



IEEE INSTRUMENTATION AND MEASUREMENT SOCIETY STRATEGIC PLAN

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EXECUTIVE SUMMARY

This document serves as the “working” Strategic Plan (SP) for the IEEE Instrumentation and Measurement (I&M) Society. It outlines the Vision and Mission of the Society, as well as the missions, plans and evaluation metrics for its primary standing committees.

The Vision *philosophy* (as opposed to a statement) of the I&M Society is intended to be long-lasting and enabling, capable of navigating the Society through its intended strategic plans and towards its objectives, while encompassing all activities and services that the Society embarks upon and provides to its members and the profession at-large. Our Society vision philosophy must *integrally* consider and incorporate the missions and plans of all standing committees as they commonly have inter-related missions, goals and plans.

Each committee is expected to work towards achieving its stated mission in the SP, through diligent pursuit of its outlined plans. The intended metrics will be used to evaluate the level of success in achieving the mission goals. Hereon, all bi-annual committee reports presented to the AdCom, by each cognizant vice president or committee (sub-committee) chair, must address the implementation of these specific plans for achieving committee goals, as well as the level of success achieved in meeting or surpassing the standards set by the evaluation metrics.

This SP will be updated as necessary to reflect completion of various activities, addition of new plans and mission goals, etc. The annual “Society Officers and Editors Meeting”, commonly held in February, will now be referred to as the annual “Society Strategic Planning Meeting”. During this meeting any and all pertinent and necessary updates to the SP will be discussed and implemented.

1.0 SOCIETY VISION

- Be the premier international professional Society in the Instrumentation and Measurement (I&M) fields.

1.1 SOCIETY MISSION

- Provide the most *comprehensive* and *high-quality* services to our members and related professionals.
- Serve as the professional *incubator* for the *growth* of all (particularly younger) members.
- Be in the *forefront* of future I&M fundamental, technological, and application advances.
- Provide education in the field of instrumentation and measurement.

2.0 FINANCE COMMITTEE MISSION

- Prepare fiscally sound annual budgets that reflect the mission and goals of the I&M Society and advise the President of the financial welfare of the Society:
 - ✓ Gather committee requests for new and continuing activities.
 - ✓ Provide fiscal updates to committee chairs to assist in managing budgets.
 - ✓ Communicate with IEEE on fiscal issues.

2.1 FINANCE COMMITTEE PLANS

- Request VPs to submit annual budget requests by 3/30.
- Request VPs to provide quarterly feedback on YTD revenue & expenses.
- Advise the AdCom on the financial feasibility of 10 potential initiatives for the 3% rule consideration and update annually.
 - ✓ 4 initiatives proposed for 2015
- Finalize the list of 5-10 projects to fund on short notice, if year-end September forecast indicates a surplus:
 - ✓ Each project expense: \$1K - \$25K
 - ✓ Total amount of all projects: \$10K – \$75K
- Forecast Society budget as accurately as possible.
- Develop a VP Finance and Treasurer succession plan and education for the future leadership.
 - ✓ Associate VP Finance and Associate Treasurer
- Prepare budget performance data for past 5 years to show trends for Society net, conferences, publications, and administrative committee.

2.2 FINANCE METRICS

- How close are the actual expenses and revenues to the budget.
- Define metrics of effectiveness of investment in the achievement of Society goals.

3.0 MEMBERSHIP COMMITTEE MISSION

- Provide the *link* between the Society and the members, understanding the needs of the membership and pass them on to the relevant standing committees.
- Facilitate other committees, including Membership, to provide the most *comprehensive* and *high-quality* services to our members and related professionals.
- Be an incubator to develop, promote and stimulate membership-related activities in the I&M fields.
- Advise the AdCom of membership trends, composition and needs.

3.1 MEMBERSHIP COMMITTEE PLAN

- Be the *catalysts* and *facilitator* among the three primary society constituencies - industrial, academic and student members.
- Actively promote and entice industrial members to participate and share their knowledge and experiences:
 - ✓ Determine what type and level of services our industry members desire from the society through surveys and by working with Industrial Liaison sub-committee.
 - ✓ Determine what type and level of services our GOLD members desired from society by closing working with and engaging our GOLD representative.
- Energize and support local Chapters:
 - ✓ Determine what type and level of services our Chapters desire and need through sustained communications with them and through surveys.
 - ✓ Annually revisit and discuss survey results with our Chapter Chairs at the Chapter Summit to be held at the annual I²MTC.
 - ✓ Visit regions where society activities can be developed and Chapters wishing to re-energize or further their level of participation.
- Provide useful and valuable student services:
 - ✓ Determine what type and level of services our student members desire and need.
 - ✓ Utilize the annual Graduate Panel Discussion at the I²MTC for direct interaction with graduate student members.
 - ✓ Determine whether Student Paper awards are important to student attendees. Would students rather have increased Travel Grant support?
 - ✓ Increase Travel Grant support (may also consider reducing funding allocated to Student Best Paper Awards to allow an increase in Travel Grant funds if we find students place importance on Travel Grants).
- Explore potential opportunities in the I&M society-sponsored conferences for all of the above.
- Develop a plan for initiatives (i.e., the 3% rule).

- Develop a plan to work with the Women-In-Engineering (WIE) group to attract more female IMS members.

3.2 MEMBERSHIP COMMITTEE METRICS

- To measure the effectiveness of our committee's efforts, in general, we should monitor and do an annual comparison with the previous years' values of:
 - ✓ For a given calendar year: the total number of IMS members at the end of the year, and the retention rate, both compared with all IEEE Societies.
- To promote and entice industrial members to participate in IMS - number of responses to surveys offered:
 - ✓ Next step = Re-evaluate our support offered based on these results.
- To energize and support local Chapters:
 - ✓ Total number of new chapters, compared with previous year.
 - ✓ Region Liaison Effectiveness = as a result of Region Liaison activities, was there a Chapter formed, number of IMS members in the Region before vs. after.
 - ✓ Chapter Outreach Effectiveness = compare level of activity (# of activities) and/or number of members before and after the visit, # of visits/year.
 - ✓ DL Visit Effectiveness: DL visits leading to more chapter activity, or formation of new chapters = was there a Chapter formed, compare level of activity (# of activities) and/or number of members before and after the DL visit.
 - ✓ Chapter Funding Effectiveness: # of applications, amount spent.
- To provide useful and valuable student services:
 - ✓ Survey Metrics = number of students responding.
 - ✓ Panel Metrics = number of students attending Panel, any new student members or society relationships?
 - ✓ Travel Grant Metrics = how many grants awarded, how many students applied, do these students join the society.
- To explore opportunities in IMS-sponsored conferences:
 - ✓ Student Travel Grant Metrics (above) also apply to this Plan Item.
- In all cases, comparisons to previous year(s) will be useful to allow us to see what has improved, what may need to be changed, what thresholds are needed, and/or how these thresholds need to be adjusted.

4.0 PUBLICATIONS COMMITTEE MISSION

- Be in the *forefront* of published material in the I&M field.
- Define the “state-of-the-art” in the I&M field.
- Provide the most *comprehensive* and *high-quality* publications to our members and related professionals.
- Actively facilitate the publication of *milestone* archival publications in the I&M field.
- Disseminate knowledge and promote the growth of I&M culture.
- Foster and maintain effective communication with the membership.
- Be the *visible* brand for the IEEE I&M Society.

4.1 PUBLICATIONS COMMITTEE PLANS

- Develop a succession plan for VP Publications, Editors-in-Chief, and critical staff positions to train, prepare, and develop future leadership.
- Develop a plan for initiatives (i.e., the 3% rule).
- Every 5 years, review each I&M Society publication to verify its appropriateness to the current interests and needs of the Society:
 - ✓ Review of publication means (hard copy versus electronic, new solutions, etc.).
 - ✓ Review of content and topics.
- Members outreach:
 - ✓ % of members receiving I&M Society publications.
 - ✓ % of members reading I&M Society publications.
- Customer satisfaction survey.
- Revenue:
 - ✓ Financial incomes.
 - ✓ Number of attracted members.
 - ✓ Improvement in I&M Society visibility

4.2 I&M TRANSACTIONS (TIM) MISSION

- Be the most *desirable* publication venue for papers in the I&M fields.
- Achieve *excellence* through *quality*.
- Publish *high-quality* papers through demanding and preserving highest professional *integrity* from all involved in the process.

4.3 I&M TRANSACTIONS (TIM) PLANS

- Constantly improve the *review process* by:

- ✓ Vigilance in publishing only papers in the scope of the Transactions.
- ✓ Demand Associate Editors to communicate with Reviewers.
- ✓ Improving feedback on Reviewers from Associate Editors.
- ✓ Updating the list of reviewers.
- ✓ EIC must regularly communicate with Associate Editors (and them, in turn, with the Reviewers) the processes that preserve the integrity of the review process and maintain its culture.
- Integrate among Transactions administrators knowledge and experience of *publications processes*.
- Regular monitoring of number of papers published in various broad *topics* of the Transactions, and the need for extending the topical areas.
- Extending the userfriendliness of *AllenTrack*:
 - ✓ Add more Index Terms to the AllenTrack “Potential Reviewer” search utility that are from the IEEE Taxonomy list.
- Encourage authors to use IEEE’s Graphical Abstract option.

4.4 I&M TRANSACTIONS (TIM) METRICS

- Continue improving several already-existing metrics (internal and external) such as:
 - ✓ Review process timeliness.
 - ✓ Associate editors’ and reviewers’ performances.
 - ✓ Impact Factor, Immediacy Index, Cited Half-life, Citing Half-life, Eigen Factor and Article Influence trends.

4.5 I&M MAGAZINE MISSION

- Be the *gateway* for communicating the vision of the I&M Society on instrumentation and measurement.
- Serve as the main vehicle for disseminating information to the widest possible audience.
- Be the *venue* for interaction and the forum which links the varied interests of our members.

4.6 I&M MAGAZINE PLANS

- Form a comprehensive and proactive *editorial board*:
 - ✓ Compose the editorial board.
 - ✓ Define the role of editorial board members.
- Improve the *time lines* of the Magazine by:
 - ✓ Reviewing the latency of the review process.
 - ✓ Investigating methods to shorten sub-to-pub time.

- ✓ Reviewing and revising the instructions to authors.
- ✓ Improve the *revision process* of the Magazine by:
 - ✓ Simplifying and streamlining the review process.
 - ✓ Updating and revising the list of reviewers.
- ✓ Improve the Magazine *content* by:
 - ✓ Planning the Magazine content at least eighteen months in advance.
 - ✓ Review the necessity of the existing distinction between articles and tutorials.
 - ✓ Attracting high quality papers including emerging and unconventional (or non-technical) applications.
 - ✓ Increasing the number of industrial manuscripts.
 - ✓ Increasing the involvement of national and international laboratories.
 - ✓ Presenting legal, social, and professional content related to I&M activities.
 - ✓ Honoring and preserving the I&M heritage with historical content.
 - ✓ Solicit and publish multi-part tutorials on specific topics.
 - ✓ Producing special issues highlighting I&M activities in different science domains (physics, chemistry, biology, etc.) and industrial hot topics.
 - ✓ Topical columns on major contemporary topics.
- Introduce dissemination activities:
 - ✓ Highlight I&M activities in non-traditional applications of science and technology.
 - ✓ Investigate the establishment of recognition and incentive awards such as a “best tutorial” award.
 - ✓ Targeted promotion of the Magazine to non-I&M Society members at IMS and technically co-sponsored conferences.
 - ✓ Promotion and advertising of Society conferences, workshops, symposia, and the like.
 - ✓ Promotion and advertising of Society conferences, workshops, symposia, and the like.
 - ✓ Receive and publish regular input (at least once per year) from VPs detailing their committee’s activities, plans, and accomplishments.
 - ✓ Report and promote activities of the Society’s Technical Committees.
 - ✓ Explore cross-fertilization opportunities with other societies inside and outside IEEE.
 - ✓ Investigate social media communications and other venues for improving contacts with our membership.

4.7 I&M MAGAZINE METRICS

- Submission-to-publication latency.

- Number of distributed copies of the Magazine to I&M Society and technically co-sponsored conferences.
- Number of published tutorials and topical columns.
- Number of received feedback comments from the readers.
- Positive-to-negative feedbacks ratio.

5.0 EDUCATION COMMITTEE MISSION

- Provide the most *comprehensive* and *high-quality educational* services to the community, to our members and related professionals.
- Coordinate the educational activities of the Society to diffuse and assess the I&M culture while serving our members and related professionals.
- Continuously identify and pursue “hot topics in I&M” where there is a “need” for contribution of the I&M culture.

5.1 EDUCATION COMMITTEE PLANS

- Identify the educational needs of the society members, update, and maintain a current summary.
- Evaluate and support existing successful initiatives (DLP, Awards, Tutorials).
- Align the educational activities with the needs of the membership and coordinate the types:
 - ✓ Categorize the I&M society educational offers and needs.
 - ✓ Assess current use of the offer.
 - ✓ Develop a plan to assess the effectiveness of the offer.
 - ✓ Identify gaps to be filled or things to cut.
 - ✓ Reorganize offer by selected categories.
- Coordinate offer - synergy and consistency of technical fields:
 - ✓ Assessment as above.
 - ✓ Input from TSAC Committee.
 - ✓ Identify and leverage offer dependencies.
 - ✓ Reorganization of the way offer is presented and advertised.
- Disseminate and support I&M culture within institutional educational channels:
 - ✓ Create and periodically offer review guidelines for new Faculty members: Best practices in teaching and learning I&M.
 - ✓ Award - Real world engineering project in I&M.
- Work with other committees and develop a plan to better link I&M society members (students, academics, industry) through educational activities.
 - ✓ Academia-industry – reciprocal education on hot topics and needs:
 - 1-Organize mutual-education events at I&M society major conferences.
 - 2-Create Award for Best Joint Academia-Industry learning initiative
 - 3-Develop a program to encourage industrial sabbaticals (involving industrial operations and academic institutions) and job swapping opportunities between non-competing industries
 - ✓ Students-industry:

1-create, sustain research awards at all levels for students (BS-MS, graduate fellowship, post-doc).

2-(long term)-facilitate internships, Co-Ops (especially where this connection is not available via career centers).

- Develop succession plan for critical leadership positions.
 - ✓ determine what leaderships positions need to be perpetuated
 - ✓ Formulate in a very concise way that are the duties of these leadership positions
 - ✓ Determine requirements for taking over a position (e.g. having served in the EdCom at least one year)
- Develop an assessment procedure of the plan
 - ✓ Determine thresholds, update metrics and thresholds if needed
 - ✓ Evaluate metrics, assess progress
 - ✓ Maintain a record
- Develop a plan for initiatives (i.e., the 3% rule).

5.2 EDUCATION COMMITTEE METRICS

- For categorization and coordination: match between membership needs and demand and IMS education activities.
- For Tutorials, courses, events: number of attendees, satisfaction level (from evaluation surveys, for events with paid registration).
- For Academia-Industry connection: number of events, number of participants.
- For internships and co-ops: number of students affected by the I&M society initiatives.
- For offer coordination, number of educational "events" that are interlinked across categories.
- For all Education Committee Awards – number of applications, number of awards, quality (and existence) of follow-up reports.
- For DL - # of DL's, number of active DL's, number of trips per DL.

6.0 CONFERENCE COMMITTEE MISSION

- Facilitate organization of *high-quality* Technical Events* in I&M fields
- Be the prime catalysts for *improving the quality* of Technical Events
- Foster *advancements* of science and technology in the I&M fields through conference activities
- Support and promote technical events focused on emerging topics in I&M fields
- Generate revenue without compromising quality.

6.1 CONFERENCE COMMITTEE PLANS

- Review *Conference management guidelines* **annually**.
- Provide Conference Paper Review Guidelines to reviewers of all co-sponsored technical events.
- Survey conference attendees.
- Contact organizers of previously sponsored technical events for future sponsorship.
- Implement a methodical plan towards making all Technical Events fully reviewed by end of 2017:
 - ✓ Tutor each sponsored event, requiring information before and after the Conference, promoting quality.
 - ✓ Discourage technical sponsorship of Conferences with very different review process.
 - ✓ Survey the technically sponsored events to assess whether the Society could benefit by moving the technical sponsorship toward a financial sponsorship.
- Cooperate with TSAC on encouraging TCs to initiate symposia, special sessions at existing conferences, and for a that involve multiple TCs.
- Develop a succession plan and education for the future leadership.
- Develop a plan for initiatives (i.e., the 3% rule).

6.2 CONFERENCE METRICS

- Number of conferences, workshops, and symposia that have fully reviewed papers.
- A list of conferences providing budget information on a timely basis.
- Number of papers submitted and accepted to IEEE Xplore.
- Percentage of “conference sponsorship request schedules” submitted to society on time.
- Number of requests for previously sponsored technical events.
- Surplus (financial results), if applicable.

* I&M Society financially- or technically-sponsored Conference, Symposium or Workshop.

6.3 I²MTC BOARD MISSION

- Be the *premier international* gathering of all people involved in the I&M fields for disseminating and discussing the results of their technical activities.

6.4 I²MTC BOARD PLAN

- Perform a strength/weakness analysis of the conference history.
- Be proactive in identifying and promoting conference venues at least three years in advance.
- Improve overall quality of the conference.
 - ✓ Fully train session chairs
 - ✓ Time for discussion in the sessions. Chairs knowledgeable about the papers presented.
 - ✓ Fostering a useful exchange of information.
- Work with other committees to develop a plan to enhance the participation of Society members in each conference.
- Require continuity and experiential legacy in general and technical co-chair selections.
- Train new committees
 - ✓ Involvement in communication of previous year
 - ✓ At least one face to face planning workshop with past organizers
- Annual (or regular) review of I²MTC Handbook.
- Execute a methodical process for bidding new conferences.
- Execute strategies for selecting venues that help expand membership.
- Develop relationships with Sections and Chapters around the world for the organization of future I²MTCs.
- Whenever possible for President and/or I²MTC Chair to travel to upcoming venues.
- I²MTC Planning Workshop
 - ✓ Travel for past organizers to spend time in the next venue
 - ✓ Time to work with next year's committee on details and decisions
 - ✓ Establish relationships for further assistance

6.5 I²MTC BOARD METRICS

- Attendance
 - ✓ I&M member attendance
 - ✓ Regional attendance
 - ✓ Industry and Metrology Lab attendance.
- Surplus (financial results)

- Quality
 - ✓ Acceptance rate of conference papers
 - ✓ Acceptance rate of Special Issue

7.0 TECHNICAL AND STANDARDS ACTIVITIES COMMITTEE MISSION

- Enable and promote Technical Committees (TCs) as the Society's "Centers of Expertise":
 - ✓ Foster bringing together Society members with like professional interests for the exchange of information, education activities, and the development of professional expertise.
 - ✓ Foster link with relevant industry in the specific field of interest of the TC.
 - ✓ Foster the development and promotion of Standards (IEEE, IEC, ...).
 - ✓ Nominate members for various Society Awards and recognitions.
- Support and promote participation of individual I&M members in Standards Activities.

7.1 TECHNICAL AND STANDARDS ACTIVITIES PLANS

- Develop *General policies and procedures* for TCs
 - ✓ Includes general I&M Society Policies and Procedures for Standards development to be adopted by each Working Group of TCs.
- Yearly monitoring of the TC activities (with criteria and thresholds).
 - ✓ Periodically update the "TC Toolbox": reporting form, generic application form for membership in an existing I&M Society TC, I&M support program.
 - ✓ Periodically revisit and update the specific mission of each TC.
 - ✓ Maintain web space for each TC
 - ✓ Develop a procedure for evaluating TC activities
- Develop a mechanism to *support* TC activities
 - ✓ Access small funding for standardization efforts;
 - ✓ Recognition of individual members (profiling on web, IEEE Technical Community Spotlight or newsletter);
 - ✓ Organize yearly TC chairs meeting;
 - ✓ Elaborate and periodically update the Guide for the IMS members' involvement in standardization activities (IEEE, IEC).
- Develop a procedure for starting a new TC.
- Develop a procedure for closing a TC.
- Develop a mechanism for recognition of *Outstanding TCs*:
 - ✓ Funding mechanism.
 - ✓ Planning resources.
 - ✓ Application package for financing outstanding TC activities.
- Develop a mechanism for identifying common expertise among IEEE members.
 - ✓ Identify additional Technical Interest Profile (TIP) codes to represent the I&M fields of interest and expertise of our members.

- ✓ Work with the IEEE to include the expanded list of TIP codes in the membership database.
- Develop a mechanism for ensuring high visibility across IEEE of TC activities and expertise:
 - ✓ Publishing a list of “recommended reading” column in the Magazine or IMS Newsletter – in the field of that TC);
 - ✓ Nomination in the various committees of Tech. Councils, New Tech. Communities, and Multi-Society Tech. Communities.
- Work with Membership to follow dynamics of IMS with 1 or more Societies memberships and IMS membership in total TCs; connect with IEEE global offices; Improved work dissemination and communication.
- Facilitate a meeting of the TC chairs (roundtable) once per year.
- Work with the EIC of the Magazine to promote TC and Standards activities.
- Develop a *Guide for the IMS members* involvement in standardization activities.
- Develop a succession plan and education for the future leadership.
- Develop a plan for initiatives (i.e., the 3% rule).

7.2 TECHNICAL AND STANDARDS ACTIVITIES METRICS

- TCs’ profiling (number of TCs newly started, closed, re-grouped, evaluated, with revised mission statements etc.) made available yearly at Autumn AdCom
- Assessment of IMS effectiveness in the standardization activities: (IEEE, IEC):
 - ✓ Number of TCs involved; effort (TC members *number of meetings), results (number of standards);
- Number of articles (newsletters/web/Magazine, Special Issues) disseminating TCs activities across IEEE

8.0 AWARDS COMMITTEE MISSION

- Establish and maintain a selected group of meaningful awards to recognize the best, brightest and most active members of the I&M Society who have demonstrated superior service and technology achievements that are relevant to the Society Field of Interest (FOI).
- Recognition of our members should be an effective way to present ourselves to the I&M community.
- Diligent in introducing future awards as they become relevant.

8.1 AWARDS PLANS

- Effectively advertise our awards through call-for-nominations.
- Develop -procedures for visibility to awardees: magazine articles, tutorials, lectures, etc.
- Establish a set of “minimum” criteria for each award.
- Post nominations, criteria and selection processes.
- Set a limit on the minimum number of nominations.
- Maintain a list of candidates eligible in the future.
- Review each award every five years.
- Create new awards only if there is a significant activity in a new field.
- Eliminate awards if they are not relevant.

8.2 AWARDS METRICS

- Number of annual call-for-nominations.
- Number of annual nominations per award.
- Reach of awards to membership (i.e., industrial, academic, region, etc.).
- Average number of candidates for each award over a number of years.
- Running record of award status over the years.

9.0 NOMINATIONS COMMITTEE MISSION

- Identify and nominate active and willing members to serve as AdCom Members-at-large.
- Identify and nominate active and willing AdCom members to serve as Society Officers.

9.1 NOMINATIONS COMMITTEE PLANS

- Each year identify a number of candidates, to be included in the ballot for the election of the next term AdCom members, at least the 50% larger than the number of positions to be filled. The slate of candidates should be presented at the Spring AdCom meeting.
- Preserve, where possible, affiliation, geographical and gender diversity.
- Each year identify candidates to fill Society Officers and Editors positions.
- Where possible, rotate experienced AdCom members on the different Officer roles, to gain & preserve more experience at different roles.
- The slate of candidates should be presented at the Fall AdCom meeting.
- Develop and follow appropriate succession plans for the Society Officers and Editors.
- Develop a plan for improving the Society presence in Division II.

9.2 NOMINATIONS COMMITTEE METRICS

- Number of voting members.
- Geographical and affiliation (industry, academia, government) distribution of the voting members.
- Received votes by each candidate (this information shall be kept confidential by the N&A Committee members).
- Attendance of the AdCom members to the AdCom meetings (both face-to-face meetings and virtual meetings).

10.0 SOCIETY MANAGEMENT COMMITTEE MISSION

- Establish and maintain procedures and tools to manage the Society and its Committees in a way as efficient as possible.

10.1 SOCIETY MANAGEMENT COMMITTEE PLANS

- Identify potential weaknesses in the Society Management.
- Identify the most appropriate solutions to remove weaknesses.
- Identify and analyze the strength in the Society Management, so that they can become a best practice in all management activities.
- Identify initiatives to enhance Society Management.
- Review initiatives from previous years and analyze their effectiveness.

10.2 SOCIETY MANAGEMENT COMMITTEE METRICS

- Number of identified weaknesses and problems.
- Time from identification-to-solution of the identified problems.
- Management cost.