IEEE FELLOW COMMITTEE

Operations Manual
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THE INSTITUTE OF ELECTRICAL AND ELECTRONICS
ENGINEERS, INC.

3 Park Avenue, 17th Floor
New York, N.Y. 10016-5997, U.S.A.

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IEEE FELLOW COMMITTEE

OPERATIONS MANUAL

1. Manual of the IEEE Fellow Committee

This Operations Manual (Manual) approved by the IEEE Board of Directors (IEEE BoD) contains the policies and procedures that govern the conduct of the Fellow Process and the operation of the IEEE Fellow Committee (IEEE FC), and shall be distributed to the IEEE FC Members annually. The Manual shall be reviewed at least annually to ensure that the procedures and information are kept up to date. This activity may result in proposals to the IEEE BoD for changes in this Manual or IEEE Bylaws.

2. Organizational Structure and Responsibilities of the IEEE Fellow Committee and its Subcommittee

2.1 The Fellow Committee

The IEEE Fellow Committee (IEEE FC) reports to the IEEE Board of Directors (IEEE BoD). The IEEE FC shall be responsible for making recommendations to the IEEE BoD for Nominees to be conferred the grade of Fellow. The IEEE FC shall also provide a citation for each such Nominee.

The IEEE FC shall also be responsible for specifying additional policies and procedures, some of which shall be specified in the Manual and some in other normative governance documents (Nomination and Evaluation Forms, Handbooks).

The policies and procedures specified and maintained in this Manual shall be:

1. The IEEE FC organizational structure
2. The composition, responsibilities, and term limits of members of any Subcommittee
3. The approval authority of Forms, Handbooks, and Recommendation Guides
4. The participation of Society/Technical Council Fellow Evaluating Committees (S/TC-FECs) in the evaluation process
5. The responsibilities and eligibility requirements of Nominees and others involved in the nomination and evaluation processes
6. The nomination categories
7. The rating categories
8. The Nominee evaluation and scoring principles

The policies and procedures that shall be specified and maintained in other normative governance documents shall include:

1. The Fellow Nomination "package," which includes all the Fellow nomination and evaluation forms
2. Additional policies of the IEEE FC, including operational details for the Nominee evaluation and scoring procedures
3. Additional requirements, responsibilities, and recommendations for S/TC-FECs

2.2 The Fellow Strategic Planning Subcommittee

The Fellow Strategic Planning Subcommittee (FSPS) shall be a committee of the IEEE FC, and shall be responsible for addressing ongoing and new activities on an annual basis, including initiatives to improve the efficiency of and assure the fairness of the Fellow nomination and evaluation processes, revise as necessary the IEEE FC governing documents, encourage the

nomination of qualified individuals among underrepresented sectors of the IEEE membership, represent the IEEE Fellow Committee with the Society/Technical Council-Fellow Evaluating Committees, advocate for the IEEE Fellow Committee needs within Member and Geographic Activities and with the IEEE Information Technology Department, and enhance the prestige of Fellow grade membership. Throughout the year, the FSPS shall request feedback from the IEEE FC on issues being addressed and send out surveys (indicative polls) for assessing the level of interest and support for specific actions under consideration.

2.3   IEEE Fellow Committee Governing Documents and their Approval Process

The IEEE FC maintains a number of governing documents. The order precedence of these documents shall be as follows (from highest to lowest):

1. Operations Manual (normative)
2. Nomination and Evaluation Forms (normative)
3. Handbooks (normative)
4. Recommendation Guides (best practice)
5. IEEE Web-applications for nomination, evaluation and scoring Help Guides (informative)

All the IEEE FC governing documents in force shall be posted online on the Fellows webpage and are listed in the following sections together with their approval requirements.

2.3.1   Operations Manual (Normative)

This document is the Operations Manual, a normative document containing the functions, scope, policies, and responsibilities of the IEEE FC, together with its rules for operation and guidance.

Amendments to the Operations Manual shall require the approval of the IEEE FC and the IEEE BoD.

2.3.2   Nomination and Evaluation Forms (Normative)

The "*Nomination and Evaluation Forms*" is a normative document currently in force which contains all the forms used in the Fellow nomination and evaluation process.

Amendments to any of the Fellow nomination and evaluation forms shall require the approval of the IEEE FC.

2.3.3   Handbooks (Normative)

The IEEE FC Handbooks are normative documents which contain additional details not specified in the Manual. The Handbooks currently in force are:

1. "*IEEE Fellow Committee Handbook*," which provides additional policies and operational details not specified in the Manual.
2. "*IEEE S/TC Fellow Evaluating Committees Handbook*," which complements the policies specified in Sect. 9.5.

Amendments to IEEE FC Handbooks shall require the approval of the FSPS and the IEEE FC Chair.

2.3.4 IEEE Fellow Committee Recommendation Guides (Best Practices)

The IEEE FC Recommendation Guides contain best practices aiming at educating the individuals involved in the Fellow nomination and evaluation process.

The creation of new and the amendment of existing IEEE FC Recommendation Guides shall require the approval of the FSPS and the IEEE FC Chair.

2.3.5 IEEE Fellow Committee Help Guides for the Web-Applications (Informative)

These Help Guides clarify the correct usage of IEEE web-based nomination, Reference, Endorsement, S/TC-FEC and IEEE FC scoring applications. A member of the IEEE staff who shall normally be the IEEE Fellow Activities Manager (staff) shall have the responsibility of maintaining accurate and up to date Help Guides.

Amendments to the Help Guides require the approval of the IEEE FC Chair.

2.4 Responsibilities of Fellow Committee Members

The responsibilities of Fellow Committee members are specified in the next sections. Note that the members' position description, which includes also time commitment information, can be found on the IEEE Fellow webpage at www.ieee.org/fellows.

2.4.1 Chair

1. Abide by the IEEE Code of Conduct and IEEE Code of Ethics
2. Submit to the IEEE Nominations and Appointments Committee recommendations of potential IEEE FC Members.
3. Suggest Nominees for the IEEE FC Vice-Chair position to the IEEE Nominations and Appointments Committee.
4. Schedule, attend, and facilitate orientation teleconferences for the Society/Technical Council Fellow Evaluating Committee Chairs and IEEE FC members, and prepare the related orientation material.
5. Schedule, attend, and facilitate meetings of the IEEE FC and prepare the related material.
6. Conduct the final review and selection of proposed Fellow Nominees in Executive Session.
7. Review eligible Fellow nominations, if necessary.
8. Review meeting agendas and minutes with staff.
9. Assist with the preparation of submissions to the IEEE BoD.
10. Assign responsibility for oversight of the IEEE FC duties under the IEEE Fellow Communication Plan (Fellow Publicity).
11. Establish IEEE Fellow Ad Hoc Committees.
12. Serve on ad hoc committees appointed by the IEEE BoD, if necessary.
13. Attend IEEE BoD, MGA or TAB meetings, as necessary.
14. Handle inquiries or grievances regarding the Fellow Program in consultation with the IEEE FC Vice-Chair, past IEEE Fellow Chair or Vice-Chair, staff and IEEE legal counsel, if necessary.
15. Complete compliance training, as required by IEEE.

16. Treat all data related to the Nomination and Evaluation process as specified by the confidentiality requirements in Section 15.

2.4.2 Vice-Chair

1. Abide by the IEEE Code of Conduct and IEEE Code of Ethics
2. Act on behalf of the Chair in the event of his/her incapacity.
3. Chair the Fellow Strategic Planning Subcommittee, ex-officio
4. Conduct a review of the IEEE FC Manual, other related documents, and procedures on an annual basis.
5. Participate and assist the Chair in the orientation teleconferences for the Society/Technical Council Fellow Evaluating Committee Chairs and IEEE FC members.
6. Review eligible Fellow nominations, if necessary.
7. As necessary, serve on ad hoc committees appointed by the IEEE FC Chair
8. Handle inquiries or grievances regarding the Fellow Program in consultation with the IEEE FC Chair, Past IEEE FC Chair, staff and IEEE legal counsel, if necessary.
9. Attend in-person and teleconference meetings of the IEEE FC.
10. Complete compliance training, as required by IEEE.
11. Treat all data related to the Nomination and Evaluation process as specified by the confidentiality requirements in Section 15.

2.4.3 Members

1. Abide by the IEEE Code of Conduct and IEEE Code of Ethics
2. Evaluate eligible nomination packages, which include nomination, Reference, Endorsement (optional), and Society/Technical Council Evaluation Forms, received in accordance with procedures outlined in this Manual.
3. Recommend to the IEEE BoD an appropriate number of Nominees who qualify for elevation to Fellow grade – see Sect. 14 of this Manual for the policy on number of Nominees. The IEEE FC shall also provide a citation for each recommended Nominee.
4. Assist in revisions to the Fellow Nomination package and the Recommendation Guides.
5. Attend in-person and teleconference meetings of the IEEE FC.
6. As necessary, serve on ad hoc committees appointed by the IEEE FC Chair.
7. Complete compliance training, as required by IEEE.
8. Treat all data related to the Nomination and Evaluation process as specified by the confidentiality requirements in Section 15.

2.4.4 Committee Alternates

1. Abide by the IEEE Code of Conduct and IEEE Code of Ethics
2. Attend orientation teleconference meeting of the IEEE FC
3. If an IEEE FC member resigns, becomes ill, or cannot serve for other reasons, serve as a Member.
4. Complete compliance training, as required by IEEE.

2.5 Estimated time required

2.5.1 IEEE Fellow Committee First Orientation Teleconference
- IEEE FC Members and Alternates, as required
- Topics covered: Fellow Nomination Process and scoring
- Two hours (May or June)

2.5.2 Review and Score Fellow Nominations
- IEEE FC Members and Alternates, as required
- Activities: Review and score 80 – 100 Fellow nomination packages
- Approximately 160 hours (typically, July and August)

2.5.3 IEEE Fellow Committee Second Orientation Teleconference
- IEEE FC Members and Alternates, as required
- One hour (typically, September or October)

2.5.4 Face-to-Face Meeting
- IEEE FC Members and Alternates, as required
- Activities: finalize Nominees' ranking and citations
- 2 days in late September or early October

Reasonable travel expenses are reimbursed for IEEE FC members and Alternates, as necessary. See Sect. 20 for more details.

2.6 Staff Support

The IEEE FC shall have appropriate administrative support from the IEEE Fellow Activities staff to assist in its work as assigned by the Managing Director, Member and Geographic Activities.

The staff, who shall normally be the IEEE Fellow Activities Manager, shall have the responsibility of maintaining the Help Guide for using the IEEE web-based nomination, Reference, Endorsement, S/TC-FEC and IEEE FC scoring applications and shall prepare and provide related materials for orientation sessions.

3. Membership of the IEEE Fellow Committee and its Subcommittee

3.1 Membership of the IEEE Fellow Committee

In accordance with the IEEE Bylaws, IEEE Fellow Committee (IEEE FC) members shall be appointed by the IEEE Board of Directors (IEEE BoD) and shall consist of not more than 52 members, including the Chair and Vice-Chair. Members are chosen from among those of Fellow grade, with consideration to representation from the geographical and technical divisions of IEEE. All are voting members of the Committee. Members of the IEEE FC shall not be eligible to serve as Nominators, References or Endorsers for any Fellow nomination as specified in Sect. 9. Hereafter, IEEE FC Members that are not Chair/Vice-Chair are also referred to as "Judges."

Fellow Committee Judges are required to submit scores to attend the IEEE FC face-to-face meeting. If a Fellow Committee Judge fails to submit scores by the established deadline, then the Judge is considered to have resigned from the Committee and shall not be invited to attend the face to face meeting.

3.1.1   Term Limits

In accordance with the IEEE Bylaws, IEEE FC members shall serve a two-year staggered term with reappointment permissible for one additional two-year term. The Chair and Vice Chair shall be selected from among the members and shall serve one-year terms in those positions with reappointment permissible for one additional term.

Limitations of tenure may be waived in individual cases by the IEEE BoD for reasons deemed to be in the best interests of the IEEE.

3.2   Membership of the Fellow Strategic Planning Subcommittee

The Fellow Strategic Planning Subcommittee (FSPS) includes a Chair and up to twelve members, and all are voting members. The IEEE FC Vice-Chair shall be the FSPS Chair, ex-officio. The other twelve members may be current or past IEEE FC members and shall be as follows:

- The IEEE FC Chair, ex-officio.
- The immediate past IEEE FC Chair, ex-officio. If the immediate past IEEE FC Chair is unable or unwilling to serve, the next past IEEE FC Chair shall fill the slot ex officio. If the next past IEEE FC Chair is unable or unwilling to serve, then the incoming FSPS Chair shall make the appointment in consultation with the incoming IEEE FC Chair.
- Up to seven members shall be appointed by the FC at the fall face-to-face meeting.
- Up to three members shall be appointed by the incoming FSPS Chair in consultation with the incoming IEEE FC Chair.

The FSPS Chair may appoint additional non-voting FSPS members chosen among IEEE members of Fellow Grade. All appointments shall be promptly provided to the IEEE FC.

In appointing FSPS members, due attention should be given to ensuring broad diversity in terms of demographics, with respect to factors such as gender, Society/Technical Council, employment affiliation type, and geographical distribution.

3.2.1   Term Limits

The FSPS Chair is eligible for reappointment for one additional year, and would normally not serve for more than two consecutive years. The members of the FSPS shall be appointed or reappointed annually for the calendar year. FSPS members are eligible for appointment for up to three consecutive one-year terms.

4.   Conflict of interest

It is the responsibility of all IEEE Fellow Committee members to consider each item of business where they have a vote or decision-making authority to determine if a real or perceived conflict of interest may exist.

The current IEEE Conflict of Interest Policy is expressed in IEEE Policies, Section 9.8.

5.   Meetings of the IEEE Fellow Committee

The IEEE Fellow Committee (IEEE FC) shall normally hold at least one in-person meeting, in accordance with agenda requirements for the Annual meeting of the IEEE Board of Directors (IEEE BoD) at which the selection of recommended Fellow Nominees, and any other business, shall be conducted. This meeting shall normally take place approximately six weeks before the IEEE BoD meeting or, approximately, in the September to October timeframe. Orientation teleconferences may also be held earlier in the calendar year. The IEEE FC may also meet and conduct business via telecommunications or other electronic means in accordance with the IEEE Bylaws.

5.1   Quorum

A majority of the voting members of the IEEE FC shall constitute a quorum.

5.2   Action of the Committee

When conducting business at meetings (teleconference or face-to-face), a quorum must be present and normal voting requirements shall apply. Unless specified elsewhere in IEEE governing documents or in this Manual, a majority of the votes of the IEEE FC Members present and entitled to vote at the time of the vote, provided a quorum is present, shall be the act of the IEEE FC.

In accordance with IEEE Bylaws, the following special voting requirement shall apply when conducting business without a meeting (e.g., via email): the passing of a motion voted upon via email requires unanimous approval of all the members entitled to vote.

6.   Qualifications for Fellow grade membership

The qualification for Fellow grade as provided for in IEEE Bylaw I-104.2 is quoted below.

"*The grade of Fellow recognizes unusual distinction in the profession and shall be conferred by the Board of Directors upon a person with an outstanding record of accomplishments in any of the IEEE fields of interest (Bylaw I-104.11). The accomplishments that are being honored shall have contributed importantly to the advancement or application of engineering, science and technology, bringing the realization of significant value to society. The nominee shall hold Senior Member grade at the time the nomination is submitted and shall have been a member in good standing in any grade for a period of five years or more preceding 1 January of the year of elevation. Additional eligibility requirements for nominees and others involved in the submission and evaluation process, as well as other related procedures, shall be specified in the IEEE Fellow Committee Operations Manual. The year of elevation to the grade of Fellow is the year following approval by the Board of Directors conferring the grade of Fellow. Members elevated to the Fellow grade may use the title immediately following approval by the Board of Directors. All those elevated will receive a certificate and pin.*"

7.   Fellow publicity

The Fellow Activities Staff and IEEE Fellow Committee (IEEE FC) shall undertake ongoing activities to promote IEEE member awareness of the Fellow process and the four nomination categories, enhance the prestige of Fellow grade membership, and encourage nominations in under-represented categories. The key elements of these activities are as follows:

1. Requests will be submitted to existing IEEE electronic and print media to inform the IEEE membership, as follows (in collaboration with the Fellow staff.
   a. The Institute:
      - Jan online: Announce the new class
      - Feb online: Reminder of March deadline
      - March print: Announce the new class. In addition, as an introduction to the article, three to four new Fellows are to be highlighted in short, 250- word articles with their photos. Who will be featured shall be based on recommendations from the FC. At least one of those highlighted would be someone in the Application Engineer/Practitioner category. Considerations might also include any of the following, among others:
        – Ensure there is one from each category
        – Show international breadth
        – Show a variety of technical fields
        – Identify those with "firsts" or major breakthroughs
        – Represent diversity (age, gender, etc.)
      - May online: Announce nominations period open
      - June print: Announce nominations period open
      - Sept print: Call for nominations reminder
      - October online: Call for nominations reminder
      - Various: Each month the Institute features a profile on a member whose timely accomplishments include a news hook (i.e., a connection to a recent news event, including but not limited to a non-IEEE award, a new or "hot" technological development, a promotion or appointment or other recent accomplishment). While those profiled are sometimes Fellows, this is not required for selection. The editorial staff of *The Institute* will plan to develop a minimum of four profiles featuring IEEE Fellows. Who to feature will be based on recommendations from the FC that meet the publication's news objectives and criteria such as those listed above.
      - As needed: Additional announcements about future changes to the program, new Web site features, etc.
   b. *Staff–managed Newsletters (Leadership Wire, Society Sentinel, the Scoop, etc.)* Staff editors will receive information via the editors' news alias. These newsletters are distributed to volunteer leaders and/ or members. Announcements will point members to the Fellow Web site for more information and to Institute articles when appropriate.
      - Jan: Announce New class
      - Jan/ Feb: Reminder of March deadline
      - May/June: Announce opening of nominations period
      - Sept: Reminder of call for nominations and to inform volunteers where to find the Fellow tool kit online to promote the Fellow program and process.
      - As needed: Additional announcements about future changes in program, new Web site features, etc. Also, include short articles about significant achievements/contributions of Fellows after the time of elevation.
   c. Volunteer-managed Newsletters (Society, Chapter, Region, Section)

- The above announcements should be distributed to both the Section and Society newsletter editors via established news aliases on the same schedule as above.

2. Fellow publicity presentations should be reviewed annually by the FC and staff to ensure they are up to date. There will be a link to these presentations at the Center for Leadership Excellence site (http://ieee-elearning.org/CLE/). Society and Section leaders will be informed via targeted newsletters as indicated above. These presentations can be used in venues such as:
   a. Society, Chapter, Region and Section Meetings
   b. TAB meetings
   c. MGA meetings
   d. Other IEEE Board Meetings
   e. IEEE Conferences
   f. Honor Ceremony

3. Maintain an IEEE Fellow Web Site. The Fellow Web Site shall include but is not limited to information related to the nomination and elevations process, related forms and guides, and a roster of Fellows and citations.

8. Nomination process and deadlines

The Fellow nomination process shall involve the following sequence of steps:

1. The online process shall be the only method to nominate an IEEE member for elevation to Fellow grade. It is accessible through the Fellow Web site at http://www.ieee.org/membership_services/membership/fellows/index.html. The process allows Nominators, References, and Endorsers the capability to submit their forms electronically.

2. The opening of the Nomination period shall be set by the Fellow Strategic Planning Subcommittee (FSPS) with the concurrence of the IEEE Fellow Committee (FC) Chair.

3. Announcement of the opening of the Nomination period shall be posted on the Fellow Web site and published in The Institute and various society and regional newsletters.

4. Complete nomination, Reference, and Endorsement forms shall be submitted via the dedicated IEEE Web-Application no later than 01 March at 11:59 p.m. US Eastern Time. No changes can be made to any documents after the deadline has passed. However, submitted Nominations may be updated by the Nominator prior to the deadline.

5. In order to be considered, a Fellow nomination shall be compliant with the policy specified in Sect. 11. If not compliant, a nomination shall be deemed invalid and shall not be forwarded for evaluation.

6. The Fellow evaluation process starts around April and ends around October. The IEEE FC shall finalize at its face-to-face meeting the list of Nominees recommended to the IEEE BoD for elevation and the proposed citations. Additional details of the Fellow evaluation process shall be specified in the "*IEEE Fellow Committee Handbook.*"

7. The IEEE BoD confirms or rejects the recommendations of the IEEE FC.

8. The announcement of the names of the newly elevated Fellows is made immediately after the IEEE BoD has taken formal action of approving the elevations, typically around the end of November. See Sect. 19 for more details.

9. Responsibilities and eligibility requirements of the participants in the Fellow Nomination and Evaluation Processes

In accordance with IEEE Bylaw I-305.8, no member of the Board of Directors, the IEEE Fellow Committee (IEEE FC), the Society/Technical Council (S/TC) Fellow Evaluating Committee reviewing the nomination, or the staff shall act as Nominator, Reference, or Endorser for any Fellow Nominee.

Furthermore, in accordance with IEEE Bylaw I-104.2, additional eligibility requirements for Nominees and others involved in the submission and evaluation process, as well as other related procedures, shall also be specified in this Manual. If any, additional eligibility requirements shall be specified in the participants' sections.

9.1 Nominator

9.1.1 Responsibilities

- Complete the IEEE Fellow Grade Nomination Form.
- Identify a minimum of 3 but no more than 5 References.
- Identify a maximum of 3 Endorsements (optional).
- Submit the IEEE Fellow Grade Nomination Form via the dedicated IEEE Web-Application no later than 01 March.

9.1.2 Eligibility requirements

Any person, including non-IEEE members, may serve as a Nominator – except as noted at the beginning of Sect. 9 and in the following additional requirements:

- Self-nominations shall not be permitted.
- IEEE S/TC-FEC Chairs and Vice-Chairs shall not serve as Nominators for any Nominee.

9.2 Nominee

9.2.1 Responsibilities

None.

9.2.2 Eligibility requirements

An IEEE Senior or Life Senior Member in good standing and who has been an IEEE member for five years or more preceding 1 January of the year of elevation may be nominated for Fellow grade. Note: IEEE Society affiliation membership does not apply.

The following additional eligibility requirements shall apply:

- Members of the IEEE BoD shall not be eligible for being nominated.
- Members who are prohibited from publishing in IEEE publications, as identified by the Publication Services and Products Board, shall not be eligible for being nominated.

9.3 Reference

9.3.1 Responsibilities

- Complete an IEEE Fellow Grade Reference Form.
- Submit the IEEE Fellow Grade Reference Form via the dedicated IEEE Web-Application no later than 01 March.

9.3.2 Eligibility requirements

For eligibility requirements, see beginning of Sect. 9.

A Reference must be an eligible IEEE Fellow or Life Fellow (Note: waiver is noted below for Region 9) in good standing. As defined in IEEE Bylaw I-104.13.2a "when applied to an IEEE member, the term member in good standing shall mean an IEEE member of any grade who is not under suspension" and I-104.13.1.c "Meet the monetary obligations required for membership such as the payment of dues and applicable assessments. In addition, Life Members shall be obligated to confirm annually the desire to continue to receive services and publications(s) to which they are entitled".

Note: References shall be accepted if a Reference is an IEEE Senior Member or IEEE Life Senior Member from Region 9 in good standing and the Nominee they are serving as a Reference for resides in Region 9.

9.4 Endorser

9.4.1 Responsibilities

- Complete an IEEE Fellow Grade Endorsement Form.
- Submit the IEEE Fellow Grade Endorsement Form via the dedicated IEEE Web-Application no later than 01 March.

9.4.2 Eligibility requirements

Any person, including non-IEEE members, may serve as an Endorser – except as noted at the beginning of Sect. 9.

9.5 IEEE S/TC Fellow Evaluating Committees (FECs)

Before being evaluated by IEEE Judges, all Nominees shall be evaluated by a Fellow Evaluating Committee (FEC) created by the IEEE Society/Technical Council (S/TC) to which the Nominee was referred to by the Nominator.

The goal of an S/TC-FEC is to provide IEEE Judges with a critical evaluation and assessment of Nominees referred to that S/TC by the Nominator. This evaluation shall be performed by preparing an S/TC-FEC Evaluation Form for each referred Nominee and submitting it to the IEEE Judges. The S/TC-FECs perform an essential role in the Fellow Evaluation process and IEEE Judges rely highly on their evaluations for an objective and technically informed assessment of the Nominee's credentials.

Since S/TCs may have different practices, it is important to ensure uniformity, reliability, and transparency in how S/TCs perform the tasks requested of them by the IEEE FC. Eligibility requirements for and main responsibilities of S/TC-FECs shall be specified in this Section, while

additional requirements, responsibilities, and recommendations for S/TC-FECs shall be specified in the "*IEEE S/TC Fellow Evaluating Committees Handbook.*"

For convenience, S/TC-FEC Members that are not Chair/Vice-Chair are also referred to as "Evaluators."

9.5.1 Responsibilities of the IEEE Society/Technical Council Presidents

By 31 January at 11:59 p.m. US Eastern Time of each year, the S/TC Presidents shall inform the IEEE FC Chair, Vice-Chair, and Fellow Activities Staff of:

1. The name of the S/TC-FEC Chair.
2. The complete roster of the S/TC-FEC.

The date above merely indicates when the information is needed by the IEEE FC. It is strongly recommended that S/TC-FEC members be appointed much earlier than 31 January so that they can decline serving in other roles that may create conflicts or eligibility issues.

The S/TC President shall take the necessary actions to ensure that the S/TC-FEC submits its evaluations by the deadline. The IEEE BoD has passed a motion specifying the following consequences in case an S/TC-FEC fails to submit its evaluations by the deadline:

1. S/TC-FEC evaluations that are not received by the deadline shall not be forwarded for consideration to the IEEE FC.
2. The Nominator, the President of the affected S/TC, its concerned Division Director, and the IEEE Vice-President of Technical Activities shall all be notified.

9.5.2 Governance Requirements for IEEE S/TC-FECs

The following mandatory and recommended requirements shall apply to all S/TC-FECs:

1. An S/TC-FEC shall have a Chair appointed by the AdCom Board of Governors upon recommendation of the President and may have one or more Vice-Chairs who also shall be appointed by the AdCom Board of Governors upon recommendation of the President.
2. The roster of the S/TC-FEC shall be made publicly available on the S/TC website.
3. The S/TC-FEC should be composed of experts with diverse backgrounds such as research and development, teaching, technical management, engineering application and practice (including product or system design), manufacturing, system operation, product application, etc.
4. The S/TC governing documents shall include the S/TC-FEC Policies and Procedures (or equivalent, such as Handbook or Manual) where at least the following shall be specified:
   a. The appointment procedure of S/TC-FEC Chair, Vice-Chair (if any) and Evaluators.
   b. The highlights of the evaluation process followed by the S/TC-FEC
   c. The fact that the Fellow Manual takes precedence over the S/TC governing documents for matters related to the Fellow nomination and evaluation processes.

9.5.3 Term limits of S/TC Members

The term limits of S/TC-FEC Chairs, Vice-Chairs (if any), and Evaluators shall be based on IEEE Bylaws I-304.4/5/6:

1. Unless otherwise stated, terms are to be intended to be one-year terms.

2. Chairs shall not serve for more than two consecutive terms.

3. Chairs may serve as Evaluators for one additional year, immediately after having served as Chairs.

4. Evaluators and Vice-Chairs (if any) shall not serve for more than three consecutive years.

5. Members shall not serve for more than 5 consecutive years, regardless of the position held.

6. Appointment of Evaluators shall be distributed over time so as to avoid the termination of more than about one-third of the members in any calendar year.

For reasons deemed to be in the best interests of the IEEE FC, limitations of tenure may be waived in individual cases with the approval of the IEEE FC Chair and Vice-Chair.

9.5.4 Responsibilities of all S/TC-FEC members

All S/TC-FEC members shall:

1. Abide by the IEEE Code of Conduct and IEEE Code of Ethics.

2. Be familiar with the Fellow Manual, the FC Handbook on S/TC-FECs, and the S/TC governing documents related to the FEC.

3. Hold all meetings in Executive Session – see the IEEE Executive Session Documentation and Guidelines.

4. Score each Nominee with the minimum number of S/TC Evaluators specified below:
   a. Five (5), if the S/TC has forty (40) or more Fellows
   b. Three (3), if the S/TC has fewer than forty (40) Fellows

5. If the S/TC-FEC ascertains that a Nominee has been improperly referred for evaluation to its S/TC, the Chair shall immediately notify the IEEE Fellow Activities Staff and shall provide a recommendation for the appropriate S/TC where to perform the evaluation of that Nominee. Transfers into a new S/TC shall be allowed only if the Chair, Vice-Chair (if any), and Evaluators of the new S/TC-FEC satisfy the eligibility requirements specified in Sect. 9.

6. Complete the S/TC-FEC Evaluation Forms of each assigned Nominee and approve them prior to submission to the IEEE FC (typically, mid-June).

7. Advise the IEEE FC whether the citation proposed by the Nominator is appropriate, providing a revised citation if needed.

8. Destroy all confidential information they may have obtained related to the Fellow nomination process, including electronic correspondence.

9. Treat all data related to the Nomination and Evaluation process as specified by the confidentiality requirements in Section 15.

9.5.5 Responsibilities of the S/TC-FEC Chairs and Vice-Chairs

The S/TC-FEC Chair shall:

1. Attend the orientation courses organized by the Fellow Activities Staff and share with the rest of the S/TC-FEC the orientation material.

2. Be the primary point of contact of the S/TC-FEC with the IEEE Fellow Activities staff.

3. Organize S/TC-FEC meetings, as appropriate.

4. Not perform evaluations nor score Nominees.

5. Instruct Evaluators of their responsibilities as specified in the Fellow Manual, the IEEE FC Handbook on S/TC-FECs, and the S/TC governing documents related to the FEC.

6. Assign S/TC Evaluators to each Nominee, consistently with minimum number of required Evaluators specified in Sect. 9.5.4.

7. Submit via the dedicated IEEE Web-Application the S/TC Evaluation Forms for all assigned Nominees as approved by the S/TC-FEC and by the deadline (typically, mid-June) − Evaluators shall be notified upon submission and receive a copy of the submitted evaluations.

The Vice-Chair(s) (if any) shall assist the Chair in performing his/her duties. One Vice-Chair shall be chosen to act on behalf of the Chair in the event of his/her incapacity. Any Vice-Chair may serve as an S/TC Evaluator and score Nominees. In this case, see also Evaluators' responsibilities in Sect. 9.5.6.

9.5.5.1 Eligibility requirements

The S/TC-FEC Chair (and Vice-Chair(s), if any) shall:

- Be an active IEEE Fellow.
- Be an active member in the relevant Society/Technical Council.

The following limitations to eligibility shall apply:

- Shall not serve as a Nominator for any Fellow Nominees.
- Shall not serve as References or Endorsers for any Fellow Nominees evaluated by his/her S/TC-FEC.
- Shall not be a member of the IEEE FC.
- Shall not be a member of the IEEE BoD.

9.5.6 Responsibilities of S/TC-FEC Evaluators

1. Complete a Fellow Grade Society/Technical Council Individual Evaluation Form for each of the Nominees he/she is reviewing according to the same evaluation criteria set for IEEE Judges, as specified in Sect. 17.1. Additionally, Evaluators shall not consider the Nominee's outside activities or service to the S/TC.

2. Immediately notify the S/TC-FEC Chair if there is any conflict of interest (real or perceived).

9.5.6.1 Eligibility requirements

An S/TC-FEC Evaluator shall:

- Be an active IEEE Fellow.
- Be an active member in the relevant Society/Technical Council.

The following limitations to eligibility shall apply:

- Shall not serve as a Nominator, Reference or an Endorser for any Fellow Nominee evaluated by his/her S/TC-FEC.
- Shall not be a member of the IEEE FC.
- Shall not be a member of the IEEE BoD.

10. Policy on informing Nominees of proposed Fellow Nomination

In order to prepare a complete and thorough nomination, it may be necessary for the Nominator to obtain certain information directly from the Nominee. There is no objection to such action. However, the Nominator is cautioned that due care must be taken to avoid embarrassment to the Nominee or IEEE, and that it must be understood that only a fraction of the Nominees are selected in one year. Nominators are further instructed that inquiries regarding References or other supporting action shall be made by the Nominator, not by the Nominee.

11. Policy on consideration of an IEEE Fellow Nomination

A Fellow Nomination shall be considered by the IEEE Fellow Committee (IEEE FC) if it satisfies the following requirements:

- Nominator, Nominee, References, Endorsers, and Society/Technical Council Fellow Evaluating Committee (S/TC-FEC) members shall all meet the eligibility requirements specified in the Manual, see Sect. 9.

- IEEE Fellow Grade Nomination Forms shall be submitted via the dedicated IEEE Web-Application no later than 1 March at 11:59 p.m. US Eastern Time.

- Nominations shall be supported by at least three, but no more than five, References (see Sect. 9.3.2 for Region 9 exceptions). Completed Reference forms shall be submitted no later than 1 March at 11:59 p.m. US Eastern Time. References shall not be shared with the Society/Technical Council Fellow Evaluating Committee.

- Nominations may be supported by up to three Endorsements, which shall be submitted no later than 01 March at 11:59 p.m. US Eastern Time. Endorsement forms (if any) shall be forwarded to the Society/Technical Council Fellow Evaluating Committee to aid them in their evaluations.

A Nomination failing to meet the above requirements shall not be considered for review by the S/TC-FEC and IEEE FC. In this case, the Nominator shall be notified in writing by the IEEE Fellow Activities Staff of the nature of the administrative deficiency with attention not to reveal sensitive information about third parties to the Nominator, e.g. about the Endorsers or References.

12. Policy on resubmission of Nominations that were previously considered but were unsuccessful

The reconsideration of an IEEE Fellow Nominee is not automatic, and the entire Fellow Nomination process must be repeated if a nomination is unsuccessful.

13. Policy on posthumous Fellow elevations

Since the grade of Fellow is not intended as a memorial award, a nomination submitted posthumously shall not be considered by the IEEE Fellow Committee. However, if the Nominee is alive at the time of the submission deadline date, the nomination shall be considered.

14. Policy on number of Nominees to be selected for recommendation

IEEE Bylaw I-305.8 states that the total number of Fellow recommendations in any one year must not exceed one tenth of one percent of the total voting membership of the IEEE on record as of 31 December of the preceding year.

The Fellow Committee would like to preserve the high threshold of accomplishment required for IEEE Fellow status over the long term. Each year the Fellow Committee shall set the maximum number of Fellow nominations that can be elevated to Fellow grade the following year subject to the above limit.

15. Nominee, Nomination, and Evaluation data confidentiality

IEEE Fellow Committee Members and Society/Technical Council Fellow Evaluating Committee Members shall treat all data related to the Nomination and Evaluation process in their possession as IEEE Confidential – Controlled Distribution, in accordance with IEEE Policies, Section 9.24 Information Disclosure Policy, and shall not share with anybody outside their own committees. Furthermore, they shall be responsible for destroying all confidential information they may have obtained related to the Fellow nomination process, including electronic correspondence.

16. Nomination Categories

A Nominee shall be nominated in one of the following four categories:
1. Application Engineer/Practitioner (AE/P)
2. Educator (EDU)
3. Research Engineer/Scientist (RE/S)
4. Technical Leader (TL)

17. Description of rating categories and evaluation criteria

For each Nominee, IEEE Judges shall assign a numerical score between 0.00 and 100.00 to four rating categories (each of which shall carry a weight):
1. Individual Contributions/Evidence of Technical Accomplishment (weight = 40/90)
2. Strength of Society/Technical Council Support (weight = 25/90)
3. Strength of References Support (weight = 15/90)
4. Professional Activities, IEEE and non-IEEE (weight = 10/90)

Additional details on the evaluation process and scoring procedure can be found in the "*IEEE Fellow Committee Handbook.*"

17.1 Evaluation criteria

The fundamental evaluation principles that IEEE Judges shall follow are:
- The contributions by practitioners in the application of engineering, science, and technology shall be accorded equal recognition with theoretical developments
- The Nominee must have made substantial individual technical contributions
- The impact of the Nominee must have already happened, and there should be no speculation on potential future impact

Furthermore, IEEE Judges should carry out the following tasks for the evaluation of Nominees:

- Identify specific outstanding technical accomplishments
- Critically assess the innovation, creativity, importance, impact and degree of acceptance of the contribution(s)
- Critically assess the Nominee's individual role in the contribution(s)
- Critically verify the evidence provided, performing their due diligence on the basis of publicly available information
- Critically compare impact of contribution(s) to that of other Nominees

The evaluation criteria for each rating category are discussed in the next Sections, where it is also discussed how the criteria to be used may differ depending on the specific nomination category.

17.2 Individual Contributions/Evidence of Technical Accomplishment (weight = 40/90)

Individual contributions of the Nominee are detailed in the IEEE Fellow Grade Nomination Form in one of four categories: Application Engineer/Practitioner, Educator, Research Engineer/Scientist, or Technical Leader.

The Nominee's contributions that raise him/her significantly above the norm shall be examined. In all cases, the contributions are based on technical achievements only. The individual's contributions can take many forms. The contributions can take the form of a new and significant piece of theoretical and/or experimental work leading to an important advance in the state of the art.

Application Engineers/Practitioners may make significant technical contributions in the design and evolution into manufacturing of products or systems, the use, operation or application of such products or systems, and the advancement of industry practices and standards. Although a few impactful papers may be present, quality and quantity of scholarly publications is not necessary for this category and lack thereof must not penalize Nominee. The contributions shall be based on the realization to society, in accordance with IEEE Bylaw I-104.2 as judged by the IEEE Fellow Committee, considering innovativeness, originality, creativity, meeting market needs, regional as well as global impact on the profession or society at large, or advances in quality, reliability, cost effectiveness or manufacturability.

As an Educator, the Nominee's personal contributions can encompass the development of a new curriculum or courses that are innovative or unique. An accepted and widely used pioneering text is also a significant useful contribution. The contributions, again, are to be judged on the basis of uniqueness, innovation, wide acceptance, etc. Note that for elevation in this category, it is not sufficient to have taught for many years or held an academic administrative role.

For Research Engineers/Scientists, sustained scholarly work is typically documented by significant (quality and quantity) scholarly contributions such as peer-reviewed publications, books, and patents.

The individual's contributions of Technical Leader Nominees can also be exemplified through technical leadership of a managerial team or company-wide effort that led to an important benefit to society, to technical innovation, to the advancement of a device, idea or system leading to development, application and/or production. The technical innovation, risk involved, performance improvement, economic results or other advantages must be perceived by the IEEE Fellow Committee as above the norm. For Technical Leaders Nominees, their leadership and role must be

crucial for the successes of the accomplishments cited and specific technical contributions by the Nominee which made the achievement possible must be present and supported by verifiable evidence. Note that organizational positions cannot be used as primary evidence of accomplishments for Nominees in the Technical Leader category. As is the case for the Practitioner category, quality and quantity of scholarly publications is not necessary for this category and lack thereof must not penalize the Nominee.

The technical accomplishments of a Nominee can take the form of technical publications as evidenced by refereed papers in archival journals, edited or authored books, papers in technical reports or other publications.

When assessing body of publications, it is important to look at several things: type of article (e.g., tutorial or not), how many co-authors, how often the Nominee is the first author, impact on literature, impact on technology, impact on standards, impact on society at large. Bibliometric indices (number of citations, *h*-index, etc.) are useful and can be taken into account, but should not be abused. They should not be the primary evidence of impact and they must be weighed vis-à-vis the "typical" citation count in the considered field.

The technical contributions may also be in the form of patents, standards or other documentation describing the development or application of products, systems, facilities, services or software.

Evidence is the author's technical presentation in the form of keynote papers, papers summarized in conference digests, documented invited papers, developed courses and textbooks. Where the Nominee's contribution is an improved product or system design, which may have been held confidential by his employer, the technical accomplishment can be documented by using internal technical reports identifying the Nominee's role in the development.

The Nominee's contributions can also consist of the development, manufacture or application of products, systems, facilities and services. Where a Nominee makes a contribution as part of a team, the Nominee's specific contribution as identified in the Fellow nomination, and verified by in-house References and Endorsers, constitutes suitable evidence. The evidence can be in the form of survey articles, review papers, company reports, published specifications, instruction manuals, application information, competitive analyses, government publications, market trend studies, etc.

17.2.1 The role of Endorsements

Although optional, Endorsements can be useful as a complement of the Nomination Form in providing additional confirmation of evidence of the impact of contributions when the public availability of verifiable evidence of impact is limited. In these cases, Endorsements are most effective when provided by company officers, program directors, standardization officers, or colleagues who are in a position to attest and verify the Nominator's claims on impact and individual role of Nominee. Endorsements provide a narrative on the level of the Nominee's achievements and their impact that complements the Nomination Form.

Endorsements can shed light on contributions that may be proprietary or not available for citation in the literature and IEEE Judges should not judge them in terms of strength of support (as for a Reference), but should use them to incorporate any additional evidence Endorsements provide on the Nominee's technical contributions or professional activities.

17.3   Strength of S/TC Support (weight = 25/90)

As specified in Sect. 9.5, an S/TC-FEC Evaluation Form for each Nominee shall be prepared by the S/TC-FEC and forwarded to IEEE Judges. IEEE Judges shall evaluate the S/TC-FEC

Evaluation Form and assign a numerical value representing the *strength of support* of the S/TC for the Nominee. This score is different from the numerical score provided with the S/TC Evaluation Form.

IEEE Judges should assign the "Strength of S/TC support" score based on:

- Synthesizing all the information in the Nominee's S/TC-FEC Evaluation form, i.e. score, rank, narrative, and multiple-choice answers
- Reconciling any difference between S/TC's narrative comments and the Nominees' scoring/ranking
- Incorporating the aggregate group of scores of all the Nominees in a S/TC to understand relative strength of support for this Nominee
- Harmonizing scores between the various Societies/Technical Councils

IEEE Judges should also look for:

- An independent verification of the cited contributions, the role of the Nominee in them, and the current (not the potential) impact
- An assessment of how qualified (or not) a Nominee is for elevation to Fellow
- Does it provide new information, or merely copies from Nomination Form?

If a Nominee's contributions are outside an IEEE Judge's field of work, then the narrative answers should be used to gain a broader understanding about the Nominee's impact for the IEEE Judges' assessment of the "Individual Contributions/Evidence of Technical Accomplishment" rating category. Input from S/TC can help inform an IEEE Judge of the Individual Contributions, but should not replace the IEEE Judge's own assessment of the evidence and impact of the Nominee's contributions.

17.4 Strength of References Support (weight = 15/90)

References provide a narrative detailing the contribution of the Nominee, the reasons the Nominee meets or does not meet the requirements for Fellow grade, and a categorization of the degree of qualification of the Nominee. References serve as advocates for the Nominee. Individuals submitting References are also expected to describe their relationship to the Nominee. This explanation may expand on the accomplishments asserted in the Fellow nomination itself, or may offer additional information about the Nominee not addressed in the Fellow Nomination form.

17.5 Professional Activities (IEEE and Non-IEEE) (weight = 10/90)

The IEEE and non-IEEE activities include awards, professional society membership and offices, major professional, government or international committee memberships, internal organization awards or licensure or professional registration within areas associated with the IEEE Fields of Interest, including, for example, Professional Engineer, MD specialty certification, and Patent Law. The IEEE and non-IEEE activities shall be evaluated on the basis of length and type of service as well as degree of responsibility and scope encompassed in the offices held. IEEE Judges shall assess the *quality and impact* of the professional activities of the Nominee.

18. Nominees rejected by the IEEE Board of Directors

If a Nominee that the Fellow Committee recommends for elevation is rejected by the Board of Directors, then the name of the Nominee shall be removed from the list and the nomination shall

be considered unsuccessful. The IEEE Board of Directors shall provide the Fellow Committee Chair with the reason for any such rejection. Additionally, when deemed appropriate by the IEEE Board of Directors, a determination with respect to any limitation on the rejected Nominee's eligibility in future years shall be provided.

19. Announcement of newly elevated IEEE Fellows

Announcement of the names of recommended Nominees shall not be made prior to the date when the IEEE Board of Directors (IEEE BoD) has taken formal action. Upon action by the IEEE BoD, Fellow Activities Staff shall prepare and coordinate the following:

- Letter to successful Nominees from the IEEE President, advising them of their elevation to Fellow grade, and accompanying citation.
- List of names, business affiliations, and citations of newly elevated Fellows for publication in *The Institute*, or any other press request.
- Preparation and distribution of newly elevated Fellows, by geographical location, to respective IEEE entities.
- Preparation and distribution of newly elevated Fellows by Technical Division and IEEE Societies/Technical Councils to respective IEEE entities.
- Preparation and distribution of newly elevated Fellows by Society/Technical Council affiliation, to respective Fellow Evaluating Committee Chairs.
- Preparation and distribution of a list of newly elevated Fellows to respective IEEE Publication Editors.
- E-mail sent to employers of newly elevated Fellows advising them of their employee's elevation to Fellow grade and accompanying citation.
- E-mail sent to graduating schools of newly elevated Fellows advising them of their alumni's elevation to Fellow grade.
- News release template distributed to local editors announcing newly elevated Fellows.
- E-mail sent to successful Nominees advising them of their elevation to Fellow grade and accompanying citation with a copy to their Nominator.
- E-mail sent to Nominators regarding the unsuccessful nomination of their Nominee and expressing appreciation for participation in the Fellow nomination process.
- Preparation of Fellow certificates and arrangement for presentation to recipients, in accordance to established procedures.

Additional announcements may be made by the IEEE FC as specified in the "*IEEE Fellow Committee Handbook.*"

20. Fellow Committee Travel Policy

It is IEEE policy to reimburse reasonable, authorized travel expenses incurred in connection with the conduct of IEEE business as specified in Sect. 6 of the IEEE Finance Operations Committee. However, the travel policy of the Fellow Committee is more restrictive than the general IEEE one and Business Class fare shall not be allowed. Only economy non-refundable coach fare shall be eligible for reimbursement. Upgrades are allowed if obtained by using personal miles or paying personally the difference between the economy fare and the upgrade fare.