

IEEE COMPUTER SOCIETY

POLICIES AND PROCEDURES MANUAL

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 Section 8 of Article III of 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 Computer Society activity. The current Computer Society dues and fees structure will also be included.

1.3 AUTHORIZATION

This, the 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 Computer Society *Policies & Procedures Manual* shall be the recognized and governing policies and procedures document of the 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.

1.4 MAINTENANCE

This manual will be kept current by the chief staff executive 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 *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 Washington, DC 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 chief staff executive to make the required change.

When a revised version of the constitution and bylaws, or *Policies & Procedures Manual* is completed it will not be considered official until a copy in its final printed form is approved by the chief staff executive 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 *Policies & Procedures Manual* to a subordinate board or committee, other than the Executive Committee, all changes will be transmitted to the chief staff executive and the Constitution and Bylaws Committee. The completed revision will not be considered official until a copy in its final printed form is approved by the chief staff executive, 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 chief staff executive will provide a copy of the manual, either in electronic or printed form, to board and committee members and to others on receipt of requests. The chief staff executive will be responsible for the *Policies & Procedures Manual*, maintaining a current complete updated manual for use of the president and for maintaining similar manuals in all 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 chief staff executive shall coordinate, prepare and distribute a board *Agenda Book* to all franchised and *ex officio* members of the board so as to nominally be received 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 in existing Section 16.3.3.4, Permissible Charges, of this manual, and is to apply to expenses associated with attendance at the meetings of the board (and associated program boards) as are usually held three times each year. 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 fares such as those associated with advance purchases, over Saturday night stays, etc.

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 board 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 either be provided with electronic mail capability or shall provide to Computer Society headquarters their electronic mail address.

3.4 WRITTEN PROXIES

Written proxies for Board of Governors' meetings may be submitted by electronic mail to the secretary of the Computer Society. To be counted as a written proxy, each person assigning a proxy must originate a message stating the individual to whom the proxy is being assigned, and provide it to the secretary.

3.5 MEETING MINUTES AVAILABILITY

The chief staff executive 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.

3.6 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).

**3.7 AVAILABILITY OF POLICIES &
PROCEDURES MANUAL**

The chief staff executive shall ensure that a copy of the current *Policies & Procedures Manual* is available at each Board of Governors meeting.

**3.8 CONDUCT OF BOARD BUSINESS
BETWEEN MEETINGS**

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

3.8.2 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 mail, e-mail, the WWW, or other electronic means.

3.8.3 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.

3.8.3.1 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 ABSTAIN. 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.

3.8.3.2 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 ABSTAIN. Ballots must be sent electronically or postmarked no later than midnight of the tenth day following the sending of the ballot.

3.9 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.

3.10 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, nominations, and personnel & compensation 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 Article IV, Section 1, of the Bylaws.

4.1.2 Powers and Duties

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.¹

The Executive Committee shall act for the board or subjects for which it has been authorized by the board.² They include the following:

- Initiate modifications and amend the PPM based on the recommendations of the Constitution & Bylaws Committee (*PPM Section 1.4*)
- Approve \$100,000 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 (PPM Section 16.2.3)

¹ See Bylaws Article IV, Section 2

² See Bylaws Article IV, Section 3

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. Chairs the Board of Governors and the Executive Committee. Provides leadership and direction for officers and society programs.

5.1.2 Contacts

Wide ranging, at all levels of members, volunteers, and staff of the society, IEEE, and external organizations. The primary staff contact is the chief staff executive.

5.1.3 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 he/she may deem 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 chairs 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
 - Personnel & Compensation 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 Board of Governors and members in Computer Society activities.
13. Ensures web currency.
14. Prepares status reports for the Board of Governors.

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 Contacts

Wide ranging, at all levels of members, volunteers, and staff of the society, IEEE, and external organizations. The primary staff contact is the chief staff executive.

5.2.3 Position Responsibilities

1. Assists the president in setting and achieving overall society objectives.
2. Provides counsel to the president in making executive committee, standing committee, and other appointments.
3. Serves as a franchised member *ex officio* and chairs the:
 - Constitution & Bylaws Committee
 - Personnel & Compensation Committee
 - Planning Committee

4. Prepares meeting agendas and distributes relevant information to all members prior to meetings.
5. Presides over committee meetings to ensure achievement of objectives and attention to major issues and purposes.
6. Appoints a member of the Nominations Committee.
7. Selects the sites and dates of the board meetings two years in advance.
8. Assists the president in identifying potential leaders.
9. Trains board members and encourages active participation by Board of Governors and members in Computer Society activities.
10. Performs other duties as assigned by the president or by the board.

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 Contacts

Wide ranging, at all levels of members, volunteers, and staff of the society, IEEE, and external organizations. The primary staff contact is the chief staff executive.

5.3.3 Position Responsibilities

1. Assists the president in setting and achieving overall society objectives.
2. Provides counsel to the president in making executive committee, standing committee, and other appointments.
3. Serves as a franchised member *ex officio* and chairs the:
 - Intersociety Cooperation Committee
 - Nominations Committee
 - Membership Committee

4. Prepares meeting agendas and distributes relevant information to all members prior to meetings.
5. Presides over committee meetings to ensure achievement of objectives and attention to major issues and purposes.
6. Serves as a franchised member *ex officio* of the:
 - Board of Governors
 - Executive Committee
 - Constitution & Bylaws Committee
 - Finance Committee
 - Personnel & Compensation Committee
 - Planning Committee
7. Assists the president in identifying potential leaders.
8. Trains board members and encourages active participation by Board of Governors and members in Computer Society activities.
9. Plans, initiates, and promotes ongoing interaction with other societies.
10. Ensures web currency.
11. Performs other duties as assigned by the president or by the board.

5.4 FIRST VICE PRESIDENT

5.4.1 Position Function

Is second in succession to the chief elected officer and 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 Contacts

Wide ranging, at all levels of members, volunteers, and staff of the society, IEEE, and external organizations. The primary staff contact is the chief staff executive.

5.4.3 Position Responsibilities:

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

2. Executes a portfolio as assigned by the president.
3. Presides over board and committee meetings to ensure achievement of objectives and attention to major issues and purposes.
4. Ensures web currency of the assigned portfolio.
5. Assists the president in setting and achieving overall society objectives.
6. Provides counsel to the president in making executive committee, standing committee, and other appointments.
7. Arranges for CS overview presentation by the chief staff executive.
8. Trains board members and encourages active participation by Board of Governors and members in Computer Society activities.

5.5 SECOND VICE PRESIDENT

5.5.1 Position Function

The second vice president is third in succession to the chief elected officer, president-elect and first vice-president. Provides counsel and assistance to the president and other volunteer leaders. Provides leadership and direction for officers and society programs.

5.5.2 Contacts

Wide ranging, at all levels of members, volunteers, and staff of the society, IEEE, and external organizations. The primary staff contact is the Chief staff executive.

5.5.3 Position Responsibilities

1. Serves as a franchised member *ex officio* of the Executive Committee and Board of Governors.
2. Arrange for CS overview presentation by the chief staff executive.
3. Executes a portfolio as assigned by the president.
4. Presides over board and committee meetings to ensure achievement of objectives and attention to major issues and purposes.

5. Ensures web currency of the assigned portfolio.
6. Assists the president in setting and achieving overall society objectives.
7. Provides counsel to the president in making executive committee, standing committee, and other appointments.
8. Trains board members and encourages active participation by Board of Governors and members in Computer Society activities.

5.6 SECRETARY

5.6.1 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. Serves as a member of the Board of Governors, elected to the office of secretary by the board.

5.6.2 Contacts

Primary staff contact is the Administrative Services Manager as assistant secretary.

5.6.3 Position Responsibilities

1. Serves as a franchised member *ex officio* of the Executive Committee and the Finance 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 notifies the candidates, officers, and membership of the election results.
6. Assists with overall society interfaces to non-CS entities.
7. Assists the president in setting and achieving overall society objectives.

8. Assists the president in identifying potential leaders.
9. Trains board members and encourages active participation by Board of Governors and members in Computer Society activities.
10. Ensures web currency.
11. Performs other duties as assigned by the president or by the board.

5.6.4 Assistant Secretaries

The incumbents of the staff positions of chief staff executive, director, finance and accounting, and administrative services manager are designated assistant secretaries of the board, and in that capacity are authorized to certify board actions for the secretary.

5.7 TREASURER

5.7.1 Position Function

Serves as the chief volunteer financial officer. Provides leadership and direction for volunteers and society programs. Reports to the membership on the financial state of the society.

5.7.2 Contacts

Has wide ranging contacts at all levels throughout the society, IEEE, and IEEE TAB. Primary staff contact is the Director, finance and accounting.

5.7.3 Position Responsibilities

1. Serves as a member *ex officio* of the Board of Governors and as a franchised member *ex officio* of the Executive Committee.
2. Serves as a franchised member *ex officio* and chair of the Finance Committee (FinCom).
3. Directs the preparation of meeting agendas and distributes relevant information to all members prior to the meeting.
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
10. Assists the president in setting and achieving overall society objectives.
11. Assists the president in identifying potential future leaders.
12. Trains board members and encourages active participation by Board of Governors and members in Computer Society activities.
13. Ensures web currency.
14. Performs other duties as assigned by the president or by the board.

5.8 VICE PRESIDENTS' DUTIES AND POWERS OF APPOINTMENT

Each vice president shall interpret and guide the respective board's activities as specified in Articles VI through XIII 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*.

5.9 VICE PRESIDENT FOR CHAPTERS ACTIVITIES

5.9.1 Position Function

Provides policy direction for the Chapters Activities Board. Provides leadership and direction for volunteers and society programs.

5.9.2 Contacts

Wide ranging, at all levels of members, volunteers, and staff of the society, IEEE, including chapters. The two primary staff contacts are the Director,

volunteer services, and the Director, Administration.

5.9.3 Position Responsibilities

1. Serves as a member *ex officio* of the Board of Governors and as a franchised member *ex officio* the Executive Committee.
2. Chairs the Computer Society Chapters Activities Board (CAB), and ensures attention to major issues and purposes.
3. Assists the president in setting and achieving overall society objectives.
4. Appoints members of the CAB.
5. Directs development of CAB objectives.
6. Informs the CAB members and subcommittees of CAB objectives and their expected individual contributions and responsibilities.
7. Directs the preparation of meeting agendas and distributes relevant information to all members prior to the meeting.
8. Prepares CAB status reports for the Board of Governors.
9. Appoints one member to the Membership Committee.
10. Recommends changes in chapters policy to the Board of Governors.
11. Assists the president in identifying potential leaders.
12. Promotes chapter/society communication and chapter activities.
13. Promotes student activities and programs to serve student members of the society.
14. Assures the continued vitality of the affiliate program.
15. Oversees the Distinguished Visitors Program.
16. Oversees the Chapters Tutorial Program.
17. Serves as a focal point for working with appropriate IEEE entities, especially the Membership Development Committee and appropriate committees of the IEEE RAB.

18. Reviews and recommends updates to relevant sections of the *Policies & Procedures Manual*.

19. Seeks out opportunities for cross-board cooperation and collaboration.

20. Arrange for CS overview presentation by the chief staff executive.

21. Trains board members and encourages active participation by Board of Governors and members in Computer Society activities.

22. Maintains handbook and ensures web currency.

23. Performs other duties as assigned by the president or by the board.

5.10 VICE PRESIDENT FOR CONFERENCES & TUTORIALS

5.10.1 Position Function

Provides policy direction to the Conferences & Tutorials Board. Provides leadership and direction for volunteers and society programs.

5.10.2 Contacts

Has wide contacts both internal and external to the society, IEEE, including conference organizers, volunteers, and other co-sponsor organizations. The primary staff contact is the Director, volunteer services.

5.10.3 Position Responsibilities

1. Serves as a member *ex officio* of the Board of Governors and as a franchised member *ex officio* the Executive Committee.
2. Chairs the Conferences & Tutorials Board (C&T), and ensures attention to major issues and purposes.
3. Assumes responsibility for C&T Board finances, operations, assessment, and planning.
4. Appoints members of the C&T Board.
5. Directs development of C&T Board objectives.
6. Informs the C&T Board members and subcommittees of board objectives and their

- expected individual contributions and responsibilities.
7. Directs the preparation of meeting agendas and distributes relevant information to all members prior to the meeting.
 8. Reviews and approves conference budgets up to 2% of the total society expenditures.
 9. Reviews and presents to the Board of Governors conference budgets over 2% of the total society expenditures.
 10. Plan and approve schedule and budget for award ceremonies for each conference when applicable.
 11. Prepares C&T Board status reports for the Board of Governors.
 12. Recommends changes in conference policy to the Board of Governors.
 13. Encourages active participation by C&T Board members in other Computer Society activities.
 14. Appoints one member to the Membership Committee.
 15. Assists the president in identifying potential leaders.
 16. Works with the society representative to the IEEE TAB Technical Meetings Council to insure appropriate input/coverage/-communications between the society and this IEEE council.
 17. Directs preparation of the C&T Board budget.
 18. Reviews and recommends updates to relevant sections of the *Policies & Procedures Manual*.
 19. Maintains handbook and ensures web currency.
 20. Arrange for CS overview presentation by the chief staff executive.
 21. Seeks out opportunities for cross-board cooperation and collaboration.
 22. Assists the president in setting and achieving overall society objectives.

23. Trains board members and encourages active participation by Board of Governors and members in Computer Society activities.

24. Performs other duties as assigned by the president or by the board.

5.11 VICE PRESIDENT FOR EDUCATIONAL ACTIVITIES

5.11.1 Position Function

Provides policy direction to the Educational Activities Board. Provides leadership and direction for volunteers and society programs.

5.11.2 Contacts

Wide ranging, at all levels of members, volunteers, and staff of the society, IEEE, and external organizations. The primary staff contact is the Director, volunteer services.

5.11.3 Position Responsibilities

1. Chairs the Educational Activities Board (EAB), and ensures attention to major issues and purposes.
2. Serves as a member *ex officio* of the Board of Governors and as a franchised member *ex officio* the Executive Committee.
3. Assumes responsibility for EAB Board finances, operations, assessment, and planning.
4. Appoints members of the EAB Board.
5. Directs development of EAB Board objectives.
6. Informs the EAB Board members and subcommittees of board objectives and their expected individual contributions and responsibilities.
7. Directs the preparation of meeting agendas and distributes relevant information to all members prior to the meeting.
8. Recommends candidates for the CSAB Board of Directors to the president.
9. Recommends candidates for ABET program evaluators.
10. Appoints a member of the IEEE-EAB Accreditation Policy Committee.

11. Prepares EAB status reports for the Board of Governors.
12. Recommends changes in EAB policy to the Board of Governors.
13. Encourages active participation by EAB Board members in other Computer Society activities.
14. Appoints one member to the Membership Committee.
15. Assists the president in identifying potential leaders.
16. Serves as a focal point for working with outside entities such as IEEE EdSoc, ADML, etc.
17. Directs preparation of the EAB Board budget.
18. Reviews and recommends updates to relevant sections of the *Policies & Procedures Manual*.
19. Maintains handbook and ensures web currency.
20. Arranges for CS overview presentation by the chief staff executive.
21. Seeks out opportunities for cross-board cooperation and collaboration.
22. Assists the president in setting and achieving overall society objectives.
23. Trains board members and encourages active participation by Board of Governors and members in Computer Society activities.
24. Performs other duties as assigned by the president or by the board.

5.12 VICE PRESIDENT FOR PUBLICATIONS

5.12.1 Position Function

Provides policy direction for the Publications Board. Provides leadership and direction for volunteers and society programs.

5.12.2 Contacts

Wide ranging, at all levels of members, volunteers,

and staff of the society, IEEE, including editors-in-chief, staff editors, and authors. The primary staff contact is the Publisher.

5.12.3 Position Responsibilities

1. Chairs the Publication Activities Board (Pubs), and ensures attention to major issues and purposes.
2. Assumes responsibility for Pubs Board finances, operations, assessment, and planning.
3. Appoints members of the Pubs Board.
4. Directs development of Pubs Board objectives. Informs the Pubs Board members and subcommittees of board objectives and their expected individual contributions and responsibilities.
5. Directs the preparation of meeting agendas and distributes relevant information to all members prior to the meeting.
6. Appoints Magazine, Transactions and Press Operations Committee chairs.
7. Appoints *ad hoc* search committees for editors-in-chief for the periodical editorial boards.
8. Recommends EIC reimbursed expense and editorial page budgets to the Finance Committee.
9. Presents proposals for new periodicals to the Board of Governors.
10. Prepares Pubs Board status reports for the Board of Governors.
11. Recommends changes in publications policy to the Board of Governors.
12. Encourages and supports the editors-in-chief in their leadership of the periodicals.
13. Monitors EIC performance in coordination with the Magazine Operations Committee and Transactions Operations Committee chairs.
14. Appoints one member to the Membership Committee

15. Assists the president in identifying potential leaders
16. Maintains close liaison with the representative(s) to the IEEE TAB Periodicals and Products Councils.
17. Recommends candidates for the IEEE TAB Publications Products and IEEE TAB Periodical Councils.
18. Directs preparation of the Pubs Board budget.
19. Reviews and recommends updates to relevant sections of the *Policies & Procedures Manual*.
20. Maintains handbook and ensures web currency.
21. Arrange for CS overview presentation by the chief staff executive.
22. Seeks out opportunities for cross-board cooperation and collaboration.
23. Assists the president in setting and achieving overall society objectives.
24. Trains board members and encourages active participation by Board of Governors
25. Performs other duties as assigned by the president or by the board.

5.13 VICE PRESIDENT FOR STANDARDS ACTIVITIES

5.13.1 Position Function

Provides policy direction to the Standards Activities Board. Provides leadership and direction for volunteers and society programs.

5.13.2 Contacts

Has wide contacts both internal and external to the society, IEEE, and standards making organizations, including sponsors, working group chairs, volunteers, and staff. The primary staff contact is the Director, volunteer services.

5.13.3 Position Responsibilities

1. Serves as a member *ex officio* of the Board of Governors and as a franchised member *ex officio* the Executive Committee.
2. Chairs the Standards Activities Board (SAB), and ensures attention to major issues and purposes.
3. Assumes responsibility for SAB Board finances, operations, assessment, and planning.
4. Appoints members of the SAB Board.
5. Directs development of SAB Board objectives.
6. Informs the SAB Board members and subcommittees of board objectives and their expected individual contributions and responsibilities.
7. Directs the preparation of meeting agendas and distributes relevant information to all members prior to the meeting.
8. Ensures appropriate representation of Computer Society standards interests at the IEEE Standards Board.
9. Monitors election of sponsor officers.
10. Oversees the activities of CS sponsored technical advisory groups.
11. Prepares SAB Board status reports for the Board of Governors.
12. Recommends changes in standards policy to the Board of Governors.
13. Encourages active participation by SAB Board members in other Computer Society activities.
14. Appoints one member to the Membership Committee.
15. Assists the president in identifying potential leaders.
16. Directs preparation of the SAB Board budget.
17. Reviews and recommends updates to relevant sections of the *Policies & Procedures Manual*.

18. Promotes improved TC - Sponsor relationships.
19. Seeks out opportunities for cross-board cooperation and collaboration.
20. Trains board members and encourages active participation by Board of Governors and members in Computer Society activities.
21. Maintains handbook and ensures web currency.
22. Performs other duties as assigned by the president or by the board.

5.14 VICE PRESIDENT FOR TECHNICAL ACTIVITIES

5.14.1 Position Function

Provides policy direction to the Technical Activities Board. Provides leadership and direction for volunteers and society programs.

5.14.2 Contacts

Has wide contacts both internal and external to the society, including TC chairs, newsletter editors, volunteers, and staff. The primary staff contact is the Director, volunteer services.

5.14.3 Position Responsibilities

1. Serves as a member *ex officio* of the Board of Governors and as a franchised member *ex officio* the Executive Committee.
2. Chairs the Technical Activities Board (TAB), and ensures attention to major issues and purposes.
3. Assumes responsibility for TAB Board finances, operations, assessment, and planning.
4. Appoints members of the TAB Board.
5. Directs development of TAB Board objectives.
6. Informs the TAB Board members and subcommittees of board objectives and their expected individual contributions and responsibilities.

7. Directs the preparation of meeting agendas and distributes relevant information to all members prior to the meeting.
8. Monitors Technical Segment Committees.
9. Recommends to the Board of Governors proposals for new technical committees/councils and proposals for terminating existing technical committees and task forces.
10. Monitors the election of technical committee/council and task force officers.
11. Encourages alternative activities for TCs.
12. Promotes improved TC - sponsor relationships.
13. Prepares TAB Board status reports for the Board of Governors.
14. Recommends changes in TAB policy to the Board of Governors.
15. Encourages active participation by TAB Board members in other Computer Society activities.
16. Appoints one member to the Membership Committee.
17. Assists the president in identifying potential leaders.
18. Works with the society representative to the IEEE TAB Technical Meetings Council to insure appropriate input/coverage/-communications between the society and this IEEE council.
19. Directs preparation of the TAB Board budget.
20. Reviews and recommends updates to relevant sections of the *Policies & Procedures Manual*.
21. Maintains handbook and ensures web currency.
22. Arranges for CS overview presentation by the chief staff executive.
23. Seeks out opportunities for cross-board cooperation and collaboration.

24. Trains board members and encourages active participation by the Board of Governors and members in Computer Society activities.
25. Performs other duties as assigned by the president or by the board.

5.15 DIVISION DIRECTOR AND DIRECTOR-ELECT

5.15.1 Position Function

Represents the Computer Society membership on the IEEE Board of Directors and the Technical Activities Board (TAB). Provides leadership and direction for society volunteers and programs. Serves on the IEEE Board of Directors and as a member *ex officio* of the Computer Society Board of Governors and Executive Committee.

5.15.2 Contacts

Has wide ranging contacts at all levels of members, volunteers, and staff throughout the society, IEEE, and TAB. The primary staff contact is the chief staff executive.

5.15.3 Position Responsibilities of Division Director

1. Functions as a communication link between the society and the TAB Chair.
2. Assists the president in setting and achieving overall society objectives.
3. Encourages and assists society leaders to meet the needs of their members.
4. Coordinate with the IEEE Division V or VIII Directors and Directors-Elect to ensure that at least one of them attends all IEEE ExComm meetings.
5. Recommends to the president candidates as representatives to SSIT Adcom, TAB, and division coordinators.
6. Assists the president in identifying potential leaders.
7. Investigates and initiates cooperative actions which are beneficial to both the society and the institute.

8. Ensures that society interests receive due consideration within the institute.
9. Trains board members and encourages active participation by Board of Governors and members in Computer Society activities.
10. Performs other duties as assigned by the president or by the board.

5.15.4 Position Responsibilities of Division Director – Elect

1. Assists the president in setting and achieving overall society objectives.
2. Encourages and assists society leaders to meet the needs of their members.
3. Assists the president in identifying potential leaders.
4. Investigates and initiates cooperative actions which are beneficial to both the society and the institute.
5. Trains board members and encourages active participation by Board of Governors and members in Computer Society activities.
6. Performs other duties as assigned by the president or by the board.

5.16 EDITOR-IN-CHIEF, COMPUTER

Other than the normal duties of an EIC, serves as an *ex officio*, non-voting member of the Board of Governors and the Executive Committee.

SECTION 6 CONFERENCES & TUTORIALS BOARD

6.1.1 Membership

The Conferences & Tutorials Board (C&T) is chaired by the vice president for Conferences & Tutorials as provided in the bylaws, and shall consist of the following members: the chairs of the standing and *ad hoc* committees, the secretary, and additional members as appointed by the vice president for Conferences & Tutorials. The most recent past vice president for Conferences & Tutorials and a member of the society's professional staff appointed by the chief staff executive are *ex officio*, non-voting members.

6.1.2 Responsibilities

The Conferences & Tutorials Board is responsible for setting the society's role and policy for the meetings in which the society participates, whether defined as conferences, symposia, workshops or tutorials (excluding chapter tutorials).

6.2. OPERATIONS COMMITTEE

6.2.1 Membership

The Operations Committee consists of the vice chair for operations and at least two Operations Committee members appointed by the vice president for Conferences & Tutorials.

6.2.2 Duties

The Operations Committee shall perform the day-to-day tasks which support the meetings of the society. The Operations Committee provides guidance for the technical meeting committees of the society and establishes methods, tools, and training programs to assist meeting organizers. The Operations Committee participates in the Technical Meeting Request Form approval process. The Operations Committee, with the assistance of the appropriate volunteer services staff member, maintains the IEEE Computer Society's *Technical Meeting Handbook*. The handbook shall include detailed procedures for the conduct of the technical meetings program. Additionally, the operations committee is responsible for recommending approval of MOUs (6.6).

6.3 ASSESSMENT AND PLANNING COMMITTEE

6.3.1 Membership

The Assessment and Planning Committee consists of the vice chair for assessment and planning and at least two Assessment and Planning Committee members appointed by the vice president for Conferences & Tutorials.

6.3.2 Duties

The Assessment and Planning Committee is responsible for the strategic planning and ongoing assessment of the meetings of the society. The Assessment and Planning Committee assesses the technical and financial viability of meetings and makes recommendations to the Conferences & Tutorials Board regarding potential growth areas for the society's meetings. The Assessment and Planning Committee also reviews steering committee charters and their modifications, and makes recommendations to the Conferences & Tutorials Board on meeting termination or sponsorship changes.

6.4 TECHNICAL MEETING REQUEST FORM

To seek the support of the IEEE Computer Society for a meeting, the chair of the meeting, or designee, and the finance chair, shall complete and sign the Technical Meeting Request Form (TMRF) and should submit it electronically to tmrf@computer.org at least fourteen months prior to the meeting.

6.5 TYPES OF IEEE COMPUTER SOCIETY PARTICIPATION

6.5.1 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.

6.5.2 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 financial commitment must be stated in the Technical Meeting Request Form, since advance loans and any surplus or loss must be shared in proportion to the commitment.

6.5.3 Cooperation

The IEEE Computer Society participates in a meeting but accepts no financial or legal liability for the meeting. The Computer Society understands that there are situations in which cooperation is appropriate, and in those circumstances, allows requests for cooperation, but generally requires a closer relationship through sponsorship or co-sponsorship. Only the vice president for Conferences & Tutorials (or designee) may grant cooperation, in consultation with the appropriate CS TC chair(s) or CS Vice President(s). Cooperation may be granted where there are significant benefits to the society and its members.

6.5.4 Sponsoring and Cooperating Entities

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

6.6 MEMORANDUM OF UNDERSTANDING (MOU)

A memorandum of understanding (MOU), sets forth the relationship and obligations of the involved parties. An 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.
- General conference management

6.7 REGISTRATION RATES

For all three cases, that is sponsorship, co-sponsorship or cooperation, 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 should be 25 percent to 50 percent higher than fees for members of the sponsoring or cooperating organizations.

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

6.8 APPROVAL OF TECHNICAL MEETINGS

Technical meetings with expense budgets exceeding two percent of IEEE Computer Society's annual budgeted expenses require Board of Governors' approval, and those with expense budgets between one and two percent of the society's annual budgeted expenses require Conference and Tutorials Board approval. Each technical meeting to be sponsored or cosponsored by, or in cooperation with the society, must be approved by one or more appropriate technical committee chairs, as determined by the vice president for Conferences & Tutorials. The vice president for Conferences & Tutorials may waive this requirement.

All other meetings with or without expense budgets require the approval of the vice president for Conferences & Tutorials. The meeting expense budget is the total of all expenses of the meeting, as shown on the latest Technical Meeting Request Form. The society's annual budgeted expenses are the amount of the first expense budget approved by the Board of Governors for the current year.

Approval of the first TMRF implies that ownership of the conference name resides with the society and any cosponsors, or as designated in the conference steering committee charter, or in the conference MOU.

6.9 WITHDRAWAL AND TERMINATION

Requests to terminate an IEEE Computer Society technical meeting are normally associated with sponsored meetings. Requests for the Computer Society to withdraw from a meeting are normally

associated with cosponsored or cooperation meetings.

6.9.1 Withdrawal

The request to withdraw from the meeting will proceed according to the meeting's charter. If the meeting does not have a charter or the charter does not address withdrawal of the IEEE Computer Society from the meeting, the vice president for Conferences & Tutorials will appoint an *ad hoc* committee to review the request with the other sponsoring entities and other appropriate parties and develop a recommended set of actions. For meetings with expense budgets less than two percent of the society's annual budgeted expense, the Conferences & Tutorials Board has the final authority in withdrawing from a technical meeting and implementing recommended actions. For meetings with expense budgets exceeding two percent of the society's annual budgeted expense, the Board of Governors has the final authority.

6.9.2 Termination

The request to terminate the meeting will proceed according to the meeting's charter. If the meeting does not have a charter or the charter does not address termination of the meeting, the Assessment and Planning Committee will review the request with appropriate parties and develop a set of actions. For meetings with expense budgets less than two percent of the society's annual budgeted expense, the Conference and Tutorials Board has the final authority in terminating a meeting and implementing recommended actions. For meetings with expense budgets greater than two percent of the society's annual expense budget, the Board of Governors has the final authority.

6.10 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 and calls for papers. If stationery is printed for the meeting, it should have the IEEE Computer Society name and logo, and the IEEE logo on it.

Before written 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 Computer Society, publish an advance announcement of the next

meeting provided that they notify the appropriate volunteer services staff member at least 30 days prior to the date when the announcement may be withdrawn from publication, and no Computer Society objection is received.

6.11 TITLE

Whenever a meeting is solely sponsored by IEEE entities, its title should include IEEE for identification purposes.

"International" may be used in the title of the meeting only when the meeting will reflect an international character to a significant degree.

6.12 SCOPE

For first time meetings, the scope must be defined in the TMRF. For continuing meetings, any changes in scope must be noted in the TMFR for the year(s) when the change applies and must be submitted to the Conferences and Tutorials Board for approval.

6.13 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 charter shall include meeting scope, committee membership, sponsor financial commitment, and procedures for amendment, withdrawal, and termination. Rules and policies of the charter must be consistent with the bylaws and *Policies & Procedures* of the IEEE Computer Society.

Steering committee charters for meetings with expense budgets exceeding two percent of the Computer Society's annual expense budget require Board of Governors approval. All other steering committee charters require approval by the Conferences & Tutorials Board. Meetings that are sponsored by a technical committee need technical committee approval for the initial steering committee charter and any subsequent changes.

6.14 MEETING ORGANIZING COMMITTEES

6.14.1 Meeting Committee Composition

Organizing committee members of a meeting must be chosen from at least three different employers.

6.14.2 Meeting Chair

The meeting chair has primary responsibility for all aspects of the meeting and is accountable to the steering committee and the sponsors with respect to the discharge of that responsibility.

6.14.3 Finance Chair

The finance chair is responsible for all financial aspects of the meeting including preparing the budget, approving expenditures, maintaining proper financial records, seeing that the approved registration fees are charged, preparing the final report, etc. The primary aim of the finance chair should be to stay within the approved budget; note that the approved budget might not be the same as that submitted, since the sponsors might request changes.

Only the finance chair and the meeting chair should be authorized to approve expenditures. The meeting chair may delegate this authority for specific areas to other committee members and to the appropriate volunteer services staff member.

6.15 MEETING FINANCES

6.15.1 Advance

An advance loan must be repaid no later than when the final report is filed; it is not part of the meeting income.

6.15.2 Financial Accounts and Other Accounts

The finance chair is responsible for all income and expenses, and for oversight of the financial accounts.

In all cases, the chief staff executive 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.

For all meetings with expense budgets greater than \$50,000, and unless requested otherwise by the IEEE Computer Society, the finance chair should provide to the appropriate volunteer services staff

member and to the meeting chair, monthly financial reports.

6.15.3. Final Report

The meeting chair is responsible for seeing that a final report is prepared within four months after the meeting. This includes an administrative report on the meeting, a financial report, the closing of the checking and other accounts, and distribution of funds, performance of an audit, if requested, and reporting of capital equipment purchases. The report must be sent to the appropriate volunteer services staff member with a copy to cosponsors, if any. The volunteer services staff is responsible for approving the final report on behalf of the IEEE Computer Society. The vice president of Conferences & Tutorials or designee will be notified if a final report becomes more than four months delinquent. The delinquent report will be pursued by the volunteer services staff.

6.15.4 Financial Audits

The IEEE Computer Society may request an audit to be performed either informally by a small committee, perhaps a subset of the meeting committee, or a professional auditor. Technical meetings with at least 50% society sponsorship and having total revenues greater than \$50,000 shall be audited on a periodic basis. Each year the society shall engage a professional auditor to perform at least three audits of meetings with at least 50% society sponsorship and total revenues of \$50,000. Technical meetings which designate the appropriate volunteer services staff member as the treasurer and have revenues and expenses managed by the society shall be audited as part of the society's annual audit. Technical meetings having total expenses greater than 1.5% of the total Computer Society expense budget will be required to budget for audits. Other technical meetings may be required to budget for audits at the option of the Conferences & Tutorials Board.

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

6.15.5 Non-Financial Audits

The Conferences & Tutorials Board Operations Committee may conduct audits of the conference technical program and review process based on the

technical audit procedures approved by the Conferences & Tutorials Board.

6.15.6 Capital Equipment

Capital equipment purchases over \$1,500 require advance approval from the chief staff executive of the IEEE Computer Society or designee.

6.16 MEETING CONTRACTS

6.16.1 Hotel Contract

The hotel contract can be negotiated by the local arrangements chair, but must be signed either by the chief staff executive or his/her designee, or the Computer Society may refuse to accept liability. In the case of a meeting cosponsored by the Computer Society, the Computer Society will accept the signature of an executive of a cosponsor.

6.16.2 Exhibit Contract

The exhibit contract must be signed either by the chief staff executive or his/her designee, or the Computer Society may refuse to accept liability. In the case of a meeting cosponsored by the Computer Society, the Computer Society will accept the signature of an executive of a cosponsor.

6.16.3 Other Contracts

For meetings sponsored solely by the IEEE Computer Society, any contract over \$25,000 or 10% of the total meeting expense, 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 chief staff executive or designee, 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 chief staff executive unless the contract is over \$20,000.

6.17 HONORARIUM

6.17.1 Conference Speaker Honorarium

Honoraria are not normally paid for conference speakers. If honoraria are deemed necessary, they must be specifically noted and justified in the TMRF for approval.

6.17.2 Tutorial Speaker Honorarium

Each year, the Operations Committee recommends the rates for full-day and half-day tutorial speakers. The rates must be approved by the Conferences & Tutorials Board and published in the *Technical Meeting Handbook*. Full travel expenses can be paid for tutorial speakers.

6.18 COPYRIGHTS

The IEEE Computer Society requires that original papers in the proceedings of meetings it sponsors, cosponsors, or cooperates in be copyrighted for the protection of the authors, their organizations, and the sponsoring societies and cooperating entities. Assignment by the authors usually is made to IEEE on a standard copyright form. In those instances where the copyright may be held by an entity other than an IEEE entity, the holding entity should agree in writing that there will be free and unencumbered access and reuse rights to those papers published in the proceedings, by all sponsors, cosponsors, and cooperating entities, provided that:

1. The original copyright holder is informed of the reuse/republication by the sponsor or cosponsor, or cooperating entity;
2. That standard acknowledgment and credit lines appear on the first page of the reused republished paper;
3. That the sponsor/cosponsor/cooperating entity is not acting as a third party on behalf of another non-related commercial or non-commercial organization wishing to reprint/reuse the paper; and
4. That written permission is secured from the primary author of the paper in advance of the proposed reuse.

6.19 INQUIRIES BY GOVERNMENT AGENCIES

If any government agency raises questions about technology transfer or clearance, particularly about the proceedings or the conduct of the meeting, and the meeting is sponsored or cosponsored by the IEEE Computer Society, the matter must be referred to the society chief staff executive or designee for resolution.

6.20 TECHNICAL MEETING MAILING AND ATTENDEE LISTS

Provisions must be made to protect the right of a meeting attendee to not have his/her name on mailing lists used for the dissemination of non-society-related material and for attendee distribution lists. The following statement, therefore, must be placed on all meeting registration forms: Do not include my mailing address on { } non-society mailing lists { } meeting attendee lists.

6.21 IEEE MEMBER PARTICIPATION

All IEEE members shall be admitted, upon payment of appropriate registration fees, to any and all meetings and events of which the society is a sponsor or cosponsor. Space limitations may require a policy of first come, first served. The society will not act as a sponsor or cosponsor for any assemblage in which participation is subject to security clearance or any other restriction of either governmental or industrial nature.

6.22 NON-DISCRIMINATION

The IEEE Computer Society will not approve of holding a society-sponsored meeting in a facility of an organization which engages in discriminating membership practices or in any facility to which all IEEE members do not normally have access.

6.23 CONFLICT OF INTEREST

6.23.1 No conference committee member (steering committee, conference committee, or program committee) shall have any direct or indirect financial interest in any contract relating to the operation of that conference nor in any contract for furnishing supplies or services thereto without the specific approval of the chief staff executive of the society.

6.23.2 Except as noted in 6.23.1, IEEE Computer Society sponsored technical meeting organizers are governed by the IEEE Policies and Procedures in regards to conflict of interest.

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 chairs of standing and *ad hoc* committees, one IEEE Computer Society CSAB representative director to be selected by the vice president of educational activities, and up to 20 members appointed by the vice president for educational activities. The vice chair, 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.

7.2 DUTIES AND RESPONSIBILITIES

The duties of the Educational Activities Board shall be as provided in the bylaws.

7.3 STANDING COMMITTEES**7.3.1 Curriculum Development Committee**

The Curriculum Development Committee shall develop curriculum recommendations for programs in computer science and engineering and in related areas.

7.3.2 Certification Software Development Professional (CSDP) Training Committee

The CSDP Training Committee shall develop and implement a program for CSDP examination preparation including training courses and self-study materials, and recommend and implement policies for the CSDP education provider program.

7.3.3 Continuing Education Committee

The Continuing Education Committee shall develop and implement various continuing education programs in the computer field, including development and offering of continuing education courses, professional development seminars, and tutorials.

7.4 APPOINTMENT OF CSAB REPRESENTATIVES

The vice president for educational activities shall make recommendations to the president for appointments of representatives. Appointments shall be for a three-year term, renewable once without a break.

SECTION 8 CHAPTERS ACTIVITIES

8.1 CHAPTERS ACTIVITIES BOARD

The Chapters Activities Board (CAB) is chaired by the vice president for chapters activities as provided in the bylaws and shall consist of the Professional Activities Committee, and of any other standing committees established by the Chapters Activities Board in accordance with the provisions of the bylaws; the ombudsman; and additional members appointed by the vice president for chapters activities. Two or more members of the CAB shall be appointed as vice-chairs in order to continually involve and train new volunteer leadership in the society as well as to share the volunteer workload.

8.2 APPOINTMENT OF COMMITTEE CHAIRS

Chairs of the CAB standing committees are appointed by the president on the recommendation of the vice president for chapters activities. The president may delegate such authority to the vice president.

8.3 RESPONSIBILITIES

The CAB is responsible for support and programs for member and student chapters; and such other programs and functions as may be assigned by the Board of Governors, the Executive Committee, or the president.

8.4 PROFESSIONAL ACTIVITIES COMMITTEE

The Professional Activities Committee consists of the chair and the two IEEE PACE division coordinators, one for division V and one for division VIII. The chair shall be appointed by the president. Division coordinators shall be appointed by the respective division director. Appointments shall be made by December of the preceding year and shall be for a two year term.

8.4.1 Chair Responsibilities

The role of the chair is to promote professional activities within the society, at the chapter, national, and international level. The chair also acts as a liaison to facilitate communication between society members and the IEEE PACE. This individual also represents the society on the IEEE PACE Division Activities Committee.

8.4.2 Divisional PACE Coordinator Responsibilities

The role of the divisional PACE coordinator is to promote professional activities within the society and to communicate member concerns to the IEEE PACE.

SECTION 9 PUBLICATIONS

9.1 GENERAL

9.1.0 Definitions

In the following the term 'Publications' shall include magazines, transactions, conference proceedings, individual books, and book series intended for delivery in any and all media. 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.

9.1.1 Logos

All society publications are to bear the names and logos of both the Computer Society and the IEEE prominently on their covers.

9.1.2 Candidate Statements

Space shall be provided in *Computer* magazine or another society publication that reaches the total society voting membership for statements by candidates for the Board of Governors or for officers elected by the membership.

9.1.3 Peer Review Process

Works published by the society should undergo rigorous peer review prior to acceptance for publication. Review policies appropriate for the specific publication shall be developed by the Publications Board in conjunction with the TOC, MOC and POC, and should generally be typical of the review processes of respected scientific, scholarly, and technical societies. The procedures should provide for appropriate author appeals, but the anonymity of the reviewers should be maintained.

9.1.4 Publication Timeliness

Without compromising the peer review process, the Publications Board and the applicable editorial board, or review committee of each publication shall make every effort to speed the process so as to minimize such delays for authors and maximize the timeliness of the technical material delivered to the membership.

9.1.5 Discriminatory Material in Publications

Material in society publications should be accurate. Any discriminatory or derogatory statement suggesting age, sex, race, or other types of discrimination is unacceptable.

9.2 PUBLICATIONS BOARD

9.2.1 Membership

The membership of the Publications Board shall be as provided in the bylaws.

9.2.2 Publication Review and Planning

The Publications Board shall:

1. review each of the society's series publications at least once every four years;
2. annually identify important topic areas not covered by present publications, and initiate coverage where possible by means of special issues, series, proceedings or associate editorship appointments;
3. consider changes of scope and name to evolve publications with changes in the industry;
4. consider terminating or combining of series publications when necessary; and
5. plan for and recommend new publications to the Board of Governors.

9.2.3 Budgeting Responsibilities

The Publications Board will review annual publication budgets and operating plans as proposed by the editors-in-chief (EICs) and as recommended by TOC, MOC, and POC. Additionally it is responsible for preparing and recommending its annual budget to the Board of Governors. The Publications Board is responsible for presenting its recommended budgets, including editorial page budgets, and 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 handbook

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 Governor's meeting following the change. The vice president for publications is responsible for seeing that a copy of the then-current handbook is distributed to each member of the Publications Board, TOC, MOC, POC and the Board of Governors at the beginning of each calendar year.

9.2.5 Editors' Manuals

The Publications Board shall create and be responsible for maintaining a Transactions Editors' Manual, a Magazine Editors' Manual, a Conference Proceedings Editors' Manual, and a Book and Book Series Editors' Manual. These manuals will contain specific policies, procedures, guidelines, copy editing, and reference information for the execution of the Publication programs by volunteer and staff editors consistent with the *Publications Handbook*.

9.2.6 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.

9.2.7 Editor-in-Chief Appointments

1. For solely sponsored journals, the Publications Board shall recommend to the President two or more candidates for each editor-in-chief appointment.
2. For reappointments of solely sponsored journals, the Publications Board may recommend one candidate for consideration.
3. For jointly sponsored journals with steering committees, the Publications Board will recommend candidate(s) as brought forward by the steering committee for each editor-in-chief position.

9.2.8 Editor-in-Chief Search Process

1. The Vice President for Publications shall establish an *ad hoc* EIC Search Committee for the open position with the approval of the President-Elect. 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, would, as expeditiously as possible, recommend to the President for appointment an "acting" Editor-in-Chief, while the EIC search is conducted.
2. The search committee shall develop a list of applicants through open solicitation, including recommendations from the corresponding operations committee. The applicants are most likely to be drawn from people being mentored for EIC positions, from former or present associate editors, from people who have editorial experience outside of the 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.
3. 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, 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.
4. 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.

5. 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.
6. 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 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.
7. The search committee reports its findings and recommendations to the Publications Board in executive session. Those included in the executive session are the voting and non-voting members of the Publications Board, the President of the society, and members of the search committee.
8. The Publications Board reviews 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.

9. 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 should 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.
10. Editors-in-Chief 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 Editor-in-Chief shall begin with the appearance of that publication.

9.2.9. Reappointment of an Editor-in-Chief

1. An Editor-in-Chief 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 Editor-in-Chief is not willing to serve a second term, the process defined in 9.2.8 shall be followed in selecting a new Editor-in-Chief.
2. If the Editor-in-Chief is willing to serve a second term, the Vice President for Publications shall appoint an Evaluation Committee to evaluate the Editor-in-Chief'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 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 Editor-in-Chief shall be securely distributed electronically to the Publications Board at least 15 days before 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 Publications Board in executive session at the first meeting of the year. If the Evaluation Committee recommends reappointment, the Publications Board endorses reappointment and the President elects to reappoint the Editor-in-Chief for a second term, 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 9.2.8 in seeking and recommending additional candidates. The Editor-in-Chief may be considered as one of the candidates.

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

1. The Search Committee for the Editor-in-Chief of *Computing in Science & Engineering* will be appointed jointly by the Computer Society Publications Board and the American Institute of Physics (AIP).
2. The Search Committee will bring forward one candidate for appointment or reappointment. This recommendation will be communicated in advance to the AIP appointment officer before discussion at the Publications Board.
3. The Publications Board will recommend one candidate for joint appointment by the Computer Society and the AIP Presidents.

9.2.11 Editorial Board Member Selection Process

Editorial Board members for each periodical are appointed by the respective EICs with the consent of the Publications Board, utilizing the following procedures:

1. The EIC shall send a copy of each candidate's *curriculum vita* to all Publications Board members with an indication of the position and

publication for which the person is being considered.

2. Publications Board members have 30 days to reply to the proposed appointment.
3. If no objections are received within the time limit, the appointment is *de facto* confirmed; the EIC shall send a notice of the confirmed appointment to the candidate, with copies to the vice president for publications, the publisher, and the appropriate administration staff member.
4. If there are objections to the appointment, the appointment shall be deferred until the next regularly scheduled meeting of the Publications Board, at which the EIC appointment may be discussed and decided.

9.2.12 Publications Planning Committee

The Publications Planning Committee shall monitor the overall set of Computer Society series publications with respect to their relevancy to and relationships with current trends and future directions of both the Computer Society and computer technology and the needs of membership, and shall recommend to the Publications Board changes in the direction, scope, focus, format, and components of the society's series publications. The technical membership segment champions should give input to the Publications Planning Committee in this context.

9.2.13 Annual Planning, Orientation, and Leadership Session

The Publications Board will organize an annual EIC budget planning, orientation, and leadership session.

9.2.14 Evaluation Procedures for Periodicals

The evaluation of publications shall use the criteria below:

1. *Objective Criteria:* examine current financial health, current and projected circulation and sales, acceptance ratios for manuscripts, citations index for publications, and editorial processing time.
2. *Subjective Criteria:* breadth of coverage of field, informal sampling of readership opinion, informal sampling of authors opinion.

When possible, the evaluation of a publication should be done during the period of a search for a new EIC for the publication.

9.2.15 Editorial Budget Policy

The Computer Society and the host 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 Computer Society where a choice is possible. The Computer Society shall assure sufficient funding to perform the following when host 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. The maximum support is a full time secretary. Publications shall be supported in proportion to their workloads. The budgeted cost of a secretary shall take into consideration the nominal cost of secretarial time at the host institution.

Office Expense: Office expenses include the cost of communications and supplies. the expenses related to phone, fax, mail, filing, copying, and so forth are proportional to the workload, based on the number of submissions and page counts.

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 managing editors.

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 are 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.

The policy does not provide for funding travel of all associate editors to annual editorial board meetings. Under the policy above, funding for travel to such meetings must be provided by the host institution of the associate editor or from other sources, with exceptions to be requested by the EIC as *Publication-Specific Expenses*. 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 outside the Computer Society.

9.3 OPERATIONS COMMITTEES

9.3.1 Membership

The membership of the Magazine Operations Committee (MOC), the Transactions Operations Committee (TOC), and the Press Operations Committee (POC) 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 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 and operating plans 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 manuscript 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, et al). and assist the EICs and vice president for publications in submitting the necessary documentation for nominating candidates for the various IEEE and Computer Society awards.

9.4 SCOPE STATEMENTS FOR TRANSACTIONS

9.4.1 Scope of *IEEE Transactions on Computers*

The *IEEE Transactions on Computers* contains archival material relating to any aspect of computing. Emphasis is placed on engineering aspects of topics. However, since computer technology involves new physical phenomena, all aspects of communications and human engineering and many aspects of technical design, arbitrary limits cannot be placed on the scope of subject matter that might interest the membership. In fact, the range varies from time to time and is subject to variation from issue to issue (and from editor to editor). Thus, the scope will be broadened with an attempt to cover all areas of interest to those working in design, fabrication, the use of such equipment, and in methods or techniques.

9.4.2 Scope of *IEEE Transactions on Software Engineering*

IEEE Transactions on Software Engineering includes all aspects of specifications, design, development, management, test, maintenance, and documentation of computer software systems. Specific areas of concern include software architecture including specification and design of software systems; automatic programming; management of software development; evaluation, testing, and validation of software systems; and software documentation.

9.4.3 Scope of *IEEE Transactions on Pattern Analysis and Machine Intelligence*

IEEE Transactions on Pattern Analysis and Machine Intelligence (PAMI) includes the following areas: statistical pattern recognition; linguistic pattern recognition; image coding and processing; shape and texture analysis; biomedical pattern analysis and information systems; remote sensing; industrial application of pattern recognition and image processing (machine parts recognition, automatic inspection, nondestructive material testing); speech recognition; natural language analysis; and semantic information processing.

9.4.4 Scope of *IEEE Transactions on Knowledge & Data Engineering*

IEEE Transactions on Knowledge & Data Engineering (TKDE) includes the knowledge and data engineering aspects of computer science, artificial intelligence, electrical engineering, computer engineering, and other appropriate fields. *TKDE* provides an international and interdisciplinary forum to communicate results of new developments in knowledge and data engineering and the feasibility studies of these ideas in hardware and software.

9.4.5 Scope of *IEEE Transactions on Parallel & Distributed Systems*

IEEE Transactions on Parallel & Distributed Systems (TPDS) covers hardware/software issues and applications studies specifically for parallel and/or distributed computing. Specific subject areas addressed are:

1. Parallel and distributed architectures: design, analysis and implementation of multiple-processor systems; impact of VLSI on parallel/distributed design and inter-processor/memory communications.
2. Parallel and distributed software: parallel languages and compilers; scheduling and task partitioning; databases, operating systems, and programming environments for parallel/ distributed systems.
3. Parallel algorithms and applications: parallel models of computation; analysis and design of parallel numeric/non-numeric algorithms; and applications studies using parallel/distributed systems.

4. Other issues: performance measures, evaluation, modeling and simulation of parallel/distributed architectures; reliability and fault-tolerance issues concerning parallel/distributed systems; and conversion of software from sequential to parallel form.

9.4.6 Scope of *IEEE Transactions on Visualization & Computer Graphics*

IEEE Transactions on Visualization & Computer Graphics (TVCG) has a focused scope on subjects related to visualization with secondary interest in subjects related to computer graphics. TVCG publishes state-of-the-art seminal papers as well as comprehensive surveys and reviews of archival value.

9.5 SCOPE STATEMENTS FOR MAGAZINES

9.5.1 Scope of *Computer*

Computer, the flagship magazine of the IEEE Computer Society, is a broad-gauge tutorial and survey magazine aimed at computer professionals. It addresses the entire field of computer science and engineering from chips through systems, from current research to new applications and relevant social issues. In addition to feature articles and regular departments on standards, new products, book reviews, and professional and technical news, *Computer* offers a comprehensive list of call-for-papers announcements, a calendar of conferences and symposia, and reports on workshops and conferences. *Computer* is the society's only publication that reaches all its members.

9.5.2 Scope of *IEEE Computer Graphics & Applications*

IEEE Computer Graphics & Applications bridges the gap between those who conceive, design, and manufacture computer graphics devices and systems and those who use them. It treats topics ranging from computer graphics standards, languages, and algorithms to developments in CAD/CAM workstations, distributed graphics systems, and display technology; from trends in ergonomics to applications in business, architecture, mechanical design, electronic design, animation, and medicine. The readers of *CG&A* are researchers, designers, and developers of computer graphics hardware and software, and end users across a broad array of scientific, engineering, and commercial applications.

9.5.3 Scope of *IEEE Micro*

IEEE Micro offers its readers entry to two important worlds: the functional world of micro systems, chips, software and applications, and the physical world that is today's international micro community. Micros are directly affecting activities in locations ranging from the most sophisticated computer centers to technology-hungry emerging nations. *IEEE Micro's* editorial reflects this diversity, with issues drawing on expert contributors in Washington, D.C. (Micro Law), Europe (annual European issues, plus Micro World, a regular column focusing on the emerging European Economic Community), Japan (annual Far East issues), and research, development, and applications centers around the world.

9.5.4 Scope of *IEEE Design & Test*

IEEE Design & Test covers the entire body of methods used in designing and testing the complete range of electronic product hardware. It emphasizes current practice and experience as well as new approaches in design automation, CAD/CAM workstations, design software, computer-aided test, test equipment, self-test, design-for-testability, and related aspects of the design and test arena. Full-length features cover not only technology and research but also current products and services. Each issue carries a brief tutorial and a roundtable discussion that offers a unique opportunity to listen to expert commentary on a wide range of topics. The readers of *IEEE Design & Test* are users, developers, purchasers, and researchers who are concerned with the design and test of chips, assemblies, and integrated systems.

9.5.5 Scope of *IEEE Software*

IEEE Software stimulates and tracks advances in software technology and transfers that technology to the software professionals who define the core software technologies on which so much commercial software is based. *IEEE Software* does this with its unique combination of research articles, case studies, and regular department coverage of critical enabling disciplines like quality assurance, human factors, management, and government and social policy, as well as with reviews of the products and books that software practitioners use and read. The readers of *IEEE Software* are the industry's leaders--the software practitioners responsible for doing, managing, or teaching the development and implementation of software, as well as the engineers and managers of systems that include software. They design the

systems industry will be using five to ten years from now and select the tools that industry standardizes on today.

9.5.6 Scope of *IEEE Intelligent Systems*

IEEE Intelligent Systems covers intelligent systems including AI, advanced database design, knowledge-based systems, expert systems, robotics, and manufacturing systems. The primary focus of the magazine is on what expert systems can do and how they can be used. Timely features, ranging in sophistication from tutorials and case studies to advanced research papers, are tailored to the needs of both the AI professional and the expert system user. The readers of *IEEE Intelligent Systems* are managers, developers, and researchers who work in intelligent databases, expert systems, and AI, with particular emphasis on practical applications.

9.5.7 Scope of *IEEE Annals of the History of Computing*

The *IEEE Annals of the History of Computing* serves as a record of vital contributions which recount, preserve, and analyze the history of computing and the impact of computing on society. Where possible, first-hand accounts of events and activities are recorded with minimal editorial change, and scholarly reports of analyses of the historical record from archives and personal contact are published so as to better understand both the past and the future of our field.

9.5.8 Scope of *Computing in Science & Engineering*

Computing in Science & Engineering (CiSE) magazine emphasizes articles that help define the field as the interface among the applications (in science and engineering), algorithms (numerical and symbolic), system software, and computer architecture. Such articles are also readable by specialists from various disciplines; i.e., such articles overcome the barriers usually created by discipline oriented vocabularies.

9.5.9 Scope of *IEEE Multimedia*

IEEE Multimedia magazine contains technical information covering a broad range of issues in multimedia systems and applications. The information consists of articles, product reviews, new product descriptions, book reviews and announcements of conferences and workshops.

9.5.10 Scope of *IEEE Internet Computing*

IEEE Internet Computing provides a journal-quality evaluation and review of internet-based computer applications and enabling technologies. It also provides a source of information as well as a forum for both users and developers. The focus of the magazine is on internet services using WWW, agents, and similar technologies and applications that allow practitioners to leverage off services to be found on the Internet. This does not include traditional software concerns such as object-oriented or structured programming, or Common Object Request Broker Architecture (CORBA) or Object Linking and Embedding (OLE) standards technologies.

9.5.11 Scope of *IT Professional*

IT Professional features significant articles on mission-critical information systems topics. It draws on applications, data engineering, algorithms, system software, computer systems organization, and other contemporary computer technologies as applied to business problems. *IT Professional* publishes articles that cross all these fields, defining the synergistic partnerships and interactions among them. Articles are readable by specialists from various industries worldwide and topics across the industry spectrum.

9.6 ADVERTISING IN COMPUTER SOCIETY PUBLICATIONS

Advertising may be accepted in society magazines. 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' 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 magazines.
- * Any advertisement suggesting age, sex, or other types of discrimination.

8.7 MAGAZINE COPY EDITING POLICY

Computer Society magazines are intended to focus on the needs of the reader. These needs can only be met if the magazines 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 magazine. Technical editing involves the author and editor-in-chief, and copy editing involves the author and copy editor. Both processes impact the technical content, understandability, readability, and magazine style and quality. A set of general guidelines shall be developed and incorporated in the society's editors' manual for magazines. 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, such terms and conditions to be approved by the vice president for conferences & tutorials.

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 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 Institute, except newsletters, but including Society and Technical Council Newsletters, be copyrighted by the IEEE (*IEEE PPM 6.3.1.A.2*). 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 of 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 (*IEEE PPM 6.3.1.A.2*).

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 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-CS 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-CS invests heavily in the development of the content of periodicals and shall control the reuse of this intellectual property.
2. Except for authors posting their work on their own Web sites, individual papers or collections of papers from the IEEE-CS 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 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 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 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 Computer Society Board of Governors all policies and practices with respect to standards,
- monitoring all Computer Society standards activities to assure conformance to approved policies and procedures,
- establishing (or dissolving when appropriate) all Computer Society standards sponsors, approving the scope of each sponsor's charter,
- maintaining and publishing Computer Society *Standards Handbook*, and
- serving as standards sponsor when appropriate.

10.4 SAB MEMBERSHIP

The SAB Chair is the Computer Society Vice President for Standards Activities. SAB members are specified in the Computer Society Bylaws. Members of the SAB shall be members of the 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 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 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 Computer Society, as provided by the bylaws.
- 6. Prepare and annual Computer Society SAB budget and, after approval by the Board of Governors (BoG), supervise its execution.
- 7. To appoint Committees to the SAB.
- 8. Carry out other delegated and assigned responsibilities.

SECTION 11 TECHNICAL ACTIVITIES

11.1 TECHNICAL ACTIVITIES BOARD

11.1.1 Membership

The membership of the Technical Activities Board (TAB) shall be as provided in the bylaws, to be chaired by the vice president for technical activities. Two or more members of the TAB shall be appointed as vice chairs in order to continually involve and train new volunteer leadership in the society as well as to share the volunteer workload.

11.1.2 Duties

The Technical Activities Board (TAB) is responsible for the general oversight of and setting policy for the activities of the society's technical committees (TCs).

1. The TAB will review and approve annual TC operating plans and operating budgets as proposed by the TCs and recommended by the TAB OpCom.
2. Periodically (at least once every four years) the TAB will evaluate each TCs 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 Activities Handbook* (see PPM Sections 11.5 and 11.8). The evaluation procedure will consist of the following steps:
 - a. An annual report will be submitted to the vice president of technical activities by each TC and task force chair. The *Technical Activities Handbook* shall specify the reporting procedure for this report. The report will detail the technical activities of the TC or task force for the reporting period. It will also contain a proposed operating plan and budget for future activities.
 - b. The annual reports will be used by the TAB to assess each TCs vitality. Major emphasis will be to stimulate and guide these TCs by providing assistance, identifying and training additional leaders, and helping the TCs to establish appropriate and attainable goals. If all

efforts to help an inactive TC fail, the TAB must bring to the Board of Governors a recommendation that the TC be merged with an existing, successful TC, or that it be dissolved.

3. The TAB will organize an annual TAB/TAB OpCom orientation and leadership session to be held in conjunction with the first Board of Governors meetings week of each year.

11.1.3 Subcommittees

The TAB shall establish a Finance Committee and such other standing committees as it may deem appropriate and necessary for the proper conduct of its responsibilities.

11.1.4 Meetings

The TAB will hold a minimum of three meetings per year, normally in conjunction with the Board of Governors meetings weeks. Other meetings may be scheduled as needed upon the call of the chair.

11.2 TAB OPERATIONS COMMITTEE

11.2.1 Membership

As provided in the bylaws, the Technical Activities Board Operations Committee (TAB OpCom) shall consist of all the chairs of the technical committees (TCs), the vice president for technical activities (chair), two representatives of the TAB Operations Committee to be selected by the TAB Operations Committee, and up to seven additional members appointed by the vice president for Technical Activities. The TAB OpCom will elect two vice chairs from among its membership. The at-large members appointed by the vice president shall be drawn from past TC chairs or others with extensive experience in TC or related activities such as conferences and standards, and appointed in consultation with the TAB OpCom vice chairs.

11.2.2 Scope of Duties

The TAB OpCom shall provide guidance for the technical activities and technical committees of the society and shall report such activities to the TAB.

1. The TAB OpCom will review proposed operating plans and budgets to assist TC chairs in defining adequate, substantive, and realistic

technical programs and budgets. TC budget entitlements shall be computed according to the policies set forth in Section 11.10. Once a plan is reviewed by the TAB OpCom, it will be forwarded for approval to TAB with a TAB OpCom recommendation for approval or amendment. The plan will become the official operating plan for the TC upon its approval by TAB.

2. The TAB OpCom will encourage TCs with common technical interests and overlapping scopes to sponsor joint technical activities (e.g., workshops, symposia, newsletters, etc). and to explore and collaborate in areas of interest.
3. The TAB OpCom will establish an effective interface between the TAB and the program boards and other activities of the Computer Society.
4. The TAB OpCom will promote cooperation and joint technical activities between TCs and other IEEE societies and with non-IEEE computer and technical professional bodies such as ACM's SIGs and relevant national professional societies.
5. The TAB OpCom will assist TC chairs in recognizing outstanding technical leaders and achievers and assist the vice president for Technical Activities in submitting the necessary documentation for nominating candidates for the various IEEE and Computer Society awards.
6. The TAB OpCom will assist the vice president for Technical Activities in maintaining and updating the *Technical Activities Handbook*.
7. The TAB OpCom will provide an interface between the TAB, the chief staff executive's office, and other administrative functions to explore administrative matters or procedures that could be of help to TC chairs (e.g., TC budgets, timely TC membership list updates, etc).

11.2.3 TAB Operations Committee Meetings

The TAB OpCom will hold a minimum of two meetings per year, normally in conjunction with the Board of Governors meetings weeks. Other

meetings may be scheduled as needed upon the call of the chair.

11.3 TECHNICAL COMMITTEES AND TECHNICAL COUNCILS

The Computer Society shall sponsor technical committees and technical councils (together TCs) 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 TAB.

11.3.1 Membership Requirements

Membership in a TC is open to all 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 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 Computer Society. A TC may allow individuals who are not Computer Society members to participate in the committee's activities. Such individuals will be considered corresponding members and must pay for the cost of newsletters and other services. The *Technical Activities Handbook* shall specify the maximum number of TCs an individual may join without cost. There is no limit on the number of fee-requiring TCs a person can join.

11.3.2 Technical Councils

The Computer Society shall sponsor a technical council where member interest in a specialty area and a wide assortment of its individual sub-specialties justifies a larger organization with greater structure than a single technical committee. Councils operate under the same policies and procedures as technical committees, as specified in the *Technical Activities Board Handbook*.

A technical council shall serve three roles: unified committee, organizational parent, and coordinating entity.

- a. Unified Committee. The council shall serve as a single interface (point of contact) for

technical activities in its specialty area. The council shall participate in TAB as a single entity.

- b. Organizational Parent. The council shall sponsor and manage topical committees for sub-specialties within its specialty area in the same manner that TAB manages TCs, subject to the approval of TAB. Procedures for such committees shall be specified in the *Technical Activities Handbook*.
- c. Coordinating Entity. The council shall serve as a coordinating entity to promote sharing, integration, and cooperative planning among Computer Society activities, programs, and services within its specialty area, including standards, conferences, and publications. The council shall invite the chairs of the applicable Society activities, or their designees, to be members of the executive committee of the council. The council shall be for coordination, not control, of non-TAB entities.

A technical council may be formed as the continued growth path of a large and very active TC, as a union of multiple TCs, or as otherwise agreed by TAB.

11.4 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 Activities. The responsibility of this panel is to ensure that the TC is offering a reasonable package of services to each of its members for the fees being charged.

- 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 Computer Society's staff operations.
- c. The panel will annually review all proposed fees in relation to services provided. This will usually occur in conjunction with the review and approval of the next year's budget.

11.5 TECHNICAL ACTIVITIES HANDBOOK

The TAB shall create and be responsible for maintaining a *Technical Activities Handbook*, in which detailed procedures for the conduct of the technical activities program will be set forth. The vice president for Technical Activities 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 TAB 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 TAB procedures shall be published in the *Agenda Book* prepared for the next Board of Governor's meeting following the change. The vice president for technical activities is responsible for seeing that a copy of the then-current handbook is distributed to each member of the TAB, TAB OpCom, and Board of Governors at the beginning of each calendar year.

11.6 WORKSHOPS, SEMINARS, TUTORIALS AND CONFERENCES

TCs are encouraged to hold workshops or other special meetings to complement the technical program at appropriate major Computer Society conferences. In addition, TCs are encouraged to establish and operate conferences which provide a technical service to the members and the profession, justify operating funds for other TC activities, and generate surpluses which can support the society's non-revenue programs and services (See Section 11.10). 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.

11.7 TC NEWSLETTERS

TCs are strongly encouraged to frequently prepare newsletters for their members. TC newsletters will be distributed free to Computer Society members and libraries. All other publications are distributed free to Computer Society members only. All TC newsletter editors (appointed by the TC chair or elected by the TC membership, as provided in the

Technical Activities Handbook) shall either be provided with electronic mail capability or shall provide to Computer Society headquarters their electronic mail address. Experimentation in providing TC newsletters in electronic form via electronic mail, bulletin boards, or similar means is strongly encouraged.

11.8 TC VITALITY CRITERIA

TAB 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 Activities Handbook* prepared by the TAB and do not require Board of Governors approval or inclusion in this *PPM*. The society's interest is to stimulate and aid marginal TCs into healthy activity through identifying and training active leaders and by helping each TC to define appropriate and attainable goals. The performance appraisal of a TC is a necessarily subjective task, influenced in part by the size of its membership, the scope of its technical coverage, the level of interest among Computer Society members, and the opportunities and avenues of service available to it. However, four general categories of assessment of the TCs' service are appropriate:

1. an active executive committee pursuing a diversity of activities;
2. service to TC members;
3. service to the Computer Society; and
4. service to the computer professional community at large.

The TAB should establish recommended and minimum levels of activity criteria for each TC, covering all three categories and possibly others. 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 Activities Handbook* to the vice president for technical 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 TAB may judge the activity level of the TC.

11.9 TAB FINANCE COMMITTEE

The TAB Finance Committee is a standing committee of the TAB and is responsible for collecting budget information from the TCs, analyzing and recommending TC budgets (and TAB OpCom recommendations) for approval by TAB, preparing the TAB annual budget, and providing such other fiscal assistance to the vice president for Technical Activities as may be required. The committee is composed of the TAB treasurer (chair) who is appointed by the vice president, the TAB vice president, and such additional members as may be appointed by the vice president.

11.10 TC BUDGETS

11.10.1 Operating Budget Entitlement

Each TC shall be entitled to an operating budget primarily based on its fiscal performance and contribution to the society in the prior year. TC budgets must be approved by the Technical Activities Board. In some cases the budget will of necessity be based on estimates of prior year performance because actual data will not be available at the time the budget is set. The society treasurer will be responsible for seeing that appropriate adjustments are made in the following year budget.

11.10.2 Minimum TC Operating Budget

Each technical committee will have a minimum operating budget of \$1,000 each calendar year, regardless of prior year financial performance. Each technical council will have a minimum operating budget of \$5,000 each calendar year, regardless of prior year financial performance. TCs which consistently fail to generate revenues sufficient to pay their costs of operation will be reviewed for vitality as provided herein.

11.10.3 Conference and Workshop Surplus Basis for Entitlement

In addition to the \$1,000 base budget as provided above, each TC will be entitled to an operating budget equal to **35%** of the net proceeds of all conference, tutorials, workshop, and similar activities in the prior year. There shall be **no upper limit** on this budget entitlement. Should the net proceeds of such activities for any TC be

negative in any year, the effect on that TCs following year budget will be zero: The TC will still have the base budget of \$1,000.

11.10.4 Annual Operating Budgets

Authorization to expend any funds is subject to the approval of a TC operating plan and budget by the Technical Activities Board, as provided herein. There shall be no carry-forward of funds from one year to the next. The final TC budget may be adjusted by TAB to accommodate unusual circumstances. The TAB treasurer shall provide each TC chair with a copy of the TC budget allocation for the next fiscal year upon its approval.

11.10.5 Illustration of Budget Entitlement Calculations

The following illustrations demonstrate how the operating budget entitlement described herein will operate.

1. TC XX conducted no activities which generated revenues in year 199N. Its operating budget entitlement in year 199N+1 will be **\$1,000**.
2. TC YY conducted one workshop in 199N which experienced a net loss of \$1,200. Its operating budget entitlement in year 199N+1 will be **\$1,000**.
3. TC ZZ conducted several conferences and workshops in 199N, as follows:

Activity	Net Surplus (Deficit)
Workshop A	\$ 1,400
Conference B	240,000
Symposium C	<u>- 12,000</u>
Total	<u>\$ 229,400</u>

The 199N+1 budget for TC ZZ would be \$1,000 + (.35 x \$229,400) = **\$81,290**.

11.11 TAB BUDGET ENTITLEMENTS

In addition to the budget entitlements for the individual TCs, TAB's budgetary entitlement shall be equal to **10%** of the net of the combined conference and similar activity of all TCs in the prior year, **without upper limit**. Although there shall be no minimum budget for TAB as provided for the individual TCs, in no event shall TAB's budgetary entitlement fall below a minimal level necessary to carry-out its activities, similar to the budgets allocated for the other major program boards. The TAB budget may be expended according to a plan approved and administered by TAB without Board of Governors approval, but the annual plan and budget should be reported to the board at its first meeting each year. TAB may use its funds to support its own operation, provide seed-money for new projects or fledgling TCs, conduct research, or other purposes consistent with promotion and improvement of the technical program of the society.

SECTION 12 AUDIT COMMITTEE GUIDELINES

12.1 AUDIT COMMITTEE GUIDELINES

12.1.1 Introduction

The Audit Committee is a standing committee authorized by Article XII, Section 1, of the 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 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 nor 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.

12.1.2 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.

12.1.3 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.

12.1.4 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.

12.1.5 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 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.

12.1.6 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.

12.1.7 Schedule

Prior to the last meeting of the year the chief staff executive shall send a copy of this section of the *PPM* 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.

12.2 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.

12.3 AUDIT COMMITTEE HANDBOOK

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

SECTION 13 AWARDS

13.1 INTRODUCTION

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.

13.2 COMMITTEE STRUCTURE AND RESPONSIBILITIES

The Awards Committee is established in the bylaws as a standing committee of the Board of Governors.

13.2.1 Awards Committee Membership

The Awards Committee consists 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. Two or more members should be appointed as vice-chairs of the committee leadership. In addition, the immediate past-president of the society serves on the committee as an *ex officio*, voting member. The number of Awards Committee members may increase or decrease based on the number of awards subcommittees. The awards subcommittees consist of, but are not limited to, the following:

- **Awards Policy**
- **Computer Pioneer**
- **Computer Entrepreneur**
- **Seymour Cray Computer Engineering Award**

- **Computer Science & Engineering Undergraduate Teaching Award**
- **Eckert-Mauchly Award**
- **Sidney Fernbach Award**
- **Harry H. Goode Memorial Award**
- **IEEE Awards Candidate Search**
- **Tsutomu Kanai Award**
- **Hans Karlsson Award**
- **Richard E. Merwin Distinguished Service Award**
- **Harlan D. Mills Award**
- **Taylor L. Booth Education Award**
- **Technical Achievement Award**
- **W. Wallace McDowell Award**
- **Software Process Achievement**
- **Service Certificates**

13.2.2 Awards Committee General 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 chair and two other members (the division representatives) represent the society on the IEEE TAB Awards and Recognition Committee to afford liaison to the full IEEE community.

13.2.3 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 by providing awards solicitation information to the editor of the "Computer Society News" department. 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 organizations,

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.

13.2.4 Confidentiality of Nominees' Identities and Committee Deliberations

The Awards Committee and its subcommittees should 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.

13.2.5 Awards Handbook

The Awards Committee shall create and be responsible for maintaining an *Awards Handbook*, in which detailed procedures for the solicitation, review, and selection of nominees for each award will be set forth. This handbook will be 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. However, all changes to Awards Committee procedures shall be published in the *Agenda Book* prepared for the next Board of Governor's meeting following the change. The Awards Committee chair is responsible for seeing that a copy of the then-current handbook is distributed to each member of the Awards Committee and the Board of Governors at the beginning of each calendar year.

13.2.6 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 should subcommittees have fewer than three members. Non-chair members of a subcommittee should not hold membership on the Awards Committee. When presenting a subcommittee nomination to the Awards Committee, the subcommittee chair should

state in writing that the procedures have been followed with exceptions and reasons duly noted.

13.2.7 Publicity for Granted Awards

The Awards Committee should assure timely coverage of the awards presented by the IEEE Computer Society in *Computer* magazine by providing press releases to the editor of the "Computer Society News" department. In addition, a standard list of technical and professional publications should be maintained by the Computer Society and these should be sent the same press release submitted by the Awards Committee to *Computer* magazine. If the award takes place at a ceremony at which a Computer Society photographer is not present, the awardees should be asked to submit a photograph for publicity purposes.

13.2.8 Conference Planning

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 conferences & tutorials 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.

13.2.9 Other Responsibilities

In cooperation with the History Committee, the Awards Committee shall oversee the maintenance of appropriate historical records in the society's Headquarters Office, and produce and distribute appropriate forms and brochures. The committee must also prepare and submit a budget according to the society's usual budget development procedures and, once the budget is adopted by the Board of Governors, exercise prudent financial management to assure that the society's awards program operates within that approved budget. The Awards Committee is responsible for publicity, presentation, and other courtesies to and on behalf of awardees.

13.3 ADMINISTRATION OF AWARDS

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

13.3.1 General Procedures Applying to All Society Awards

The following general provisions apply to all society awards.

1. There are no general eligibility restrictions on nominees or nominators. In particular, neither nominee nor nominator need be a member of the Computer Society or the IEEE. Any individual meeting the specified criteria for an award may be nominated and receive the award, except that no one may nominate himself or herself. In addition, in conformance with IEEE procedures, posthumous awards will be made only when knowledge of the awardee's death is received after announcement of the recipient. Nominations of known deceased persons will 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 special and named 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 the people 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 awards shall 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. All awards shall be prominently reported in *Computer* magazine, and additional steps should be taken by the Awards Committee to assure appropriate publicity with awardees' employers, local communities, *alma maters*, etc.

13.3.2 Awards For Which the Awards Committee Has Final Approval Authority

Following the general procedures set forth in Section 13.2.3 and 13.3.1, the Awards Committee shall solicit nominees, review candidates, and exercise final approval authority for recipients of the following awards:

- **Technical Achievement Award**
- **Software Process Achievement Award**
- **Certificate of Appreciation**
- **Meritorious Service Certificate**
- **Outstanding Contribution Certificate**
- **Distinguished Service Certificate**
- **Conference Contribution Award**
- **Continuous Service Award**
- **Distinguished Contributions to Public Service in a Pre-College Environment**
- **Standards Activities Service Award**

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

13.3.3 Named Awards Approved by the Board of Governors

Following the same general procedures set forth in Section 13.2.3 and 13.3.1, the 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**
- **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**
- **Computer Science & Engineering Undergraduate Teaching Award**

Members of the named 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-named 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.

13.3.4 Named Award Presented Jointly with ACM

A joint Computer Society-ACM committee shall seek nominations and select nominees for this award:

Eckert-Mauchly Award

The joint committee choice for this award is reported to the Awards Committee by its representatives. The Award Committee's approval will constitute concurrence in the recommendation of the joint committee on behalf of the Computer Society. Such concurrence will be reported to the Board of Governors at its next regular meeting.

13.3.5 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.

13.4 TECHNICAL AWARDS DESCRIPTIONS AND PROCEDURES

13.4.1 Conference Outstanding Paper Awards (for Papers Presented at Society Sponsored or Cosponsored Conferences)

Contribution: The Outstanding 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.

Administration: Selection committee 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.

13.4.2 Periodical Outstanding Paper Awards (for Papers Published in Computer Society Magazines or Transactions)

Contribution: The most outstanding contribution to the state of the art within the scope of the publication during a specified period, usually a calendar year.

Eligibility: All papers published in the publication for the award period and satisfying the above contribution criterion.

Award: Certificate for each author and \$500, equally divided in the case of multiple authors.

Publicity: In addition to other publicity, award winners shall be prominently announced in the publishing periodical as soon as selection is final.

Administration: Selection committee appointed by the appropriate editor-in-chief; procedures as outlined in the Awards Committee procedures.

Funding: Funded as an expense item in the approved operating budget of each publication.

13.4.3 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.

Nominator: Anyone can nominate.

Award: Certificate and travel expenses, if necessary, for awardee, and up to one companion, to receive the award. Up to five awards may be made annually, plus co-awards, if necessary.

Administration: The Technical Achievement Awards shall be administered by the Awards Committee with the appropriate input and support from the relevant technical areas and technical committees. Selection is by the Awards Committee.

Funding: Awards Committee budget.

13.4.4 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.

Eligibility: Open to all

Nominator: Anyone can nominate.

Award: Bronze medal. Up to four awards, including co-awardees if necessary, may be presented annually. A brochure featuring each recipient's contributions shall be produced for the award ceremony. Travel funds will be provided, if necessary, to assure that the awardees and one companion each can travel to the presentation site.

Administration: The Awards Committee shall solicit candidates throughout the year. A subcommittee of the Awards Committee, made up entirely of previous Computer Pioneer Award recipients, shall make the preliminary selection of up to four nominees for the award. The prospective candidate(s) will be presented to the Awards Committee for discussion and recommendation, and to the Board of Governors for approval.

Funding: Awards Committee budget.

13.4.5 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.

Eligibility: Open to all.

Nominator: Anyone may nominate.

Award: Museum-quality sterling silver chalice. A brochure featuring each recipient's contributions shall be produced for the award ceremony. Travel funds will be provided, if necessary, to assure that the awardee and one companion can travel to the presentation site.

Administration: A subcommittee of the Awards Committee 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: Awards Committee budget.

13.4.6 Eckert-Mauchly Award

Contribution: Outstanding contributions to the field of computer architecture.

Eligibility: Open to all.

Nominator: Anyone can nominate; however, the Eckert-Mauchly Award Committee also solicits nominees.

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

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 Computer Society (odd year). 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 will constitute concurrence on behalf of the society. Such concurrence will be reported to the Board of Governors at its next regular meeting.

Funding: The Computer Society is obligated to fund one-half of the cash award, unless it is covered by the Computer Architecture Symposium. The symposium will supply travel funds, if necessary, to assure that the awardee can attend the symposium presentation.

13.4.7 W. Wallace McDowell Award

Contribution: Outstanding recent theoretical, design, educational, practical, or other similar innovative contribution that falls within the scope of 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 Computer Society where selection of the awardee is based on the highest level of technical accomplishment and achievement.

Eligibility: Open to all.

Nominator: Anyone may nominate.

Award: Bronze medal and honorarium of \$2,000. Usually presented to a single recipient. A brochure featuring each recipient's contributions shall be produced for the award ceremony.

Administration: A subcommittee of the Awards Committee 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.

13.4.8 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.

Eligibility: Open to all.

Nominator: Anyone may nominate.

Award: Bronze medal and honorarium of \$5,000. Usually presented to a single recipient. A brochure featuring each recipient's contributions shall be produced for the award ceremony.

Administration: A subcommittee of the Awards Committee 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: Awards Committee budget covers all expenses incurred, including travel funds to ensure

that the recipient and one companion can attend the presentation ceremonies.

13.4.9 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 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.

Eligibility: Open to all.

Award: Bronze medal, honorarium of \$2,000, and travel expenses if necessary, for the awardee and one companion, to the site where the award will be presented. A brochure featuring each recipient's contributions shall be produced for the award ceremony.

Administration: A subcommittee of the Awards Committee 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: Awards Committee budget.

13.4.10 Sidney Fernbach Award

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

Eligibility: Open to all.

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

Award: Certificate and honorarium of \$2,000. 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 Sidney Fernbach Award Subcommittee shall consist of a subcommittee chair and six members. The Awards Committee Chair will appoint the subcommittee chair from candidates submitted by the SC Conference Committee -- normally the program committee chair of the SC Conference for the following year will be proposed. The remaining six members or the subcommittee shall be selected by the appointed subcommittee chair as follows: four of the members shall be chosen from the conference committee of SC; the other two members will be selected from members of the editorial boards of appropriate Computer Society magazines and journals pending approval of the Awards Committee Chair. The Sidney Fernbach Award subcommittee shall select prospective candidates for presentation to the Awards Committee for discussion and recommendation. Subsequently, the Awards Committee will submit a nomination to the Board of Governors for approval.

Funding: Awards Committee budget covers the cost of the award. Travel costs of the recipient and one companion to attend the presentation ceremonies at SC will be borne by the conference.

13.4.11 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 Computer Society SAB and the Computer Society standards sponsor committees.

Award: Plaque and \$2,000 honorarium to be presented by the President of the Computer Society. A brochure featuring each recipient's contributions shall be produced for the award ceremony.

Administration: The Awards Committee, in consultation with the Computer Society Standards Activities Board, shall appoint a subcommittee of the Awards Committee to 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: Honorarium will be funded by the SAB budget. Awards Committee budget covers all expenses incurred, including travel funds to ensure that the recipient and one companion can attend the presentation ceremonies.

13.4.12 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 the 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 will 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 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 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 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.

13.4.13 Tsutomu Kanai Award

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

Eligibility: Open to all.

Nominator: Anyone may nominate.

Award: Certificate, crystal memento, and \$10,000 honorarium. In addition, the recipient will receive a travel grant to attend two technical conferences. A brochure featuring each recipient's contributions shall be produced for the award ceremony.

Administration: The Awards Chair shall appoint a subcommittee of the Awards Committee to solicit candidates and make the preliminary selection. The prospective candidate(s) will be presented to the Awards Committee for discussion and upon recommendation, forwarded to the Board of Governors for approval.

Funding: Awards Committee budget covers all expenses incurred, including travel funds to ensure that the recipient and one companion can attend the presentation ceremonies.

13.4.14 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.

Eligibility: Open to all.

Nominator: Anyone may nominate.

Award: Crystal memento, certificate, and honorarium of \$10,000. Travel expenses will be provided, if necessary for the awardee(s) and companion, to the site where the award will be presented. This award will be presented by the President of the Computer Society. A brochure featuring each recipient's contributions shall be produced for the award ceremony.

Administration: The Awards Chair shall appoint a subcommittee of the Awards Committee to solicit candidates and make the preliminary selection. The prospective candidate(s) will be presented to the Awards Committee for discussion and upon recommendation, forwarded to the Board of Governors for approval.

Funding: This award is to be funded from an endowment provided by the SGI, in honor of Seymour Cray.

13.4.15 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.

Nominator: Anyone may nominate.

Award: A stipend of \$2,000, a plaque, certificate, and travel funds to assure that the awardee and one companion can attend the presentation. Winner's names/photos will be published in *Computer* magazine.

Administration: The IEEE Computer Society Awards Committee will administer this award. The Awards Committee chair, with the concurrence of the Vice President for Educational Activities, shall appoint a subcommittee of the Awards Committee to make preliminary selection of the award recipient from eligible nominees. The prospective candidate will be presented to the Awards Committee for discussion and recommendation, and the Board of Governors for approval.

Funding: IEEE Computer Society Awards Committee budget.

13.4.16 Conference Contribution Award

Contribution: Outstanding research contributions (papers, keynote speeches and/or tutorials) to a society sponsored or co-sponsored conference for at least ten years.

Eligibility: Open to all.

Nominator: Conference committee or steering committee of the society sponsored or co-sponsored conference.

Award: This award will consist of a plaque.

Administration: This award will be administered by the IEEE Computer Society Awards Committee.

Funding: Funding as an expense item in the approved operating budget of the conference.

13.4.17 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.

Administration: IEEE Computer Society and its Awards Committee.

Eligibility: Open to all. Membership in IEEE or IEEE Computer Society not required. Achievements should demonstrate a sustained body of work in software engineering theory and practice.

Award Items: \$3000 honorarium, museum-quality memento, and invited talk with associated expenses (if necessary). One recipient, awarded annually, as appropriate.

Funds: Funding through a \$25,000 endowment by Q-Labs, this is expected to be half of the necessary endowment. IEEE/CS TCSE (Technical Council on Software Engineering) funds will be used to fill in any gaps in annual funding prior to full endowment.

Nominee Solicitation: There will be an annual Call for Nominations distributed throughout the IEEE/CS and software engineering communities.

Selection Committee: The Selection Committee is a subcommittee of the Awards Committee, and the chair of the Selection Committee is a member of the Awards Committee.

Schedule: The deadline for nominations is in September. The Selection Committee recommendation is due to the Awards Committee at their November meeting. Ideally, the Computer Society Board of Governors would approve the Award Committee's recommendation at the November board meeting.

Selection: Criteria are as stated in the award description above. 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.

Presentation: The nominal venue for the award ceremony and invited talk would be the annual International Conference on Software Engineering. The award would be presented in the name of IEEE/CS, with suitable recognition to those funding the award.

Publicity: The announcement of the award recipient will be published in *Computer*.

13.4.18 IEEE Award Support

The IEEE sponsors awards in areas of interest to the Computer Society. It is the responsibility of the Awards Committee to ensure that the society seeks out both nominators and candidates for these awards, and that appropriate, timely nominations are made to the appropriate body of the IEEE. 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 Awards Committee should coordinate the society's participation in and contribute directly to these relevant awards programs.

There are four primary IEEE awards for which the Awards Committee of the Computer Society should seek nominators and candidates:

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

Criteria and procedures regarding these awards are set forth in the policies and procedures of the IEEE, and in IEEE awards publications.

13.5 SERVICE AWARDS DESCRIPTIONS AND PROCEDURES

Service awards are intended to recognize service to Computer Society programs and activities, and to the profession, as opposed to technical achievement. Service awards are open to all, and anyone can nominate using nomination forms published in *Computer* magazine. Alternatively, the same pertinent information may be relayed via electronic mail to the Awards Committee Chair. Nominations may be made at any time, but it is preferable if the nomination follows closely in time the contribution to be recognized. Service awards consist of a series of certificates, described below, which may be presented at any appropriate society function. Award recipients will be acknowledged annually in *Computer* magazine.

13.5.1 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. 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 must be approved by the Awards Committee.

13.5.2 Meritorious Service Certificate (MS)

Contribution: Meritorious and 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 editorship, committee or conference support of unusual and/or continuing nature, and service as society officer or committee chair. In addition to the typical certificate, a specially designed certificate may be issued to a limited percentage of MSC awardees, based upon additional leadership or merit considerations, and the endorsement of the appropriate society officer.

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

13.5.3 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, e.g., the Model Curriculum Special Award. Certificates bearing all names would be awarded.

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

13.5.4 Distinguished Service Certificate (DS)

Contribution: 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.

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

13.5.5 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 in that nominees are considered and approved by the society's Executive Committee. Nominations should be made to that body through the president. However, the Awards Committee will assist in the logistics of the process, including the preparation of the brochure.

13.5.6 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.

Nominator: Anyone can nominate.

Award: Bronze medal and honorarium of \$5,000. A brochure featuring each recipient's contributions shall be produced for the award ceremony. Funds for travel to the presentation site, if necessary, will be provided for the awardee and one companion.

Administration: A subcommittee of the Awards Committee solicits candidates and makes the preliminary selection. The prospective candidate(s) will be presented to the Awards Committee for discussion and recommendation, and to the board for approval.

Funding: Awards Committee budget.

13.5.7 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 VP responsible for this area of work. No further endorsements are required.

Online record of Continuous Service Awards will be maintained by staff, and the chair of the responsible area will be provided with a list of the previous year's contributors for feedback on renewals, and new nominees. Staff will point out the eligibility for "Distinguished Service" for individuals who have had this award renewed seven times (i.e., ten years of continuous service).

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: Certificate signed by the president which will have space for ten years of "renewal" stickers. Each subsequent year renewal is recognized through the award of a "sticker" (CS logo with the year).

13.5.8 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.

Eligibility: Open to all, with one award per year.

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: Award item will consist of a plaque.

Administration: Nominations will be presented to the Awards Committee.

Funding Source: Funding for the award will at the discretion of the president.

13.5.9 Standards Activities Board (SAB) Service Award Procedures

1. The nominator is responsible for recognizing and selecting the appropriate award situation as defined in the *Awards Handbook*. The nominator gathers any endorsement required. The nominator forwards the nomination to the approver.
2. The approver certifies that the appropriate award situation has been selected. For Outstanding Contribution Award certificates, the approver must gain the concurrence of the Awards Committee member delegated responsibility for standards- related awards. The approver forwards the nomination to staff. The approver should also indicate the manner in

which presentation of the award will be accomplished.

3. Staff prepares the certificate using the default citation. The nominator and the approver may choose alternative language for the citation. The alternative language should describe a level of service and recognition comparable to that of the default citation.
4. If the service counts as “creditable”, then staff appropriately records the activity for application to the term service awards.
5. The SAB awards chair administratively converts “Certificate of Appreciation” nominations to “Continuing Service” awards upon the accumulation of three consecutive years of creditable service. No other approval is needed for this.
6. The *Meritorious Service* and *Distinguished Service Award certificates* recognize longevity of service in creditable activities. The SAB Awards Chair should regularly develop a list of individuals serving in creditable activities for the prescribed periods of time and forward the list for consideration to the CS VP for Standards Activities and related sponsor chair(s). Both awards require the approval of the VP for Standards Activities of the Computer Society and the Awards Committee.

13.6 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.

13.7 AWARDS TO CHAPTERS

Contribution: Each year, the Chapters Activities Board (CAB) 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 CAB.

Administration: This award will be administered and funded by CAB.

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 Computer Society to the first place winners. Four additional certificate awards will be presented consisting of one Computer Society publication of choice to the second and third place winning chapters and student chapters.

Additional awards will be presented consisting of one Computer Society publication of choice to the second and third place winning chapters and student chapters.

13.8 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 nominated candidates and permanently include 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

Nominator: Anyone can nominate. Member nominations require two supporting letters of recommendation from anyone. Staff nominations require a supporting letter from society executive staff.

Administration: The recognition program will 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.

SECTION 14 CONSTITUTION & BYLAWS COMMITTEE

14.1 CONSTITUTION & BYLAWS COMMITTEE

14.1.1 Duties and Responsibilities

The Constitution & Bylaws Committee shall be responsible for reviewing, evaluating, and formulating changes in the constitution and bylaws 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.

14.1.2 Annual Review

The committee shall on an annual basis review the constitution, bylaws, and *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 society PPM does not conflict. The committee formulates its findings as proposed changes for consideration by the Board of Governors.

14.1.3 Recommendations for Resolution

The committee shall review actions that appear in conflict with the constitution, bylaws, and *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.

14.2 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 *PPM*. The committee shall oversee that the current constitution, bylaws, and *PPM* of the society are collected and published.

SECTION 15 ELECTIONS

15.1 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 for the office sought as specified by IEEE and Computer Society bylaws;
2. 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;
3. Petition "signatures" may be forwarded to the society's secretary and assistant secretary via mail, fax or e-mail. Each petition "signature" shall include: the name of the candidate who is being supported; the office for which the candidate is being supported; and the name and member number of the individual submitting the petition "signature";

All petition "signatures" shall be received by the society's secretary and assistant secretary no later than the last business day in July in the year in which the petition candidate seeks to be placed on the election ballot;

4. The Publications Office shall receive the candidate statements, biographies, and pictures by the last business day in July.
5. Petitions to add nominees to the list of candidates shall be provided to the secretary of the 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 chief staff executive and the additional nominee(s) the results of the certification process.

The chief staff executive shall complete the processing to ensure that the additional nominee(s) are listed on the ballot.

15.2 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.

15.3 ELECTION RESULTS TO BE SENT TO EACH CANDIDATE

The chief staff executive 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.

15.4 SOURCE OF NOMINATION DISCLOSURE

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

SECTION 16 FINANCES

16.0 PRECEDENCE OF DOCUMENTS

The financial operations of the society are governed by the society's constitution and bylaws, and by applicable bylaws, policies, and procedures of the IEEE. Nothing in this document shall be construed as taking precedence over those basic documents.

All expenditures or other financial transactions made by society officers, other volunteers, and staff must be in compliance with the above referenced documents and the provisions of this section. Any exceptions to the procedures set forth in this manual or in the referenced documents must be approved by the president, the Executive Committee, or the board, according to the exception.

16.1 FINANCE COMMITTEE

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), the president, president-elect, immediate past president, and the secretary. The chief staff executive and the appropriate finance and accounting staff member will be *ex officio*, nonvoting members of the committee. The vice presidents or their representatives will be non-voting members of the committee, and as such will not be required to attend extraordinary meetings of the committee.

16.1.1 Budget Development

The committee is responsible for coordinating the budget development process.

1. Each year at the spring (first) meetings week, the Finance Committee will provide each program board with a budgetary target (or targets) for the following year.
2. Five months prior to the IEEE deadline, each program board will submit to the treasurer a plan and budget that meets the assigned targets, whether it is a limit on the program subsidy or a surplus of a certain size. The plan and budget will be constructed in budget decision module form with the aim of facilitating endorsement or amendment at subsequent steps in the budget approval process. Plans which require initial

investments in a multi-year context are permitted. All new unfunded initiatives and plans are due five months prior the IEEE deadline.

3. Any board may submit an appeal of its assigned target(s) with its plan and draft budget, attempting to demonstrate to the Finance Committee, Executive Committee, and/or Board of Governors why it should be amended. However, such an appeal shall **not** relieve the board of its responsibility to construct a plan and budget that will meet the target as assigned, but that plan may be supplemented with arguments as to why the target is inappropriate.
4. At the second meeting of the year the Finance Committee will review the recommended plans and make its recommendations regarding page budgets and pricing to the Executive Committee and Board of Governors for ultimate review and approval. This action, taken in the context of **preliminary** approval of all the other program budgets, largely establishes the income of the society for the following year.
5. At the second meeting of the year the Finance Committee will provide comments and suggestions, and possibly revised targets, for all program boards.
6. All program boards will submit to the treasurer final plans and budgets to meet their targets two (2) months prior to the IEEE deadline.
7. The Finance Committee will prepare a draft recommended budget for circulation 30 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.
8. The Finance Committee's final recommendations for the following years' budget will be presented to the Board of Governors for review, amendment, and approval no less than 15 days prior to the IEEE deadline.
9. The final approved budget by the Board of Governors will be sent to the IEEE by the IEEE deadline.
10. The budgetary planning horizon is three years.

16.1.2 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.

16.1.3 Investments

The committee is responsible for determining policy on investment strategy for society funds. The committee is responsible for developing both short- and long-term financial plans and to develop financial policy options for the society.

16.1.4 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 Executive Committee and board. It shall be the responsibility of the Finance Committee to make recommendations to the board and Executive Committee on such proposals. Individuals, boards, or committees making proposals for budget modifications of less than \$100,000 may seek the recommendation or endorsement of the Finance Committee, but are not required to do so, before seeking presidential, Executive Committee or board approval.

16.1.5 Financial Policies & Procedures

The Finance Committee is responsible for reviewing any proposed financial policy or procedure, and for recommending new policies and procedures as may be required for incorporation in the *Policies & Procedures Manual*.

16.1.6 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.

16.2 BUDGET DEVELOPMENT**16.2.1 Fiscal Year**

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

16.2.2 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.

16.2.3 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 -- \$100,000 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 -- \$25,000 or less per operating or capital budget line item up to a cumulative total of 2.5% of the approved base budget.

Treasurer -- \$0.

Unless expressly provided for elsewhere in this manual, vice presidents do not have authority to spend in excess of their total budget allocation. Vice presidents 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 chief staff executive may authorize variances from individual budget lines for office operations, but may not exceed the approved total office operations budget.

A spending action by the president or the Executive Committee under the authority specified in this section constitutes an automatic amendment of the budget to the amount approved. All such spending actions and budget amendments shall be reported to the treasurer who shall revise the budget, and who shall report such actions and amendments to the board by appropriate publication in the *Agenda Book*.

16.2.4 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.

16.2.5 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.

16.2.6 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 projection for the prior year. The budgets in the agenda books for subsequent meetings should include the projection 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.

16.2.7 Financial and Budgetary Guidelines and Targets

Over the long term, the 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. Deficits should be corrected or avoided by increasing dues and other charges for services when expenses cannot be reduced without eroding the quality of the products and services provided to the membership. 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.

As guidelines for budgetary planning, the society should seek to maintain an end-of-year total reserves (net worth) position equal to 20% of the current year operating expenditures. The guideline for liquid reserves (current assets less inventory and current liabilities) should approximate 5% of the current year operating expenditures.

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. Should reserves levels drop below 80% of the guideline levels as defined above, budgets with a minimum surplus of \$750,000 will be adopted until the reserves are restored to guideline levels.

16.2.8 Operating Budget Guidelines

Services sold to members (e.g., society publications and conference activities) should have a goal of being at least self-supporting. This is defined as income derived from all sources for a given service equaling total expenses incurred to provide that service, including an allocated share of general and administrative expenses. (A portion of the Computer Society dues income should be allocated to *Computer* magazine, as it is provided to all members as part of their membership). Moreover, attempts should be made to generate surpluses in those programs where it is possible to do so in order to cover the operating expenses of programs that have no income, to generate funds for reserves, to fund new projects, and to subsidize programs consistent with the society's purposes.

Prices of services offered to members shall be set high enough to cover the incremental cost of providing those services. This should be done so that increasing numbers of members taking advantage of a given service, or increasing total membership, will not create or increase a deficit for that service. Special rates for students may be an exception to this guideline.

Special projects, one time expenditures, and start-up costs for new services may be subsidized. Windfall net income, regular operating income in excess of expenses, and available reserves should be used to finance such ventures.

A long range planning perspective may take precedence over these guidelines, and may require or allow certain activities to show a deficit over time.

Further, the board may decide that certain activities should be subsidized as an important service to the membership or profession independent of their ability to be self-supporting. Such decisions should be explicit. Funds for such subsidies must be generated by surpluses in other programs.

16.2.9 Allocation of Operating Costs to Program Cost Centers

Costs of society office operations not directly attributable to given functions or services shall be allocated among the functions and services provided by the offices according to an algorithm and procedure developed by the appropriate finance and accounting staff member. The algorithm shall be approved by the Finance Committee.

16.3 TRAVEL REGULATIONS

16.3.1 Travel Reimbursement

Except for members of the Executive Committee and society staff members, travel expenses are generally not paid by the society. However, vice presidents may approve travel expenses within the limitations of their own budgets, providing that such expenses are consistent with the specific travel regulations set forth in this section. Any exceptions to the restrictions on travel and travel reimbursements must be approved by the president of the society.

16.3.2 Executive Committee Travel

Executive Committee members may travel on society business at society expense at their own discretion if they feel expenses cannot or should not be covered by other sources. The president shall monitor the expenditure of society funds for this purpose and may initiate any action or restriction of such discretion deemed appropriate.

16.3.3 Specific Travel Regulations

The purpose of these travel regulations is to provide guidelines for reimbursement of travel expenses by employees, officers, or others using society funds for travel related to society business.

16.3.3.1 Permission to Travel Using Society Funds

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

16.3.3.2 Staff Travel

Staff travel must be approved by the chief staff executive or other staff manager to whom that responsibility has been delegated by the chief staff executive.

16.3.3.3 Request for Travel Approval and Travel Advance

Prior to any travel a request for travel approval must be approved by the appropriate officer or staff manager. A copy should be forwarded to the appropriate finance and accounting staff member. Upon receiving the "Travel Approval", the traveler may request a travel advance from the appropriate finance and accounting staff member, who may advance all estimated expenses, provided that they are reasonable and customary.

16.3.3.4 Permissible Charges

All travel expenses must be reasonable and customary. Air fare less than or equal to standard coach fare is permitted. 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 exceeds 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. All bus travel charges are allowable.

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.

Allowable room charges are those which would be incurred by a prudent traveler. Food and beverage charges, including tips, in excess of \$35 per day 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.

16.3.3.5 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 a signed "Travel Approval" form (or equivalent provided by electronic mail) has not previously been furnished, a copy of the approved request must be included with the travel expense account form or the reimbursement form must be approved by signature of the responsible vice president or other officer. Travel expense accounting should be filed within 30 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. Single charges above \$25 (including meals) should normally be accompanied by receipts or other explanation. The appropriate finance and accounting staff member is responsible for seeing that appropriate documentation of expenses is provided by travelers requesting reimbursement.

16.4 TREASURER

16.4.1 Disbursement of Society Funds

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

However, as a matter of practical operation, disbursements required for day-to-day operations are made by appropriate society and IEEE staff.

The IEEE holds some society funds, disburses payroll checks, and provides accounting of all such disbursements to the society. Each Computer Society office also disburses funds as necessary for its operation.

Responsibility for all such disbursements is delegated by the treasurer to the chief staff executive, 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.

16.4.2 Investment of Funds

The appropriate finance and accounting staff member, under the guidance of the treasurer, invests society funds in programs established by the IEEE.

16.4.3 Reports

The treasurer must monitor the receipt, expenditure and investment of all society funds, insure they are within budget, and at each board meeting report the status of such funds to the Executive Committee, Finance Committee and board. The treasurer shall also submit society financial reports to the IEEE as required by the bylaws and policies of the society and the IEEE.

16.5 PUBLICATIONS

16.5.1 Periodical Fees & Page Budgets

It is the responsibility of the vice president for publications, in cooperation with the treasurer, to each year recommend editorial page budgets and the fee structure for all society periodicals. Such recommendations for all applicable fees must be submitted to the Finance Committee at a time

which allows for board approval consistent with IEEE schedule requirements.

16.5.2 Editorial Page Budgets

It is the responsibility of the editors-in-chief of the society periodicals to insure that the pages published remain within the editorial page budget for their respective publications. It is the responsibility of the vice president for publications to monitor these page budgets and to approve any pages in excess of budget. The vice president for publications may approve up to sixteen (16) pages (two signatures) above the approved budget for each periodical. Such excess page approval must be reported to the treasurer who will make an automatic amendment to the page budget in that amount, and report the amendment to the Executive Committee and the board. Proposals to exceed the editorial page budgets by an amount greater than that which may be authorized by the vice president for publications are subject to prior approval via the "Budget Modification Process" as provided in this section.

16.5.3 Reimbursement of EIC Expenses

Expenses of the editor-in-chief of each society periodical and the Press may be reimbursed up to the limit established in the budget line item for that purpose. Editor-in-chief expenses are normally limited to operating costs. Such expenses must be in compliance with society guidelines as regards travel and other expenditures. Any capital equipment must be approved and accounted for as provided in Section 16.9.

16.5.4 New Publications

The vice president for publications may approve "seed money" for the exploration and development of new publications, subject to the amount budgeted for that purpose.

16.6 CONFERENCES AND OTHER TECHNICAL MEETINGS

16.6.1 Proposals for Conferences, Tutorials, and Workshops

Proposals for conferences, tutorials, and workshops must be submitted on a (TMRF), as approved by the Conferences & Tutorials Board, to the appropriate volunteer services staff member. Budgets shall be shown in detail. Financial guidelines for approval of such meetings are

documented in Section 6.8 of this manual and in the *Technical Meeting Handbook* published by the Conferences & Tutorials Board.

16.7 PROGRAM BOARDS

It is the responsibility of the vice presidents and standing committee chairs to submit a budget for boards and committees in their respective areas of responsibility. Each vice president may approve travel expense requests, newsletter printing and mailing requests, other meeting, printing and similar expenses, and other expenses in their respective areas of responsibility, within the associated budgeted line items and in keeping with society policies.

16.7.1 Checking Accounts

1. Separate checking accounts may be kept by conference, standards and technical committees and other society entities if the operation of the accounts conforms to the policies herein. Such accounts may be established either through the IEEE concentration banking program (Mellon Bank) in North America, or with a local bank. Mellon Bank account opening documents are available through the appropriate finance and accounting staff member.
2. If a separate locally based checking account is kept:
 - a. A designated representative shall be nominated by the appropriate committee chair and approved by the appropriate vice president.
 - b. Upon receipt of account signature cards signed by the designated representative, and the name, address, and telephone number of the bank, the chief staff executive or their designee shall sign the signature cards and return these to open the checking account.
 - c. The Computer Society chief staff executive or their designee must have access to the checking account and must receive a copy of the monthly statement of account.

- d. At the conclusion of the committee's activities, the checking account shall be closed and the final balance submitted to the Computer Society with the final report.
- e. The balance of any checking account shall not be in excess of \$10,000 without the explicit approval of the appropriate officer of the society. Any funds in the checking account in excess of that amount shall be transferred by the designated representative back to the Computer Society. These excess funds from the checking account shall be credited to the appropriate entity or activity in the society accounting records.

16.7.2 Technical Committee/Council Reports

The technical committee/council shall ensure that an annual financial report is written to the vice president for Technical Activities, with copy to the chief staff executive, identifying the specific amounts raised via the various charges, fees, etc., and identifying the specific amounts expended for each purpose.

16.7.3 Computer Society Reports

1. Monthly reports shall be provided to the sponsoring technical committee/council.
2. IEEE Computer Society Treasurer shall include in the Computer Society annual financial report, the income, expenses, and balance of each special account.

16.7.4 Exclusions

Technical meetings falling under the jurisdiction of the vice president for Conferences & Tutorials, e.g., conferences, symposia, and workshops, will continue to be administered by the vice president for Conferences & Tutorials and do not fall under this policy.

16.8 FINANCIAL ADMINISTRATION

Staff administration of the society's financial affairs is divided among its several offices and the IEEE offices in New York and New Jersey.

16.8.1 IEEE New York/New Jersey

IEEE maintains a portion of the society cash and invests it, returning the interest to society accounts. IEEE staff also expend society funds directly for payroll expenses for staff, and for administrative and other charges and taxes levied on the society by IEEE. IEEE may also expend society funds for publication of the transactions accomplished through the IEEE Publications Office, but whenever possible invoices for such expenses are forwarded to the societies for payment. Member dues income, subscription fees, some publications sales income, and some other funds received by the IEEE are credited directly to society accounts. Computer Society officers and staff are informed of income and expenditure transactions processed through IEEE via ex post facto reporting.

16.8.2 Washington Headquarters

The Washington, D.C. Headquarters Office maintains the society's central accounting records and makes most of the disbursements of society funds. The Headquarters' finance and accounting staff produce monthly cost center budget versus actual reports and the monthly society income statement and balance sheet reports, and maintain the society's budget planning models.

16.8.3 Publications Office

A small accounting operation is maintained in the Publications Office in Los Alamitos, CA for the purpose of processing cash income resulting from the sales of Computer Society Press publications, magazine advertising, and new member and subscription fulfillment. This office expends some funds associated with the publications programs on an emergency basis, with most payables forwarded to the Publications Office for payment. All accounts associated with the operation of the publications office are consolidated and maintained in the headquarters accounting system.

16.8.4 International Offices

The society's office in Tokyo, Japan, and such other international offices as may be established in the future, receive funds primarily from membership and subscription enrollment, and from the sale of Computer Society Press publications. Funds are expended for the operation of the offices and the shipment of publications to members and other customers. Subsidiary accounting systems are maintained in Tokyo and reports are submitted to

the Washington Office monthly for consolidation with the central accounting records.

16.8.5 Handling of Funds

Each society office may maintain checking accounts, receive funds, and issue checks for disbursements as authorized by the chief staff executive. Checks received are to be restrictively endorsed as soon as received.

All receipts shall be deposited daily. The appropriate finance and accounting staff member is responsible for seeing that appropriate cash processing controls are implemented.

Checks for petty cash required for office operations are not to be drawn to cash, but are to be made payable to the petty cashier. Petty cash shall not exceed \$500.00 in any office.

The monitoring of cash flow requirements and the appropriate transfer of funds among the society's several accounts to meet those requirements is the responsibility of the appropriate finance and accounting staff member. Funds maintained by the publications and overseas offices shall be minimized, consistent with prudent business practice regarding their operation, and all funds held in interest bearing accounts to the extent it is possible and prudent to do so.

16.8.6 Financial Reporting

The appropriate finance and accounting staff member shall submit monthly reports of income and expenditures to the treasurer as soon as practicable. These consolidated reports shall incorporate income and expense data for each program cost center, including conferences, individual periodicals, Computer Society Press, and all other society programs.

16.8.7 Bonding of Personnel

Society staff are covered by the IEEE master fidelity policy to the extent specified therein.

16.8.8 Contracts for Services and Similar Liabilities

16.8.8.1 Signature Authority

Signature authority for all contracts is vested in the chief staff executive, who shall have the authority to delegate such signature authority to other staff

within specified limits. Volunteers should not sign contracts.

16.8.8.2 Competitive Bids

Staff managers will normally seek alternative price quotes for all significant expenditures, consistent with prudent business practice. Contracts or purchases with a face value or expected liability in excess of \$25,000 should be subject to a formal competitive bid process unless specifically excepted by the chief staff executive for reasons of expediency. Any such exceptions must be reported by the chief staff executive to the president and treasurer. Contracts or purchases with a face value or expected liability in excess of \$100,000 will be subject to formal competitive bid procedures without exception.

16.8.9 Delegated Staff Financial Authority

The chief staff executive shall issue, and periodically update as appropriate, an administrative memorandum detailing the delegated financial authority of each staff manager having such authority, setting forth the nature and limits of such authority. The appropriate finance and accounting staff member shall be responsible for assuring conformance with those limits.

The chief staff executive, or other staff to whom they may delegate the authority, is authorized to certify resolutions that may be required by financial or other institutions for the conduct of routine business of the society. Such business may include opening bank accounts, securing lines of credit, and investing society funds. No resolution shall conflict with the purposes, policies, or procedures of the society or the IEEE.

16.9 CAPITAL EQUIPMENT POLICY

Capital assets are those assets acquired for long-term use and possession. Examples are buildings, and equipment. In accounting for capital expenditures, charges are made to asset accounts, not operating expense accounts. Capital expenditures should not be confused with operating expenses, which are charged to the income and expense of the period. Careful distinction between the two is necessary in order to maintain accurate records of current period surpluses and deficits, assets, liabilities, and inventory of capital assets. Capital equipment depreciation is an expense for the current period, reducing the value of the asset on the balance sheet.

The Computer Society shall follow IEEE guidelines, capitalizing all assets with a value (cost) over a certain limit (\$1,000 in 1989), and which meet other capital asset requirements according to generally accepted accounting practices.

16.9.1 Capital Budget Authorization

The chief staff executive shall prepare a capital budget for each year and shall present it to the Finance Committee and Board of Governors for approval at the meeting at which the annual operating budget for the next year is approved. The board (and the Executive Committee and president, within the limits of their financial authority as set forth elsewhere in the society's policies and procedures) may make amendments and additions to the capital budget at any time. All proposals for capital equipment shall specify purpose and estimated maintenance costs. Items whose unit costs exceed the then-current value as set by the IEEE Executive Committee shall also require the approval of that body.

16.9.2 Capital Equipment Loans to Volunteers and Non-employees

The society shall follow prudent business management in accounting for capital items. In general, all capital items shall be housed within the society's offices. Loans of capital equipment to volunteers or other non-employees may be made under exceptional circumstances on the approval of the president, and the recommendation of the officer of the society fiscally responsible for the function that requires the equipment. Such loans are to be conditioned on the best interests of the society and the equipment need of the individual in performing a society function.

The appropriate finance and accounting staff member shall develop appropriate procedures, to be approved by the treasurer, to assure that appropriate records are maintained on the loaned equipment. Such procedures shall document:

1. the purpose of the loan, and its expected duration,
2. a description of the loan item or items, with identifying information (i.e., serial numbers),

3. a statement that the individual agrees the loan is only for society purposes, agrees to exercise reasonable and prudent care of the equipment, and agrees to return the loaned item or items at the society's request,
4. clear responsibility of a society officer for the equipment.

At the end of their terms, all officers shall resolve the status of each loaned item for which they are responsible.

16.9.3 Procedure on Capital Item Approval and Purchase

Capital items authorized in the capital budget, as amended, including equipment intended to be used by volunteers, shall be purchased by society staff according to procedures established for such purchases by the appropriate finance and accounting staff member and approved by the chief staff executive. Competitive bids will be utilized where appropriate. Proper documentation of all capital transactions shall be maintained as required for adequate accounting records and depreciation schedules.

16.9.4 Capital Equipment Disposal

The chief staff executive is responsible for capital equipment disposal in accordance with society and IEEE policies.

SECTION 17 FELLOWS

17.1 PURPOSE

The Computer Society shall have a Fellows Committee, the purpose of which is to evaluate candidates for IEEE Fellow.

17.2 COMPOSITION OF THE COMMITTEE

17.2.1 Number of Members

IEEE Computer Society Bylaws require that the Fellows Committee consist of at least seven society members chosen from among those of fellow grade within the IEEE. However, in order to expedite the work of the committee, it is recommended that the committee consist of at least fifteen members, each of whom will be responsible for evaluating approximately fifteen Fellow candidates.

17.2.2 Coverage of Technical Scope

Committee members (also called evaluators) 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 addition, the society's technical committees and experts in the field of technical interest of the candidate may be asked for assistance in completing candidate evaluations.

17.2.3 Balance of Background

Members of the committee should have a diverse background of experience: consulting, design, development, management, teaching, research, and so forth. Members of the committee may not nominate or serve as references for any candidate to be evaluated by the committee.

17.2.4 Prior Service

The previous chair should be contacted for advice about last year's committee members, both in terms of length and quality of service.

17.2.5 Length of Service

Neither the chair, nor any member of the committee, shall serve for more than three consecutive years in either capacity.

17.2.6 Communication Methods

Due to the speed with which nominations must be evaluated, these guidelines and calendar assume that the committee chair and members have access to electronic mail; fax communication may also be desirable, as may express service delivery of nomination forms to committee members by the chair.

17.3 CALENDAR

17.3.1 Appointment of Chair by President-elect

The Fellows Committee chair shall be appointed by the president-elect in August for the forthcoming year.

17.3.2 Chief Staff Executive Sends Chair a Copy of Guidelines

Following the appointment of the committee chair in August, the chief staff executive shall send the chair a copy of the complete Fellows Committee guidelines, including the PPM section and other guidelines that may be developed.

17.3.3 Chair Submits Article to *Computer Magazine*

In November, the committee chair shall submit an article for publication in the January issue of *Computer* magazine regarding the IEEE Fellows program and soliciting nominations.

17.3.4 Appointment of Members

The committee chair shall select and appoint the members of the committee no later than January of each year.

17.3.5 Receipt by Chair of Nomination Forms

Nomination forms are due to the committee chair by 15 March of each year.

17.3.6 Assignment of Nominations and Initial Transmittal of Forms to Committee Members

The committee chair shall assign nominations for evaluation and transmit forms and materials to committee members by 20 April of each year.

17.3.7 Evaluation by Committee Members

Committee members shall supply their initial evaluations on the appropriate forms to the committee chair no later than 20 May of each year.

17.3.8 Initial Ranking of All Candidates by Committee Chair

The committee chair shall send the initial ranking of all candidates to the committee by 1 June of each year.

17.3.9 Committee Response on Initial Ranking

Committee members shall respond to the chair regarding the initial ranking of candidates by 4 June of each year.

17.3.10 Final Ranking

The committee chair shall decide if numerical rankings should be changed, or if he/she should obtain additional evaluations for individual candidates, and provide final ranking and evaluations to the IEEE chair by mid-June.

17.3.11 Committee Report

The committee chair shall send a report to the society president, Executive Committee liaison, and the chief staff executive by 30 June of each year.

17.4 COMMITTEE EVALUATION RESPONSIBILITIES

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

The Computer Society Fellows Committee is to 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 Computer Society Fellow Committee does 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.

17.5 RESPONSIBILITIES OF CHAIR

The committee chair is responsible for merging the evaluators' input into a coherent whole, for reaching consensus with the committee on ranking the candidates, and for making the final decision on content of the B-3 evaluation forms.

SECTION 18 NOMINATIONS COMMITTEE**18.1 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.

18.2 SELECTION 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.

18.3 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.

18.4 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.

18.5 OTHER NOMINATIONS

The Nominations Committee shall provide nominees for the offices of Ombudsman, Secretary, Audit Committee members and the board-elected members 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.

18.6 BOARD CANDIDATE REQUIREMENTS

The Nominations Committee shall make all potential board candidates aware of the travel requirements of Section 3.2 and e-mail requirements of Section 3.3 prior to soliciting their willingness to serve.

SECTION 19 PLANNING COMMITTEE

SECTION 20 HISTORY COMMITTEE

20.1 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 Computer Society.

Within the responsibilities of the History Committee shall be:

1. Collecting, maintaining, and publishing basic quantitative data on the Computer Society's efforts.
2. Publishing articles and books dealing with the historical aspects of the Computer Society and encouraging similar activity on the part of others.
3. Gathering, organizing, and maintaining the Computer Society archives.
4. Maintaining liaisons with, and working through, existing Computer Society, IEEE, national and international organizations to identify, collect, and preserve the history of computing throughout the world.

20.2 MEMBERSHIP

The Chair of the History Committee shall be appointed and serve at the pleasure of the President of the 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 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.

20.3 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 Computer Society Awards Committee (and especially the Computer Pioneer Award Subcommittee)
4. IFIP Working Group 9.7, History of Computing
5. The Computer Museum, Boston, Massachusetts
6. Other museums, archives, and organizations with interests in the history of computing as appropriate.

20.4 ACTIVITIES

1. The History Committee shall identify historical events that it recommends be honored by the 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 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 Computer Society Publications Board, in managing the day-to-day publication and production of the magazine.

SECTION 21 HUMAN RESOURCES POLICIES

21.0 CHANGES IN POLICIES

The human resources operations of the society are governed by the society's constitution and bylaws, and by applicable bylaws, policies, and procedures of the IEEE. Nothing in this document shall be construed as taking precedence over those basic documents. No society human resources policy as documented in this section may be changed, altered, or modified in any way except in writing after approval by the Personnel and Compensation Committee.

21.1 COMPUTER SOCIETY EMPLOYEES

IEEE Computer Society employees are technically employees of the IEEE. However, the policies set forth herein apply only to those employed in the U.S. offices of the society, not to other IEEE employees, and not to the employees in the IEEE Computer Society office in Tokyo.

21.2 HIRING AND PROMOTION

21.2.1 Employment at Will

The IEEE Computer Society and its employees have an employment relationship which is known as employment at will. This means that either the society or the individual employee has the right to terminate the employment relationship at any time for any reason or for no reason at all.

21.2.2 Equal Employment Opportunity

The IEEE Computer Society fully supports the concept of equal employment opportunity regardless of race, sex, or other legally-prohibited classifications and will strive to treat all employees equally in all employment practices and conditions of employment. The society will not discriminate against any employee or applicant for employment by using any criterion which is prohibited by federal, state, or local law. These laws prohibit discrimination against employees or applicants for employment because of race, religion, color, national origin, age, sex, marital status, or disability. Local and state laws may contain additional protections. These laws apply to all terms or conditions of employment and all employment decisions, including hiring,

promotion, transfer, demotion, selection for training, recruitment, advertising, layoff, termination and disciplinary actions. The society will strive to comply fully with all laws prohibiting discrimination in employment.

This policy does not apply to situations where the law recognizes an exception to prohibitions against discrimination, such as bona fide occupational qualifications, where a job can legitimately be performed only by a person of a specific gender, or employment that would create a serious threat to the health or safety of the employee or others. In practice such an exception is rarely applicable and therefore requires the advance approval in writing of the chief staff executive upon recommendation of the human resources administrator.

Any manager who uses any illegal or impermissible criteria to discriminate against another employee or applicant for employment can be subject to disciplinary action, including termination.

21.2.3 Employee Qualifications

The society is firmly committed to selecting and employing the best and most qualified person for the available position without discrimination of any kind. The society will seek to provide a thorough and interesting introduction to operations for each new employee so that he or she can begin the new position on the best possible footing. Managers should encourage in each employee a positive attitude toward the society and their individual jobs.

21.2.4 Staff Organization

The chief staff executive 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 chief staff executive's plan shall have the goal of balancing workload demands of management and volunteers against available resources. The plan shall be presented to the Board of Governors for adoption each year.

21.2.5 Modifications to the Staffing Plan

Approval of modifications to the staffing by the Board of Governors may take the form of specific

actions, approval of a budget or staffing plan amendment which explicitly incorporates such changes, or approval of a new or expanded program the proposal for which explicitly sets forth the need for such additions or other changes. In addition, the chief staff executive is authorized to make such changes as he/she deems appropriate, including redefining, deleting, or adding positions, provided that such changes may be accomplished within the operating budget for staff salaries as approved by the board. All such changes shall be explicitly reported to the Board of Governors at its next regular meeting following the implementation of the change.

21.2.6 Recruitment

When a staff vacancy exists, whether a new position or one created by a resignation, the position will not be advertised, nor will any other recruiting steps be initiated, without explicit prior approval by the society's chief staff executive. Recruitment for any staff vacancy should be carried out by the manager for that position, with the active participation of the person next higher in the management structure, and with the assistance of the human resources administrator. All decisions regarding the hiring or promotion of staff to fill vacant positions require the review and approval of the chief staff executive prior to commitments being made to the prospective or current employee proposed to fill such vacancies or for promotion in grade.

21.2.7 Promotions

It is the policy of the IEEE Computer Society to encourage promotions from within current staff. When an opening occurs, the responsible manager should first consider current staff members, both in that department and in other society departments. All position vacancies should be posted on office bulletin boards for a minimum of five days. In addition, notices of vacancies should be sent to the IEEE Personnel Department in NJ. Length of service may be one of the factors considered in choosing among internal candidates for promotion.

However, the objective of obtaining the best qualified person for each job remains primary, and the preference for internal candidates does not preclude external advertising and selection.

21.2.8 Employment of Relatives

An applicant closely related to an employee is not normally eligible for employment in a position that would result in one family member reporting to or reviewing the performance of another, directly or indirectly. Exceptions require the advance approval of the chief staff executive. "Closely related" is generally interpreted to mean spouses, parents, children, siblings, in-laws, or members of the same household.

21.2.9 Chief Staff Executive

All personnel actions with respect to the position of chief staff executive are the responsibility of the Executive Committee upon recommendation of the president.

21.3 DEFINITION OF COMPUTER SOCIETY STAFF POSITIONS

21.3.1 Classification of Employee Positions

All persons who are employed by the IEEE Computer Society and who are not covered by a separate, written contract will fall within one of the following categories, and will be paid biweekly, subject to certain withholding taxes and other required deductions.

Regular full-time employees work 40 hours per week. They are eligible for standard employee benefits.

Regular part-time employees work at least 25 hours per week but less than a full-time week. They are eligible for standard employee benefits. Earned benefits such as vacation and sick leave allowance are prorated according to time worked.

Non-regular employees work fewer than 25 hours per week or are employed full-time for a limited period, normally less than one year. Non-regular employees become eligible for paid society holidays after four weeks of employment provided they work their regular shift immediately before and after the holiday. They are not eligible for any other employee benefits, except worker's compensation, state disability, and unemployment insurance, as required by law.

Exempt and non-exempt employees - Under the Federal Fair Labor Standards Acts, executive,

administrative, and professional employees are exempt from the minimum wage and overtime provisions of the law, provided they meet certain job duty and salary tests. All other employees are non-exempt and are eligible for overtime.

Each employee's status according to these classifications is determined by the chief staff executive in consultation with the human resources administrator and appropriate staff manager.

21.3.2 Position Descriptions

A position description is required for every regular staff position. These descriptions are fundamental to sound management and salary administration. Each position description should include the position title; supervisor's title; positions supervised; a statement of the basic function of the position; a summary of type and breadth of contacts with volunteer leader and staff colleagues and others; a list of specific responsibilities; and a statement of minimal and desired qualifications for the position. Employees' position descriptions shall be communicated and made available to them, and routinely reviewed and updated.

21.3.3 Contract Workers

The IEEE Computer Society occasionally contracts for the services of the following outside workers to meet special needs. Contract workers are not IEEE Computer Society employees, are not on the payroll, and are not eligible for any employee benefits.

Agency workers are contracted by the relevant department with chief staff executive approval through temporary employment agencies to provide short-term help for periods not to equal or exceed 1000 hours in a 12-month period. They are paid by the agency for time worked.

Free-lance workers are specialists, such as copy editors or graphics professionals, who work during hours and at a location *of their own choosing* on a self-employed basis. They are paid in accordance with a contract agreement approved by the chief staff executive or his designee. No deductions are made for withholding taxes.

Consultants are self-employed professionals who work during hours and at a location *of their own choosing*. They are paid in accordance with a

contract agreement approved by the chief staff executive or his designee. No deductions are made for withholding taxes.

21.4 PERFORMANCE APPRAISAL

21.4.1 Staff Performance Appraisals

The employee's manager will continually assess the employee's performance as a normal part of the daily duties. In addition, a formal appraisal will be provided approximately six months after the beginning of employment and approximately on an annual basis thereafter. The purpose of the appraisal is to evaluate the employee's performance objectively and consistently to give a clear picture of where the employee stands in terms of performance standards. The performance appraisal shall be based on job performance and provide guidance in improving performance relative to the position description. Employees shall have the right to review the written appraisal, make written comments for inclusion in the permanent file with the performance appraisal, and to receive a copy.

21.4.2 Permanent Files

Copies of all appraisals, signed by each level of management up to and including the society chief staff executive, will be maintained in a permanent file in the human resources administrator's office.

21.4.3 Chief Staff Executive

Performance appraisals of the chief staff executive shall be conducted by the Personnel and Compensation Committee.

21.5 COMPENSATION

21.5.1 Compensation Philosophy

The goal of the society's compensation program is to provide, for each employee, compensation which is equitable based on the individual's position and performance, and is competitive for the geographical area and similar organizations. The compensation program shall follow the IEEE policies and procedures. To achieve these ends, the society seeks to:

- a. Provide for career paths for each employee by creating a system of positions with titles

which reflect competence within each position.

- b. Evaluate each position using fair, consistent, quantifiable factors in determining its relative importance to the society.
- c. Cluster into classes those positions which have the same or nearly the same relative importance to the society.
- d. Establish a salary range for each class of positions, the mean of which is competitive in the market range for similar positions in other similar organizations and in the geographic markets in which society offices are located.
- e. Provide starting salaries and increases which will enable the society to effectively compete for, attract and retain the very best who have the potential to perform at the upper two levels (of a five point scale) of the performance appraisal range.

21.5.2 Compensation Policies

The IEEE Computer Society Personnel and Compensation Committee shall provide general policy guidance to the chief staff executive in the area of staff compensation and shall perform such additional functions as are set forth herein.

21.5.3 Salary Ranges and Budgeting

The chief staff executive shall propose a schedule of salary ranges for each position or class of positions which shall be approved each year by the Personnel and Compensation Committee prior to the Board of Governors' adoption of the annual budget for the following year.

21.5.4 Salary Approval

Except as provided in 21.5.5 and 21.5.6 of this section, salaries for all positions are set by the chief staff executive, upon recommendation of the manager, within the approved ranges and within the total annualized rate of the budget approved for staff salaries calculated using the rates of exchange for salaries paid in currencies other than the U.S. dollar which were in use at the time the budget was adopted. When exceptional circumstances warrant, salaries exceeding the maximum of a position

range by up to 15% may be approved, with the concurrence of the president. Any such exception should be reported to the Personnel and Compensation Committee and will normally lead to a revision of the range approved for that position at the next revision of the staffing plan.

21.5.5. Additional Review

Salaries for those staff members who report directly to the chief staff executive will be reviewed by the president to ensure two levels of review. Salaries for staff whose compensation levels require review by the IEEE Compensation Committee shall be reviewed and approved by the IEEE Computer Society Personnel and Compensation Committee upon recommendation of the chief staff executive.

21.5.6 Chief Staff Executive Salary

The salary recommendation of the Chief Staff Executive shall be set by the IEEE Computer Society Executive Committee after consideration of the input from the Personnel and Compensation Committee.

21.5.7 Overtime

If overtime is required and approved by a manager, non-exempt employees will be paid their normal straight-time hourly rate for hours worked up to 40 hours per week and at time and one-half their normal straight-time hourly rate for hours worked in excess of 40 hours in any week. For the purpose of computing overtime pay, holiday, vacation, or other paid time off will count as hours worked. In California, all non-exempt employees receive one and one-half times their regular rate of pay for all hours worked in excess of eight hours up to and including 12 hours in any workday, and for the first eight hours worked on the seventh day of work, and double the employee's rate of pay for all hours worked in excess of 12 hours in any workday and for all hours worked in excess of eight hours on the seventh day of work in any workweek. Non-exempt employees should not normally be permitted to work overtime unattended or unsupervised. Exempt employees are not eligible for overtime pay.

21.5.8 Benefits

The IEEE Computer Society utilizes and participates in the fringe benefits program of the IEEE, including, but not limited to, medical insurance, dental insurance, life insurance, accidental death & dismemberment, retirement plan, 401K savings and investment plan, vacation, holidays, sick leave, tuition assistance, long-term disability, and travel accident insurance.

21.6 ATTENDANCE

Regular attendance is an essential requirement for continued employment. Any staff member who fails to maintain an acceptable record of attendance and has been adequately warned in writing about poor attendance may be dismissed. Every staff member is expected to report for work each scheduled work day unless incapacitated by illness or absent with prior approval of his or her supervisor. Regular attendance includes being punctual in reporting for work at the established time. Adequate attendance and punctuality are conditions of employment.

21.7 OFFICE CLOSINGS

The decision to close early due to snow or other weather conditions or due to other office conditions will be made by the site manager at each location: for the Headquarters Office, the chief staff executive; for the Publications Office, the publisher; and for the Asia/Pacific Office, the Asia/Pacific region manager. In the event any of these managers are not on-site, they shall designate another manager who shall be authorized to make such decisions in their absence. Decisions to close an office should be communicated to the chief staff executive and to the society president via telephone or electronic mail as soon as reasonably practicable.

21.8 BUSINESS AND PERSONAL CONDUCT

21.8.1 Personal Conduct

The IEEE Computer Society is a volunteer-led membership organization whose existence depends upon its members. Employees represent the society to its members and the public. Therefore, the society expects all of its employees to conduct themselves in a professional manner during all times they are on society premises or are

conducting society business at other locations. Behavior contrary to the society's purpose is strictly prohibited. Any employee engaging in behavior contrary to the society's mission is subject to discipline, up to and including immediate termination. While it is not possible to create a list of all conduct which could subject an employee to discipline, the following list provides some of the types of behavior which may subject an employee, at the society's discretion, to immediate discharge.

- a. Sexual harassment of any society employee, member or other person doing business with the society.
- b. Reporting to work or any society function under the influence of alcohol or illegal drugs.
- c. Physical assault of any society employee, member or any person doing business with the society.
- d. Any material misrepresentation of fact made during the employee's initial application for employment, or application for transfer or promotion.
- e. Theft, including any assistance or participation in any scheme to steal or defraud the society of money, goods, or services.
- f. Insubordination, such as refusal to perform assigned duties.

21.8.2 Personal Phone Calls

Personal telephone calls should not be made during business hours or on business telephones. In order to assure the most efficient use of our facilities for society business, incoming personal telephone calls should also be limited to a minimum.

21.8.3 Loss of Personal Property

Each employee is responsible for the safety and protection of personal property. The society does not assume liability for loss or damage of any personal property on the premises or while on society business.

21.8.4 Personal Appearance and Housekeeping

Since the IEEE Computer Society is a membership and service organization, there is occasion for frequent and numerous visitors to our offices. It is essential, therefore, that all employees make a continuous effort to maintain a business-like appearance, avoiding extremes in attire in the office, and to keep work stations and work areas as orderly as possible. Managers are responsible for informing their employees if there is a problem in this regard.

21.8.5 Conflict of Interest

IEEE Computer Society employees may from time-to-time desire to work as consultants or free-lance workers or any other professional business activity for other organizations. Such employees must certify that any such outside activities will not interfere with fulfillment of their Computer Society job responsibilities. Formal approval is required by the appropriate executive staff manager, the human resources administrator, and the chief staff executive.

A signed *Conflict of Interest* form will be maintained in the permanent personnel file. Approval of employees' outside activities shall not serve to remove their obligation to devote full professional effort to fulfillment of their Computer Society responsibilities. In the event of any conflict of priorities, timing, or deadlines, the Computer Society activity shall in every instance take precedence.

21.8.6 Sexual Harassment

The policy of the IEEE Computer Society is that all personnel will work in an environment free from sexual harassment. The society will actively investigate any allegation of sexual harassment, and if it is determined that sexual harassment has occurred, the society will take appropriate disciplinary action, which may include discharge if the offender is an employee.

Sexual harassment consists of unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature when an employee's response to such conduct affects that employee's job status or work environment.

Such behavior by volunteers, contractors or other non-employees also will not be tolerated.

All managers are required to investigate promptly any charges of sexual harassment and strive to prevent or eliminate all such sexual harassment in their respective departments or work areas and of their staff members in whatever activity they may be engaged.

21.8.7 Solicitation

The society believes that working time is for work and that its employees should not be disturbed on the job by solicitation and distribution during working time. All solicitation for products and services (including charitable organizations) during working time is prohibited. Working time is defined as the employees' scheduled working time, excluding lunch time. Solicitation is prohibited when either the employee being solicited or the employee doing the soliciting is on working time. Distribution of literature in working areas is forbidden at any time. Solicitation or distribution of literature on society premises by non-employees is prohibited. The use of bulletin boards within the society will generally be confined to notices concerning company activities. No notices will be posted on bulletin boards or elsewhere without prior approval by the facility manager or his/her designee. Bulletin boards will not be available to be used as a marketplace for buying and selling of personal items.

21.9 GRIEVANCE PROCEDURE POLICY

Wherever a number of people work together, it can be expected that personal problems or differences may occasionally arise. Normally, these concerns are resolved within each department. However, in the exceptional case, there may be need of a more formal approach to the problem. Employees are responsible for following company rules of conduct, policies, and procedures. Should an employee disagree with a company policy or practice, the employee will be given the opportunity to be heard fully, and without prejudice, when he or she requests to be so heard. The first step toward a solution to an employee's problem is a frank and early discussion with the immediate manager. The manager and employee may call upon the human resources administrator for counsel and assistance. Should a solution not be reached within a reasonable period of time, the

employee may go to any other level of the management chain up to and including the chief staff executive. The human resources administrator shall be available to advise the employee. Management shall strive to resolve the problem as soon as possible, normally within two weeks. The employee will be informed as soon as possible of the resolution both orally and in writing.

A formal statement outlining the grievance procedure should be provided to all employees.

21.10 TERMINATION OF EMPLOYMENT

21.10.1 Involuntary Termination

The society will strive to provide continuous employment of all regular employees, but cannot guarantee it. Any decision regarding termination of any regular employee shall be reviewed at each level of the management structure for that position and require the approval of the chief staff executive. The human resources administrator must be notified in advance to insure that proper and necessary procedures are followed and that compliance with all statutes and regulations, local and national, are met. The president will be informed in advance of any involuntary termination.

21.10.2 Exit Interviews

An exit interview will be given to all terminating employees by the human resources administrator to provide management feedback regarding their employment experience at the society. The results of the interview should be documented in writing marked "confidential" and communicated to the chief staff executive and cognizant senior manager.

21.11 PERSONNEL FILES

The primary personnel file for society employees shall be filed with the IEEE in NJ, and duplicate records shall be on file at the society's headquarters office. Employee records are confidential, are kept in a locked and secured manner, and are to be available only to those management employees in the management chain for each employee and to the human resources administrator. Volunteer access to the personnel file will be limited to the president. The forms and data required and/or useful on active employees that will be kept by the society are the following:

- applications and/or resumes, tests, reference checks and other pre employment inquiries
- performance evaluations
- payroll information (withholding statements, social security number, benefits participation, other deduction authorizations)
- salary history and documentation
- job history
- medical information (compensation related and benefit related)
- educational and/or training records
- attendance records
- commendations
- disciplinary records, grievances and complaints
- notices of layoff or leaves of absence

An employee can arrange in advance and at reasonable intervals access to their personnel file for inspection and shall be permitted to review and respond to any information in their files. The human resources administrator shall not release information about an employee for a credit reference or any other information unless authorized by the employee in writing.

22.12 EMPLOYEE COMMUNICATION

21.12.1 Intra-Staff Communication

The society is committed to a two-way system of communication which encourages management at all levels to discuss work related topics with all employees in an open, honest and fair manner and to provide employees with appropriate information related to their responsibilities, society policies, and affairs. The society also encourages the communication to supervisors of employee concerns, questions and ideas.

21.12.2 Employee/Volunteer Communication

One of the most important areas for the staff is the relationship between employees and the volunteer leaders. The current organizational relationships are the means by which the society achieves its goals. The staff relationships with and staff support to the society's volunteer leaders should be carried on in a spirit of cooperativeness and teamwork, based on mutual respect of their separate roles. The expectation is that staff and volunteers will work together in a constructive and cooperative manner.

21.12.3 Employee Opinion Surveys

The society shall participate in the IEEE annual employee opinion surveys.

21.13 DEVELOPMENT AND TRAINING

The IEEE and the society employee development and training program has the following goals:

- a. To teach new employees how to do their jobs, and orient them to the society's operation.
- b. To encourage all employees to improve their skills and increase their job knowledge. Toward this end, the society will cooperate with its employees in planning for further training and education, within the means of the society including the granting of time off for training when there is no alternative. Such opportunities will be made available when they are determined to be in the best interests of the society.
- c. To identify additional training an employee might need for advancement.
- d. To provide practical opportunities for each employee to keep current in their field.
- e. To provide for safe and healthful work practices by continuing safety education, to promote safe work conditions and practices, and reduce accidents.

21.14 HEALTH AND SAFETY

The society will endeavor to comply with state, district, and federal laws and regulations concerning occupational health and safety, and to provide a safe, healthy work environment for all its

employees. Toward that end, all employees are obligated to practice work habits that support and promote safe and healthful working conditions. Smoking is prohibited in all society facilities.

21.15 RELOCATION

The society will provide relocation assistance to new or transferred managers at the senior staff level and to any employee who is transferred at management request.

21.16 HUMAN RESOURCES POLICY AND IMPLEMENTATION

As set forth in the bylaws, the Personnel and Compensation Committee shall regularly review these policies and recommend such changes as it may believe appropriate to the Board of Governors. Implementation of these policies is the responsibility of the chief staff executive, assisted by the human resources administrator and subject to the review of the Personnel and Compensation Committee.

SECTION 22 INTERSOCIETY COOPERATION COMMITTEE

22.1 PURPOSE OF THE COMMITTEE

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

22.2 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.

22.3 MEMBERSHIP

22.3.1 The Committee shall consist of the past president as chair, president, president-elect, vice president for membership activities, and the subcommittee chairs. The chief staff executive and appropriate finance and accounting staff member shall be *ex officio*, non-voting members of the committee.

22.4 REGIONAL OR COUNTRY INITIATIVES COMMITTEES

22.4.1 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.

22.5 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.

22.5.1 Affiliate Societies and Organizations

A. Affiliates with Cooperative Agreements

- American Institute of Physics (AIP)
- Association for Computing Machinery (ACM)
- Association Francaise des Sciences et Technologies de l'Information et des Systemes (ASTI)
- China Computer Federation
- Gesellschaft für Informatik (GI)
- Informationstechnische Gesellschaft im Verband Deutscher Elektrotechniker (VDE/ITG)
- Information Processing Society of Japan
- Neumann Janos Szamitogeptudomanyi Tarasag (*John von Neumann Society*)

B. Affiliates

- American Institute of Aeronautics and Astronautics
- American Mathematical Society
- Asociacion Espanola de Informatica y Automatica
- Association of Information Technology Professionals
- Associazione Italiana per l'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 Electrical Engineers IEE-UK
- Institute of Electronic, Information, and Communication Engineers of Japan
- Institute for Operations Research and the Management Sciences (INFORMS)
- Japanese Society for Artificial Intelligence
- Koninklijk Vlaamse Ingenieursereniging (*Royal Society of Flemish Engineers*)
- Korea Information Science Society (KISS)
- Mathematical Association of America
- Nederlands Genootschap voor Informatica (*Dutch Computer Society*)
- Österreichische Computer Gesellschaft (*Austrian Computer Society*)
- Schweizer Informatiker Gesellschaft (*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)

22.5.2 Organizational Memberships

- Computer Museum
- 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
- Computational Intelligence Society

22.6 OPERATIONS

22.6.1 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.

22.6.2 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.

22.6.3 The Admissions 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.

22.7 INTERNATIONAL FEDERATION FOR INFORMATION PROCESSING

Oversight of the 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.

22.7.1 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 two calendar years.
3. Recognizing the importance of consistent representation for IFIP leadership, the president may reappoint one individual to three additional terms (total of eight years service). Reappoint one individual for additional two-year terms will be permitted with the consent of the Board of Governors.
4. The IFIP GA representative shall be an *ex officio* member of the Intersociety Cooperation Committee (ICC).

22.7.2 Computer Society Representatives to IFIP Technical Committees.

1. 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 Computer Society Technical 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.

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

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

22.7.4 Selection Procedure for each IFIP TC Representative

1. The president, designated member(s) of the Intersociety Cooperation Committee, and GA representative will identify each 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 Computer Society.
2. The chairperson of each 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 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 Computer Society's interests,
 - c. what they would attempt to accomplish, and
 - d. how they would identify Computer Society members for the WGs.
4. Final recommendations for TC representatives will be made to the president.

22.8 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 by the president. 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.

SECTION 23 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.

23.1 VOLUNTEERS AND VOLUNTEER ENTITIES

Volunteer entities include individual volunteer positions, and committees, subcommittees, and boards created under the auspices of the society. Active volunteers are members of the society who are not employees, and who are members of some entity of the society. This section is also applicable to individuals who are not members of the society but who volunteer their time either as a member of, or in association with, a society entity. Volunteers are assumed 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. It is understood that in standards working groups, volunteers may represent particular interests as an integral part of the standards generating process.

23.2 CONDUCT OF BUSINESS BY VOLUNTEER ENTITIES

23.2.1 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.

23.2.2 Volunteer entities, whose procedures for doing business have not been determined by the parent entity responsible for them, should codify and adopt their own procedures for exercising their powers, provided they do not conflict with higher level policies, procedures, and powers. 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* and other procedures as employed by the Board of

Governors. 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.

23.2.3 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.

23.3 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 24 SOCIETY REPRESENTATIVES

24.1 SOCIETY REPRESENTATIVES

Unless provided otherwise in the *Policies & Procedures Manual*, or documents that take precedence, this subsection applies to society representatives.

Representatives should represent, be guided by, and exercise their vote in the best interests of the IEEE and the Computer Society. Where a Board of Governors approved policy exists, the representative shall follow that policy. Where a Board of Governors approved policy does not exist, the representative shall seek advice from the person who appointed the representative. The president, acting on behalf of the Board of Governors, may elect to direct the vote of the representative. The representative should help shape the views of the society and be guided by them.

On issues that appear not to affect the society, or for which no society entity shows interest, representatives should use their best judgment.

In accordance with the IEEE Code of Ethics, society representatives shall make known the circumstances of a conflict of interest situation so that all parties dealing with the specific issue are aware of that conflict of interest. Society representatives shall handle private conflict of interest situations so that no discredit is brought upon the society.

SECTION 25 ELECTRONIC PRODUCTS & SERVICES

25.1 GENERAL

25.1.0 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 internet applications.

25.1.1 Branding

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

25.1.2 Standards, Best Practices and Design

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

25.1.3 Discriminatory Material in Electronic Products

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

25.2 ELECTRONIC PRODUCTS & SERVICES BOARD

25.2.1 Duties and Responsibilities

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

25.2.2 Membership

The Electronic Products & Services Board shall be chaired by the Vice President for Electronic Products & Services and shall consist of the following voting members: the chairpersons of the Web Operations Committee (Web Editor-in-Chief), Digital Library Committee, Distance Learning Committee, Community Development Committee, a representative from each of the other program

boards, and an additional three to five members appointed by the vice president for electronic products. The Computer Society representative to IEEE TAB/PSPB Products & Services Committee shall also be a member of this board

25.2.3 Budgeting Responsibilities

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

25.2.4 Electronic Products & Services Handbook

The Electronic Products & Services Board 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 continuity in the operation of society electronic products. The Electronic Products & Services Board may modify its procedures without Board of Governors approval provided that its procedures are consistent with the policies and procedures of the 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 vice president for electronic products and services is responsible for seeing that a copy of the then-current handbook is distributed to each member of the Electronic Products & Services Board, operations committees, and the Board of Governors at the beginning of each calendar year.

25.3 OPERATIONS COMMITTEES

25.3.1 Duties

The operations committees of the Electronic Products & Services Board shall be the Web Operations Committee, the Digital Library Committee, the Distance Learning Committee, the Community Development Committee and other *ad hoc* committees established by the vice president of electronic products and services. Each of these operations committees shall deal with the electronic product distribution process 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 Board about ongoing products and plans, and undertake other assignments as specified by the Board.

25.3.2 Membership

With the exception of the Web Editor-in-Chief, the chairs of the operations committees shall be appointed by the vice president for electronic products and services. Members of the operations committees shall be appointed by the respective committee chairs in consultation with the vice president. Appropriate staff members are *ex officio* non voting members of the operations committees.

25.3.3 Web Operations Committee

The Web Operations Committee shall recommend and implement policies for the design and operation of the society's web pages and monitor the society's Web pages for adherence to Web quality assurance standards as defined in the *Electronic Products & Services Handbook*. This committee is chaired by the Web Editor-in-Chief.

25.3.4 Digital Library Committee

The Digital Library Committee shall oversee operations related to the packaging and delivery of electronic publications in the Computer Society Digital Libraries produced by the Computer Society and by the society's electronic publishing partners. The digital library committee shall develop and enforce licensing terms to govern digital library access.

25.3.5 Distance Learning Committee

The Distance Learning Committee shall specify, evaluate, and select courses for the Computer Society's distance learning program, monitor operations, and recommend pricing.

25.3.6 Community Development Committee

The Community Development Committee shall oversee development of products and services for the society's online portals and communities.

25.4 WEB EDITOR-IN-CHIEF

25.4.1 Duties and Responsibilities

The Web Editor-in-Chief (Web EIC) shall be responsible for providing leadership in the

development of policy issues involving the website, organization, and coordination of the

information available through our site, and active encouragement of the development of new web resources. This person would also have authority to approve the inclusion on our web site of new material and links, and to recommend expenditure of funds for prototypes and new projects. Decisions made by the Web EIC must be acceptable to the Electronic Products & Services Board.

25.4.2 Editor-in-Chief Appointments and Search Process

The vice president for electronic products and services shall establish an *ad hoc* EIC Search Committee for the open position, with the approval of the president. The search committee should develop a list of applicants through open solicitation. The applicants are most likely to be drawn from people who have some web or electronic products experience, 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 should keep the vice president and president 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 Electronic Products & Services Board reviews those candidates and makes its recommendations to the president; the president evaluates, 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.

25.5 OBJECTIVES AND OPERATING PRINCIPLES

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

25.5.1 Objectives

The objectives of the CS electronic products program in service of the society's vision are:

25.5.1.1 Electronic delivery methods should be used to better meet the needs of our members by improving their ability to identify relevant technical information, and to obtain access to that information with greater speed and convenience.

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

25.5.1.3 All electronic products will uphold at least the same standards of excellence as our comparable traditional products.

25.5.2 Operating Principles

To achieve these objectives, the society will operate its program within the following policies and guidelines.

25.5.2.1 All electronic products 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.

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

25.5.2.3 When subscription is needed to access a revenue generating product, subscription access to electronic products 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 update their own address records on-line, should be a high priority.

25.5.2.4 Initial pricing model for each instance electronic product will be specified in the Handbook.

SECTION 26 MEMBERSHIP COMMITTEE

26.1 OMBUDSMAN

26.1.1 Background

The idea of an ombudsman was raised at an Executive Committee meeting after hearing of a number of complaints from members such as not receiving the journals or magazines that they had ordered, or not having their membership/dues status acknowledged.

26.1.2 Description of Position

26.1.2.1 The ombudsman should be a standing post. A volunteer should be selected by the Board of Governors each year to fill the position.

26.1.2.2 The role and responsibilities of the ombudsman should be included in the Computer Society *Policies & Procedures Manual*.

26.1.3 Duties and Functions

26.1.3.1 A copy of all Computer Society-related complaints received by the IEEE or Computer Society should be sent to the ombudsman. A standard form could be generated which 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.

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

26.1.3.3 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 Computer

Society office to avoid reprinting costs each year if the ombudsman changes.

26.1.3.4 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

26.1.3.5 The ombudsman should report to the Membership Committee but has direct access to the Board of Governors with respect to any unusual or otherwise important complaints which are not readily rectified, except that this shall not apply to those portions of Computer Society operations where procedures for appeal already exist.

26.1.4 Reporting

The ombudsman should provide an annual report to the secretary for inclusion in the secretary's end of year report.

26.2 MEMBERSHIP PROMOTION PRICES

The Board of Governors endorses the establishment of reduced income "promotion prices" for membership dues and optional publications to be used in selected special promotions. Promotion prices would be set with the advice of the treasurer, by the vice president of publications and the chair of the membership committee, when membership is involved, and by the vice president of publications for optional subscriptions (only) promotions. Every reduced income promotion must be approved by the relevant vice president(s). Current membership dues can be found in the membership application form

SECTION 27 PROFESSIONAL PRACTICES

27.1 PROFESSIONAL PRACTICES COMMITTEE

27.1.1 Membership

The Professional Practices Committee (PPC) shall be chaired by the PPC chair and shall consist of the following members: the chairperson of the Certified Software Development Professional (CSDP) Certification Committee, the chairperson of the PPC Planning Committee and shall have additional voting members as follows: one representative each from the Standards Activities Board, the Technical Activities Board, the Publications Board, and the Educational Activities Board, to be appointed by the boards or the vice presidents of the boards they represent; and up to seven additional persons with experience in certification activities to be appointed by the PPC chair with the concurrence of the president. The society representative to the IEEE Licensure and Registration Committee shall be a member of this committee *ex officio*, with vote.

27.1.2 Duties and Responsibilities

The duties of the committee for coordinating the society's participation in the development and maintenance of software engineering as a professional discipline shall be as provided in the bylaws.

27.2 CERTIFIED SOFTWARE DEVELOPMENT (CSDP) CERTIFICATION COMMITTEE

27.2.1 Membership

The CSDP Certification Committee is a formal subcommittee of the Professional Practices Committee. The CSDP Certification Committee will consist of seven members. For the initial two years, seven members shall be appointed by the chair of the Professional Practices Committee with the concurrence of the Board of Governors. The seven positions shall have staggered one- and two-year terms, with all subsequent terms being two years. The officers of the committee shall be a chair, vice-chair, and secretary. The committee shall annually elect its vice chair and secretary.

After the initial two years, four committee positions shall be elected by CSDP certificate holders in good standing. Candidates shall be CSDP certificate holders in good standing and shall be nominated by the Professional Practices Committee Chair with the concurrence of the Board of Governors. The Professional Practices Committee Chair shall nominate three additional members with the concurrence of the Board of Governors, and the approval of the Professional Practices Committee. The additional committee members shall include one member to bring viewpoints from the public, one member to bring viewpoints from employers, and one Professional Practices Committee member. Members may serve no more than two consecutive terms. With the concurrence of the Board of Governors, the Professional Practices Committee shall elect a member to fill the unexpired part of the term of any office that may become vacant.

The Professional Practices Committee may terminate the membership of a CSDP Certification Committee member for cause as described in the *CSDP Certification Committee Handbook*.

27.2.2 Duties and Responsibilities

The committee shall plan, direct, and administer the CSDP examination and CSDP recertification process. The committee shall present annual budgets, including examination fees and examination frequencies, to the Board of Governors for approval. The 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 committee will also review the certification program once every 4 years.

27.3 PPC PLANNING COMMITTEE

27.3.1 Membership

The chair of the PPC Planning Committee shall be appointed by the PPC Chair. The committee is chaired by the PPC Planning Committee Chair and shall consist of the chair of the CSDP Certification Committee as a voting member and up to 7 additional members appointed by the PPC chair.

27.3.2 Duties and Responsibilities

The PPC Planning Committee shall study, evaluate, and recommend policies and new programs within the PPC scope. The committee shall undertake other assignments as specified by the PPC.

27.4 APPEALS PANEL

An Appeals Panel shall be appointed by the Professional Practices Committee, and shall consist of not fewer than three nor more than five members. All of the Appeals Panel members must be certificate holders in good standing. At least one member should not be a member of the CSDP Certification Committee. The appeals process shall be described in the *CSDP Certification Handbook*.

27.6 CSDP CERTIFICATION HANDBOOK

The CSDP Certification Committee shall create and maintain the *CSDP Certification Handbook*, which sets forth procedures for the operation of the CSDP program. The CSDP 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 Professional Practices Committee. 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 CSDP Certification Committee is responsible for ensuring that a copy of the then-current handbook is distributed to the Professional Practices Committee and the Board of Governors at the beginning of each calendar year. This Volunteer Services Department Staff shall publish the handbook.

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COMPUTER SOCIETY POLICIES AND PROCEDURES MANUAL

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