Provides leadership and direction for officers and Society programs.

5.2.2 Position Responsibilities

1. Provides counsel to the president in making Executive Committee, standing committee, and other appointments.

2. Serves as a franchised member *ex officio* and chairs the:

   - Constitution & Bylaws Committee
   - Planning Committee

3. Prepares meeting agendas and distributes relevant information to all members prior to meetings.

4. Presides over committee meetings to ensure achievement of objectives and attention to major issues and purposes.

5. Serves on or appoints a member to the Nominations Committee.

5.3 PAST PRESIDENT

5.3.1 Position Function

Provides counsel and assistance to the president and other volunteer leaders. Provides leadership and direction for the Society programs.

5.3.2. Position Responsibilities

1. Provides counsel to the president in making Executive Committee, standing committee, and other appointments.

2. Serves as a franchised member *ex officio* and chairs the:

   - Intersociety Cooperation Committee
   - Nominations Committee

3. Prepares meeting agendas and distributes relevant information to all members prior to meetings.

4. Presides over committee meetings to ensure achievement of objectives and attention to major issues and purposes.

5. Serves as a franchised member *ex officio* of the:

   - Board of Governors
   - Executive Committee
   - Constitution & Bylaws Committee
   - Finance Committee
   - Planning Committee

6. Plans, initiates, and promotes ongoing interaction with other societies.

5.4 FIRST AND SECOND VICE PRESIDENTS

5.4.1 First Vice President Position Function

Is second in succession to the president and first in succession to the president-elect. Provides counsel and assistance to the president and other volunteer leaders. Provides leadership and direction for officers and Society programs.

5.4.2 Second Vice President Position Function

.
The second vice president is third in succession to the president, second in succession to the president-elect and first in succession to the first vice-president.

5.4.3 Position Responsibilities:

1. Serves as a franchised member *ex officio* of the Executive Committee, Board of Governors, and Planning Committee.

2. Executes a portfolio as assigned by the president to ensure achievement of objectives and attention to major issues and purposes.

3. Provides counsel and assistance to the president and other volunteer leaders. Provides leadership and direction for officers and Society programs.
4. Provides counsel to the president in making Executive committee, standing committee, and other appointments.

5.5 SECRETARY

5.5.1 Position Function

Oversees the preparation and distribution of minutes and other permanent records of the affairs of the IEEE Computer Society. Provides leadership and direction for volunteers and Society programs. Is a member of the Board of Governors, elected to the office of secretary by the previous year's Board of Governors.

5.5.2 Position Responsibilities

1. Serves as a franchised member *ex officio* of the Executive Committee, Finance Committee, and Planning Committee.

2. Oversees the preparation and distribution of draft minutes of all Society Board of Governors and Executive Committee meetings.

3. Ensures that appropriate permanent records are maintained.

4. Receives and certifies petitions for candidacy for officer positions.

5. Receives and accepts the ballot counts for Society elections, and officially notifies the candidates, officers, and membership of the election results.

5.5.3 Assistant Secretaries

The Society Executive Director, director of governance and governance administrator shall be designated assistant secretaries of the Board, and in that capacity shall be authorized to certify Board actions for the secretary.

5.6 TREASURER

5.6.1 Position Function

Serves as the chief volunteer financial officer. Provides leadership and direction for volunteers and Society programs. Reports to the Executive Committee and Board of Governors on the financial state of the Society.

5.6.2 Position Responsibilities

1. Serves as a franchised member *ex officio* of the Planning Committee.

2. Serves as a franchised member *ex officio* and chair of the Finance Committee (FinCom).

3. Directs the preparation and distribution of meeting agendas.

4. Directs the development of financial objectives and strategies for the Society.

5. Recommends changes in finance policy to the Board of Governors.

6. Directs the development of the draft budget for FinCom recommendation to the president and Board of Governors.

7. Directs the development of other FinCom recommendations to the Board on all matters having financial implications for the Society.

8. Prepares financial status reports for the Board of Governors.

9. Ensures the integrity of the fiscal affairs of the Society.

5.7 VICE PRESIDENTS' DUTIES AND POWERS OF APPOINTMENT

Each vice president shall interpret and guide the respective Board's activities as specified in relevant articles of the Bylaws. A vice president may create *ad hoc* committees or sub-committees whose chair may be granted franchised membership. A list must be maintained of all appointments and the names of the franchised members. This list shall form part of the *Directory of Volunteer Leaders & Staff.*

Each vice president shall:

1. Maintain wide ranging contacts, at all levels with members, volunteers, and staff of the Society and IEEE, including chapters. The primary staff contacts shall be appointed by the Society Executive Director.
2. Assist the president in identifying potential leaders.
3. Assist the president in setting and achieving overall Society objectives.
4. Serve as a member *ex officio* of the Board of Governors and as a member *ex officio* of the Executive Committee.
5. Perform other duties as assigned by the president or by the Board of Governors.
6. Chair an IEEE Computer Society Program Board, and ensure attention to the Society's strategic plan and Board's major issues.
7. Assume responsibility for program board finances, operations, assessment, and planning.
8. Appoint members of the Program Board subject to the provisions of the respective PPM section.
9. Develop Program Board objectives supporting the strategic plan.
10. Direct development of Program Board objectives, aligned with the strategic plan.
11. Inform the Program Board members and committees of Program Board objectives and their expected individual contributions and responsibilities.
12. Prepare Program Board status reports for the Board of Governors' agenda book.
13. Recommend changes in the PPM to the Board of Governors
14. Direct the preparation of Program Board meeting agendas and distributes relevant information to all members prior to the meeting.
15. Appoint liaison members of other Program Boards consistent with the PPM.
16. Serve as a focal point for working with appropriate IEEE entities, and appropriate committees of the IEEE Program Board. (or names specific boards)
17. Seek out opportunities for cross-board cooperation and collaboration.
18. Encourage active participation by Program Board members in other IEEE Computer Society activities.
19. Maintain handbook and ensures web currency.
20. Direct preparation of the Program Board budget.
21. Monitor operation of subcommittees.
22. Submit candidates for Computer Society service awards, e.g. Certificates of Appreciation, Outstanding Contributions, Meritorious Service Award, and Distinguished Service Award.

5.8 VICE PRESIDENT FOR MEMBER AND GEOGRAPHIC ACTIVITIES

See PPM Section 8 for the Member and Geographic Activities Program Board requirements.

5.9 VICE PRESIDENT FOR TECHNICAL AND CONFERENCE ACTIVITIES

See PPM Section 6 for the Technical and Conference Activities Board requirements.

5.10 VICE PRESIDENT FOR EDUCATIONAL ACTIVITIES

See PPM Section 7 for the Educational Activities Board requirements.

5.11 VICE PRESIDENT FOR PROFESSIONAL ACTIVITIES

See PPM Section 26 for the Professional Activities Board requirements.

5.12 VICE PRESIDENT FOR PUBLICATIONS

See PPM Section 9 for the Publications Board requirements.

5.13 VICE PRESIDENT FOR STANDARDS ACTIVITIES

See PPM Section 10 for the Standards Activities Board requirements.

5.14 DIVISION DELEGATE/DIRECTOR AND DIVISION DELEGATE/DIRECTOR-ELECT

5.14.1 Position Function

Division Delegate/Directors serve on the IEEE Board of Directors, IEEE Assembly, and the IEEE Technical Activities Board (TAB). Division Delegate/ Directors and the Director-electserve as a member *ex officio*, nonvoting, of the IEEE Computer Society Board of Governors and Executive Committee.

5.14.2 Position Responsibilities of Division Delegate/Director and Division Delegate/Director-Elect

Facilitates communication, cooperation and problem resolution across IEEE.

(a) Communicates needs, concerns, and actions between TAB and the IEEE Board of Directors.
(b) Promotes communication and cooperation among Societies and Councils across IEEE TAB. Cooperates with other Division Delegate/Directors to resolve conflicts across Divisions.
(c) Expedites problem resolution involving Societies and Councils and TAB across IEEE.
(d) Promotes cooperation between the Society and IEEE Regions.
(e) Promotes technical activities at the regional level of the Computer Society.

See *IEEE TAB Operations Manual* for additional responsibilities.

SECTION 6 TECHNICAL AND CONFERENCE ACTIVITIES BOARD

6.1. MEMBERSHIP

The Technical and Conference Activities (T&C) Board shall be chaired by the vice president for technical and conference activities as provided in the bylaws, and shall consist of the following members: three chairs of the T&C Board committees (who will also serve as vice chairs of the T&C Board), the secretary, the treasurer and at least six individuals representing a balance of both Technical Committee (TC) and conference volunteer leadership experience, appointed by the vice president for technical and conference activities. The most recent past vice president for technical and conference activities and a member of the Society's professional staff appointed by the Society Executive Director are non-voting members.

6.2. RESPONSIBILITIES

The T&C Board shall be responsible for setting policy for and the general oversight of the activities of the IEEE Computer Society's TCs as well as for defining the Society's role and policy for sponsored technical meetings (TM) in which the Society participates, whether defined as conferences, symposia, workshops or tutorials (excluding chapter tutorials). The TM is managed by the sponsoring TC, conference steering committee, and conference organizers. The T&C Board shall also be responsible for oversight of conference publishing products.

1. The T&C Board shall review and approve annual TC operating plans and operating budgets as proposed by the TCs and recommended by the Technical Activities Committee according to procedures established in the *Technical and Conference Activities Board Handbook*.

2. The T&C Board shall approve technical meetings with expense budgets between 1% and 2% of the Society's annual budgeted expenses. The Technical Meeting Request Committee shall approve technical meetings with expense budgets under 1% of the Society's annual budgeted expense according to procedures established in the *Technical Meeting Handbook*.

3. The T&C Board shall review and recommend to the Board of Governors approval of any technical meetings with expense budgets over 2% of the Society's annual budgeted expenses.

4. The T&C Board shall establish an effective interface with other program boards and other activities of the IEEE Computer Society.

5. The T&C Board shall encourage discussion of issues related to technical meetings among TC chairs and technical meeting organizers and conference steering committees.

6. At least once every four years. the T&C Board shall evaluate each TC's scope of activity, technical vitality, and financial health, and recommend appropriate action, i.e., creating new TCs and/or terminating or merging existing TCs. Minimum activity criteria shall be set forth in the *Technical and Conference Activities Board Handbook*.

6.3 COMMITTEES

6.3.1 Technical Activities Committee

6.3.1.1 Membership

The Technical Activities Committee (TAC) shall be chaired by a vice chair of the T&C Board appointed by the vice president for technical and conference activities and shall consist of all the chairs of the TCs, and at least four and no more than six at large members appointed by the vice chair with the concurrence of the Vice President. The vice chair of the Conference Activities Committee shall be an *ex-officio* member of this Committee. Subcommittees may be formed at the discretion of the chair.

6.3.1.2 Duties

The Technical Activities Committee (TAC) shall provide guidance for the technical activities and shall report such activities to the T&C Board.

1. The TAC shall review proposed operating plans and budgets to assist TC chairs in defining adequate, substantive, and realistic technical programs and budgets. Once a plan is reviewed by the TAC, it will be forwarded for approval to the T&C Board with a TAC recommendation for approval or amendment. The plan will become the official operating plan for the TC upon its approval by the T&C Board.

2. The TAC shall specify technical committee vitality criteria, assessment techniques, measurements, and related matters for inclusion in the *Technical and Conference Activities Board Handbook*.

3. The TAC shall encourage TCs with common technical interests and overlapping scopes to sponsor

joint technical activities (e.g., workshops, symposia, conferences, newsletters, etc.) and to explore and collaborate in areas of common interest. TAC shall encourage TCs to merge conferences in overlapping areas and develop new programs and activities in important disciplines where the CS does not already have such activities.

4. The TAC shall promote cooperation and joint technical activities between TCs and other IEEE Organizational Units, non-IEEE computer and technical professional bodies, and relevant national professional societies.

5. The TAC shall assist TC chairs in recognizing outstanding technical leaders and achievers, and submit the necessary documentation for nominating candidates for the various IEEE and IEEE Computer Society awards.

6. The TAC shall make recommendations for updating the *Technical & Conference Activities Board Handbook*, to be approved by the vice president for technical and conference activities.

7. The TAC shall provide an interface between the T&C Board and Society staff to explore administrative matters or procedures that could impact TC chairs (e.g., TC budgets, timely TC membership list updates, etc.).

6.3.2 Conference Activities Committee

6.3.2.1 Membership

The Conference Activities Committee (CAC) shall be chaired by a vice chair of the T&C Board appointed by the vice president for technical and conference activities and shall consist of the chairs of conference steering committees as *ex-officio* members and at least four and no more than six at-large members appointed by the vice chair with the concurrence of the Vice President. The members shall be drawn from past meeting chairs of small, medium, or large meetings. The vice chair of the TAC shall be an *ex-officio* member of this Committee. Subcommittees may be formed at the discretion of the chair.

6.3.2.2 Duties

The Conference Activities Committee (CAC) shall provide guidance for technical meeting activities of the Society and shall report such activities to the T&C Board.

1. The CAC shall review technical meeting steering committee charters, and their modifications, and makes recommendations to the T&C Board on meeting termination or sponsorship changes.

2. The CAC shall specify technical meeting vitality criteria, assessment techniques, measurements, and related matters for inclusion in the *Technical Meetings Handbook*.

3. The CAC shall assess the technical and financial viability of the TC technical meeting portfolio and provide guidance to TC Chairs.

4. The CAC shall assist technical meeting chairs in recognizing outstanding technical leaders and achievers and submit the necessary documentation for nominating candidates for the various IEEE and IEEE Computer Society awards.

5. The CAC shall make recommendations for updating the *Technical Meeting Handbook*, to be approved by the vice president for technical and conference activities.

6. The CAC shall provide an interface between the T&C Board and Society staff to explore administrative matters or procedures that could impact technical meeting chairs (e.g., meeting budgets, timely processing of Technical Meeting Request Forms -TMRFs-, planning support, etc.).

7. The CAC may assist the Conference Publishing Services program by suggesting new products to offer and testing future product prototypes.

6.3.3 Technical Meeting Request Committee

6.3.3.1 Membership

The Technical Meeting Request Committee (TMRC) shall be chaired by a vice chair of the T&C Board appointed by the vice president for technical and conference activities and shall consist of at least four and no more than six at large members appointed by the vice chair with the concurrence of the vice president.. The committee shall be composed of individuals representing a balance of both TC and conference volunteer leadership experience. The vice chair of the Conference Activities Committee shall be an *ex-officio* member of this Committee. Subcommittees may be formed at the discretion of the chair.

6.3.3.2 Duties

The Technical Meeting Request Committee (TMRC)

shall provide oversight of administrative tasks, guidance for technical meeting committees, and any necessary new methods, tools, and training programs to assist meeting organizers.

1. The TMRC shall review and either approves or reject technical meetings according to procedures established in the *Technical Meeting Handbook*.

2. The TMRC shall maintain the IEEE Computer Society's *Technical Meeting Handbook*, with the assistance of the appropriate Society staff. The handbook shall include detailed procedures for the conduct of the technical meetings program.

3. The TMRC is responsible for reviewing and recommending either approval or rejection of technical meeting Memorandums of Understanding (MOUs) to the vice president for technical and conference activities.

4. The TMRC shall review and recommend either approval or rejection of financial sponsorship changes or Technical Co-Sponsorship requests to the vice president for technical and conference activities.

5. The TMRC shall work with TCs to identify and participate in promising technical meetings on emerging technologies either as candidates for TC Technical Co-Sponsorship and/or through CS proceedings publication.

6. The TMRC facilitates post-meeting analysis with technical meeting Chairs when a conference resulted in a deficit.

6.4 TECHNICAL MEETINGS

6.4.1 TECHNICAL MEETING REQUEST FORM (TMRF)

The IEEE Computer Society offers three types of meeting sponsorship: sponsorship, co-sponsorship, and technical co-sponsorship. The IEEE Computer Society prefers sponsorship or co-sponsorship, but there are situations in which technical co-sponsorship is appropriate.

To seek the sponsorship of the IEEE Computer Society for a meeting, the general chair of the meeting, or designee, and the finance chair, shall complete the Technical Meeting Request Form (TMRF) and should submit it electronically at least twelve months prior to the meeting [or six months prior to the call for papers]. Financial sponsorship TMRFs are submitted using the system approved by the T&C Board. The year lead time is necessary to obtain necessary endorsements and approvals, negotiation and approval of all contracts, and to allow time to advertise the meeting. All forms of sponsorship require endorsement of at least one technical committee.

6.4.1.1 Sponsorship

The IEEE Computer Society is the sole sponsor of the meeting, accepting all financial and legal liability. All assets, tangible and intangible, shall be the property of the Society.

6.4.1.2 Co-sponsorship

The IEEE Computer Society shares in the financial and legal liabilities according to the percentage of sponsorship as outlined in the MOU or steering committee charter. All assets, tangible and intangible, shall be the property of the sponsors in proportion to their respective share of meeting sponsorship. The IEEE Computer Society share shall be at least 50% for new meetings. The financial commitment must be stated in the TMRF, since advance loans and any surplus or loss must be shared in proportion to the commitment.

6.4.1.3 Technical Co-sponsorship

The IEEE Computer Society accepts no financial or legal liability for a technically co-sponsored meeting, but its members participate in the meeting's technical program committee. The TMRC vice chair shall review and approve TCS, in consultation with the appropriate CS TC chair(s) and where there are significant benefits to the IEEE Computer Society and its members.

6.4.1.4 Sponsoring and Cooperating Entities

The IEEE Computer Society participates in meetings sponsored by incorporated not-for-profit organizations, as opposed to those sponsored by individuals. The IEEE Computer Society may request evidence of incorporation and sufficient liability coverage by the sponsor(s).

6.4.2 Memorandum of Understanding (MOU)

A memorandum of understanding (MOU), sets forth the relationship and obligations of the involved parties. The IEEE MOU is required for all meetings in which two or more entities are co-sponsors. As a minimum, an MOU shall describe the following areas:

- Financial sponsorship of each entity including both liability and surplus distribution.
- Ownership of the intellectual property associated with the conference, including use of the conference name, slogan, copyright for publications, and logo ownership.
- Assignment of conference management and other administrative responsibilities to the appropriate entities.
- Provisions for dissolving the relationship.

6.4.3 Registration Rates

For all three cases, that is sponsorship, co-sponsorship or technical co-sponsorship, all IEEE Computer Society members, and all IEEE members, must be entitled to register at the lowest registration rates established for the meeting (except for student rates and other special discounted rates).

Non-member registration fees shall be a minimum of 25% higher than fees for members of the sponsoring or cooperating organizations.

All complimentary registrations must be specifically described in the Technical Meeting Request Form.

6.4.4 Approval of Technical Meetings

Each technical meeting to be sponsored or cosponsored by, or in technical co-sponsorship with the IEEE Computer Society, must be endorsed by at least one technical committee chair. All meetings require the approval of the TMRC Chair.

Technical meetings with TMRF expense budgets exceeding 2% of IEEE Computer Society's annual budgeted expenses require Board of Governors' approval, and those with TMRF expense budgets between 1% and 2% of the Society's annual budgeted expenses require T&C Board approval.

The first-year approval of the TMRF implies that ownership of the conference name resides with the IEEE Computer Society and any cosponsors, or as designated in the conference steering committee charter, or in the conference MOU.

6.4.5 Use of IEEE Name and Logo

After receiving written approval of the TMRF, organizers of sponsored and cosponsored meetings must use the name and logo of the IEEE Computer Society and the logo of the IEEE on all meeting material including announcements, calls for papers, stationery, advance programs, final programs, and publications.

Before written TMRF approval is obtained, the name and logo may not be used in any fashion. However, annual technical meetings may, after the first year they are approved by the IEEE Computer Society, publish an advance announcement of the next meeting provided that they notify the appropriate Society staff member at least 30 days prior to the date of the meeting announcement and no IEEE Computer Society objection is received.

6.4.6 Steering Committees and Charters

Periodic meetings (meetings held no more than two years apart) shall have a steering committee and a steering committee charter. The steering committee is responsible for the general oversight of and setting policy for a meeting. The steering committee membership and charter policies are specified in the *Technical Meeting Handbook.*

6.4.7 Meeting Finances

6.4.7.1 Administrative Fee

IEEE Computer Society conference administrative fees support services to conferences, TCs, the T&C Board and other technical activities. Each sponsored technical meeting is therefore required to budget and pay an associated administrative fee. The administrative fee policies are specified in the *Technical Meeting Handbook.*

6.4.7.2 Financial Accounts and Other Accounts

In all cases, the Society Executive Director or his/her designee must have access to any financial account. This may be waived if an authorized executive of an equal or majority cosponsor has such access.

6.4.7.3 Final Report

The general chair is responsible for submitting a complete final report within six months following the meeting. The final report includes a detailed final financial report, proof of the closing of the checking and other accounts, distribution of surplus funds, repayment of advance loans, performance of an audit,

if requested, and reporting of capital equipment purchases. The report must be sent to the appropriate Society staff member with a copy to cosponsors, if any. Society staff is responsible for approving the final report on behalf of the IEEE Computer Society.

6.4.7.4 Financial Audits

IEEE Computer Society meetings shall follow IEEE policies for conference audits. Technical meetings where IEEE has greater than a 50% financial responsibility and where the actual or budgeted income or expense is $100,000 or more shall be audited by a professional independent source and will be required to budget for such audits. Other technical meetings may be required to submit to an audit at the option of the T&C Board.

The finance chair must retain all records for a period of at least five years for return receipt; this includes all canceled checks, account statements, registration forms, bills, receipts, account books, and so forth.

6.4.8 Meeting Contracts

6.4.8.1 Hotel or Facility Contract

Conferences should engage the conference staff before choosing a hotel/facility to collaborate on generating and distributing a Request for Proposal to support the hotel/facility selection process. The staff will collect proposals, combine them and deliver a proposal with a recommendation to the organizing committee, allowing the committee to make a decision. The staff will finalize negotiations and contracting for the selected venue. Process variations based on co-sponsorship are outlined in the *Technical Meeting Handbook.*

6.4.8.2 Other Contracts

For meetings sponsored by the IEEE Computer Society, any contract over $25,000 or any contract where the potential liability to the IEEE or IEEE Computer Society exceeds $25,000 (for example a bus or transportation contract) must be signed either by the Society Executive Director or designee, and executed by the IEEE, or the Society may refuse to accept liability. In the case of a meeting cosponsored by the Society, the Society may accept the authorized signature of an executive of a cosponsor. Agreements for incidental meeting expenses such as copier rental, audio-visual equipment or other small equipment rental will not require signature by the Society Executive Director unless the contract is over $20,000.

6.5 TECHNICAL COMMITTEES

The IEEE Computer Society shall support technical committees (TCs) by size, scope, and maturity, who are composed of individuals with shared interest in a subset or application of computer and information processing technology. The creation or dissolution of TCs must be approved by the Board of Governors, upon recommendation of the T&C Board.

6.5.1 Technical Committees

The purpose of technical committees (TCs) is to provide leadership and technical oversight in organizing technical activities in technical domains or specialty areas. Activities include publishing a newsletter, sponsoring and conducting technical meetings, developing awards within the technical discipline and providing forums for discussion of technical topics. Each TC chair shall be elected by the Computer Society members who have joined that TC; only CS members are eligible to vote. Election procedures established by the T&C Board are spelled out in the TC's Charter and the *Technical & Conference Activities Board Handbook*. TC Chairs shall report to the TAC Chair. The TAC chair can in special circumstances appoint new TC chairs. Such circumstances may involve an inactive TC that needs to be revitalized.

6.5.2 Membership Requirements

Membership in a TC is open to all IEEE Computer Society members, subject to such additional requirements as may be established by individual technical committees. All such supplemental requirements must be approved by the relevant TC chair and the vice president for technical and conference activities. The requirements may be based on such criteria as participation, payment of a reasonable fee, or expressed or demonstrated interest in the technical field. A TC chair must be a member of the IEEE Computer Society. A TC may allow individuals who are not IEEE Computer Society members to participate in the committee's activities. Such individuals will be considered corresponding members and may be required to pay for the cost of newsletters and other services. The *Technical and Conference Activities Board Handbook* shall specify the maximum number of non-fee-requiring TCs an individual may join without cost. There is no limit on the number of fee-requiring TCs a person can join.

6.5.3 Membership Fees

If a TC decides to implement fees for membership, those fees must be approved by a review panel established for that purpose by the vice president for technical and conference activities. The responsibility of this panel is to ensure that the TC will be viable with income necessary to support a reasonable package of services to each of its members for the fees being charged. The review usually occurs in conjunction with the review and approval of the next year's budget.

a. There must be a difference between fees for regular members and corresponding members. The TC may choose to charge lower fees for IEEE student members.

b. All TC fees will be collected and accounted for through the IEEE Computer Society's staff operations.

c. The panel will annually review all proposed fees in relation to services provided.

6.6 *TECHNICAL AND CONFERENCE ACTIVITIES BOARD HANDBOOK*

The T&C Board shall create and be responsible for maintaining a *Technical and Conference Activities Board Handbook*, in which detailed procedures for the conduct of the technical and conference activities program will be set forth.

T&C is responsible for annual updates to the handbook. The handbook will set forth the name and scope of each technical committee as approved by the Board of Governors. This handbook will be the primary means of ensuring appropriate quality and continuity in the operation of the technical committees. The T&C Board may modify its procedures without Board of Governors approval, provided that its procedures are consistent with these policies and procedures and with applicable policies and procedures of the IEEE. However the vice president for technical and conference activities is responsible for seeing that a copy of the then-current handbook is distributed to each member of the T&C Board, and its committees, and the Board of Governors at the beginning of each calendar year.

6.7 WORKSHOPS, SEMINARS, TUTORIALS AND CONFERENCES, NEWSLETTERS

TCs are encouraged to hold workshops or other special meetings to complement the technical program at appropriate major IEEE Computer Society conferences. In addition, TCs are encouraged to establish, sponsor, and operate conferences which provide a technical service to their members and the profession, while generating enough surpluses to justify operating funds for other TC activities and support the Society's non-revenue programs and services. To the extent practicable to do so, the names and logos of all such meetings will be service marked by the Society in the name of the IEEE. TCs are strongly encouraged to frequently prepare newsletters for their members. TC newsletters will be distributed free to IEEE Computer Society members. Other TC publications can be distributed to their members.

6.8 TC VITALITY CRITERIA

The T&C Board is responsible for maintaining a high degree of technical excellence and organizational vitality among the TCs. Specific vitality criteria, assessment techniques, and related matters will be addressed in the *Technical and Conference Activities Board Handbook* prepared by the T&C Board.

The T&C Board should establish recommended and minimum levels of activity criteria for each TC. The leaders of a TC should hold at least one business and planning meeting per year and should submit a report in the standard form provided in the *Technical and Conference Activities Board Handbook* to the vice president for technical and conference activities each October. The report should assess the year's activities and set forth plans for the following year. These reports will be the basis on which T&C Board may judge the activity level of the TC.

6.9 TC BUDGETS

6.9.1 Operating Budget Allocation

Each TC shall be allocated an operating budget primarily based on its fiscal performance and contribution to the Society from two years ago. TC budgets must be approved by the T&C Board. Each TC may spend funds as long as the expenditures do not exceed the total approved TC budget. The guiding principle is to invest in activities that grow the technical domain of the TC and benefit the broadest TC membership. Any TC expense not related to their approved budget may be subject to T&C Treasurer review.

Each technical committee shall request an operating budget drawn from a portion of the administrative fees and net surplus from all conference, tutorials,

workshop, and similar activities from two years ago. The policies for TC sponsored conference allocation shall be specified in the *Technical and Conference Activities Board Handbook*. TCs which consistently fail to generate revenues sufficient to fund their costs of operation will be reviewed for vitality as provided herein.

SECTION 7 EDUCATIONAL ACTIVITIES

7.1 MEMBERSHIP

The Educational Activities Board (EAB) shall be chaired by the vice president for educational activities and shall consist of the following members: the vice chair, the past chair, the chairs of standing and ad hoc committees, one IEEE Computer Society CSAB representative director to be selected by the vice president for educational activities, and up to seven members appointed by the vice president for educational activities with the concurrence of the Society president. The members of the EAB shall include representation from the following communities served by the board: K-12 education, university education, and computing professionals. The vice chair, the chairpersons of the standing committees and the IEEE Computer Society CSAB representative directors shall be appointed by the president with the recommendation of the vice president for educational activities. The president may delegate authority for such appointments to the vice president.

7.1.1 Liaison Representatives

The membership of the EAB shall include a member appointed by the chair of each of the following boards: Professional Activities; Standards Activities; Chapter Activities, and Technical and Conference Activities.

7.2 RESPONSIBILITIES

As established in Section 1 of Article VII of the IEEE Computer Society bylaws, the EAB is responsible for establishing and maintaining programs that address (1) the educational needs of students at all levels and (2) the current and future educational and training needs of computing professionals. In pursuit of the second goal, the EAB will work closely with the Professional Activities Board (PAB).

The EAB has the following specific goals:

- Increasing interest in computing disciplines.
- Providing support for educational programs in computing at all levels.
- Identifying (in coordination with the Professional Activities Board) the needs of members and nonmembers for continuing professional education and training.
- Prototyping, developing, and implementing resources for continuing professional education and training for members and nonmembers.
- Using its programs to attract and retain members.
- Contributing revenue to the IEEE Computer Society.

7.3 STANDING COMMITTEES

7.3.1 Curriculum Development Committee

The Curriculum Development Committee develops curriculum recommendations for programs in computing and related areas.

7.3.2 Continuing Professional Education and Training Committee

The Continuing Professional Education and Training Committee shall acquire knowledge of the needs and preferences of professionals working in the computer industry and develop programs for the continuing education and training of professionals employed in the computing and information technology industries. These programs will be delivered through a range of options, which may include online resources, distance learning courses, continuing education courses, professional development seminars, and tutorials.

7.3.2.1 Certification Training Subcommittee

The Certification Training Subcommittee provides, develops, and implements programs to support those preparing for the Society's certification examinations, including training courses and self-study materials. It also recommends and implements policies to regulate any third party providers of certification training. The committee may provide technical support to Society staff and other providers developing training courses.

7.3.3 Accreditation Committee

The Accreditation Committee consists of a chair and at least two additional members. The chair will be the senior (in terms of service) CSAB representative director from the IEEE Computer Society. At least one additional CSAB representative or alternate director will serve on the committee. Other Accreditation Committee members will be individuals with interest and experience in the accreditation of academic programs in computing, and IEEE Computer Society liaisons to IEEE and other organizations who have activities in accreditation of academic programs in computing.

7.3.4 Competitions Committee

The Competitions Committee shall organize and administer the competitions of the IEEE Computer Society that are in support of educational programs or public perception of computing.

7.3.5 Conferences Committee

The Conferences Committee includes the IEEE Computer Society Frontiers in Education (FIE) steering committee representatives, and other members as required. It is responsible for representing the IEEE Computer Society's interests in the operations of the FIE and other educational conferences in which the IEEE Computer Society is involved.

7.4 APPOINTMENT OF CSAB REPRESENTATIVE DIRECTORS

The vice president for educational activities shall make recommendations to the president for appointments of representative directors and alternate representative directors to the CSAB Board of directors. Appointments of representative directors shall be for a three-year term, renewable once without a break. Appointments of alternate representative directors shall be for a one-year term.

SECTION 8 MEMBER AND GEOGRAPHIC ACTIVITIES BOARD

8.1 MEMBERSHIP

The Member and Geographic Activities Board (MGA) shall be chaired by the vice president for member and geographic activities as provided in the bylaws and shall consist of the following members appointed by the vice president: the vice chairs of the Member Development Committee, Geographic Unit Operations Committee, Awards and Recognition Committee, Outreach Committee and Finance Committee; the secretary; and chairs of any other standing committees established by the MGA in accordance with the provisions of the bylaws. The vice president may appoint up to three additional members to the MGA. In addition, any Computer Society representatives to IEEE MGA member development committees or other membership-related committees shall be *ex officio*, non-voting members of the MGA.

8.1.1 Liaison Representatives

The vice presidents of other Computer Society boards may appoint an *ex offic*io, non-voting representative to the MGA.

8.2 RESPONSIBILITIES

The MGA shall provide leadership in the Society for member development and member-related activities including member services, promotion and retention, information, programs and support for professional and student chapters, and such other promotional programs and functions as may be assigned by the Board of Governors, the Executive Committee, or the president.

8.3 STANDING COMMITTEES

8.3.1 Member Development Committee

8.3.1.1 Membership

The Member Development Committee (MDC) shall be chaired by a vice chair of the MGA, and shall consist of chairs of the Professional Member Development Committee and Student Member Development Committee, professional and student member development coordinators, and chairs of any subcommittees established to fulfill the responsibilities of the MDC. The chairs shall be appointed by the vice president for MGA. The vice president may delegate such authority to the vice chair of MDC.

8.3.1.2 Responsibilities

The MDC shall be responsible for providing strategic guidance and oversight for professional and student member development, recruitment, retention, recovery, engagement activities, member services, benefits, and life cycle management through the Professional and Student Member Development Committees.

8.3.1.3 Chair Responsibilities

The vice chair of the MDC shall plan, direct, and administer strategies for member development, promotion and retention of professional, student, affinity, and pre-university members, engagement and life cycle activities, benefits and services, and field support through membership development coordinators. In addition, the vice chair shall promote membership activities within the Society, at the chapter, section, region, national, and international level. In addition, the vice chair shall ensure that member development activities are coordinated with the Geographic Unit Operations and Awards and Recognition Committees and shall maintain adequate interaction with MDC of IEEE MGA.

8.3.1.4 The chairs of the Professional Member Development and Student Member Development Committees shall execute and report on strategies for member development, recruitment, retention, and recovery activities at the local, region, section, chapter, national, and international level.

8.3.2 Geographic Units Operations Committee

8.3.2.1 Membership

The Geographic Unit Operations Committee (GUO) shall be chaired by a vice chair of the MGA, and shall consist of chairs of any subcommittees established to fulfill the responsibilities of the GUO. The chair shall be appointed by the vice president for MGA. The vice president may delegate such authority to the vice chair of GUO.

8.3.2.2 Responsibilities

The GUO shall be responsible for providing strategic guidance, oversight and support for member engagement programs through chapters, volunteer training, and activities that link members including,

but not limited to, regions, sections, chapters, geographic, affinity groups such as IEEE Women in Engineering (WIE), Graduates of the Last Decade (GOLD), etc., and outreach.

8.3.2.3 Chair Responsibilities

The vice chair of GUO shall plan, direct, and administer strategies for professional and student member engagement through the IEEE network of sections, regions, chapters, clubs, geographic unit and affinity group activities , and shall provide volunteer training, development, and succession planning to support chapter operations. In addition, the vice chair shall coordinate GUO activities with the Member Development and Awards and Recognition Committees.

8.3.3 Awards and Recognition Committee

8.3.3.1 Membership

The MGA Awards and Recognition Committee (MA&R) shall be chaired by a vice chair of the MGA, and shall consist of chairs of any subcommittees established to fulfill the responsibilities of the MA&R. The chair shall be appointed by the vice president for MGA.

8.3.3.2 Chair Responsibilities

The vice chair of MA&R shall plan, direct, and administer strategies for professional and student member engagement in MGA awards and recognition programs, scholarships, fellowships, contests, member grade recognition, the Distinguished Visitors Program (DVP), the Member Visitor Program (MVP), and shall promote member engagement. In addition, the vice chair shall ensure that MA&R activities coordinate with the Member Development Committee and Geographic Unit Operations Committee activities.

8.3.4 Outreach Committee

8.3.4.1 Membership

The MGA Outreach Committee (MO) shall be chaired by a vice chair of the MGA, and shall consist of chairs of any subcommittees established to fulfill the responsibilities of the MO. The chair shall be appointed by the vice president for MGA.

8.3.4.2 Chair Responsibilities

The vice chair of MO shall plan, direct, and administer strategies for improving gender diversity in the computing field and technical fields in general, promote outreach programs to encourage women in education, research and industry in the computing and allied fields, and liaise with sister organizations that promote gender diversity. In addition, the vice chair shall ensure that MO activities coordinate with IEEE Women in Engineering and other relevant Computer Society boards and committees to promote the creation and sustaining of a CS-Women entity.

8.3.5 Finance Committee

8.3.5.1 Membership

The Finance Committee shall consist of a vice chair of the MGA, and chairs of any subcommittees established to fulfill the responsibilities of the Finance Committee. The chair shall be appointed by the vice president for MGA.

8.3.5.2 Chair Responsibilities

The vice chair of Finance shall:

- prepare the annual MGA budget and, after approval by the Board of Governors, shall supervise its execution;
- coordinate IT tools for the support of GUO;
- oversee member statistics, surveys, and research; and
- evaluate and report out the effectiveness of member development and engagement programs.

8.4 SECRETARY

The MGA secretary shall prepare minutes, shall support the vice president for MGA to identify and recruit volunteers, and shall foster member engagement.

8.5 OTHER COMMITTEES

Other standing and ad hoc committees may be created by action of the MGA. Unless otherwise provided by the action of the MGA, the chair and the members of any committee shall be appointed by the vice president for MGA and serve on an annual basis.

8.6 *MGA HANDBOOK*

MGA shall create and maintain a handbook that sets forth detailed procedures for the operation of the Society's membership and geographic activities program. MGA may modify its procedures by

majority vote of MGA members without Board of Governors approval provided that its procedures are consistent with IEEE and IEEE Computer Society policies and procedures. All changes to the handbook procedures shall be published in the *Agenda Book* prepared for the next Board of Governors meeting following the change. The handbook will be available on computer.org. The vice president for MGA shall be responsible for distributing the URL for the current handbook to each member of MGA and its standing committees, and the Board of Governors at the beginning of each calendar year.

SECTION 9 PUBLICATIONS

9.1 GENERAL

9.1.1 Definitions

In the following the term 'publications' shall include magazines, transactions, letter-style journals, web-based publications, conference proceedings, individual books, and book series intended for delivery in any and all media as well as any other content or collections of content published by the Publications Board of the Computer Society. The terms 'series publications' shall refer to magazines, transactions, and book series, 'periodical publications' shall refer to magazines and transactions, and 'individual publications' shall refer to conference proceedings and individual books.

9.1.2 Logos

All Society publications are to bear the names and logos of both the IEEE Computer Society and the IEEE prominently in a manner appropriate to the medium in which it is presented.

9.1.3 Peer Review Process

Policies shall be established regarding various levels of peer review appropriate to different types of work. Some materials, such as, but not limited to columns, editorials, blogs, and product reviews, may be published with minimal or no peer review. Review policies shall be developed by the Publications Board in conjunction with the responsible publications operations committee. The review policies should generally be typical of review policies of respected scientific, scholarly, and technical societies. The policies should provide for appropriate author appeals, but the anonymity of the reviewers should be maintained.

9.2 PUBLICATIONS BOARD

9.2.1 Membership

The Publications Board shall be chaired by the vice president for publications as provided in the bylaws, and shall consist of the following voting members appointed by the vice president: Magazine Operations Committee chair, Transactions Operations Committee chair, Press Operations Committee chair, the Digital Library Operations Committee chair, the IEEE Computer Society's representative to the IEEE Publications Services and Products Board (PSPB), and an additional three to six members-at-large (non-editors in chief) with experience in publications. In addition, all editors in chief (EICs), and the director of products and services shall be *ex officio*, non-voting members of the Publications Board.

9.2.2 Publication Review and Planning

The Publications Board shall:

1. review each of the Society's series publications at least once every five years, based on the periodical review submitted to the IEEE Periodicals Review Committee;

2. consider changes of scope and name to evolve publications with changes in the field;

3. consider terminating or combining of series publications when necessary; and

4. plan for and recommend new publications to the Board of Governors.

9.2.3 Budgeting Responsibilities

The Publications Board shall review annual page budgets as proposed by the EICs and as recommended by Transactions Operations Committee (TOC) and Magazine Operations Committee (MOC). Additionally the Publications Board shall be responsible for preparing and recommending its annual budget to the Board of Governors. The Publications Board shall be responsible for presenting its recommended budgets, including editorial page budgets, prices and frequencies of periodical publications, to the Finance Committee and the Board of Governors.

9.2.4 *Publications Handbook*

The Publications Board shall create and be responsible for maintaining a *Publications Handbook*, which sets forth detailed procedures for the operation of the Society's overall publication program. This manual will be the primary means of ensuring appropriate quality and continuity in the operation of the Society publications. The Publications Board may modify its procedures without Board of Governors approval provided that its procedures are consistent with these policies and procedures and with applicable policies and procedures of the IEEE. However, all changes to publications procedures shall be published in the

Agenda Book prepared for the next Board of Governors meeting following the change. The vice president for publications is responsible for seeing that a copy of the then-current manual is distributed to each member of the Publications Board, TOC, MOC, DLOC, and the Board of Governors at the beginning of each calendar year.

9.2.5 Mentoring Future EICs

The bylaws establish that the Publications Board is responsible for recommending EIC candidates to the president. To carry out this process, the Publications Board shall establish and maintain a mechanism for mentoring future EICs in order to produce a pool of candidates with experience that permits them to assume an EIC position.

9.2.6 Editor in Chief Appointments

1. For publications solely sponsored by the IEEE Computer Society, EIC search committees shall be used to evaluate all applicants and nominees following the process defined in 9.2.7. Reappointment considerations shall follow the process defined in 9.2.7.

2. For jointly sponsored publications with steering committees, the steering committee shall recommend candidate(s) for each EIC position to the Publications Board for their review and further recommendation to the president.

3. EIC appointments for *Computing in Science & Engineering* shall follow the process defined in 9.2.10.

4. EICs appointments for Press shall be selected using the process in 9.2.7. Reappointments shall follow the process defined in 9.2.8.

9.2.7 Editor in Chief Search Process

The vice president for publications shall establish an *ad hoc* EIC search committee for the open position with the approval of the person serving as president when the final presidential decision is made. The committee shall consist of at least three members, at least fourteen months in advance of the known vacancy. This time can be less in the case of extraordinary vacancies (e.g., the resignation, severe or prolonged illness, or death of an EIC). In such extraordinary situations, the vice president for publications, in concurrence with the Publications Board's voting members, shall, as expeditiously as possible, recommend to the president for appointment an "acting" EIC, while the EIC search is conducted.

The search committee shall develop a list of applicants through open solicitation, including recommendations from the corresponding operations committee. The committee shall solicit applications from people being mentored for EIC positions, from former or present associate editors, from people who have editorial experience outside of the IEEE Computer Society, and from those nominated as a result of the open solicitation. Nominations and applications shall be sought from technical committees, conferences, and other editorial boards.

As the search progresses, the search committee shall keep the vice president for publications and president of the Society aware of the candidates being considered. The functions of each body and officer need to be well understood by all involved: the search committee's function is to identify and evaluate applicants, and to select and recommend candidates from the applicants; the Publications Board reviews those candidates and makes its recommendations to the president; the president evaluates, in consultation with the past president and president-elect, selects and appoints the EIC from the candidates brought forward by the Search Committee; and the Board of Governors reviews and consents to the appointment.

Early in the search process the committee shall ask each applicant to prepare a dossier including:

a) a letter of institutional/employer support for this editorship, should the position be offered.

b) a plan or vision statement that details the prospective course of action that the applicant projects to take with respect to the publication. This plan shall include:

   (1) the applicant's perspective of the publication including challenges and opportunities,

   (2) the tasks of the EIC to meet the challenges and to exploit the opportunities,

   (3) the objective milestones associated with the intermediate and final accomplishment of these tasks,

   (4) the projected schedules for the accomplishment of these milestones,

   (5) the projected organization which will accomplish these tasks, and

(6) the funding requirements to accomplish these tasks.

c) a resume, including publications and editorial experience.

These are necessary conditions for an applicant to be considered as a candidate.

The search committee will use the standard "scoring matrix" described in the *Publications Handbook* to ensure that its members consider all relevant experience and abilities of each candidate and to ensure that these are treated similarly for all candidates.

The search committee shall recommend two or more candidates to the Publications Board. In exceptional cases where the search committee recommends only one candidate, the committee must report on attempts to find other qualified candidates.

After the search committee selects its top candidate(s), the chair shall discuss the committee's recommendations with the vice president for publications and the president and prepare the committee's report. The report shall provide an overview of the search process and recommend the candidate(s) for the EIC position. The committee report along with the dossiers of the candidate(s) shall be securely distributed electronically to the voting members of the Publications Board at least 15 days before the meeting at which the recommendations are to be considered. The Publications Board shall maintain the confidentiality of the information. In extraordinary circumstances the vice president for publications may waive or reduce the time allotted for Publications Board review.

The search committee shall report its findings and recommendations to the Publications Board in executive session. Those included in the executive session are the voting members of the Publications Board only, the president of the Society, and members of the Search Committee.

The Publications Board shall review the recommendations of the search committee and endorses all, some or none of the candidates. The Publications Board shall make its recommendation to the president in confidence. No public disclosure of the candidates' identities shall be made until after the new EIC has been notified of his/her appointment.

As provided in the bylaws, the final step in the process occurs when the president selects an appointee from the candidates brought forward by the search committee and presents the appointment to the Board of Governors for concurrence. This shall include a copy of the appointee's plans. The vice president for publications shall provide a written executive summary of the search process to the Board of Governors. The Board of Governors may consent to the appointment of the president's appointee, in which case the president shall make the appointment. If the Board of Governors refuses consent, then they may bring forward a second candidate that has been recommended by the search committee. If the president is unable to identify an acceptable appointee from those candidates presented, the Board of Governors shall be informed and a new search initiated.

EICs may be appointed for a maximum of two consecutive terms for a given position. A term is two years but may be extended to no more than three years in the case of a new publication, the unexpected replacement of an EIC, termination of a publication, or other extenuating circumstances. The exact duration of an extended term will be indicated at the time of appointment of the new EIC. At the discretion of the vice president for publications, the first two-year term of office of the EIC shall begin with the appearance of that publication.

9.2.8. Reappointment of an Editor in Chief

1. An EIC who is serving his/her first term is eligible for reappointment. The vice president for publications shall ask his/her willingness to serve a second term fourteen months before the end of the first term. If the EIC is not willing to serve a second term, the process defined in 9.2.7 shall be followed in selecting a new EIC.

2. If the EIC is willing to serve a second term, the vice president for publications shall appoint an evaluation committee to evaluate the EIC's performance. The EIC shall prepare and submit his/her dossier as defined in 9.2.8.4 and include his/her accomplishments during the past year.

3. The evaluation committee shall seek input from the periodical's editorial board, the IEEE Computer Society Publications' staff, and the Publications Board and prepare its report with a recommendation on reappointment. The report along with the dossier of the EICs shall be securely distributed electronically to the voting members of the Publications Board at least 15

days before the meeting at which it will be considered (normally the first meeting of the year). In extraordinary circumstances the vice president can waive or reduce the allotted time for Publications Board review.

4. The evaluation committee's recommendation on reappointment shall be presented to the voting members of the Publications Board in executive session. If the evaluation committee recommends reappointment, the Publications Board endorses reappointment and the president elects to reappoint the EIC for a second term, after consultation with the past president and president-elect, the reappointment shall be presented to the Board of Governors for their consent. If there is not agreement on reappointment, then a search committee shall be appointed and shall follow the procedures in 9.2.7 in seeking and recommending additional candidates. The current EIC may be considered as one of the candidates.

9.2.9 Editorial Board Member Selection Process

Editorial Board members for each periodical shall be appointed by the respective EICs with the advice of the Publications Board, utilizing the following procedures:

1. The EIC shall send in plain ASCII format through regular e-mail (not as an attachment) the following:

    a. A lead paragraph by the EIC explaining the need for and justifying the nomination.

    b. The candidate's technical biography similar to what appears at the end of a paper: a short paragraph or two describing the nominee's main qualifications and accomplishments. Emphasis should be given to the candidate's qualifications that are relevant to his or her duties as an Editorial Board member.

    c. Selected list of relevant publications (maximum of 10).

    d. A hyperlink to a location where additional information may be found. If a Web address is not available, other contact information should be included.

2. Publications Board members have 30 days to provide advice on the proposed appointment.

9.2.10 Editor in Chief Appointments of *Computing in Science & Engineering*

1. The search committee for the EIC of *Computing in Science & Engineering* will be appointed jointly by the IEEE Computer Society and the American Institute of Physics (AIP).

2. The search committee shall bring forward one candidate for appointment or reappointment. This recommendation will be communicated in advance to the AIP appointment officer before it is discussed by the Publications Board.

3. The voting members of the Publications Board shall recommend one candidate for joint appointment by the Society and the AIP.

9.2.11 Editorial Workshops

The Publications Board will organize EIC planning, orientation and leadership session as necessary.

9.2.12 Evaluation Procedures for Periodicals

It is the duty of the Publications Board to review publications and decide their fate. If the review of a publication determines that it is no longer viable, then the Publications Board has the responsibility to recommend to the Board of Governors that it should be either, closed, merged with another publication, or dealt with in some other way so that it neither detracts for the Society's reputation or becomes a drain on the Society's resources.

The evaluation of publications shall use the criteria below:

1. *Objective Criteria*. Examples of items to be evaluated include current and projected financial health (net revenue and contribution margin), current and projected circulation, subscriber, retention, peer review and publication cycle times (submission to first decision and final acceptance to publication), submission and acceptance rates, citation indices, and usage in all digital collections.

2. *Subjective Criteria*. Examples of items to be evaluated include the scope and breadth of coverage, sampling of readership opinion, sampling of authors' opinions and editorial overlap with other publications.

When possible, the evaluation of a publication should be done in conjunction with a search for a new EIC for the publication.

9.2.13 Editorial Budget Policy

The IEEE Computer Society and the home institution of an EIC together shall supply the support required to perform the functions of the EIC. The EIC should use funds from the host institution or other available sources in preference to the funds of the IEEE Computer Society where a choice is possible. The IEEE Computer Society shall assure sufficient funding to perform the following when the home institution funds are insufficient to support these activities:

Secretarial Support: An EIC needs secretarial support proportional to the workload, based on the number of submissions and page counts. Secretarial support is provided by the IEEE Computer Society.

Office Expense: Office expenses include the cost of communications and supplies. The expenses related to phone, fax, mail, filing, copying, and so forth are reimbursable.

Travel Policy: Each EIC shall have budgeted funding for the EIC or the EIC's designee to travel to up to three Publications Board meetings annually. In addition, each EIC shall have budgeted funding for the EIC or the EIC's designee for travel to an EIC meeting with staff editors and to an editorial board meeting. Each EIC shall have budgeted funding to hold and annual editorial board meeting. If an EIC chooses to hold an editorial board meeting, the EIC is encouraged to hold it at a major conference that is normally attended by many members of the editorial board, and for which travel support can readily be obtained from sources other than the IEEE Computer Society.

Publication-specific expenses: When identified by an EIC and endorsed by the vice president for publications, some publication-specific expenses can be included in the budget. Among the items that qualify as publication-specific is travel of some editorial board members to a meeting for a specific purpose, assistance to associate editors, and special activities for particular publications that are not generic to all publications.

9.2.14 Computing Now

Computing Now shall be treated as a magazine. The EIC of Computing Now shall be selected by the same procedures that are used to select the editors in chief of magazines, and shall be a member of the Magazine Operations Committee.

9.3 OPERATIONS COMMITTEES

9.3.1 Membership

The membership of the Magazine Operations Committee (MOC), the Transactions Operations Committee (TOC), the Press Operations Committee (POC) and the Digital Library Operating Committee (DLOC) shall be as specified in the bylaws. These three committees collectively shall be referred to as the Operations Committees (OCs).

9.3.2 Duties

The OCs, as appropriate, are responsible for collecting budget information from the EICs, analyzing and recommending EIC budgets for approval by the Publications Board, providing such other assistance to the vice president for publications as may be required, and overseeing all of the operational aspects of the publications within their scope.

1. The OCs will review the budgets proposed by their respective EICs and assist the EICs in preparing them as required. Once a budget is approved by the applicable OC, it will be forwarded to the Publications Board with a recommendation for approval or amendment. The budget will become the official operating budget for the publication, upon its approval by the Board of Governors.

2. The OCs are responsible for all of the operation aspects of their publications -- dealing with insufficient or overabundant backlog, soliciting manuscripts, refereeing processes, copy editing processes, monitoring the timeliness of publication, and other issues.

3. The OCs will encourage publications with common technical interests and overlapping scopes to (a) sponsor joint publications and explore ways to collaborate that might help in reducing backlog and publishing manuscripts with minimum delay, and (b) provide useful, complementary coverage of important topics for the reader.

4. The OCs will establish an effective interface between the EICs and other activities of the Society.

5. The OCs will assist the Publications Board and the periodical EICs in recognizing outstanding technical leaders and achievers (EICs, editorial board members, guest editors, quality referees, authors of outstanding manuscripts, etc.). and assist the EICs and vice president for publications in submitting the necessary documentation for nominating candidates for the various IEEE and IEEE Computer Society awards.

9.4. INTEGRITY AND PLAGIARISM

The IEEE Computer Society is committed to ensuring that its publications contain material that is properly identified as the work of its authors. To that end, it identifies a member of the Publications Board to promote integrity in publication and to enforce the IEEE and IEEE Computer Society policies regarding plagiarism and improper publication of material.

9.4.1 Chair of the Committee on Integrity

The vice president for publications shall form a Committee on Integrity, and designate one of the members of the Publications Board as the chair of the Committee.

9.4.2 Committee on Integrity

The chair of the Committee on Integrity, with the approval of the vice president of publications, shall appoint Society members to the Committee on Integrity.

9.4.3 Duties

The Committee on Integrity shall implement IEEE and IEEE Computer Society procedures that address author complaints concerning plagiarism and improper publication of material. The committee shall take actions to promote the integrity of Computer Society publications, such as developing educational materials for prospective authors.

9.5 SCOPE STATEMENTS FOR PUBLICATIONS

The current scope statements for all publications shall be included in the *Publications Handbook*. Scope statements will be reviewed and, if necessary, refreshed during the periodical review process.

9.6 ADVERTISING IN IEEE COMPUTER SOCIETY PUBLICATIONS

Advertising may be accepted in Society publications. The publisher has full discretion to accept or reject any advertising. Guidelines for determining acceptable and unacceptable advertising are:

Acceptable:

* Products or services of direct interest and usefulness to members. Examples include electronics and electrical materials, components, and systems; positions available and wanted.

* Products which in consensus are deemed socially valuable and which complement the members' research and/or business needs, or a vocational bent. Examples include technical or high-technology hobbies (audio equipment, photographic equipment), auto rental companies, and airlines.

Unacceptable:

* Tobacco, liquor, get-rich-quick schemes, venture capital available, questionable educational opportunities, and diploma mills.

* Any advertisement presented in a format or illustrated in a manner not in keeping with the professional image of Society publications.

* Any advertisement suggesting or implying age, gender, or other types of discrimination.

9.7 PUBLICATIONS COPY EDITING POLICY

IEEE Computer Society publications are intended to focus on the needs of the reader. These needs can only be met if the publications are understandable and readable. Both technical and copy editing at some level for author-submitted technical material are essential in producing an understandable, readable, and technically accurate article in the style of the publication. Technical editing involves the author and EIC, and copy editing involves the author and copy editor. Both processes impact the technical content, understandability, readability, and publications style and quality. A set of general guidelines shall be developed and incorporated in the

Society's *Publications Handbook*. They shall necessarily be general in nature because of the diversity of situations encountered.

9.8 SPECIAL SUBSCRIPTIONS

9.8.1 Promotional Subscriptions and Sales at Conferences

Responsibility for negotiating the terms and conditions for the provision of promotional subscriptions to periodicals and sales of books and conference proceedings at conferences resides with the vice president for publications.

9.8.2 Block Subscriptions

The sale of block subscriptions and sales of books and conference proceedings to sister societies is permitted. A block subscription or sale is defined as 100 or more subscriptions or copies of a single book or proceedings shipped to the same address, or shipped to different addresses, where mailing labels or other forms of electronic distribution have been provided by the sister society. The sister society would handle all collections. A "total membership" block subscription will be billed to the sister society at a rate of at least the IEEE entity member rate. A "member option" block subscription will be billed at a rate of at least 1.2 times the member rate. It will be required that the sister society bill individual members in the "member option" case at the sister society rate or greater.

9.9 REUSE OF INTELLECTUAL PROPERTY

The IEEE Computer Society is committed to the exchange and dissemination of technical information. This may be accomplished through the publication of conference proceedings and periodicals. The secondary use of the intellectual property from the publications shall follow the guidelines given in this section.

9.9.1 The IEEE requires that all technical, educational and professional publications of the IEEE, except newsletters, but including Society and technical council Newsletters, be copyrighted by the IEEE. In the case of jointly sponsored conferences, IEEE recognizes the right of another qualified sponsor to hold the copyright and administer all copyright matters on behalf of the IEEE and its author, provided, however, that such right shall be the subject or written agreement between the IEEE and the qualified sponsor. Except in the case of a conference which is sponsored and maintains its own permanent administrative office, a conference is not considered a sponsor and may not hold a copyright to IEEE material.

9.9.2 Conference Proceedings

1. Each conference shall be allowed to post its proceedings on its official conference Web site, according to policies stated in the *Technical Meetings Handbook*.

2. The IEEE Computer Society shall collect the accepted papers for every conference it sponsors and cosponsors and shall have the right to place them in its digital collections, according to policies set by the IEEE Computer Society Publications Board.

3. Conferences may not offer individual papers or collections of papers for reuse without the written permission of the IEEE, in accordance with the IEEE copyright policy.

4. Revenues generated from the inclusion of proceedings in the Digital Library or other collections shall be distributed in accordance with policies set by the Finance Committee and the Board of Governors.

9.9.3 Periodicals

1. The IEEE Computer Society invests heavily in the development of the content of periodicals and shall control the reuse of this content.

2. Except for authors' posting their work on their own Web sites, individual papers or collections of papers from the IEEE Computer Society periodicals shall not be posted on servers other than the official Society dissemination servers.

3. Any reuse of intellectual property from periodicals in collections shall require the written permission of the IEEE.

SECTION 10 STANDARDS ACTIVITIES

10.1 STANDARDS ACTIVITIES BOARD (SAB)

The objectives of the IEEE Computer Society's standards activities are to provide an organizational framework and conducive environment within which to develop broadly accepted, sound, timely, and technically excellent standard and consensus documents and agreements that will advance the theory and practice of computing and information processing science and technology.

Draft standards developed within the IEEE Computer Society (CS) are submitted to the IEEE Standards Association, to be approved and published as IEEE standards.

Where appropriate, standards sponsors pursue adoption of their work as international, regional, or national standards.

10.2 RELATIONSHIP OF THE IEEE COMPUTER SOCIETY TO IEEE STANDARDS BOARD

In performing standardization activities, the policies and procedures of the SAB as well as its actions must conform to all applicable requirements placed upon standards sponsors by the IEEE Standards Association.

10.3 SAB RESPONSIBILITIES

As established in Section 1 of Article X of the IEEE Computer Society bylaws, the SAB is responsible for:

- recommending to the IEEE Computer Society Board of Governors all policies and practices with respect to standards,
- monitoring all IEEE Computer Society standards activities to assure conformance to approved policies and procedures,
- establishing (or dissolving when appropriate) all IEEE Computer Society standards sponsors, approving the scope of each sponsor's charter,
- maintaining and publishing IEEE Computer Society *Standards Handbook*, and
- serving as standards sponsor when appropriate.

10.4 SAB MEMBERSHIP

The SAB Chair is the IEEE Computer Society Vice President for Standards Activities. SAB members are specified in the IEEE Computer Society Bylaws. Members of the SAB shall be members of the IEEE Computer Society and shall be encouraged to be members of the IEEE.

Members of the SAB shall also maintain an active interest in and provide timely responses to clarification of issues related to standards development. Members may vote immediately upon appointment.

10.4.1 Sponsor Representatives

Each Sponsor shall designate a representative to serve as member of the SAB. Sponsor representatives vote, and are counted in the determination of quorum.

10.4.2 Members-at-Large

The president shall appoint up to 12 additional members to the SAB. The president may delegate authority for such appointments to the vice president for standards. Members-at-large vote, and are counted in the determination of the quorum.

10.4.3 *Ex officio* Liaison Members

Other organizations, internal and external to the IEEE Computer Society, may be invited to designate liaison representatives to serve as *ex officio* members of the SAB. *Ex officio* members may vote but are not counted in the determination of quorum.

10.5 SAB DUTIES

The SAB Chair shall:

1. Maintain the SAB membership list.
2. Appoint members-at-large as provided by the bylaws.
3. Appoint SAB officers as listed below:
   a. Vice chairs
   b. Secretary
   c. International Activities chair

d. Vitality chair

4. Appoint IEEE Computer Society liaison representatives to IEEE-SA and to other organizations as provided by the bylaws.

5. Appoint liaison representatives to other program boards and committees of the IEEE Computer Society, as provided by the bylaws.

6. Prepare an annual IEEE Computer Society SAB budget and, after approval by the Board of Governors (BoG), supervise its execution.

7. Appoint committees to the SAB.

8. Carry out other delegated and assigned responsibilities.

SECTION 11 AUDIT COMMITTEE

11.1 AUDIT COMMITTEE GUIDELINES

11.1.1 Introduction

The Audit Committee is a standing committee authorized by Article XII, Section 1, of the IEEE Computer Society bylaws. This bylaw states the committee charter, the qualification and method of appointment of its members and method of selecting its chair. All entities of the IEEE Computer Society shall cooperate with the Audit Committee in its goals of improving and enhancing the Society and its operations. Audit Committee members shall respect the privacy of sensitive information, and shall avoid actions at cross-purposes with the needs of the auditing process. The complete bylaw reads as follows:

"The Audit Committee shall be appointed by the Board of Governors with the recommendation of the Nominations Committee. It shall review the Society's policies, procedures, and practices, including finance, and recommend such changes as it considers desirable. The Audit Committee shall consist of not fewer than three or more than five franchised members of the Board of Governors, none of whom shall be a Society officer. The Audit Committee shall select its own chairperson."

As the committee is appointed by the Board of Governors, it is responsible only to the Board, and through it to the Society membership.

11.1.2 Purpose and Scope

The purpose of the committee is to examine policy, procedures and compliance therewith; to identify additions, changes and deletions in the above which will improve or enhance Society operations; and, to make recommendations to the Board of Governors.

The scope of Audit Committee activities shall encompass all Society entities and operations, including both volunteer and staff activities, interface with the IEEE and its entities, with affiliated organizations, and with external organizations and activities.

11.1.3 Committee Membership and Organization

The Nominations Committee is charged with providing recommendations for appointments to the Audit Committee. In order to provide committee members who are knowledgeable of Society activities, are not currently involved in Society management, and to facilitate the audit process, it is recommended that the Nominations Committee, to the greatest extent practical, use the following guidelines in selecting candidates.

a. Audit Committee members shall not be members of the Executive Committee.

b. Potential members should express a willingness and commitment to serve.

c. Potential members should have been recently active or familiar with at least two major activities at the Society level.

d. Preferably, Audit Committee members should be able to serve for two years to provide continuity on the committee.

In the event of resignations from the Audit Committee which the president or the committee chair feel will hinder its effectiveness, either the president or the committee chair may request the Nominations Committee to present additional candidates to the Board of Governors and request the Board to appoint such additional members.

11.1.4 Selection of Audit Committee Chair

The Committee shall select a chair within 30 days of their appointment. The committee should agree on a procedure of its own choosing for selection of the chair and then proceed accordingly. This task must be resolved within the committee. There are no rules or requirements to be met by the chair other than being an Audit Committee member. Past experience on the committee is not a requirement.

11.1.5 Chair's Responsibilities

The Audit Committee chair shall call committee meetings (or telephone meetings) as required, arranging for a meeting room and notifying committee members of time and place.

The chair shall preside at all meetings of the committee, and shall have IEEE and IEEE Computer Society constitution, bylaws, and other manuals and procedures distributed to committee members prior to the start of audit activity.

With guidance from the committee, the chair shall establish a schedule for the work of the committee.
With guidance from the committee, the chair shall assign areas to be audited to provide the broadest

coverage of Society operations possible. The committee should seek to review all activities which have recently experienced problems or controversies. The committee should review the financial audit, the accompanying auditors' management letter and the staff response thereto, and look into any issues which, in its opinion, require further investigation such as conflict of interest situations.

The committee should adopt a multi-year schedule that provides for review of all major program areas at least once every three years. In addition, the committee should examine any specific issues referred to the committee by motion of the Board of Governors or Executive Committee.

The chair shall coordinate submission and review of findings and recommendations of committee members, obtain committee agreement on the final report, and have the final report prepared and submitted to all members of the Board at its final meeting of the year, and shall remind the president and the Board of need for a response to the Board on all recommendations from the preceding year's audit.

11.1.6 Committee Members' Responsibility

Audit Committee members shall review these guidelines prior to beginning their work, and shall attend all meetings called by the chair. Members should review all aspects of operations of the Society in their assigned areas, review all appropriate documentation for consistency, completeness, and effectiveness, examine operations and activities for compliance, identify significant deficiencies and/or opportunities, and prepare draft findings and recommendations for committee review, modification, and concurrence.

11.1.7 Schedule

Prior to the last meeting of the year the Society Executive Director shall send a copy of this section of the *IEEE Computer Society Policies & Procedures Manual* to the chair of the Nominations Committee with a request to prepare a slate of Audit Committee nominees.

Prior to the last meeting of the year the Nominations Committee is to select a slate of nominees for the Audit Committee for the succeeding year. Copies of these guidelines should be provided to potential nominees prior to obtaining their concurrence. At the last meeting of the year the Board shall appoint the Audit Committee members for the next year.

11.2 BUDGET

The Audit Committee shall have a budgeted line item for its expenses. The chair of the Audit Committee is responsible for authorizing travel and other expenses charged to the Audit Committee line item. Such expenses shall be forwarded to the treasurer as the responsible officer for signature, unless the treasurer delegates that responsibility to the Audit Committee chair.

11.3 *AUDIT COMMITTEE HANDBOOK*

The Audit Committee shall maintain a handbook on the operations of the committee.

SECTION 12 AWARDS

12.1 AWARDS PROGRAM

The IEEE Computer Society sponsors an awards program to recognize both technical achievement and service to the Society. In the technical area, recognition may be given for pioneering and current contributions to the field of computer science and engineering. In addition, the Society encourages nominations of and by its members for appropriate IEEE awards. Service awards may be given to both volunteers and staff for well-defined and highly valued contributions to the Society. The awards program is intended to recognize both technical and service contributions. No award is automatic or given by reason of an individual holding a position or office. The Awards Committee must take care to preserve the integrity of the evaluation and selection process to assure that it is both open and rigorous, and that it contributes to the prestige of the Society and the award recipients.

12.2 AWARDS COMMITTEE MEMBERSHIP

The Awards Committee shall consist of a chair, appointed by the Society president, and members, including the chairs of all the awards subcommittees and one to three at-large members, appointed by the Awards Committee chair with the concurrence of the Society president. The technical committee awards subcommittee chair shall be appointed in consultation with the vice president for technical and conference activities. The immediate past chair shall be an ex officio, non-voting member. One or more members shall be appointed as vice-chairs of the committee. The number of Awards Committee members may increase or decrease based on the number of awards subcommittees. The awards subcommittees shall consist of, but are not limited to, the following:

- **Computer Pioneer Award and Computer Entrepreneur Award Subcommittee**
- **Seymour Cray Computer Engineering Award and Sidney Fernbach Award Subcommittee**
- **Eckert-Mauchly Award Subcommittee**
- **Harry H. Goode Memorial Award, W. Wallace McDowell Award, B. Ramakrishna Rau Award Subcommittee**
- **IEEE Awards Candidate Search**
- **Tsutomu Kanai Award Subcommittee**
- **Hans Karlsson Award Subcommittee**
- **Richard E. Merwin Distinguished Service Award Subcommittee**
- **Harlan D. Mills Award and IEEE Computer Society/SEI Watts S. Humphrey Software Process Achievement Award Subcommittee**
- **Education Awards Subcommittee**
- **Technical Achievement Award Subcommittee**
- **Ken Kennedy Award Subcommittee**
- **Service Awards and Certificates Subcommittee**
- **Technical Committee Awards Subcommittee**

12.3 AWARDS COMMITTEE RESPONSIBILITIES

The Awards Committee grants awards in some cases and prepares nominations in other cases. It develops awards plans and recommends policies for the consideration of the Board of Governors and other IEEE bodies as appropriate, and ensures the proper conduct of the awards program, including recommending the modification and/or creation of new awards as needed. The current IEEE Division Directors or their appointees represent the Society on the IEEE TAB Awards and Recognition Committee to afford liaison to the full IEEE community.

12.3.1 Nomination Solicitations

It is the responsibility of the Awards Committee to assure that there are a sufficient number of qualified nominees for each award, including awards for which external nominations are sought. To facilitate the nominations process, the Awards Committee prepares and includes in the *Awards Handbook* a master schedule of nomination deadlines. This schedule should be reported annually to the Board of Governors at its initial meeting. In addition, the Awards Committee should assure timely coverage of the solicitation for awards in *Computer* magazine, member communications, the Society's website, and elsewhere as appropriate. Nominations procedures should be adequately publicized in *Computer* and elsewhere as appropriate. The awards chair should also solicit nominations directly from the head of the major program boards, conference organizers, standards groups, and others. For awards in which external nominations are sought and prove insufficient, it is the responsibility of the Awards Committee to develop and implement a plan to encourage additional nominations.

12.3.2 Confidentiality of Nominees' Identities and Committee Deliberations

The Awards Committee and its subcommittees shall exercise extreme caution to maintain confidentiality in their deliberations, including the identity of nominees. This is especially critical for those awards for which final approval authority rests with the Board of Governors. Until the Board of Governors has disposed of the nomination no word of the committee's recommendation should be given to nominees, nominators, or any other persons.

12.3.3 *Awards Handbook*

The Awards Committee shall create and maintain an *Awards Handbook*, in which detailed procedures for the solicitation, review, and selection of nominees for each award will be set forth. This handbook serves as the primary means of ensuring appropriate quality and continuity in the operation of the several awards subcommittees. The Awards Committee may modify its procedures without Board of Governors approval provided that its procedures are consistent with these policies and procedures and with applicable policies and procedures of the IEEE. The Awards Committee chair is responsible for seeing that a copy of the then-current handbook is made available to each member of the Awards Committee and the Board of Governors at the beginning of each calendar year.

12.3.4 Awards Subcommittees

The Awards Committee should take care to assure that each subcommittee is established at a size appropriate to its task; however, in no case shall subcommittees have fewer than three members. Non-chair members of a subcommittee should be discouraged from holding membership on the Awards Committee. When presenting a subcommittee nomination to the Awards Committee, the subcommittee chair shall state in writing that the procedures have been followed with exceptions and reasons duly noted.

12.3.5 Publicity for Granted Awards

The Awards Committee should assure timely coverage of the major awards presented by the IEEE Computer Society in *Computer* magazine, other appropriate publications, and on the Society website. Additional steps should be taken by the Awards Committee to assure appropriate publicity with awardees' employers, local communities, *alma maters*, and other groups associated with the awardees.

12.4 ADMINISTRATION OF AWARDS

The administrative process for all awards administered by the IEEE Computer Society shall, to the extent practicable, be uniform.

12.4.1 General Procedures Applying to All Society Awards

The following general provisions shall apply to all Society awards.

1. There are no general eligibility restrictions on nominees, nominators, or endorsers. In particular, neither nominees, nominators, nor endorsers need be a member of the IEEE Computer Society or the IEEE. Any individual, who meets the specified criteria for an award, may be nominated and receive the award. No one may nominate himself or herself, except as specified otherwise by the individual award. Franchised members of the Board of Governors are not eligible to nominate, endorse, or receive any Society awards, other than service award certificates In addition, in conformance with IEEE procedures, posthumous awards shall be made only when knowledge of the awardee's death is received after announcement of the recipient. Nominations of known deceased persons shall not receive consideration, and will be returned to the nominator with a statement of the policy.

2. The Awards Committee shall actively solicit nominations for all awards and shall evaluate nominees according to the criteria set forth herein for each award. For major awards the committee should seek to establish a "pool" of qualified potential recipients which can be regularly updated and considered by awards subcommittees. The names of individuals in this candidate pool shall be passed on from one Awards Committee to the next.

3. All nominations received by the Awards Committee or any of its subcommittees shall be acknowledged upon receipt, in writing, by the chair to the nominator.

4. All major awards shall be presented at the IEEE Computer Society's Annual Awards Ceremony unless otherwise specified in the individual award descriptions in Sections 12.5 and 12.6. All other awards may be presented at a major conference of the Society or appropriate event, respecting the preferences of the recipient and practical limitations.

5. All awards shall be memorialized on a certificate or plaque presented to the recipient. Awards may also take additional forms as provided herein.

6. The Awards Committee budget shall fund service certificate award and Golden Core recognition expenses. As described in Sections 12.5 and 12.6, the Awards Committee budget funds honorarium, travel expenses, prize items, and ceremony expenses for major awards presented at the annual awards ceremony. For major Computer Society-level awards presented at conferences, the Awards Committee budget shall fund honorarium and prize items, and may fund travel support. Conference awards ceremony expenses shall be the responsibility of the conference.

7. Each conference should support the costs of luncheons or any other social activities that accompany an award presentation for all awardees whose awards are the result of that conference's activities. The vice president of technical and conference activities is to formally make this a part of approved conference budgets and plans. Expenses incurred for awardees of non-conference issued awards shall be covered by the appropriate budgets as specified herein, not charged as expenses of the conference.

12.4.2 Awards for which the Awards Committee Has Final Approval Authority

Following the general procedures set forth in Section 12.3.1, the Awards Committee shall solicit nominees, review candidates, and exercise final approval authority for recipients of the following awards:

- **IEEE Computer Society/SEI Watts S. Humphrey Software Process Achievement Award**
- **Distinguished Contributions to Public Service in a Pre-College Environment**
- **Certificate of Appreciation**
- **Meritorious Service Certificate**
- **Outstanding Contribution Certificate**
- **Distinguished Service Certificate**
- **Continuous Service Award**
- **Standards Activities Service Award**
- **Technical Committee Recognition and Service Awards**

For these awards, the Awards Committee chair shall be responsible for notifying awardees and for notifying nominators of the disposition of their nominations.

12.4.3 Awards Approved by the Board of Governors (Major Awards)

Following the same general procedures set forth in Section 12.3.1, the IEEE Computer Society Awards Committee shall, for each of the following awards, solicit nominees, review candidates, and recommend nominees to the Board of Governors for final approval:

- **Taylor L. Booth Education Award**
- **Computer Entrepreneur Award**
- **Computer Pioneer Award**
- **Computer Science & Engineering Undergraduate Teaching Award**
- **Seymour Cray Computer Engineering Award**
- **Sidney Fernbach Award**
- **Harry H. Goode Memorial Award**
- **Tsutomu Kanai Award**
- **Hans Karlsson Award**
- **Harlan D. Mills Award**
  Richard E. Merwin Distinguished Service Award
- **W. Wallace McDowell Award**
- **B. Ramakrishna Rau Award**
- **Technical Achievement Award**

Members of the major award subcommittees shall not participate in the nomination or seconding of, or serve as references for, candidates for the award(s) of the subcommittee(s) on which they serve. The selection of recipients of all of the above major awards shall be made by the Board of Governors after disclosure of the nominees and discussion of the merits of the nominations in executive session with the Awards chair. The Board of Governors may select a recipient from the nominees presented or refer the award back to the Awards Committee for further consideration, including the consideration of additional candidates suggested by the Board. In presenting the recommendations of the Awards Committee, the committee chair should present a written statement presenting the specific

contributions of each award recipient recommended to the Board, should describe the nomination solicitation and review process guidelines for each award, and either certify that those procedures were followed or document any exceptions made and the reasons therefore. The president shall notify awardees as soon as possible after Board action. The Awards Committee chair shall notify all nominators of the final disposition of their nominations *after* the president has notified the awardees.

12.4.4 Major Awards Presented Jointly with ACM

Joint IEEE Computer Society-ACM subcommittees shall seek nominations and select nominees for the Eckert-Mauchly Award and the Ken Kennedy Award.

12.4.5 Provision for New Named Awards

A new named award in memory of a deceased person shall not be established sooner than 5 years after the demise of the individual to be memorialized.

12.5 TECHNICAL AWARDS DESCRIPTIONS AND PROCEDURES

12.5.1 Technical Achievement Awards

Contribution: Outstanding and innovative contributions to the fields of computer and information science and engineering or computer technology, usually within the past 10, and not more than 15, years. Contributions must have significantly promoted technical progress in the field. In addition, a TC may nominate Technical Achievement Awards in the name of a TC.

Eligibility: Open to all, except for candidates receiving major awards in the same area.

Award: Certificate and honorarium of $2,000. Travel funds are provided, if necessary, to assure that awardees can travel to the annual awards ceremony. Up to five awards may be presented annually, plus co-awards, if necessary.

Administration: The Technical Achievement Subcommittee shall solicit candidates and make the preliminary selection of up to five nominees, with the appropriate input and support from the relevant technical areas and technical committees.

12.5.2 Computer Pioneer Award

Contribution: The Computer Pioneer Award recognizes significant contributions to concepts and developments in the electronic computer field which have clearly advanced the state of the art in computing. The contributions must have taken place 15 or more years earlier.

Award: Silver medal. Up to four awards, including co-awardees if necessary, may be presented annually. Travel funds will be provided, if necessary, to assure that the awardees and one companion each can travel to the annual awards ceremony.

12.5.3 Computer Entrepreneur Award

Contribution: The Computer Entrepreneur Award recognizes managers and leaders who are responsible for the growth of some segment of the computer industry or technical managers whose entrepreneurial leadership built the computer industry. The efforts must have taken place over 15 years earlier, and the industry effects must be generally and openly visible.

Award: Museum-quality sterling silver chalice.

Administration: The Computer Pioneer Award and Computer Entrepreneur Award Subcommittee shall solicit candidates and make the preliminary selection for both awards. The Subcommittee may select up to four nominees for the Computer Pioneer Award. Appointment of previous Computer Pioneer Award recipients to serve on the subcommittee is strongly encouraged, but not required. .

12.5.4 Eckert-Mauchly Award

Contribution: Outstanding contributions to the field of computer architecture.

Award: Certificate and honorarium of $5,000 to be normally presented at the International Symposium on Computer Architecture (ISCA).

Administration: The award is administered by a committee composed equally of members from the ACM and the IEEE Computer Society. The chair is an additional appointee rotated yearly between ACM (even year) and the IEEE Computer Society (odd year). IEEE Computer Society appointees to the committee (and the chair) are selected by the Awards Committee chair with the concurrence of the president. The Committee's choice for the award is

reported to the Awards Committee by its representative to the joint committee for consideration and recommendation to the president, whose approval shall constitute concurrence on behalf of the Society. Such concurrence shall be reported to the Board of Governors at its next regular meeting.

Funding: The IEEE Computer Society is obligated to fund one-half of the cash award and the certificate expense unless it is covered by the International Symposium on Computer Architecture (ISCA). The symposium will provide travel funds, if necessary, to assure that the awardee can attend the symposium presentation.

12.5.5 W. Wallace McDowell Award

Contribution: Outstanding recent theoretical, design, educational, practical, or other similar innovative contribution that falls within the scope of IEEE Computer Society interest. The award may be given for a single contribution of great merit or a series of lesser contributions that have had or are expected to have an important influence on the computer field. The W. Wallace McDowell award is the highest technical award made solely by the IEEE Computer Society where selection of the awardee is based on the highest level of technical accomplishment and achievement.

Award: Certificate and $2,000 honorarium. Usually presented to a single recipient. Travel funds will be provided, if necessary, to assure that the awardee can travel to the annual awards ceremony.

Administration: The Goode, McDowell and Rau Subcommittee shall solicit candidates and make the preliminary selection. The prospective candidate(s) will be presented to the Awards Committee for discussion and recommendation, and to the Board of Governors for approval.

Funding: A fund established by IBM in honor of W. W. McDowell in the IEEE Foundation covers all expenses incurred, including travel funds to ensure that the recipient and one companion can attend the presentation ceremonies.

12.5.6 Taylor L. Booth Education Award

Contribution: Outstanding record in computer science and engineering education, as established by some of the following: achieving recognition as a teacher of renown in a relevant and applicable course; writing an influential text in computer science and engineering; leading, inspiring, or providing significant educational content during the creation of a curriculum in the field; inspiring others to a career in computer sciences and engineering education.

Award: Bronze medal and $5,000 honorarium, usually presented to a single recipient. Travel funds will be provided, if necessary, to assure that the awardee can travel to the annual awards ceremony.

Administration: The Education Awards Subcommittee shall solicit candidates and make the preliminary selection. The prospective candidate(s) shall be presented to the Awards Committee for discussion and recommendation, and to the Board of Governors for approval.

12.5.7 Harry H. Goode Memorial Award

The Harry H. Goode Memorial Award was originally presented by AFIPS as an annual award to honor and encourage outstanding contributions to the information processing field. Upon the dissolution of AFIPS in 1990 the IEEE Computer Society agreed to assume responsibility for the continuation of the award.

Contribution: Recipients are selected on the basis of achievements in the information processing field which are considered either a single contribution of theory, design, or technique of outstanding significance, or the accumulation of important contributions on theory or practice over an extended time period, the total of which represents an outstanding contribution.

Award: Bronze medal and $2,000 honorarium. Travel funds will be provided, if necessary, to assure that the awardee can travel to the annual awards ceremony.

Administration: The Goode, McDowell and Rau Subcommittee shall solicit candidates and make the preliminary selection.

12.5.8 Sidney Fernbach Award

Contribution: Outstanding contribution in the application of high performance computers using innovative approaches.

Nominator: Anyone may nominate. Nominations will be specifically solicited from the SC conference committee.

Award: Certificate and $2,000 honorarium to be normally presented at the SC conference. Travel funds will be provided, if necessary, to assure that the awardee can travel to the site where the award will be presented. The awardee will normally be invited to present a paper at SC. This award shall be presented by the IEEE Computer Society President or his designee. A brochure featuring each recipient's contributions shall be produced for the award ceremony.

Administration: The Cray Award and Fernbach Award Subcommittee shall consist of a subcommittee chair and at least six members. The Awards Committee chair shall appoint the subcommittee chair after seeking recommendations from the SC Conference Committee. The award subcommittee shall solicit candidates and make the preliminary selection.

12.5.9 Hans Karlsson Award

Contribution: Presented in recognition of outstanding skills and dedication to diplomacy, team facilitation and joint achievement, in the development or promotion of standards in the computer industry where individual aspirations, corporate competition, and organizational rivalry could otherwise be counter to the benefit of Society.

Eligibility: Limited to present or past participants in IEEE CS Standards activities.

Nominator: Anyone may nominate. Nominations will be specifically solicited from the IEEE Computer Society SAB and the IEEE Computer Society standards sponsor committees.

Award: Plaque and $2,000 honorarium Travel funds will be provided, if necessary, to assure that the awardee can travel to the annual awards ceremony.

Administration: The Awards Committee, in consultation with the IEEE Computer Society Standards Activities Board, shall appoint a subcommittee of the Awards Committee to solicit candidates and make the preliminary selection.

12.5.10 IEEE Computer Society/SEI Watts S. Humphrey Software Process Achievement Award

Contribution: Presented in recognition of outstanding achievement in improving the software process.

Eligibility: Open to all software professionals who participate in software development, support, or management, and are employed by and participate in the software work of an organization that produces, supports, enhances, or otherwise provides software-intensive products or services.

Nominator: Anyone may nominate. All nominations must be seconded by a senior executive of the software organization in which the nominated individual or team works, and supported by a two page description indicating the nature of the achievement.

Award: The finalists and winner shall be announced and recognized by the IEEE Computer Society. The winner will receive an engraved, commemorative plaque and total honorarium of $1,500. This award will normally be presented at the annual International Conference on Software Engineering (ICSE) or a similar event determined by the chair of the Technical Council on Software Engineering (TCSE) and the director of the Software Engineering Institute (SEI). The winner will be invited to produce a technical report describing the process improvement and results, and to present a paper at the Annual SEI Software Engineering Symposium.

Administration: The Award Committee, in consultation with the chair of the Technical Council on Software Engineering and the Director of the Software Engineering Institute, shall appoint the chair of the IEEE Computer Society/SEI Watts S. Humphrey Software Process Achievement Award subcommittee. The chair of the subcommittee shall appoint the other members of the subcommittee, consisting of five software professionals with recognized knowledge and experience in software process improvement, in consultation with the chair of the IEEE Computer Society Awards Committee. Nominations shall be submitted to the award subcommittee, which shall review and rank each qualified nomination according to the criteria set forth for the award. After selecting finalists, the subcommittee may visit and/or interview the finalist organizations, and may recommend up to five finalists and a winner to the Awards Committee for approval.

Funding: Awards Committee budget covers expenses incurred in advertising for nominations, publicizing the names of the finalists and award winners, and providing the engraved plaque. The Software Engineering Institute will provide assistance to the winner in preparing a talk and paper on the winning achievement and will pay the $1,500 honorarium to the winner and winning team. The Software Engineering Institute may also provide additional advertising and publicity for the award. It is expected that the organizations of the finalists for the award will bear the cost of site visits, if necessary. Costs of site visits may also be partially covered by the Software Engineering Institute.
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12.5.11 Tsutomu Kanai Award

Contribution: Presented in recognition of major contributions to the state-of-the-art distributed computing systems and their applications.

Award: Certificate, crystal memento, and $10,000 honorarium. In addition, the recipient will receive a travel grant of up to $5,000 to cover reasonable and customary expenses to attend two technical conferences**.** Travel funds will be provided, if necessary, to assure that the awardee can travel to the annual awards ceremony.

Administration: The Kanai Award Subcommittee shall solicit candidates throughout the year and make the preliminary selection.

Funding: This award was funded from an endowment provided by the Hitachi Corporation, in honor of Tsutomou Kanai.

12.5.12 Seymour Cray Computer Engineering Award

Contribution: Presented in recognition of innovative contributions to high performance computing systems that best exemplify the creative spirit demonstrated by Seymour Cray.

Award: Crystal memento, certificate, and $10,000 honorarium to be normally presented at the SC conference Travel expenses will be provided, if necessary for the awardee(s) to travel to the site where the award will be presented. This award will be presented by the IEEE Computer Society President or his designee. The awardee will normally be invited to present a paper at SC. A brochure featuring each recipient's contributions shall be produced for the award ceremony.

Administration: The Cray Award and Fernbach Award Subcommittee shall consist of a subcommittee chair and at least six members. The Awards Committee chair shall appoint the subcommittee chair after seeking recommendations from the SC Conference Committee. The Cray Award and Fernbach Award subcommittee solicits candidates throughout the year and makes the preliminary selection.

Funding: This award was initially funded from an endowment provided by the SGI, in honor of Seymour Cray.

12.5.13 Computer Science & Engineering Undergraduate Teaching Award

Contribution: To recognize outstanding contributions to undergraduate education through both teaching and service. This award should focus our interest on undergraduate education, as well as affirm our support for excellence in undergraduate education. The participation of local entities should help to maintain interest, increase the visibility of the Society, and make a statement about the importance with which we view undergraduate education.

Eligibility: A faculty member in a degree program in computer science, computer engineering, computer information systems, or a similar program.

Award: Certificate, and $2,000 honorarium. Travel funds will be provided, if necessary, to assure that the awardee can travel to the annual awards ceremony.

Administration: The Awards Committee chair, with the concurrence of the vice president for educational activities, shall appoint a subcommittee chair.

12.5.14 Harlan D. Mills Award

Description: To recognize researchers and practitioners who have demonstrated long-standing, sustained, and meaningful contributions to the theory and practice of the information sciences, focusing on contributions to the practice of software engineering through the application of sound theory.

Eligibility: Achievements should demonstrate a sustained body of work in software engineering theory and practice. The winner would be generally recognized in the software engineering community

for achieving the results stated and for encouraging and teaching others to do the same.

Award Plaque and $3000 honorarium to be normally presented at the International Conference on Software Engineering. The awardee may be invited to give a talk at the conference. One recipient, awarded annually, as appropriate. Travel funds will be provided, if necessary, to assure that the awardee can travel to the site where the award is being presented.

Administration: The Harlan Mills/Software Process Achievement subcommittee shall solicit candidates and make the preliminary selection.

12.5.15 Ken Kennedy Award

Contribution: To recognize outstanding contributions to programmability and productivity in computing and substantial community service or mentoring contributions.

Award: Certificate and $5,000 honorarium to be normally presented at the SC conference. The awardee shall be invited to present a paper at the SC conference, or at an ACM or IEEE conference of the winner's choosing, during the year following the announcement. Travel expenses of the recipient and one companion to attend the presentation ceremonies at a conference shall be borne by the conference. A brochure featuring each recipient's contributions shall be produced for the award ceremony.

Administration: The award shall be administered by a six-member committee composed equally of members from the ACM and the IEEE Computer Society. Terms are for three years, with one of the three members (of each society) changing each year. The chair shall be an additional appointee rotated yearly between ACM (odd year) and the IEEE Computer Society (even year). The Committee's choice for the award shall be reported to the Awards Committee by its representatives to the joint committee for consideration and recommendation to the president, whose approval will constitute concurrence on behalf of the Society. Such concurrence shall be reported to the Board of Governors at its next regular meeting.

Funding: This award shall be funded from an endowment of $100,000 with equal contributions from ACM and the IEEE Computer Society. The endowment shall be administered by the IEEE Foundation.

12.5.16 B. Ramakrishna Rau Award

Contribution: in recognition of substantial contributions in the field of computer microarchitecture and compiler code generation. The candidate will have made an outstanding, innovative contribution or contributions to microarchitecture, use of novel microarchitectural techniques or compiler/architecture interfacing. It is hoped, but not required, that the winner will have also contributed to the computer microarchitecture community through teaching, mentoring, or community service.

Award: Certificate and $2,000 honorarium to be normally presented at the annual ACM/IEEE International Symposium on Microarchitecture. The awardee shall be invited to present a paper at symposium. Travel expenses of the recipient to attend the presentation ceremonies shall be borne by the symposium.

Administration: The Goode, McDowell and Rau Subcommittee shall solicit candidates and make the preliminary selection.

Funding: This award shall be funded from an endowment administered by the IEEE Foundation.

12.5.17 Conference Best Paper Awards (for Papers Presented at Society Sponsored or Cosponsored Conferences)

Contribution: The Best Paper Award recognizes the most outstanding contribution to the state of the art within the scope of the conference. The paper containing the contribution must be presented at the conference by one of its authors and published in the conference record or proceedings.

Award: Certificate for each author and $200-500, the amount to be determined by the conference, to be equally divided in the case of multiple authors. The award may be announced at the conference where it is chosen or may be announced after the conference. The award should be presented at the next conference in the series, if possible, or at one of the sponsoring Society's major conferences. The award should be presented in a timely manner.

Administration: The selection committee shall be appointed by the appropriate conference program committee and proceeding as outlined in the Awards Committee Procedures.

Funding: Funding for such awards is to be included in the approved operating budget for the conference.

12.6 SERVICE AWARDS DESCRIPTIONS AND PROCEDURES

Service awards are intended to recognize service to IEEE Computer Society programs and activities, and to the profession, as opposed to technical achievement.

12.6.1 Richard E. Merwin Award for Distinguished Service

Contribution: Outstanding volunteer service to the profession at large, including significant service to the IEEE Computer Society or its predecessor organizations. The award is for service as opposed to technical achievement.

Eligibility: The Richard E. Merwin Award is the highest level volunteer service award of the Society and the highest selection criteria are to be maintained. No current or past Society president shall be eligible until four years after completion of presidential service.

Award: Bronze medal and $5,000 honorarium. Funds for travel to the presentation site, if necessary, will be provided for the awardee and one companion.

Administration: The Merwin Subcommittee shall solicit candidates and make the preliminary selection.

12.6.2 Distinguished Contributions to Public Service in a Pre-College Environment

Contributions: To further the professional and technical goals of the IEEE Computer Society in a pre-college environment.

Nominator: Anyone may nominate. Nominations must include specific information on activities for at least five years and be accompanied by at least two endorsement letters.

Award: Plaque.

Administration: The Education Awards Subcommittee shall solicit nominations and make the preliminary selection.

12.6.3 Service Award Certificates

Service award certificates may be presented at any appropriate Society function. Nominations may be made at any time, but it is preferable if the nomination follows closely in time the contribution to be recognized. Service award certificate recipients shall be acknowledged annually on the Computer Society's website.

12.6.3.1 Certificate of Appreciation (CA)

Contribution: Creditable service to any Society activity or program. Awards signed by the function chair certify the function's appreciation for services performed by individuals. Areas of contribution would include service with a conference organizing or program committee. It can be given to subcommittee members in lieu of a letter of appreciation.

Administration: Awards Committee approval of intra-function (within a single program or activity) CAs is not required. If the nominator is not responsible for the function, candidates must be endorsed by the function or committee chair or an appropriate officer. Certificates signed by the president are to certify the Society's appreciation for the services performed by the individual and shall be approved by the Awards Committee.

12.6.3.2 Meritorious Service Certificate (MS)

Contribution: Significant service to any Society-sponsored activity may qualify in whole or in part. Qualification is enhanced by the level and number of contributions, excellence, dedication, and tenure of service. Areas of contributions include any significant role in one activity such as an editorship, committee or conference support of unusual and/or continuing nature, and service as Society officer, committee or conference general or program chair.

Administration: Certificates are signed by the president and shall be approved by the Awards Committee.

12.6.3.3 Outstanding Contribution Certificate (OC)

Contribution: An achievement of major value and significance to the IEEE Computer Society. The achievement should be a specific, concisely characterized accomplishment, as opposed to a collection of different efforts. Examples could include the successful launching of major conference series, publications, standards and model curricula. A group OC award may be given for a major contribution in which a number of volunteers each made significant contributions. Certificates bearing all names would be awarded.

Administration: Certificates are signed by the president and must be approved by the Awards Committee.

12.6.3 Distinguished Service Certificate (DS)

Contribution: The highest service award certificate in recognition for long and distinguished service to the IEEE Computer Society at a level of dedication and achievement rarely demonstrated. Often includes service in several capacities, and positions of significant Society responsibility, with contribution levels justifying multiple Meritorious Service Certificates or higher. Areas of contributions might include initiating a Society program or conference, or long-term and active service on Society committees.

Administration: Certificates are signed by the president and shall be approved by the Awards Committee.

12.6.3.5 Continuous Service Award

Contribution: Ongoing credible service to any Society activity or program. This is intended to recognize and encourage the ongoing involvement of volunteers in Society programs. The initial certificate may be awarded after three years of continuous service. Service may be within a single role over multiple years, or reflect changes of roles within the Society. This is comparable to multiple Certificates of Appreciation signed at the presidential level.

Eligibility: All current IEEE Computer Society volunteers.

Nominator: Initial nomination should be from the program or activity leadership, or the vice president responsible for the nominee's area of work. No further endorsements are required.

Administration: Awards Committee approval of the initial award followed by annual renewal based on the confirmation of the chair or leader of the associated program. The citation should indicate the general area of contribution so that rotation through various jobs can be recognized in this context as appropriate. For example, "For ongoing volunteer service to the IEEE Computer Society", and for each year, indicated the area of involvement and role.

Award: Certificates are signed by the president and shall be approved by the Awards Committee

SECTION 12.7 ADMINISTRATION OF TECHNICAL COMMITTEE AWARDS

1. Proposals for the establishment of new technical committee recognition or service awards or revision of existing awards shall be endorsed by the appropriate technical council, committee, or task force (collectively TCs) and forwarded to the Awards Committee, Board of Governors, and IEEE TABARC for review and endorsement of the award specifications, to IEEE TAB for approval, and to the IEEE Awards Board for information.

2. TCs shall manage their award solicitation and selection process according to procedures set forth in the Awards Handbook. Each TC chair or executive committee shall appoint an award selection subcommittee to publicize a call for nominations, solicit candidates and make the preliminary selection.

3. The award selection subcommittee shall forward the award candidate recommendation to the TC Executive Committee for endorsement and to the Awards Committee for final approval.

12.8 AWARDS TO PAID STAFF MEMBERS

Generally all service awards are open to all paid Society staff members whose contributions qualify. There are important provisos, however, and operational variants pertaining to the nomination and approval procedures. Staff and volunteers should be kept aware of the intent and scope of awards program as it applies to staff. For example, awards will generally not be given for the excellence in performance of normal responsibilities, for which normal compensation methods exist. The

contribution must be exceptional relative to the type and/or level of accomplishment for which the Society compensates the employee at present or for which it might reasonably do so in the near future, via promotion or other change in assigned responsibilities. The achievement should also be distinctly apparent to the employee's peers and appropriate staff and volunteer management. Most importantly, awards to staff shall not be used in lieu of normal forms of compensation. In order to minimize sensitivity or management problems, the nomination and review processes must include consultation with appropriate senior staff managers, including the chief staff executive.

12.8.1 Harry Hayman Award for Distinguished Staff Achievement

Contribution: Long and distinguished service of an exemplary nature in the performance of duties over and above those called for as a regular employee of the Society.

Eligibility: Current IEEE Computer Society staff members of long standing.

Nominator: Anyone can nominate.

Award: Plaque and a $5,000 honorarium. A brochure featuring each recipient's contributions shall be produced for the award ceremony.

Presentation: At an appropriate function specified by the president.

Administration: This award is an exception to general awards practices. Nominees for the award shall be considered and approved by the Society's Executive Committee. Nominations shall be made to the Society's Executive Committee through the president. The Awards Committee will assist in the logistics of the process, including the preparation of the brochure

12.9 AWARDS TO CHAPTERS

Contribution: Each year, the Member and Geographic Activities Board (MGAB) will present Outstanding Chapter Awards (OCAs) to the chapter and the student chapter that perform best during the previous year as compared to all other chapters. The level or performance will be based on the guidelines for the OCA established by MGAB.

Administration: This award will be administered and funded by MGAB. The Awards Committee shall approve the award recipient.

Award: The award will consist of a certificate and Distinguished Visitors Program (DVP) visit in which local expenses normally paid by the chapter are paid by the IEEE Computer Society to the first place winners. Four additional certificate awards will be presented consisting of one IEEE Computer Society publication of choice to the second and third place winning chapters and student chapters.

12.10 GOLDEN CORE MEMBER RECOGNITION

Contribution: Long-standing member or staff service to the Society. Each year the Awards Committee will select up to a maximum number of 50 recipients from eligible candidates and permanently include their names in the Golden Core Member master list.

Eligibility: All current IEEE Computer Society members or staff. A Golden Core member must have received one of the following:

- Meritorious Service Certificate,
- Outstanding Contribution Certificate,
- Distinguished Service Certificate,
- Richard E. Merwin Award,
- Harry Hayman Award;

Or must have served in one of the following capacities:

- Staff member with five years tenure,
- Board of Governors members,
- Executive Committee member,
- President

Administration: The recognition program shall be administered and funded by the Awards Committee.

Recognition: The recognition will consist of a Golden Core pin and plaque. Presentation of the recognition may be at an appropriate function designated by the president or by mail. Individual names will be included in a master list and publicized in accordance with Awards Committee responsibilities for publicity reaching the IEEE Computer Society membership.

12.11 AWARDS TO STUDENTS

Contribution: The Awards Committee shall organize a team of judges to present awards at the annual Intel Science and Engineering Fair (ISEF). The Awards Chair shall appoint the Society's chief ISEF judge. The chief judge shall recruit a minimum of three additional judges and manage the on-site judging process. Three individual and two team awards may be presented for outstanding high school student projects.

Administration: The ISEF awards shall be administered and funded by the Awards Committee.

Award: First place individual award of $1,000, second place individual award of $500, and third place individual award of $350. First place team award of $500 for each team member and second place team award of $400 for each team member. All winners also receive a one year free subscription to the Computer Society magazine of their choice.

12.12 IEEE AWARDS SUPPORT

The IEEE sponsors awards in areas of interest to the IEEE Computer Society. It is the responsibility of the Awards Committee to ensure that the Society solicits both nominators and candidates for these awards, and that appropriate, timely nominations are made to the appropriate body of the IEEE. The IEEE Awards Candidate Search Subcommittee shall seek nominators and candidates for four primary IEEE awards:

- **Emanuel R. Piore Award**
- **Koji Kobayashi Award**
- **Richard W. Hamming Medal**
- **John Von Neumann Medal**

In addition, many IEEE and other IEEE technical Society awards exist for contributions made directly or indirectly to the field of computers and computing. The IEEE Awards Candidate Search Subcommittee shall coordinate the Society's participation in and contribute directly to these relevant awards programs.

13.1 CONSTITUTION & BYLAWS COMMITTEE

13.1.1 Duties and Responsibilities

The Constitution & Bylaws Committee shall be responsible for reviewing, evaluating, and formulating changes in the Constitution, Bylaws and *IEEE Computer Society Policies & Procedures Manual* (PPM) of the Society. With the approval of a majority of the members of the committee, the committee may conduct business by telephone, mail, or other means of correspondence.

13.1.2 Annual Review

The committee shall on an annual basis review the constitution, bylaws, and *IEEE Computer Society Policies & Procedures Manual* for consistency and relevance. It shall also review the applicable IEEE policies and procedures related to technical societies and their activities to ensure the IEEE Computer Society PPM does not conflict. The committee formulates its findings as proposed changes for consideration by the Board of Governors.

13.1.3 Recommendations for Resolution

The committee shall review actions that appear in conflict with the constitution, bylaws, and IEEE Computer Society *IEEE Computer Society Policies & Procedures Manual*. Unless otherwise resolved, a recommendation for resolution shall be brought to the attention of the Board of Governors for action at their next meeting.

13.2 CONSTITUTION & BYLAWS COMMITTEE CHAIR

The chair, with assistance from the committee, shall evaluate the proposed changes for clarity, proper wording, and consistency with existing articles and sections. The committee may also recommend changes to the constitution, bylaws *and IEEE Computer Society Policies & Procedures Manual.* The committee shall oversee that the current constitution, bylaws, and policies and procedures of the Society are collected and published.

SECTION 14 ELECTIONS

14.1 PETITION CANDIDATES

As set forth in Article II of the Society's bylaws, candidates for the Board of Governors and the positions of president-elect, first and second vice-president, may be added to the slate of candidates nominated by the Nominations Committee and approved by the Board of Governors by petition. To add petition candidates, the following procedures shall be followed:

1. The petition candidate shall meet the qualifications and follow the procedures for the office sought as specified by IEEE and IEEE Computer Society bylaws;
2. Petition candidates are referred to Article II of the Society's bylaws regarding the number of signatures required and other regulations to be followed.
3. The petition candidate shall personally notify, in writing or via e-mail, the Society's secretary and assistant secretary of his/her intention to run as a petition candidate, stating the position to be sought. Notification may be sent in the year during which the petition candidate seeks inclusion on the ballot, no sooner than the day after the date on which the Society's Board of Governors approves the slate of candidates for the position sought.
4. Petition "signatures" are submitted according to Article II of the bylaws.
5. Petitions to add nominees to the list of candidates shall be provided to the secretary of the IEEE Computer Society and the chair of the Elections Committee in accordance with the election schedule approved by the Board of Governors for that election year. The secretary shall:

   a. Send the original petition "signatures" by certified mail to the secretary of the IEEE Technical Activities Board for certification of eligibility of the signatories.

   b. Shall keep one copy of the petition until notification is received of the results of the certification process.

   c. Shall notify the president, chair of the Elections Committee, the Society Executive Director and the additional nominee(s) the results of the certification process.

The Society Executive Director shall complete the processing to ensure that the additional nominee(s) are listed on the ballot.

14.2 ELECTION RESULTS TO BE PUBLISHED

The results of all membership elections are to be published in *Computer* at the earliest possible date including tallies of votes cast.

14.3 ELECTION RESULTS TO BE SENT TO EACH CANDIDATE

The Society Executive Director shall send notice of the election results to each candidate on the ballot within ten calendar days of the close of the election stating both the results and the vote count.

14.4 SOURCE OF NOMINATION DISCLOSURE

Candidates for IEEE Computer Society officers and Board of Governors should not be identified on the ballot by source of nomination.

SECTION 15 FINANCES

15.0 TREASURER AND VICE TREASURER

The treasurer and vice treasurer shall be appointed as described in Article V, Section 1 of the Bylaws. Notwithstanding other provisions of the Bylaws, the president shall appoint the treasurer and vice treasurer to a term of office up to but not exceeding two years.

As stated in Article V, Section 6 of the Bylaws, the treasurer shall be responsible for preparing the Society's annual budget, monitoring its income and expenses, and coordinating with the IEEE on the Society's financial matters including the Society's assets and investments.

The vice treasurer shall be responsible for assisting the treasurer, and chairing meetings of the Finance Committee in the event that the treasurer is unavailable.

15.1 MEMBERSHIP

The Finance Committee is a standing committee of the Board of Governors, charged with recommending financial policy and budgets to the Board. It shall be composed of the treasurer (chair), vice treasurer, the president, president-elect, past president, and the secretary. The Society Executive Director and the appropriate finance and accounting staff member will be *ex officio*, non-voting members of the committee. The vice presidents or their representatives will be *ex officio*, non-voting members of the committee.

15.1.1 Committee Responsibilities

The committee is responsible for coordinating the budget development process for the following year's budget.

1. Each year (normally at the first meetings week), the Finance Committee will provide each program Board with a budgetary guidance for preparing the following year's budget.

2. Before the second meeting week, each program Board shall submit a preliminary budget for the following year. In addition, each program board may prepare proposals for budget modifications. These proposals are considered by the Planning Committee as described elsewhere in *IEEE Computer Society Policies and Procedures Manual* Section 18. The findings of the Planning Committee are forwarded to the Finance Committee.

3. Within two weeks of receiving the recommendations of the Planning Committee, the Finance Committee will determine which of the budget changes can be made. In making the decisions, the Finance Committee may consider recommendations of the Society Executive Director.

4. Within two weeks of the Finance Committee's decision regarding budget modifications, each program board will submit to the treasurer a plan and budget that is revised in accordance with the Finance Committee's disposition of the budget modification requests.

5. The Finance Committee will prepare a draft recommended budget for circulation to the budget stakeholders **15 days** prior to the IEEE deadline. The Finance Committee will consider any further information or appeals that any of the program boards wish to suggest, meeting in a formal hearing format.

6. The Finance Committee's final recommendations for the following year's budget will be presented to the Board of Governors for review, amendment, and approval no less than **seven days** prior to the IEEE deadline.

7. The final approved budget by the Board of Governors will be sent to the IEEE by the IEEE deadline.

8. The dates defined by the steps listed above may require modification depending on the timing of meetings and the IEEE budget cycle. The actual dates for any given year will be determined by approval of the annual planning calendar prepared by the Planning Committee.

15.1.2 Budget Monitoring

The committee is responsible for monitoring the current year income and expenditures relative to budget. It shall seek to anticipate potential problems, and to make recommendations for budget changes as appropriate.

15.13 Budget Modifications

All proposals resulting in full-year equivalent budget modifications of over $100,000, including new staff

positions, must be presented to the Finance Committee prior to presentation to the Board of Governors for approval. It shall be the responsibility of the Finance Committee to make recommendations to the Board of Governors on such proposals. Budget modifications falling below the $100,000 threshold may be approved by the Finance Committee.

Out-of-cycle allocation of set-aside funds in any amount must be approved by the Finance Committee. The annual planning calendar prepared by the Finance Committee provides a schedule for such consideration.

15.1.6 Meeting Scheduling

Finance Committee meetings are to be scheduled in such a way as to permit, to the extent possible, consideration of proposals having financial implications prior to their submission to the Board of Governors.

15.2 BUDGET DEVELOPMENT

15.2.1 Fiscal Year

The fiscal year of the Computer Society is 1 January through 31 December.

15.2.2 Expenditure Approval within the Approved Base Budget

The existence of an approved base budget gives to the president, to the Executive Committee, and to each vice president, and to the standing committee chairs, within their respective areas of responsibility, the authority to approve expenditures within their respective budgets. Expenditures for reimbursements for travel expenses must be approved according to current Society regulations.

The president and vice presidents may, by writing to the treasurer, delegate their authority to approve expenditures to a total within or below the dollar amount specified for specific budget line items in the approved base budget to specific Society members who require it by virtue of their offices. Persons with authority to approve expenditures have the responsibility to stay within the authorized total. The appropriate finance and accounting staff member will provide budget versus actual reports on a regular and timely basis.

15.2.3 Expenditure Approval in Excess of the Approved Budget

Incremental expenditures for specific account number items which cause the total amount spent for those items to exceed the budgeted amount, may be approved by the following parties until the cumulative totals indicated are reached:

Executive Committee -- $25,000 or less per operating or capital budget line item per meeting up to a cumulative total (across all budget lines and meetings) of 5% of the approved base budget.

President -- $10,000 or less per operating or capital budget line item up to a cumulative total of 2.5% of the approved base budget.

No vice president or standing committee chair has the authority to spend in excess of their total budget allocation. Vice presidents and standing committee chairs do have the authority to authorize expenditures within a cost center that vary from the approved budget at the individual budget line detail level as long as the cost center total budget is not exceeded. Similarly, the Society Executive Director may authorize variances from individual budget lines for office operations, but may not exceed the approved total office operations budget.

15.2.4 Financial Exigency

The Executive Committee may limit or suspend the expenditure authority associated with any account or set of accounts due to fiscal irregularities or financial exigency. Any such limitation must be reported in complete detail to the Board within 30 days by the person who was treasurer at the time.

15.2.5 Board Action

The Board may, by resolution at any meeting or via between-meeting ballot as provided elsewhere in this manual, amend the budget, either implicitly or explicitly. An explicit amendment will state a dollar amount to be associated with a specific budget line. Implicit amendments are associated with approval of a new program or service, the proposal for which sets forth the budgetary impact, the approval of a new staff position, and other similar actions which affect the budget. The treasurer shall revise the budget as appropriate and the new budget will be known as the amended budget.

15.2.6 Budget Publication

The *Agenda Book* for each meeting of the Board should contain a budget report by the treasurer that includes the approved base budget or the amended budget for the current year, so labeled. The *Agenda Book* for meeting 1 should also include the amended budget and the current forecast for the prior year. The budgets in the agenda books for subsequent meetings should include the forecast for the current year. The treasurer's report should include a summary of changes since the last budget was distributed, and a summary of spending actions constituting amendments to the budget by the Executive Committee and the president.

15.2.7 Financial and Budgetary Guidelines and Targets

Over the long term, the IEEE Computer Society should operate at levels which produce sufficient surpluses to maintain its reserves at levels which will ensure its continued financial health. Annual operating budgets should be consistent with this long-term objective. Reserves should be maintained to provide for the financial security of the Society, to provide increased or new member services, to fund special projects, to provide initial start-up funding for new programs, to acquire capital equipment needed for the conduct of the Society's programs, and to protect the Society from short-term financial exigencies.

Each year the Finance Committee should recommend and the Board of Governors should adopt an operating budget with a minimum budgeted surplus of $500,000.

15.3 TRAVEL REGULATIONS

15.3.1 Permission to Travel Using Society Funds

Permission to travel using Society funds must be approved in advance by the responsible officer.

15.3.2 Staff Travel

Staff travel must be approved by the Society Executive Director or other staff manager to whom that responsibility has been delegated by the Society Executive Director.

15.3.3 Permissible Charges

All travel expenses must be reasonable and customary. Air fare will not be budgeted to exceed coach fare. Discounted fares should be used when available. The Society will pay penalties associated with the cancellation or change of discounted tickets for authorized Society travel of volunteers or staff caused by circumstances beyond the traveler's control. If railroad fare or personal mileage charges exceed the coach air fare available at the time, only the air fare cost will be allowed. Rental automobiles are allowed when public transportation would not normally be utilized for personal travel, or when the use of a rental car is more economical than travel by common carrier.

The lowest cost form of local travel should be used whenever possible. Use of one's personal automobile may be reimbursed at the current rate per mile established by the IEEE. Total expenses, including tolls, may not exceed allowable air fare and expenses which would have been incurred if air transportation were used. Current IEEE policies (e.g., rental automobile collision insurance, piloting private aircraft, etc.) also apply (see IEEE Finance Operations Manual).

Allowable room charges are those which would be incurred by a prudent traveler. Food and beverage charges, including tips, in excess of $25 **per transaction must** be accompanied by original receipts and justification.

All other expenses incurred during the course of travel on Society business not explicitly listed herein should be reasonable and customary.

15.3.4 Travel Expense Accounting – Procedure for Reimbursement

The request for reimbursement form submitted to the appropriate finance and accounting staff member must account for all monies expended on travel. If prior approval for travel has not been obtained, the reimbursement form must be approved by the responsible vice president or other officer. Travel expense accounting shall be filed within 45 days of the completion of the travel. The appropriate finance and accounting staff member is responsible for assuring that travel expenses are within Society policy before authorizing reimbursement unless specific exceptions have been approved. The appropriate finance and accounting staff member is responsible for seeing that appropriate documentation of expenses is provided by travelers requesting reimbursement.

15.4 TREASURER

15.4.1 Disbursement of Society Funds

The treasurer is responsible for monitoring all Society assets in keeping with Society policy.

Responsibility for all such disbursements is delegated by the treasurer to the Society Executive Director, who in turn delegates financial authority to other Society staff, doing so in a formal memorandum of financial authority that explicitly sets forth the level of authority of each staff position. All receipts and disbursements are recorded and reported in monthly financial statements to the treasurer and other volunteer leaders, as appropriate.

15.4.2 Reports

The treasurer must monitor the receipt and expenditure of all Society funds and at each board meeting report the status of such funds to the Executive Committee, Finance Committee and Board of Governors.

15.5 FINANCIAL ADMINISTRATION

15.5.1 Financial Operation

Financial operation is performed in accordance with the policies of the IEEE.

SECTION 16 FELLOWS

16.1 MEMBERSHIP

The Fellows Committee chair shall be appointed by the president-elect in July for a one year term. The president-elect shall appoint one or more vice chairs upon the recommendation of the chair. The chair and vice chairs over the years shall be chosen from different technical areas in the Computer Society's fields of interest. The chair shall determine the number of committee members required to meet IEEE requirements for Fellows evaluations. All members of the Fellow Committee, including the chair and vice chairs, shall be IEEE Fellows.

16.1.1 Appointment of Members

The chair shall start the selection and appointment process of the members of the committee no later than October and complete the process no later than January of the following year. Appointing members of the committee as early as possible is critical since they may not nominate or serve as references for any candidate to be evaluated by the committee.

16.1.2 Appointment of Area Chairs

The chair shall appoint area chairs from among the committee members to manage evaluations in a particular technical area. Area chairs shall provide advice to the chair and vice chairs on committee member assignments, shall monitor the evaluation submissions, and shall review the final evaluation forms for completeness and consistency. Area chairs shall assist the chair and vice chairs with the final ranking of Fellow candidates.

16.1.3 Coverage of Technical Scope

Committee members who serve as evaluators of Fellow candidates should be chosen so that as a group they provide sufficient coverage of current technical topics likely to match with the expertise of current Fellow candidates. In selecting the evaluators, the chair is strongly encouraged to seek recommendations from the Society's vice presidents and technical committee chairs.

16.1.4 Balance of Background

Members of the committee should have a diverse background of experience so that candidates in all Fellow categories such as Application Engineer/Practitioner, Educator, etc. may be fairly evaluated.

16.1.5 Length of Service

No member of the committee, including the chair and vice chairs, shall serve for more than three consecutive years in any capacity.

16.2 RESPONSIBILITIES

The IEEE Computer Society Fellows Committee shall evaluate Fellow candidates' technical expertise and recommend candidates to the IEEE Fellows Committee.

16.2.1 Responsibilities of Committee Members

Committee members must determine whether the work of each candidate is recognized and considered outstanding in the field of activity of the IEEE Computer Society. Second, they must provide a succinct statement of the candidate's outstanding contribution which qualifies him/her for Fellow grade. Third, they must rate the candidate's contributions relative to the contributions of IEEE Fellows.

The IEEE Computer Society Fellows Committee shall limit its evaluation to the technical contribution of the candidate. Other contributions, such as professional activities, are taken into account by the IEEE Fellow Committee. The Fellow Committee members do not receive the Fellow Grade Reference Forms (B-29) completed by the referees. These forms are used by the IEEE Fellow Committee. However, evaluators may solicit the opinion of experts (including the referees) in the field for which the candidate is cited.

16.2.2 Responsibilities of Chair

The chair shall be responsible for assigning committee members to evaluate nominations in their areas of technical expertise and experience. The chair shall be responsible for merging the evaluators' input into a coherent whole, and for making the final decision on content of the B-3 evaluation forms. The chair shall conduct a meeting of the vice chairs and area chairs to review the initial ranking of all candidates. With the advice of the vice chairs and area chairs, the chair shall decide if numerical ranking should be changed, or if he/she should obtain additional evaluations for individual candidates, The chair shall provide final ranking and evaluations to the IEEE Fellows Committee by mid-June. The committee chair shall send a report to the Society

president and the Society Executive Director by 30 June of each year. The report shall contain a summary of the Fellows Committee review process and nomination submissions.

16.3 COMMITTEE CALENDAR

Each year the chair and vice chairs shall determine the calendar of Fellows Committee deadlines for assignment of nominations to committee members for evaluation, initial ranking of candidates and final ranking of candidates, and communicate the calendar to the Fellows Committee.

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Recommended Fellows Evaluation Process Calendar

July	President-elect appoints chair
August	Chair receives committee guidelines and IEEE Computer Society PPM section from Society staff. President-elect appoints vice chairs.
September	Identification of potential committee members is started by chair and vice chairs.
October	Process to confirm committee members are initiated by chair and vice chairs. .
November	Chair submits information about Fellows program to be published in Society communications and website.
January	Selection of committee members is completed.
early March	Nominations due to IEEE Fellows Committee.
early to mid April	Evaluation forms made available for Society Fellow Committee review by IEEE. Chair and vice chairs assign nominations to committee members.
mid-to-late May	Evaluations completed by committee members. Area chairs review the evaluations for completeness and consistency, and provide recommendations to the chair and vice chairs on the initial score of candidates.
late May	Initial rankings of all candidates sent to vice chairs and area chairs by chair.
early June	Chair, vice chairs, and area chairs meet to review initial ranking of candidates. Vice chairs and area chairs provide guidance to chair about changes in numerical rankings.
15 June	Final rankings and evaluations submitted to IEEE Fellows Committee by chair.
30 June	Report with summary of the Fellows Committee review process and nomination submissions submitted to president and Society Executive Director by chair.

SECTION 17 NOMINATIONS COMMITTEE

17.1 DUTIES

The duties of the Nominations Committee shall include providing nominees to the Board of Governors for Board positions, Society offices of president-elect, first vice president, second vice president, ombudsman, secretary, and the IEEE division delegate-director-elect. The Nominations Committee also provides nominees to the Board of Governors for the Audit Committee and the Board-elected member of the Nominations Committee, and the annual solicitation of names of potential candidates to be considered by the IEEE nominations and appointments committees and boards. The IEEE Computer Society is committed to equality of opportunity and recognizes that its technical and professional interests are best served when a broad spectrum of backgrounds and talent is brought to bear upon its activities. It is the duty of the Nominations Committee to strive for slates of candidates that represent the diversity of the Society.

17.2 ELECTION OF COMMITTEE MEMBERS

The members of this committee are selected/appointed according to the procedure specified in Article XII, Section 11 of the bylaws. All members should be selected on or before 1 January of the year in which they will serve.

17.3 BOARD OF GOVERNORS AND OFFICERS

The Nominations Committee shall make its nominations for Board of Governors positions and the officer positions of president-elect, first vice president and second vice president as set forth in Article II of the bylaws. When vacancies occur on the Board of Governors, the Nominations Committee also shall provide to the Board nominees to fill these vacancies at the earliest possible date. To avoid potential conflict of interest, a person should not serve as a franchised member of the BoG and as IEEE division director at the same time.

17.4 DIVISION DELEGATE-DIRECTORS

The Nominations Committee shall make its recommendations for IEEE division delegate-director-elect candidates to the Board of Governors no later than four weeks before the Board's first meeting of the calendar year in which the candidates are to be elected.

17.5 OTHER NOMINATIONS

The Nominations Committee shall provide nominees for the offices of Ombudsman, Secretary, Audit Committee members and the Board-elected member of the Nominations Committee to the BoG at the Board's last meeting of the calendar year prior to the year in which these candidates will serve.

17.6 BOARD CANDIDATE REQUIREMENTS

The Nominations Committee shall make all potential Board candidates aware of the travel requirements prior to soliciting their willingness to serve.

SECTION 18 PLANNING COMMITTEE

18.1 PLANNING COMMITTEE

The Planning Committee shall be responsible for proposing strategic direction for the Society. The Planning Committee shall propose strategic goals, measurable objectives, and measurable outcomes. The Planning Committee shall provide an annual report to the Board of Governors evaluating progress toward strategic goals and recommending appropriate changes to goals, objectives, outcomes, and measurements.

18.2 MEMBERSHIP

The president-elect shall chair the Planning Committee. The Society Executive Director shall be an *ex officio*, non-voting member of this committee. Additional *ex officio*, voting, members shall include the president, past president, first vice president, second vice president, treasurer, secretary, and chairs of each program board. Additional members of the executive staff and representatives of relevant program boards and committees may be appointed by the chair as non-voting members.

18.3 DUTIES AND RESPONSIBILITIES

The Planning Committee shall:

1. Assist leadership in formulating, advancing, and communicating a vision for the future to IEEE and IEEE Computer Society membership.
2. Establish strategic priorities.
3. Maintain the IEEE Computer Society strategic planning process.
4. Identify measurable objectives and measurable outcomes and evaluate them annually.
5. Identify activities for meeting objectives and seek direction by the Board of Governors, as necessary, regarding the activities.
6. Review the strategic plan on a continual basis and provide recommendations to the Board of Governors for modifications on an annual basis.
7. Provide feedback and counsel to program boards, committees, and operations with respect to each group's priorities and goals.
8. Work with the Finance Committee to ensure a rational linkage between strategic priorities and financial planning and budgeting.

18.3.1 Planning Committee Handbook

The Planning Committee shall create and maintain a *Strategic Planning Handbook* that sets forth detailed procedures for the Society's strategic planning process. This manual will be the primary means of ensuring consistency and continuity in the planning process. The Planning Committee may modify its procedures without Board of Governors approval provided that its procedures are consistent with these policies and procedures and with applicable policies and procedures of the IEEE. The Planning Committee Chair is responsible for seeing that a copy of the current handbook is made available to each member of the Planning Committee and the Board of Governors at the beginning of each calendar year.

SECTION 19 HISTORY COMMITTEE

19.1 IEEE COMPUTER SOCIETY HISTORY COMMITTEE

The History Committee shall be responsible for assisting existing Society, institute, national and international organizations in preserving and documenting the history of computing, with particular attention to the history of the IEEE Computer Society.

Within the responsibilities of the History Committee shall be:

1. Collecting, maintaining, and publishing basic quantitative data on the IEEE Computer Society's efforts.

2. Publishing articles and books dealing with the historical aspects of the IEEE Computer Society and encouraging similar activity on the part of others.

3. Gathering, organizing, and maintaining the IEEE Computer Society archives.

4. Maintaining liaisons with, and working through, existing IEEE Computer Society, IEEE, national and international organizations to identify, collect, and preserve the history of computing throughout the world.

19.2 MEMBERSHIP

The chair of the History Committee shall be appointed by the President of the IEEE Computer Society.

Members-at-large of the History Committee will be appointed by the chair, and will be chosen so as to fulfill the responsibilities of the committee.

Members shall be appointed to provide liaison with IEEE Computer Society, IEEE, national, and international history of computing organizations.

Ex-officio members: The editor in chief of the *IEEE Annals of the History of Computing* shall be an *ex officio* member of the History Committee.

19.3 LIAISONS

The History Committee shall maintain liaisons with:

1. The IEEE History Committee.

2. The IEEE Center for the History of Electrical Engineering.

3. The IEEE Computer Society Awards Committee (and especially the Computer Pioneer Award Subcommittee).

4. IFIP Working Group 9.7, History of Computing.

5. Museums, archives, and organizations with interests in the history of computing as appropriate.

19.4 ACTIVITIES

1. The History Committee shall identify historical events that it recommends be honored by the IEEE Computer Society.

2. As part of its ongoing activities, the History Committee may determine that appropriate deserving historical figures should be honored by the Committee Society. In such cases, the chairperson of the History Committee shall forward such names together with its recommendations to the IEEE Computer Society Awards Committee for consideration.

3. The History Committee shall work with the Editorial Board of the *IEEE Annals of the History of Computing* to review and recommend policies and procedures of the magazine in fulfilling the mission of collecting, preserving, and publicizing the history of computing. This advisory activity shall not supersede the responsibilities of the Editorial Board, or the IEEE Computer Society Publications Board, in managing the day-to-day publication and production of the magazine.

SECTION 20 HUMAN RESOURCES POLICIES

20.1 HUMAN RESOURCES POLICIES

The human resources operations of the Society shall be governed by the applicable bylaws, policies, and procedures of the IEEE. Nothing in this document shall be construed as taking precedence over those basic documents.

20.2 STAFF ORGANIZATION

20.2.1 Staffing Plan

The Society Executive Director shall develop and maintain a staffing plan for the total staff operation of the Society. It shall take into account the evolving needs of the Society, changing patterns of responsibility, and budgetary constraints. The Society Executive Director's plan shall have the goal of balancing workload demands of management and volunteers against available resources. The plan shall be reported to the Executive Committee annually. The Board of Governors shall approve the budget for staff support.

20.2.2 Modifications to the Staffing Plan

The Society Executive Director is authorized to make changes to the staffing plan, providing that such changes may be accomplished within the operating budget for staff support as approved by the Board of Governors. All such changes shall be explicitly reported to the Executive Committee at its next regular meeting following the implementation of the change.

SECTION 21 INTERSOCIETY COOPERATION COMMITTEE

21.1 PURPOSE OF THE COMMITTEE

To stimulate the development of relationships between the IEEE Computer Society and other organizations with similar or related interests for the purpose of benefiting the members of the IEEE Computer Society and the profession.

21.2 SCOPE

The Intersociety Cooperation Committee, a committee of the Board of Governors, interacts with the entities within the IEEE and also with other national and international professional and scientific organizations in the computer and related fields. The ICC coordinates policy for the Society with the appropriate vice presidents, representatives to external organizations, and other volunteer leaders of the Society. The ICC acts as a catalyst for cooperative activities that are agreeable to the responsible program boards and committees of the Society.

21.3 MEMBERSHIP

21.3.1 The Committee shall consist of the past president as chair, president, president-elect, and the subcommittee chairs. The Society Executive Director and appropriate administration staff member shall be *ex officio*, non-voting members of the committee.

21.4 REGIONAL OR COUNTRY INITIATIVES COMMITTEES

21.4.1 The Intersociety Cooperation Committee may create subcommittees to undertake special projects and initiatives involving specific countries or regions of the world. Recent examples include Central and Eastern Europe, Latin America, and China. The chairs of such special initiative committees shall be appointed by the chair of the Intersociety Cooperation Committee and the members of the committees appointed by their chairs. The Intersociety Cooperation Committee shall propose budgets for such committees, if required, through the normal budget development process leading to approval by the Board of Governors.

21.5 CLASSES OF ORGANIZATIONS

The Society interacts with a variety of societies and organizations, differing in size, membership composition, and purpose. These are categorized into the following two classes, with the current affiliations listed under each category.

21.5.1 Affiliate Societies and Organizations

A. Affiliates with Cooperative Agreements

- American Institute of Physics (AIP)
- Association for Computing Machinery (ACM)
- Association Françoise des Sciences et Technologies de l'Information et des Systèmes (ASTI)
- Association for Information Systems (AIS)
- China Computer Federation
- Gesellschaft für Informatik (GI)
- Informationstechnische Gesellschaft im Verband Deutsher Elektrotechniker (VDE/ITG)
- Information Processing Society of Japan
- Institute for Systems Programming/Russian Academy of Sciences

B. Affiliates

- American Institute of Aeronautics and Astronautics
- American Mathematical Society
- Asociación Española de Informática y Automática
- Association of Information Technology Professionals
- Associazione Italiana per I'Informatica ed il Calcolo Automatico

- Australian Computer Society
- British Computing Society
- Chinese Institute of Engineers (CIE)
- Computer Engineering and Application Society of the CIE
- Computer Society of the Republic of China
- Hong Kong Computer Society
- Institute of Management Accountants
- Instrument Society of America
- Institute of Electrical Engineers of Japan
- Institution of Engineering and Technology, IET-UK
- Institute of Electronic, Information, and Communication Engineers of Japan
- Institute for Operations Research and the Management Sciences (INFORMS)
- Computational Intelligence Society
- Japanese Society for Artificial Intelligence
- Koninklijkr Vlaamse Ingenieursereniging *(Royal Society of Flemish Engineers)*
- Korea Information Science Society (KISS)
- Mathematical Association of America
- Nederlands Genootschap voor Informatica *(Dutch Computer Society)*
- Osterreichische Computer Gesellschaft *(Austrian Computer Society)*
- Schweizer Informatiker Geselloschaft *(Swiss Society for AI and Cognitive Science)*
- Singapore Computer Society
- Sociedade Brasileira de Computacao *(Brazilian Computer Society)*
- Sociedad Chilena de Ciencia de la Computacion *(Chilean Computer Science Society)*
- Society for Computer Simulation
- Society for Industrial and Applied Mathematics (SIAM)
- Society of Automotive Engineers (SAE)
- Society of Photo-Optical Instrumentation Engineers (SPIE)

21.5.2 Organizational Memberships

- Computing Research Association
- CSAB, Inc.
- National Council of Examiners for Engineering and Surveying
- International Federation for Information Processing (IFIP)
- International Association of Pattern Recognition
- Internet Society

21.6 OPERATIONS

21.6.1 The Society's current representatives to all of the organizations listed under Organizational Memberships above, will make regular informational reports to the ICC on matters of importance to the Society.

21.6.2 The ICC is responsible for guaranteeing the periodic review of the relationships with each of these organizations and shall report to the Board the results of these reviews. Such reviews will be carried out on a time schedule as appropriate to the affiliated organization, but at least every 5 years.

21.6.3 The Admissions Committee (sub-committee of the Intersociety Cooperation Committee), is charged with reviewing applications of the Affiliate Organization, and recommending these societies for affiliate status. This committee is also responsible for the periodic review of all affiliate relationships.

21.7 INTERNATIONAL FEDERATION FOR INFORMATION PROCESSING

Oversight of the IEEE Computer Society's participation in the activities of the International Federation for Information Processing (IFIP) is vested in the president, and will be monitored by the Intersociety Cooperation Committee.

21.7.1 IEEE Computer Society Representative to the IFIP General Assembly

1. The president will appoint the Society representative to the IFIP General Assembly (GA).

2. The GA representative appointment term will be three calendar years.

3. Recognizing the importance of consistent representation for IFIP leadership, the president may reappoint individuals.

4. The IFIP GA representative shall be an *ex officio* member of the Intersociety Cooperation Committee (ICC).

21.7.2 IEEE Computer Society Representatives to IFIP Technical Committees.

1. IEEE Computer Society representatives to the IFIP technical committees (TCs) will be made by the president after consultation with the GA representative, the Intersociety Cooperation Committee, and the IEEE Computer Society Technical and Conference Activities Board.

2. An IFIP TC Candidate Evaluation Committee consisting of the IFIP GA Representative, chair, the Vice President of Technical Activities (or designee), and the chair of the Intersociety Cooperation Committee (or designee) shall be convened whenever TC representative appointments need be considered, and shall provide counsel to the president. The committee may establish its own procedures for the conduct of its work. The role of the committee is advisory only. It shall make its recommendations to the president in confidence and the president shall have sole authority to appoint IFIP TC representatives.

3. IFIP TC representative appointment terms will be three calendar years.

4. TC representatives may be reappointed once. In special circumstances a particular representative's service may be extended for a third or additional terms with the consent of the Board of Governors.

21.7.3 The duties of the TC representative shall be as follows:

1. Serve as the conduit for information between the IEEE Computer Society and the IFIP TC.

2. Represent the IEEE Computer Society at the annual meeting of the TC.

3. Participate in other meetings and activities of the TC to the extent possible.

4. Recommend new members for the Working Groups (WGs) of the TC.

5. Promote TC/WG conferences and other activities (e.g., identify people for conference committees and to be speakers). Publicize these activities to the appropriate sponsoring Society communities.

21.7.4 Selection Procedure for each IFIP TC Representative

1. The president, designated member(s) of the Intersociety Cooperation Committee, and GA representative will identify each IEEE Computer Society TC that closely parallels the objectives and scopes of an analogous IFIP TC (and its constituent WGs) whose activities are deemed to be in the interest of the IEEE Computer Society.

2. The chairperson of each IEEE Computer Society TC so identified will be individually informed by the VP of TAB about the search for candidates for TC representatives and will be asked:

   a. to provide background information on the IFIP TC and its constituent WGs,

   b. to review the aims and scopes of the TC and its constituent WGs,

   c. to review the memberships of the TC and its constituent WGs for initial candidates,

d. to discuss the responsibilities of a TC representative,

e. to discuss funding for travel for meetings, and

f. to recommend, within a specified period of time, a slate of candidates.

3. Upon consideration of the recommended slate of candidates for TC representative, and in consultation with the IEEE Computer Society TC chairperson, the president, designated member(s) of the Intersociety Cooperation Committee, and GA representative will contact the candidates to learn:

   a. if they have been involved with the IFIP TC and/or their knowledge of it,

   b. if they are interested in representing the IEEE Computer Society's interests,

   c. what they would attempt to accomplish, and

   d. how they would identify IEEE Computer Society members for the WGs.

4. Final recommendations for TC representatives will be made to the president.

21.8 COMPUTING RESEARCH ASSOCIATION (CRA)

Representatives to the Computing Research Association will be appointed by the President.

The length of term shall be for two years. A representative may be reappointed for multiple terms of office if deemed appropriate. If a representative is appointed for more than three terms, the Board of Governors must approve the fourth and any succeeding terms of appointment. The terms of multiple representatives will be staggered. The President or President's designee shall serve as the alternate representative.

SECTION 22 VOLUNTEER OPERATIONS

This section deals with the general case. In the event of conflicts with IEEE or Society policies and procedures, this section is subordinate to policies and procedures approved by the Board of Governors or the IEEE that are applicable to specific entities or specific cases.

22.1 VOLUNTEERS AND VOLUNTEER ENTITIES

Volunteers are defined as individuals who voluntarily undertake responsibilities on behalf of the society and are not employees of the Society. Volunteer entities are defined as individual volunteer positions, committees, subcommittees, and boards created under the auspices of the Society. Volunteers are expected to be familiar with the Society constitution, bylaws, and policies and procedures relevant to their volunteer activities.

Volunteers shall behave in a professional manner, shall conform to the IEEE Code of Ethics, and shall exercise prudence and inform affected parties of potential conflict of interest situations. Volunteers in standards groups may represent particular interests as an integral part of the standards generating process.

22.2 CONDUCT OF BUSINESS BY VOLUNTEER ENTITIES

22.2.1 As a volunteer organization, democratic principles and seeking a consensus among the volunteers is important for the health of the Society. Volunteers shall be guided by existing written policies and procedures and follow democratic procedures when altering them.

22.2.2 Volunteer entities, whose procedures for doing business have not been determined by the entity that created them, should codify and adopt their own procedures for exercising their powers, provided the procedures do not conflict with higher level policies and procedures. For entities lacking a policy or procedure for conducting business, and for the handling of situations that are neither covered by their procedures nor by procedures specified elsewhere by the Society, the default procedure is to use *Robert's Rules of Order*. If powers are granted to an entity as a body of members as opposed to powers held by a single individual, then that entity must maintain a record such as minutes that indicate actions authorized and powers delegated by the entity.

22.2.3 To improve upon the operation of the entities of the Society, the presiding officer may choose to place routine action items for which there appears to be consensus onto a “consent agenda.” In order that the entity may give each issue full consideration, the consent agenda may only contain items distributed prior to a meeting. Items may not be added to the consent agenda at the time of the meeting. Any member of the entity may request that any item be removed from the consent agenda. Removal of an action item requires the request of only one member, is not debatable, and does not require a vote of the entity. All items listed on the consent agenda are approved upon approval of the consent agenda. The consent agenda shall be considered first, and the overall agenda shall be considered after approval of the consent agenda.

22.3 DOCUMENTS

The chair of each entity should provide for an orderly transfer of responsibility to the successor. Organizational continuity should be provided by maintaining and passing on documents to successors. Such documents should include job descriptions and resources available.

SECTION 23 SOCIETY REPRESENTATIVES

23.1 TERMS

Society Representative: a volunteer member who has been appointed by the Computer Society Executive Committee to represent the Society to an organization external to the IEEE.

A Society Representative shall be a member of the Computer Society.

External Liaison: a volunteer who serves as a liaison between a Computer Society Board or committee and an external organization, acting solely as an information conduit.

An External Liaison is not a Society Representative.

23.2 AUTHORITY RESERVED TO STAFF

Computer Society staff is responsible for negotiating any business or legal agreements with other organizations. The staff negotiates agreements consistent with the strategic and financial direction set by the Computer Society Board of Governors and its Executive Committee.

No board, committee, or other organization within the Computer Society may develop an agreement for the Society without the participation of a Computer Society staff member. Signing authority on behalf of the Computer Society for any agreement shall rest with the Executive Director.

23.3 DESIGNATION OF EXTERNAL LIAISONS

Any board, committee, or other organization within the Computer Society is authorized to designate an individual to serve as an External Liaison. The role of the External Liaison is strictly limited to providing for the exchange of information between the Society and the other organization. The existence of an External Liaison does not permit the other organization to make any claims whatsoever regarding Computer Society participation or membership in the organization, or regarding endorsement of its work.

23.4 DESIGNATION OF SOCIETY REPRESENTATIVES

A request to establish a new Society Representative position shall be considered by the Executive Committee to determine the appropriateness of the relationship, appoint the person who will serve as the Society Representative, and determine the Owning Board/Committee (OBC).

A Society Representative shall be a member or designee of the OBC.

Before an individual can serve as a Society Representative, the OBC shall consider possible conflicts of interest that the person may have with respect to the activities of the specific external organization to which the Society Representative would represent the Computer Society.

Society Representatives serve at the pleasure of the Executive Committee.

23.5 CONFLICT OF INTEREST

The Society Representative shall act in the best interest of the Computer Society at all times.
The Society Representative shall represent only the Computer Society and no other entity to the external organization for which that person is serving as Society Representative. In the event that a conflict of interest arises between the interest of the Computer Society and the Society Representative's other interests, the Society Representative shall immediately recuse himself or herself and report the conflict back to the OBC for action. Duty to the Computer Society takes priority, and this is met as a result of the recusal. Examples of conflict might include responsibilities to the Society Representative's employer, or other duties to the external organization that are unrelated to the Computer Society's interests.

23.6 DUTIES OF THE SOCIETY REPRESENTATIVE

The Society Representative should help shape the views of the Society and be guided by them.
In doing so, the Society Representative should refer to documented Computer Society objectives or positions wherever possible, and should encourage the Computer Society to develop and document relevant objectives or positions where they do not exist.

The Society Representative shall provide regular reports, at least annually, to the OBC that include:
a) The OBC's objectives and guidance for the Society Representative.
b) A summary of the Society Representative's significant positions, actions taken, and accomplishments.

c) Results achieved in the external organization, committee, or entity, including a summary of points of agreement and disagreement.
d) A summary of any issues, if any, for which the Society Representative recused himself or herself.
e) A summary of the Society Representative's future plans related to the external organization.
f) A summary of the future activities and plans established by the external organization, committee, or entity.
g) Requests for guidance with respect to participation in the external organization, committee, or entity, when appropriate.
h) Identification of any other individuals who participate in or support the Society Representative.
i) Reporting new officer positions held and/or other services provided for the organization.

23.7 DUTIES OF THE OWNING BOARD/COMMITTEE

The OBC is responsible for ensuring that positions taken by a Society Representative represent the views of the Society.

The OBC should develop and document relevant objectives or guidance for the Society Representative.

The OBC, having responsibility for providing oversight to a Society Representative, shall identify other boards, committees and organizations within the Computer Society that would have an interest in positions taken by the Society Representative under the OBC's responsibility. The OBC shall develop liaison relationships with those other committees and shall keep them informed on positions taken by the Society Representative.

The OBC shall establish report deadlines for Society Representatives.

The OBC shall implement annual reviews of external relationships. Reviews shall document the effectiveness and value of maintaining the Computer Society's external involvement. Annual reviews shall serve as the bases for consideration of continuing external relationships in their existing format, making changes, or discontinuing the relationships.

The OBC shall provide annual reports to the Computer Society Executive Committee on the status of Society Representatives.

If an OBC ceases to function as an OBC, the Executive Committee shall act as the OBC until it designates another OBC.

23.8 DUTIES OF THE EXECUTIVE COMMITTEE

The Computer Society shall maintain a list of all Society Representatives on the Computer Society web site. The web site shall permit users to submit comments about Society Representative activities to Computer Society staff who will direct them to the Executive Committee for further consideration or action.

The Computer Society Executive Committee shall review at least annually, the list and appointments of Society Representatives and, as appropriate, drop Representative positions, create new Representative positions, or change the persons appointed as Representatives.

SECTION 24 ELECTRONIC PRODUCTS & SERVICES COMMITTEE

24.1 GENERAL

24.1.0 Definition

In the following section, the term 'electronic products' shall include all products and services delivered by the Society through any electronic mechanism, including the web and other applications.

24.1.1 Branding

All Society electronic products and services are to bear the names and logos of both the IEEE Computer Society and the IEEE prominently on their home page. When appropriate, other features should be added to improve the branding of our products and services.

24.1.2 Standards, Best Practices and Design

The Electronic Products & Services Committee will have responsibility to ensure that electronic products and services produced by the Society adhere to appropriate standards and best practices whenever possible. It will also monitor the design of electronic products and services for consistency across Society entities.

24.1.3 Discriminatory Material in Electronic Products

Any discriminatory or derogatory statement suggesting age, sex, race, or other types of discrimination is unacceptable.

24.2 ELECTRONIC PRODUCTS & SERVICES COMMITTEE

24.2.1 Duties and Responsibilities

The duties of the Electronic Products & Services Committee shall be as provided in the bylaws.

24.2.2 Membership

The Electronic Products & Services Committee shall be chaired by the Electronic Products & Services Committee chair and shall consist of the following voting members: a representative from each of the IEEE Computer Society program boards, and an additional three to five members appointed by the Electronic Products & Services chair. In addition, IEEE Computer Society representatives to relevant IEEE committees, as determined by the President of the Society, shall serve as *ex officio* members of this committee.

24.2.3 Budgeting Responsibilities

The Electronic Products & Services Committee shall review annual budgets and operating plans as proposed by its operating committee chairs. Additionally, it is responsible for preparing and recommending its annual budget to the Finance Committee and the Board of Governors.

24.2.4 *Electronic Products & Services Handbook*

The Electronic Products & Services Committee shall create and be responsible for maintaining an *Electronic Products & Services Handbook*, which sets forth detailed procedures for the operation of the Society's electronic products and services and continuity of the operation of Society's electronic products and services. The Electronic Products & Services Committee may modify its procedures without Board of Governors approval provided that its procedures are consistent with the policies and procedures of the IEEE Computer Society. All changes to the handbook procedures shall be published in the Agenda Book prepared for the next Board of Governors' meeting following the change. The Electronic Products & Services Committee chair is responsible for ensuring that a copy of the current handbook is distributed to each member of the Electronic Products & Services Committee, operations committees, and the Board of Governors at the beginning of each calendar year.

24.3 OPERATIONS COMMITTEES

24.3.1 Duties

The Operations Committees of the Electronic Products & Services Committee shall be the Web Committee, the Community Development Committee and other ad hoc committees established by the Electronic Products & Services chair. Each of these committees shall deal with electronic products and services distribution processes and shall recommend and initiate changes in practice where necessary to assure that quality, budget, and time constraints can be met. Operations Committees shall inform the Electronic Products & Services Committee about ongoing products and plans, and undertake other assignments as specified by the Committee.

24.3.2 Membership

The chairs of the Operations Committees shall be appointed by the Electronic Products & Services Committee Chair. Members of the Operations Committees shall be appointed by the respective committee chairs in consultation with the Electronic Products & Services Committee Chair. Appropriate staff members are ex officio nonvoting members of the Operations Committees.

24.3.3 Web Committee

The Web Committee shall recommend technologies and practices and implement policies concerning the design and operation of the Society's Web pages and monitors the Society's Web pages for adherence to Web quality assurance standards as defined in the *Electronic Products & Services Handbook*.

24.3.4 eLearning Committee

The eLearning Committee shall specify, evaluate, and select vendors and services of online products and services for the IEEE Computer Society's distance learning program, monitor operations, and recommend pricing. The Committee shall recommend alternative online eLearning delivery technologies, processes, and methodologies and participate in reviews of the effectiveness of delivered online eLearning products and services to meet the needs of Society members.

24.3.5 Community Development Committee

The Community Development Committee, working with the Web Committee, shall oversee development, maintenance, and periodic review of products and services related to the Society's website, online portals, communities, and other related entities.

24.4 OBJECTIVES AND OPERATING PRINCIPLES

The IEEE Computer Society's formal mission statement, set forth in its 2001 strategic plan, *The World's IEEE Computer Society*, is to be the leading provider of technical information to the world's computer professionals.

24.4.1 Objectives

The objectives of the Electronic Products & Services Committee programs support the Society's mission as follows:

24.4.1.1 Electronic delivery methods should be used to meet the needs of Society members by improving their ability to identify relevant technical information, to obtain access to that information with greater speed and convenience, and to facilitate technical information exchange among members and other computer professionals.

24.4.1.2 The Society will clearly identify refereed and archival materials and is committed to maintaining eternal, accessible storage of archival products in electronic forms.

24.4.1.3 All electronic products and services will uphold at least the same standards of excellence as the Society's comparable traditional products and services.

24.4.2 Operating Principles

To achieve these objectives, the Society will operate its electronic products and services programs within the following policies and guidelines.

24.4.2.1 All proposed electronic products and services should document their target audience, the value/benefit provided to that audience, and an outline of the model used to create and maintain the content.

24.4.2.2 With the exception of those products designed specifically for membership benefits only and not for revenue generation, electronic products and services should generate revenues sufficient to recover both their marginal cost of production and a prorated share of the costs of preparing the information for use in any medium.

24.4.2.3 When subscription is needed to access a revenue-generating product, subscription access to electronic products or services should be routinely accomplished through the IEEE member and subscription sign-up and renewal processes, not a separate process with separate billings and fulfillment costs. Adding the ability to sign up new members and subscriptions via the web, and to allow members to up update their own address records online, should be a high priority.

24.4.2.4 Initial pricing models for each instance of electronic product and service will be specified in the *Electronic Products & Services Handbook*.

SECTION 25 OMBUDSMAN

25.1 OMBUDSMAN

The ombudsman should be a standing post. A volunteer should be selected by the Board of Governors each year to fill the position. The ombudsman should report to the Executive Committee but is not a member of the Executive Committee. The ombudsman has direct access to the Board of Governors with respect to any unusual or otherwise important complaints that are not readily rectified, except that this will not apply to those portions of IEEE Computer Society operations where procedures for appeal already exist

25.2 DUTIES AND RESPONSIBILITIES

25.2.1 A copy of all IEEE Computer Society-related complaints received by the IEEE or IEEE Computer Society should be sent to the ombudsman. A standard form could be generated that indicates: the name/address of the member, the nature of the complaint, and the action instigated to rectify the problem. The ombudsman would not normally be involved with normal non-fulfillment complaints, except to receive a copy of the form.

25.2.2 The ombudsman's address and purpose are sent out with all new membership applications (printed on the back of the IEEE Computer Society member application form). Members who do not receive the proper response for processing of their membership, and do not begin to receive publications in the time they expect, are invited to contact the ombudsman.

25.2.3 A brief notice, giving the address and purpose of the ombudsman, as a service to members, is published in each issue of *Computer*. A longer notice is published in *Computer* once a year, preferably in the months just after the memberships are renewed when most complaints are likely to be made. The ombudsman's address should be given as a c/o address to the IEEE Computer Society office to avoid reprinting costs each year if the ombudsman changes.

25.2.4 Members are invited to write directly to the ombudsman if they have reason to believe their original complaint has not received the attention it deserves. The ombudsman is responsible for:

a. immediately acknowledging receipt of the complaint

b. investigating the nature of the complaint and investigating whatever action is necessary to rectify the problem

c. responding to the member with details of the actions taken and inviting he/she to correspond further if either this action does not solve the problem or if he/she still remains dissatisfied.

25.2.5 The ombudsman should provide an annual report to the Executive Committee for inclusion in the end of year Agenda Book report.

SECTION 26 PROFESSIONAL ACTIVITIES

26.1 PROFESSIONAL ACTIVITIES BOARD (PAB)

The Professional Activities Board provides leadership in the Society for activities related to the professional activities of practitioners engaged in disciplines such as computer engineering, computer science, information technology, information systems, and software engineering.

26.2 MEMBERSHIP

The PAB Chair is the IEEE Computer Society Vice President for Professional Activities. Members of the PAB shall be members of the Computer Society and shall be encouraged to be members of the IEEE. Members may vote immediately upon appointment.

26.2.1 Liaison Representatives

The membership of the PAB shall include up to 13 members appointed by the vice president for professional activities. In addition, the Society representative to the IEEE-USA Licensure and Registration Committee shall be a member of the board, *ex officio*, with vote. The vice president for professional activities is encouraged to seek appropriate representation taking into consideration the active areas of industry focus, relations to other Computer Society and IEEE organizational units, and geographical areas involved in related activities.

26.2.2 Liaison Representatives

Vice presidents and standing committee chairs may each appoint a single liaison representative to serve as an ex officio member, with vote, of the PAB.

26.3 PAB RESPONSIBILITIES

The PAB is responsible for formulating policies and practices with respect to the Society's role in the development and support of professional disciplines such as computer engineering, computer science, information technology, information systems, and software engineering; including body of knowledge characterization, competencies, ethics, performance norms, and terminology. It shall recommend, evaluate, initiate, and nurture programs, products, and services to serve practitioners and their employers. In pursuit of the second goal, the PAB shall work closely with the Educational Activities Board (EAB).

26.4 PAB DUTIES

The PAB Chair shall:

1. Maintain the PAB membership list.

2. Appoint Members-at-Large as provided by the bylaws.

3. Appoint chairs and members of standing committees of the PAB, unless otherwise provided.

4. Appoint liaison representatives to appropriate committees and other organizations of the IEEE.

5. Appoint liaison representatives to other program boards and committees of the IEEE Computer Society, as provided by the bylaws.

6. Prepare annual IEEE Computer Society PAB budget and, after approval by the Board of Governors, supervise its execution.

7. Create ad hoc committees to the PAB and appoint their membership and chairs.

8. Carry out other delegated and assigned responsibilities.

26.5 PAB COMMITTEES

26.5.1 Standing Committees

26.5.1.1 Certification Committee

The Certification Committee shall plan, direct, and administer the certification programs offered by the IEEE Computer Society. The Certification Committee shall present annual budgets, including examination fees and examination frequencies, to the Board of Governors for approval. The Certification Committee will maintain test materials, administer the recertification program, identify topic areas not covered by the certification examination, recommend necessary changes to existing examinations, and recommend termination or development of the examination. The Certification Committee will also review the certification programs once every four years.

The Certification Committee shall create and maintain a *Certification Handbook*, which sets forth procedures for the operation of the Certification Committee and the Society's certification programs. The Certification Committee may modify its procedures without Board of Governors approval provided that its procedures are consistent with Society and IEEE policies and procedures and approved by the PAB. However, any change to certification program procedures shall be published in the

Agenda Book prepared for the next Board of Governors meeting following the change The chair of the Certification Committee is responsible for ensuring that a copy of the then-current handbook is distributed to the PAB and the Board of Governors at the beginning of each calendar year.

The Certification Committee shall consist of seven members, determined in accordance with the *Certification Handbook*. The officers of the committee shall be a chair, vice chair, and secretary, determined in accordance with the *Certification Handbook.*

26.5.1.2 Professional Activities Planning Committee

The chair of the Professional Activities Planning Committee shall be appointed by the PAB Chair. The committee membership shall consist of the chair of the Certification Committee as a voting member and up to seven additional voting members appointed by the PAB Chair.

The Professional Activities Planning Committee shall study, evaluate, and recommend new programs within the PAB scope. In particular, the Committee shall recommend programs to deal with specific professional disciplines. Upon approval by the PAB and by the Society's Board of Governors, a new discipline-specific committee shall be formed if necessary and designated to conduct programs in the newly designated discipline. The Committee shall undertake other assignments as specified by the PAB.

26.5.1.3 Appeals Panel

Whenever needed, an Appeals Panel shall be appointed by the Professional Activities Board, and shall consist of not fewer than three nor more than five members. All of the Appeals Panel members must be IEEE Computer Society certificate holders in good standing. At least one member should not be a member of the Certification Committee. The appeals process shall be described in the *Certification Handbook.*

26.5.1.4 Discipline-specific Committees

A standing committee is to be created whenever the Society decides to initiate work within a particular professional discipline. The committee will make recommendations to PAB regarding programs in the particular discipline. The chair and members of such committees are appointed by the PAB Chair and serve on an annual basis. When appropriate, a liaison relationship with an appropriate Technical Council should be established.

Upon the creation of the PAB, a Software Engineering Committee shall be established to make recommendations to the PAB regarding programs in software engineering.

26.5.1.5 Other Committees

Other standing and ad hoc committees may be created by action of the PAB. Unless otherwise provided by the action of the PAB, the chair and the members of any committee are appointed by the PAB Chair and serve on an annual basis.

26.6 RELATIONSHIP TO CERTIFICATION TRAINING COMMITTEE

Responsibility for the development, maintenance, and deployment of IEEE Computer Society products intended to prepare individuals for IEEE Computer Society certification examinations rests with the Educational Activities Board. The PAB Chair shall take appropriate steps to ensure that liaison is maintained while ethical separation is assured.