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Public Policy Strategy for The IEEE Computer Society

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1. Executive Summary

The IEEE-Computer Society (Society) is a leading organization that educates and supports computing professionals. Its efforts strive to advance the theory, practice, and application of computer and information processing science and technology. These efforts have so far sustained a successful professional society with increasing numbers in revenue and membership. However, the rising developments and applications in computing fields are making their technical expertise an essential part of the policy discourse. Other professional organizations have caught on these developments and have exploited opportunities to participate in public policy. But without a public policy strategy the Society has missed opportunities for collaboration with public and private actors in the drafting of policies that define the environment and the disciplines in which its members interact. Therefore, the Society needs to reassess their strategy to adapt to a changing and more dynamic environment. For this reason the team has decided to present to the Society a thorough public policy strategy recommendation.

The recommendation includes the creation of the Standing Committee on Public Policy (SCPP) that would oversee all of the public policy activities performed by the Society. The committee would define, evaluate, prioritize and implement the policies, strategies and programs related to public policy in the Society, and any other competencies that the leadership considers relevant. Based on the organizational structure of the Society, a standing committee makes the most sense since it would have direct connection with the Society's leadership aiding with effectiveness of the public policy work and providing a fruitful environment where members can raise issues, ideas or concerns related to public policy.

In addition to the standing committee, the recommendation also includes the creation of a full-time staff position that would manage most of the public policy activities. With the guidance of the Standing Committee on Public Policy, the staffer would supervise all of the public policy activities including the society's interaction and collaboration with IEEE-USA and other partners that would be engaged to participate in new opportunities. As the central voice and contact of the Society on public policy, the staff would be responsible of managing and implementing public policy initiatives as well as becoming the spokesperson of the Society's public policy work.

As part of the creation of the standing committee and public policy staffer, a series of policy activities are advocated that would provide the necessary tools and resources to involve the Society's members, present accurate technical data, and engage decision-makers in order to be an active organization towards public policy. These activities are collected in four groups: Creating the Policy Mentality, Documenting Policy, The Human Touch, and Partnerships. The first group of policy tools consists on sustaining an engaged membership that aligns current resources to the goals of public policies at the local, state, and federal levels. The second group consists on an established, membership-driven information framework that would be used to develop public policy positions. The third group focuses on public advocacy and exploiting the presence of the public policy staffer as the spokesperson for the Society with the policy makers. Finally the last group of policy tools consists on enhancing existing partnerships to contribute to policy discussions in different subjects of expertise. The combination of these tools provide a comprehensive suite of tactical activities that can allow the Society to penetrate all aspects of the policy making process.

This public policy strategy recommendation represents the findings from a research project conducted over the period of January thru April 2013. During this short time, the team conducted a very thorough research on all the aspects of public policy. The strategy did encounter two limitations that should be considered by the Society when making a determination. The budget and economic health of the Society were not taken into consideration when analyzing the different policy alternatives. Understandably the success and reach of the strategy would be directly affected by the future allocations of funds for public policy work. And as most of the activities of the society, this strategy is highly dependent on the level of participation from the membership. Nonetheless as part of the recommended policy tools, the strategy offers different ways to increase participation.

2. Introduction

The development of science and technology has historically been a key strategic goal of many of the world's governments. Science and technology has the potential to foster a country's economic growth, provide social welfare, maintain competitive advantage, and even attain military superiority. Through the creation of policies, governments have supported the scientific method with various degrees of involvement, which include establishing regulations, providing resources, or directing efforts towards specific initiatives. The public policy process towards science is usually supported by academic and professional experts who give context to ideas and help lay out the processes that eventually become the frameworks that define the new technologies. As technology becomes more globalized and more relevant in daily life, it is of great importance that the government makes decisions supported by accurate sources of technical data and expertise that guarantee the most beneficial outcomes to society.

Technical and professional societies have been actively involved in public policy by providing the necessary expertise and fostering collaborations that support decision-makers in the government. The **IEEE Computer Society**, representing a broad group of specialized professionals in numerous disciplines of computing and engineering, has historically relied on others to participate in the development of public policy because of the unregulated and unconstrained nature of the disciplines it supports which do not require persistent monitoring or involvement.

The Society's mission and vision portray a leading organization that educates and supports computing professionals through the provision of technical information and services. In addition, the Society's efforts strive to advance the theory, practice, and application of computer and information processing science and technology and shall maintain a high professional standard among its members. These efforts have so far sustained a successful professional society with increasing numbers in revenue and membership. However, in recent years, the rising developments and applications in computing fields have been acknowledged by public policy interests and they are starting to become part of the policy discourse. Other professional societies, such as the Association for Computing Machinery (ACM), have caught on these developments and have exploited opportunities to participate in public policy. Without a public policy strategy, the Society would potentially miss opportunities for collaboration with public and private actors in the drafting of policies that define the environment and the disciplines in which its members interact. Therefore, the Society needs to reassess their strategy to adapt to a changing and more

dynamic environment. For this reason the team has decided to present to the Society a thorough public policy strategy recommendation.

Over the last few months, the team conducted research on all aspects of public policy to fully understand the political environment in the United States. The team concentrated on how professional organizations participate in the policy making process and how they interact with policy makers. To understand this, the team interviewed congressional staffers, staffers from the White House's Office of Science and Technology, lobbyists, public policy experts and public policy professionals that work for other professional organizations. The team also studied the different public policy strategies used by other organizations and the many approaches presented by scholars on published papers. Interviews were performed with members, staffers, leaders and volunteers to better understand the needs of the Society. In addition, the team also reviewed internal documents on strategic goals, membership surveys, bylaws and other documentation from the Society's leadership to comprehend how the Society works. Based on all the solicited and researched information, the team came up with a list specific needs the Society must address in order to engage in any public policy pursuit. These needs were divided in three areas: Visibility and Accessibility, Diversity, and Coordination.

Visibility and accessibility – The Society is a global leader as an IEEE organization of computing professionals with published articles and technological products developed by professional and academic experts. However, based on the team's research, the Society has had limited involvement in the public policy process, especially in the last years when main issues related to computing have been discussed. The Society is not a recognized organization by policy makers when technical expertise is needed to make decisions. The lack of visibility or 'brand' awareness needs to be improved in order to engage with policy makers. In addition, the team identified that in order to meet the five key strategies of the Society's Strategic plan the Society will need to increase its participation in the public policy process. This requires the organization to be accessible in terms of quality of products and frequency of interaction with the policy maker.

Diversity – The Society currently relies in other organizations such as IEEE-USA to participate and interact with policy makers. However, the Society's diversity in numbers and background is so broad that existing efforts to engage in policy do not satisfy all the interests of the membership. In addition, a high proportion (40%) of non-US members contributes additional opinions that complicate efforts for cohesion in common policy pursuits. Cohesion among different professional and academic backgrounds, industrial and political biases and nationalities needs to be addressed. Ultimately, the Society needs to take ownership of their initiatives towards public policy.

Coordination – The team has identified public policy initiatives in the Society, but these efforts are often sporadic, disorganized or not effectively applied. Members perform most of the efforts with minimal communication between them and marginal coordination from the Society. An organized and coordinated approach with membership support is needed if diverse ideas and opinions are to provide comprehensive solutions to decision-makers.

These needs were addressed in order to lay out the foundation of the team's recommendation towards a public policy strategy. The public policy strategy recommends that the Society establishes the general framework outlined in the following sections to become a productive partner in the public policy process.

3. Policy Presentation

The team considered the Society's needs identified in the previous section and developed various recommendations that would comprise the public policy strategy proposed. The team recommends the creation of a Standing Committee on Public Policy to centralize public policy initiatives in the Society and a public policy staffer, which would oversee the committee's efforts, interacting with the membership, and preparing a series of products, labeled as tools, that combine the technical expertise of the Society and that would be consumed by decision makers.

Standing Committee on Public Policy - The team recommends the creation of the Standing Committee on Public Policy (SCPP) based on the needs presented above and the organizational structure of the Society. The purpose of this committee would be to oversee all of the public policy activities performed by the Society. The creation of the SCPP would create a twelfth standing committee in the Society's corporate organization, which would adhere to *Article XII* of the IEEE Computer Society Bylaws. The committee would define, evaluate, prioritize and implement the policies, strategies and programs related to public policy in the Society, and any other competencies that the leadership considers relevant. The committee would consist of a chair, appointed by the Society president, the Society public policy staffer, and the chairs of all subcommittees and one to three at-large members, appointed by the Committee chair with the concurrence of the Society president. In addition, the recommendation for a SCPP allows for the creation of subcommittees that will address specific policy issues or as suggested, two standing subcommittees that would deal with regional public policy issues; U.S. Public Policy Subcommittee and the International Public Policy Subcommittee. The creation of additional subcommittees can be created at the discretion of the Committee chair.

The SCPP would be responsible for recommending all public policies and strategies to the Board of Governors. The SCPP would prioritize all of the public policy initiatives undertaken by the Society, including the tasks performed by the public policy staffer. The main role of the committee would consist of creating and enabling communication links with the members, staffers, IEEE-USA, among others and elicit public policy issues raised by these parties for consideration. The SCPP would then recommend policy positions on these issues to the Board of Governors. In addition, with the support of the appointed staff, the committee would also audit all of the collaboration efforts with partners outside of the Society that pertain to public policy issues.

Public Policy Staffer – The team also recommends the creation of a full-time position that would manage and oversee most of the public policy activities in the SCPP, in addition to the committee itself. The purpose of the position is to provide continuity to the public policy efforts in the Society, as well provide periodical monitoring of the SCPP's activities. The recommended responsibilities include the management and implementation of policy initiatives as well as becoming the spokesperson of the Society's public policy organization. This staff member would serve as the central voice and contact of the Society on public policy. With the guidance of the SCPP, the staffer would supervise all of the public policy activities, including the society's interaction and collaboration with IEEE-USA and other partners that would be engaged to participate in new opportunities. The staffer would also be responsible for maintaining the members informed of all the public policy activities, encourage members to get involved

in public policy activities and gather information on the public policy issues that are important to the members.

Supporting Activities – The policy recommendation includes a series of activities that the committee and the public policy staffer would coordinate in order to provide the necessary tools and resources to involve the Society’s members, present accurate technical data, and engage decision-makers in order to be a proactive organization towards public policy. These activities are grouped in the following four sections as: Creating the Policy Mentality, Documenting Policy, The Human Touch, and Partnerships.

Creating the Policy Mentality - The first group of policy tools consists on sustaining an engaged membership that aligns current resources to the goals of public policies at the local, state, and federal levels. The Society already benefits from a membership of diverse technical disciplines and backgrounds but lacks a centralized agenda or even a body that coordinates it. As any initiative looking for sustainability and long-term activity, involvement at the base is essential, especially in an organization that transitions between elected positions yearly. The leadership of the recommended SCPP would determine the various options to engage the Society’s members. Some efforts could include the use of existing resources in the Society.

Documenting Policy - The second group of policy tools consists on the recommendation of an established, peer-reviewed, and membership-driven information framework. This would supplement the volunteer network established by the first group of tools. The Society can take great advantage of its experience in writing and publishing technical papers and its ability to disseminate knowledge across various journals and electronic forums to organize an effort that focuses on producing and collecting information that could aid policy makers to make their decisions. Information could be documented in various formats. These include white papers, position statements, discussion papers, brochures, op-eds, among other forms of written communication.

The Human Touch - The third group of policy tools focuses on public advocacy and the presence of a spokesperson for the Society in the government, a position to be filled by the public policy staffer that has been recommended. Conversations with policy makers and society alike raised the need of a staff member dedicated to establishing relationships with policy makers and industrial partners. In addition, some publications suggest that virtual relationships cannot outperform personal relationships because they obstruct the development of relational links, namely those around the concept of trust. Development of relational links is important because researchers have associated strong relational links with many positive outcomes including enhanced creativity and motivation, increased morale, better decisions, and fewer process losses. Supporting this idea, the SCPP would have a permanent staff member based in Washington, D.C. that can liaise between members and policy makers. This staff member would preferably have expertise of the policy processes in the government.

Partnerships- The last group of policy tools consists on leveraging existing partnerships to contribute to policy discussions in different subjects of expertise. The Society’s current collaboration relies on IEEE-USA for various topics based on their subjects of expertise, particularly through their Government Relations Committees. IEEE-USA, representing the American members of IEEE and their interests in the government, has extensive experience in advocacy for public policy. In order to initiate any public policy initiative it is necessary to grow organically through their counsel to develop more successful endeavors and avoid redundancy with their current efforts. In addition, the Society works with the Computing Research Association (CRA) on issues relating to computing research and participates in the Computer in

the Core initiative to promote education in computer science fields. However, these collaborations need to be improved through better coordination in the society. As of 2013, the Society only has three volunteers involved in three of the seven Government Relations Committees, whose participation and contributions are not widely known or documented. The SCPP would aspire to participate in the process of identifying committed volunteers and guaranteeing a permanent presence on these committees, therefore expanding the scope of collaboration with IEEE-USA and their goals.

4. Rationale

Standing Committee on Public Policy - Based on the organizational structure of the Society, the Standing Committee presents the best approach for the public policy strategy. Standing Committees report directly to the board of governors and make policy recommendations to them. This direct connection would greatly benefit the effectiveness of the public policy work. It would also create an environment where members can raise issues, ideas or concerns related to public policy and the committee would follow through in taking them into consideration. At the same time the SCPP would help and guide the public policy work conducted by the Society's staff.

When considering creating a committee, the team took into consideration the other types of committees available in the Society, like the special technical committees, for example. But considering the needs and the outcomes required out of the public policy strategy, the standing committee makes more sense for two simple facts; firstly public policy over reaches other committees or boards (e.g., education) and secondly, positions would be generated in the committee so a direct connection to the Board of Governors is necessary.

Public Policy Staffer - When policy makers need help with legislation or are trying to understand some specific topic, they contact people that they know. They contact a person that they know can get them the right information at the right time. Many companies and organization spend millions of dollars on lobbyist because they are that contact person to the policy makers. But what the team learned from interviewing many policy makers is that anyone can become that person. Creating that connection is about being the face behind the information and being accessible to the policy makers. Having one face for all the public policy work of the Society can greatly enhanced the visibility of the Society.

As presented in the graphic below, the SCPP and the public policy staffer play an essential role in the success of the public policy strategy. The leaders of the Society provide the direction, the members and volunteers provide the participation and the technical knowledge and the public policy staffer provides the continuity and management needed to continue the work. But the SCPP is the one that connects them all together to maintain an effective process of public policy engagements.

The recommendations outlined in the previous section call for a comprehensive policy strategy to be undertaken by the Society through the SCPP. The team conducted a careful study of how the Society is organized to provide the ideal assessments. With this insight into how the society works and how other organizations conduct their public policy business, the team came up with the policy strategy disclosed. The team understands that the policy recommendations provided would prepare the Society to be an active player in the public policy process. The rationale behind the team's recommendation is justified in the following text.

topics relevant to policies and how decisions made by politicians may affect the membership. These also constitute great opportunities to gauge membership support on a certain issues. The SCPP would coordinate with the organizing groups of these meetings to incorporate public policy topics related to the theme of the events in order to complement the events and add a possible concept of implementation in politics. Initially, the SCPP would consult with IEEE-USA to organize such events based on their success in the past. An increasing support for these events would indicate an improvement in awareness for these events ultimately getting closer to the goals set forth for the SCPP.

The Computer Magazine is another available tool to create awareness of public policy advocacy in the Society. The periodical enjoys from a wide reading audience than values its content and takes advantage of its publications to follow developing trends in the computing fields. The SCPP would coordinate with the magazine editors to include a series of topics relating to education of the membership in public policy issues or the public policy process. The editorials would contain the contact information of the SCPP in order to keep record of the members that can be involved in future pursuits. In addition, it allows the SCPP to create metrics of the network of volunteers in which their expertise is matched with their location and other member information. These members would be helpful to collaborate with advocacy efforts or to provide technical expertise to policy makers. An increase in interested members would be a good indicator to measure the success of this initiative.

Existing proposals to unite the membership for Public Policy initiatives through technological means have been considered for this strategy and would be decided by the Board in their implementation. These proposals include the incorporation of information technology and crowdsourcing methods to establish introduce topics in the leadership's discourse that are supported by the membership in virtual collaboration environments. These approaches are a means of getting support for certain initiatives. However, these would require an authoritative body to regulate, mediate, and prioritize the members request in the context of current policy issues, particularly those aligning with the strategies of the Society. The recommended SCPP has the potential to spearhead such initiative if enough resources are met with support from the membership.

The recommendations also call for a preparation of quality products for the decision makers to consume which include white papers, position statements among other products. White papers, as a basic form of documenting innovative ideas, are reports that argue specific positions or propose a solution to a problem, addressing the audience outside of their organization. Typically, the purpose of a white paper is to advocate that a certain position is the best way to go or that a certain solution is best for a particular problem, or policy issue, in this case. Like in commercial purposes, white papers could influence the decision-making processes of policy makers and leaders in the Society. These white papers would be written by volunteers upon request by the SCPP or at their own initiative if they are leading the efforts on a particular issue. In addition, some funding would need to be allocated in white papers that have an intricate scope and those whose outcome would be of great interest to the Society. These reports would be approved by the SCPP leadership and reviewed by the Board if they are to be released to the public.

The SCPP would also coordinate the preparation of position statements to identify and describe topics that concern specific public policies or the Society's members. The statements make specific public policy recommendations and provide recommended approaches for consideration by policy makers in entities from the federal and local governments in all three branches. The position statements will follow

IEEE-USA's guidelines to facilitate collaboration with that office. In addition, the position statements would adhere to the Society's Policies and Procedures Manual Section 2. Under that policy, any position statement cannot be disseminated publicly in the name of the Society unless reviewed and approved by the Board of Governors.

The SCPP would also collaborate with volunteers and exploit available resources to develop other documentation that may include discussion papers to develop informed opinions about current issues, brochures to distribute among members and others outside the Society to be informed, and one pagers that would be developed to raise a specific concern of a particular issue that needs to be pursued further. The Society should not limit the amount of formats in which new information can be received or exchanged. All of this content would be available to the membership through a provided web portal.

Figure 1 also details the Critical Success Factors that support the recommendations of this strategy. Resources in the form of budget and political support would certainly play the biggest role, but they would just determine the depth of how this policy is implemented. Policy work is time consuming and would depend on the participation of volunteers. The more volunteers participate in the process, the more policy makers would support the Society. Another factor for success is the way the Society can develop positions and deliver the positions which has been described in detail. Having an effective process to develop and approve Society's positions is essential for the success of the strategy. Sometimes the policy making process would need a quick opinion on a subject and timing is essential for its success. The more efficient the Society's approval process is the more the policy makers would depend on the Society's quality information. The last factor for success is the relationship with other organizations. During the many interviews conducted with policy makers one thing was clear, collaborations have more influence in the process than separated entities. For this reason the Society has to pay more attention to its current partnerships and maintain more direct connection with its participants.

The benefits of these kinds of collaborations and relationships can be seen in existing efforts, as with the IEEE-USA staff and their committees and leadership. The presence of a point of contact that is available locally that communicates with groups in the policy world such as agencies, legislative committees, and other professional and technical societies provides the opportunity for the society to develop strategic and tactical courses of action. This spokesperson would manage and enable the other established policy tools that are necessary for the will and the technical expertise of the Society's to transcend local initiatives and become contributors to public policy.

The spokesperson's strengths rely on its focus on human relations to ensure an image of accessibility, continuity, and trust. As a centralized point of contact for both policy makers and the Society's members, the spokesperson would be able to leverage his/her general knowledge of the policy process and the Society's offerings and translate them to the strategic goals developed by the board. The staff member would also manage the content and the resources available at the online portal and organize meetings between stakeholders which may include site visits and individual meetings. Finally, the staff member would collect metrics and data of the efforts at the SCPP and prepare a report to the Board of Governors annually. Performance metrics of the SCPP would include but not be limited to the following:

- Publications - The amount of peer reviewed publications that mention topics related to public policy issues.

- Documentation - The amount of white papers, position papers, and other documentation that gets prepared by volunteers in the Society.
- Inclusion in conferences - The amount of meetings that discuss public policy issues in symposiums and conferences
- Number of volunteers - The amount of volunteers that have indicated interest in participating as technical experts or as volunteers for any of the SCPP's initiatives.

The proposed strategy would then harmonize existing capabilities of the Society with added emphasis on public policy. **Figure 2** is a simplified visualization of such undertaking. The members/volunteers and leaders work together to pursue the strategic objectives of the organization. However, for public policy, a champion or staffer needs to be able to interact with both in order to coordinate any policy efforts that benefit the organization as a whole. The public policy staffer, as part of the SCPP would interact with existing elements of the organization to direct the resources to common policy goals.

The main functions of these actors are also laid out in this diagram. Participation and involvement from the members are organized through the leadership's direction. In the past such interaction has not been effective towards the creation or pursuit of public policy. There needs to be an organization that is able to manage the roles and activities of the Society geared towards public policy objectives that benefit the organization and ultimately align with the Society's Strategic Objectives.

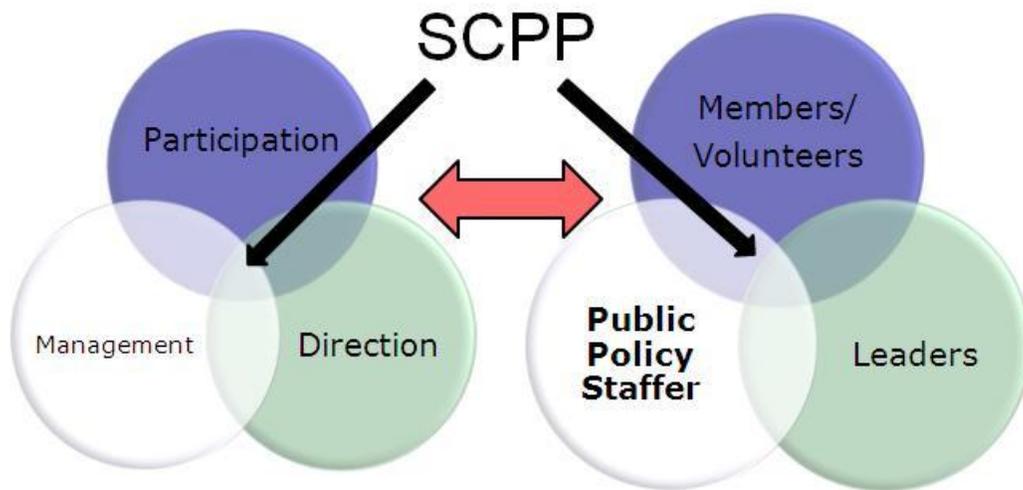


Figure 2: SCPP's Position and Functions

The strengths of the recommended policy rely on the exploitation of existing resources while minimizing the investment in new ones. The diversity of the members is one of the strategy's most influential tools as it recognizes the diverse composition of the Society in disciplines, degrees, and most importantly geographical location. These conditions provide opportunities and limitations in the means and execution of this strategy, which seeks to establish a membership-driven capability to effectively participate and contribute in the policy-making processes of their governments. The strategy has based much of the argument on American politics and the federal government. However, it has laid a flexible framework

where members of the Society can volunteer ideas and efforts towards improving their profession and their discipline. These policy tools would adapt to the requirements and the geographical context of the members as part of the strategy goals towards meeting the Society's needs.

In addition, the SCPP's ability to create value out of networking and partnerships allows the strategy to maximize outcomes with minimum input. Part of these include outreach efforts with government officials at the local, state, and federal level towards establishing partnerships and informing the members about the trending topics and means of providing input to the public policy processes. The SCPP would coordinate with IEEE-USA and leverage their expertise to have special events at federal government locations. This would include the involvement of local chapters of the Society including student chapters, targeting early interest in the younger generations for public policy advocacy. In addition, the SCPP would have an online portal in which the group's activities would be available to the membership. The online portal would contain contact information and have relevant policy documentation developed by volunteers. Ultimately, these approaches for volunteer recruitment intend to find champions that would lead some policy efforts in topics that appeal to them.

In a similar fashion, it was found that the Society pays dues to participate and benefit from the pursuits of CRA without a specific deliverable or report being produced. Currently, staff from the Association for Computer Machinery (ACM) leads most of the efforts of the CRA, obtaining benefits from such activities including a good reputation to their organization as a technical collaborator and as an initiator of discourse in topics of their interest. In addition ACM has created an extensive communication network in the federal government as a result of their initiatives. The Society's increased involvement in the initiatives from the CRA would allow the voice of the membership to be heard in the policies pursued and promote more public awareness of the Society's mission and brand. This collaboration would require minimal resource investment as they have an existing public policy strategy towards computing research. Currently, the Society's involvement with CRA is reevaluated by the Intersociety Cooperation Committee every five years. The SCPP would participate in the discussions held by the Committee in the future based and contribute in their quinquennial assessments. Furthermore, involvement in the CRA also provides collaboration with ACM which constitutes an opportunity for better knowledge exchange initiatives. The SCPP would work to grow the partnerships with the organization when common policy goals are pursued. The SCPP would also monitor current events in the policy world and would continuously evaluate possible opportunities with current partners or identify new players that can complement existing functionalities. These new opportunities can be identified by the leadership and by volunteers through the media already proposed.

The recommendations for and SCPP may seem to overextend the scope of an effort that may appear to be less cumbersome if we rely on existing institutional resources to pursue policy goals. An increase of intensity and frequency of contact with IEEE-USA may be a potential alternative, for example. The Society would coordinate a more effective participation by its members in the many committees set up under the IEEE-USA organization. One way the Society can coordinate this effort is by giving each Society's board and committee the responsibility to oversee all of the participations specific to their topic of interest. For example, the Society's Educational Activities Board, which oversees the precollege education activities of the Society, can coordinate its effort with the IEEE-USA's precollege education

committee. However, after carefully reviewing the needs of the Society, we found that this approach has quite a few limitations.

The most important limitation being that this alternative does not consider the public policy interest of the international membership. Although each board and committee can also work on international public policy activities, it would be very difficult and time consuming to do this work without any help from another group. In addition it would take the focus of the boards and committees out of their main priorities. Another limitation of this alternative is that it does not effectively organize all of the public policy activities. Although each board or committee would do the necessary public policy work, it would be very difficult to coordinate all of the activities without creating a central public policy group. There are necessary activities on public policy that none of the groups would be able to handle, for example, two-way communication with the members, policy makers and other organizations.

5. Alternative Policy 1

The team recommends the hiring of a graduate intern that would manage most of the public policy activities as an alternative to creating a full time position for a public policy staffer. The intern would help maintain the work and priorities of the Standing Committee on Public Policy. The intern would also manage the tools used to maintain the two-way communication between the members and the public policy work.

This alternative proposal, although inexpensive, does not meet the needs of the Society. Most internships are short term jobs for inexperienced students. Interns are usually given short-term projects with a very specific scope that includes a deliverable at the end of the internship. However, in order to increase the visibility of the Society in the public policy sector, the Society needs a face and central person capable of networking and creating relationships with volunteers, members, policy makers and counterparts in other organizations. It takes time and experience for these relationships to be effective. Although the intern can help maintain the work and continue the activities that are happening, it would be very ineffective since it takes time to understand and it take other staffers from their usual work.

6. Alternative Policy 2

One additional alternative that needs to be considered as an option is maintaining the status quo. By not taking any action, the society might not meet the needs previously identified and would not benefit from all the potential benefits that public policy activities would provide. However, without an accurate measurement of how public policy impacts in the organization it can be asserted that the effects of a lack of action would be minimal. The reason behind this is that there is not an immense push from the membership to increase the Society's work on public policy. With this lack of push, this alternative would not have a negative impact on the membership. However, this alternative strategy has many limitations. From the membership perspective, although there is no big push for public policy it does not mean that the membership does not care about it. Many issues that are of importance to the members fall under public policy; education, research funding, advocating for science, educating the public about

computer science, and many others. Appealing to public policy issues that are related to priorities in the society may encourage members to renew and value their participation in a professional society. From a competitive perspective, many of the professional organizations do get involve in public policy and most of them run a very organize program. The ACM has been working on public policy for decades. Their public policy program has more than three full time staffers that help ACM advocate on behalf of its members, for example.

7. Assessment

The recommendations stated in the previous sections represent the findings from a research project conducted over the period of January thru April 2013. During this short time, the team conducted a very thorough research nevertheless with limitations. One thing that was not taken into consideration when determining the recommendations was the Society's budget. It was unknown how healthy are the economics of the Society. Needless to say the different alternatives will have a wide range of cost. Nonetheless when making a determination on them the team did not take into consideration the Society's economic status or the willingness to allocate a certain amount of money to public policy activities.

The success of the recommendations will likely depend on the level of participation from the memberships. To be able to fully succeed and reach a high level of activity in the public policy world, the participation of volunteers would have to be high. The project didn't take into consideration the fact that this level of participation may not be reached. The biggest concern should be in the international public policy work. This section of public policy is highly dependent on non-US members' participation. U.S. public policy work can benefit from the relationships with other organizations like IEEE-USA. For these reasons, the team understands that one of the constraints of the recommendations is its high dependence on unpredictable participation from the membership. Nonetheless as part of the recommended policy tools, the team presented different ways to increase participation.

In addition, the reliance of a single staff member to be a spokesperson to the whole organization in the policy world may constitute a potential risk in case there are miscommunications or ethical violations from such individual. The report did not go into detailing the consequences on such event as it may jeopardize the image of the organization. However, the team recognizes that as with other hired positions within its staff, the Society needs to develop a risk mitigation strategy and subject the individual to the same ethics standards as the other members.

8. Conclusion

The Society needs to continue expanding and reaching more people. This project serves that purpose by presenting a recommendation that would grow the visibility of the Society not only in the policy community but also in the public. The standing committee on public policy would give the society the perfect place where leaders, members and staffers can discuss ideas and brainstorm policy solutions and recommendations that can have a huge impact on everybody's lives. The addition of a public policy staffer would bring to the society an incredible source of public policy knowledge that would help pave

the way to the success of the policy activities. The public policy staffer would also give the society a central voice that would aid policy makers and members to easily interact more with the society on public policy issues. The combination of the committee, the staffer and the policy tools recommended offer a multi dimensional strategy that would cover all of the needs the Society have on public policy.

Ultimately, this public policy strategy is essential for the Society to continue advancing the theory, practice, and application of computer and information processing science and technology.

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Appendix

The following appendices provide supplemental information that the team used to prepare and recommend a public policy strategy for the Society in addition to the disclosed bibliography.

Appendix 1: IEEE and the IEEE- Computer Society

IEEE

The Institute of Electrical and Electronics Engineers (IEEE) is an organization that represents more than 400,000 professionals in variety of fields. The purposes of the organization as stated by their constitution is "scientific and educational, directed toward the advancement of the theory and practice of Electrical, Electronics, Communications and Computer Engineering, as well as Computer Science, the allied branches of engineering and the related arts and sciences." These goals are met by organizing workshops, conferences and symposia, publishing scientific journals, and developing industrial standards in the many fields it serve. IEEE is structured in two complementary types of groups, 38 technical societies that specialize in specific technical fields and regional sections that handle specific regional issues.

The United States has its own regional section better known as the IEEE-USA. The mission of this group is to recommend policies and implement programs specifically intended to serve and benefit the members, the profession, and the public in the United States in appropriate professional areas of economic, ethical, legislative, social and technology policy concern. Better known as the "advocacy" group of IEEE for USA, this group handles the majority of the organization interactions with policy-makers and government officials. Depending on the emerging issues and the political situation, the IEEE-USA has different committees to coordinate with volunteers their participation and support for the different issues and actions the group takes. The group also supports policy engagements and policy advocacy activities that the different technical societies do. Nonetheless the majority of their work and their priorities are set on issues that affect US membership as a whole.

IEEE Computer Society

As a professional society of the IEEE, The Computer Society (Society) represents the IEEE's interests in computing and information processing science and technology. The Society is the largest of the technical societies of the IEEE, representing around 80,000 members of the 400,000 IEEE members.

The Society's mission to be the leading provider of technical information, community services, and personalized services to the world's computing professionals is met by an engaging program that incorporates education, professional development, outreach and engagement between its members and the public. Because of the international aspect of the IEEE, the Society represents a broad membership from all around the world. Only 60% of the membership resides on the United States. When considering any action, the leadership of the Society has to take this fact into consideration.

In addition, although the Society represents a very specific area inside the IEEE, the Society membership represents a very broad range of technical and managerial expertise, which gives the Society an incredible wealth of knowledge.

The Society is led by an Executive Committee and its Board of Governor. Under this two leadership groups, the society has established a collection of boards and standing committees to work on specific issues of importance to its membership. Boards deal with core work of the Society like Education, standards and conferences. Committees deal more with policy issues and administrative decisions.

As part of its activities, the Society engages with other external organization. And they have set up a committee to review these relationships. One of the most important relationships is with the Association of Computing Machinery (ACM). The Society's primary historical competitor has been ACM. While the Society focuses more on hardware and standardization issues, ACM concentrates more on theoretical computer science. Nonetheless there is considerable overlap on their agendas. For this reason they often cooperate on projects were they have similar goals like for example developing computing curricula and their participation in collaboration with CRA.

Appendix 2: Standing Committees – IEEE CS Bylaws

ARTICLE XII - STANDING COMMITTEES

Standing Committee Organization

The Standing Committees shall include the following:

1. Audit Committee
2. Awards Committee
3. Constitution & Bylaws Committee
4. Elections Committee
5. Fellows Committee
6. Finance Committee
7. History Committee
8. Intersociety Cooperation Committee
9. Nominations Committee
10. Planning Committee
11. Electronic Products & Services Committee

Unless otherwise specified, each committee chairperson shall appoint the members of his/her committee and designate a member as vice chairperson who shall act for the chairperson at his/her request.

Section 1: Audit Committee

The Audit Committee shall be appointed by the Board of Governors with the recommendation of the Nominations Committee. It shall review the Society's policies, procedures, and practices, including

finance, and recommend such changes as it considers desirable. The Audit Committee shall consist of not fewer than three or more than five franchised members of the Board of Governors, none of whom shall be a Society officer. The Audit Committee shall select its own chairperson.

Section 2: Awards Committee

The Awards Committee shall select and recommend recipients for awards administered by the Society in accordance with applicable policies and procedures established by the Board of Governors; and nominate and recommend candidates for IEEE administered awards. The Awards Committee shall consist of members as defined in the IEEE Computer Society Policies & Procedures Manual.

Section 3: Constitution & Bylaws Committee

The Constitution & Bylaws Committee shall be responsible for reviewing, evaluating, and formulating changes in the Constitution, Bylaws and Policies & Procedures Manual of the Society.

Section 4: Elections Committee

The Elections Committee shall be responsible for developing the timetable for implementing the Society's nominations and elections process, notifying the Board of Governors, the Nominations Committee, the candidates, and the appropriate staff members of the required actions in a timely and appropriate manner, and implementing and monitoring the execution of election policies and procedures established by the Board of Governors and ruling on questions and issues that arise. The Elections Committee shall consist of a minimum of three Society members, each with at least full member grade, none of whom will be a candidate for elected office during the term of that Elections Committee.

Section 5: Fellows Committee

The Fellows Committee shall assist the IEEE Fellows Committee in recognizing IEEE members who, in its opinion, meet the qualifications for the grade of fellow because of contributions to the areas of interest to the Society. The Fellows Committee shall consist of members as defined in the IEEE Computer Society Policies & Procedures Manual.

Section 6: Finance Committee

The Finance Committee, in cooperation with the treasurer, shall develop and analyze the budget using information provided by the vice presidents and chairs of each board and standing committee.

The treasurer shall chair the Finance Committee. The Finance Committee shall consist of members as defined in the IEEE Computer Society Policies & Procedures Manual.

Section 7: History Committee

There shall be a History Committee with the mission of assisting existing IEEE Computer Society, IEEE,

national and international organizations in preserving and documenting the history of computing, with particular attention to the history of the IEEE Computer Society.

Section 8: Intersociety Cooperation Committee

The Intersociety Cooperation Committee shall be a standing committee for interacting with other organizations to study, plan, and coordinate actions which lead to mutually acceptable cooperative activities.

Section 9: Nominations Committee

The Nominations Committee shall consist of six members of the Society, selected according to the following procedures and criteria, and selected or appointed in the order specified:

1. The immediate past president of the Society shall be a member of the committee and shall serve as its chair. In the case where the past president is unable or unwilling to serve as chair, then the chair shall be the most recently available past chair of the Nominations Committee.
2. One franchised member of the Board of Governors elected by the immediately previous Board of Governors.
3. The president-elect or his/her designee.
4. Two members appointed by the president, one of whom shall be a franchised member of the Board of Governors, and the other of whom shall not be a member of the Board of Governors. In addition, if at least two of the members determined by steps 1-3 do not reside outside IEEE Regions 1-7, one of these two members appointed by the president shall reside outside IEEE Regions 1-7.
5. One member appointed by the past president. If at least two of the members determined by steps 1-4 do not reside outside IEEE Regions 1-7, the member appointed by the past president shall reside outside IEEE Regions 1-7.

A member of the Nominations Committee cannot be a candidate in any of the slates submitted by the Nominations Committee.

Section 10: Planning Committee

The Planning Committee shall assist the Board in strategic planning. The Planning Committee shall develop and recommend the overall strategic direction for the IEEE Computer Society, describe outcomes, monitor progress towards the outcomes, and review results as a basis for revising strategy, and recommend actions to the Board of Governors. The president-elect shall chair the Planning Committee. The Planning Committee shall consist of members as defined in the IEEE Computer Society Policies & Procedures Manual.

Section 11: Electronic Products & Services Committee

The Electronic Products & Services Committee shall formulate the policies related to the creation, and packaging of all IEEE Computer Society electronic products and services. The committee has the responsibility for recommending new electronic products and services, coordinating and encouraging efforts to provide electronic products and services, monitoring the quality of present electronic products, reviewing the scope of new and existing electronic products, recommending changes in the scope of electronic products and making budgetary recommendations. It is also the responsibility of the committee to acquire and develop electronic tools and technologies to facilitate the development of new products or improve the production of current products. The policies related to the intellectual property of electronic products shall be formulated by the originating board. The committee chair shall be appointed annually by the president. The chair shall appoint the members of the committee, including representatives of relevant program boards, as provided in the IEEE Computer Society Policies & Procedures Manual.

Appendix 3: Special Technical Communities Proposal for Public Policy

IEEE Computer Society STC on Informing Public Policy (IPP) Handbook

Unapproved Proposed Draft version 6, May 25, 2012 J.Isaak

V3: added criteria for engagement

V4: clarify focus on “informing” policy vs critiquing/recommending or taking positions on it.

V5: addressing split perspectives and excluding specific legislation.

v6: clean up concepts on ieeenet participation (groups, email, appropriate use, etc.)

1. IPP Charter

The STC-IPP is the focal point in the Computer Society for Informing Public Policy discussion. This includes developing technically informed input to policy deliberation, engaging interested or knowledgeable members of the CS, collaborating with IEEE and external organizations, serving as a contact point for other parts of IEEE seeking CS input on public policy issues and raising visibility for issues of interest or concern to the CS or our membership to appropriate groups within the IEEE.

Note that IPP should develop baseline documents that are globally relevant, but will also, at times, need to address policy considerations within the context of specific jurisdictions often in collaboration with local/regional organizations within IEEE or affiliated with the Computer Society.

2. IPP Structure

2.1. The IPP operates as a subcommittee of the Computer Society Intersociety Cooperation Committee (ICC)

2.2. The IPP will operate as an online community, described below as the IPP-STC,

following appropriate guidelines for STCs.

2.3. The IPP will identify areas where ongoing discussions can be anticipated, assign sub-committee chairs in these areas and form relevant online communities to carry on dialog, develop whitepapers and curate organizational information/history.

2.4. The IPP-STC is not a technical topic STC and as such not all STC guidelines will be relevant.

2.5. Finances:

2.5.1. The IPP will operate online and via occasional conference calls

2.5.2. No budget or staff allocation is expected to support IPP activities

2.5.3. IPP does not expect to fund travel or other expenses for CS, IEEE-OU or other meetings/events any exceptional situations will be deferred to the judgment (and budget) of the CS-ICC

2.5.4. The IPP will not charge for participation

2.5.5. The IPP may recommend, and co-sponsor where appropriate and consistent with CS Policies & Procedures:(note: activities in this area are not expected in 2012)

2.5.5.1. Workshops, seminars and conference tracks with a focus on Public Policy issues

2.5.5.2. Publications related to public policy

2.5.5.3. Other fee-based informational activities within the ICC budget, or with all budgetary involvement handled by co-sponsors.

3. IPP officers and Administrative Committee (AdCom)

3.1. The IPP will have an administrative committee consisting of the following

3.1.1. IPP Chair, appointed by the ICC Chair

3.1.2. The ICC Chair, as an ex-officio member with voting privileges

3.1.3. IPP Vice Chair, appointed by the IPP Chair

3.1.4. IPP online Community administrator, appointed by the IPP Chair

3.1.5. Up to three members of the CS Board of Governors appointed by the President

3.1.6. Ex officio, without vote, all Liaisons appointed to IEEE-USA Committees by the President

3.1.7. Ex officio, without vote, subcommittee chairs managing dialog on specific ongoing topics.

3.2. AdCom responsibilities

- 3.2.1. To recommend candidates for appointment as CS liaisons/representatives in public policy areas to ICC or other source of requests.
- 3.2.2. To elevate issues warranting senior CS leadership engagement to ICC with recommendations for action
- 3.2.3. To coordinate IEEE interactions where no Liaisons or representative exists
- 3.2.4. To coordinate with ICC recognized external organizations in policy areas including national affiliate/sister societies, ACM, ISOC, etc. (Referenced as “affiliate organizations” below.)
- 3.2.5. To coordinate the production of the quarterly (online) newsletter
- 3.2.6. To maintain engagement with the IPP-STC online community
- 3.2.7. To solicit involvement in IPP-STC and engage potential topic experts
- 3.2.8. To provide support for the Chair in developing/reviewing reports and dealing with STC oversight
- 3.2.9. To approve whitepapers and other informational materials for public and external distribution.
- 3.2.10. Specific policy positions involve approval cycles beyond IPP depending on the jurisdiction and target audience of the policy positions. IPP AdCom may also initiate forwarding informational proposals through this process when appropriate.)
- 3.2.11. To identify on going topic areas that warrant explicit inclusion in section 6.4 below.
- 3.2.12. To set priorities for policy focal areas in a given window of time.
- 3.2.13. To recommend to ICC how to improve CS policy activities that can further engage members, address the multinational nature of the Computer Society, and build credibility and visibility for the Computer Society.
- 3.2.14. To identify the appropriate channels for communicating IPP documents to target communities.

4. IPP Responsibilities

- 4.1. Annual reports of the actions of the IPP are provided by Oct. 1st to the ICC Chair
- 4.2. Provide interaction with IEEE OUs related to Public Policy issues, including other Societies, SA, IEEE-USA and regional units.
- 4.3. Identification of public policy issues that warrant consideration within the various jurisdictions, and coordinating appropriate inputs and responses with relevant IEEE OU’s and affiliate organizations.
- 4.4. Coordinating requests for input and experts related to public policy from other IEEE groups, and affiliate organizations.

4.5. Development of whitepapers, background information, FAQ's, and other materials that can inform policy decisions in various jurisdictions. It is expected that many such documents will be 'jurisdictionally' independent, although some aspects or activities may be specific.

4.6. IPP may be inspired or solicited to respond to specific legislation. However, the resulting documents should focus on specific technical aspects of such legislation, and not advocate a position on the legislation. Such advocacy is the role of other parts of IEEE and/or our affiliate organizations.

4.7. There may be situations where the appropriate technical statement addressing a topic area contains opposing viewpoints. Such documents should identify the common ground, and the specific variations and why these might exist in a technical context. (One example could be differences in jurisdictional context, another might be where quantifiable impact is not available prior to implementation.)

5. Membership

5.1. Membership in the STC shall be open to any interested CS member.

5.2. Non CS members may participate in selected IPP-STC topic areas that overlap beyond the CS domain.

5.3. Posting privileges may be revoked, moderated or limited if said member is not interacting in a professional manner, respectful of other participants, the objectives of the online community, and/or IEEE's appropriate roles in public policy dialog. The IPP Chair will suspend posting privileges if such concerns arise and refer the situation to the ICC Chair for review.

5.4. Participants are expected to disclaim IEEE and/or CS representation in their public statements, where their affiliation with IEEE and/or CS is disclosed, except when they are designated or assigned an IEEE or CS representative role. Typically this will be indicated by verbiage such as "the positions represented here are those of the author, and are not necessarily those of IEEE or the IEEE Computer Society unless specifically designated as such." Note: participants are encouraged to make IEEE positions known, and point to the appropriate documents within IEEE as references.

6. Subcommittees

6.1. Subcommittees will operate as online communities, within the context of IPP

6.2. Subcommittee chairs will be appointed by the IPP Chair

6.3. Subcommittee chair responsibilities

6.3.1. Establish and maintain the appropriate online dialog area

6.3.2. Engage CS and where appropriate other IEEE experts in this dialog

6.3.3. Forward whitepapers and other products of the subcommittee to the IPP for wider distribution

6.3.4. Providing expert contacts for IEEE OU's and affiliate organizations.

- 6.4. Identified areas for CS IPP Subcommittees include:
 - 6.4.1. Cyber security (including exploration of collaboration with the East-West Institute)
 - 6.4.2. Privacy
 - 6.4.3. Intellectual Property, including abuse of copyright and other IP.
 - 6.4.4. Health care/medical technology including I.T.
 - 6.4.5. Power infrastructure utilizing computing technology
 - 6.4.6. Computer technology in transportation systems
- 6.5. Areas excluded as they are already managed by other CS groups (except as requested by these groups):
 - 6.5.1. Developing positions with respect to proposed policy actions, this is an activity for IEEE-USA and other jurisdictionally specific groups (within IEEE or affiliate organizations); or action to be taken via the CS Board.
 - 6.5.2. Licensure, which is within the scope of the Professional Activities Board
 - 6.5.3. Education/Research funding, including our CRA relationship, which is under the Educational Activities Board
- 7. Criteria for IPP engagement
 - 7.1. A topic must be in an area where CS has expertise or where CS members have vested interests
 - 7.2. It should be clear that an issue can be addressed by public policy actions, and that such actions are feasible in the current socio-economic environment
 - 7.3. There must be areas where CS can bring specific information or insight to an issue to inform policy decisions
 - 7.4. There must be champions for engagement in this area within the CS, and a community of some diverse interests to establish a sense of a “CS perspective”
 - 7.5. There must be a channel for providing IPP information into the policy dialog.
- 8. IPP-STC relationships with specific non-CS groups:
 - 8.1. Annex A to this handbook outline specific policy relationship roles where these are well defined.
- 9. Revision of this handbook
 - 9.1. Changes to this handbook can be approved by a majority of the IPP AdCom, subject to acceptance by the ICC

Appendix 4: Terms of Reference

Terms of Reference for IEEE Computer Society Public Policy Study

Overview

These Terms of Reference outline the goals and work products for a study that conducts research, develops competencies and drafts public policy strategies for the Computer Society (CS) of the Institute of Electrical and Electronics Engineers (IEEE) in the federal government. This study will be done in partial fulfilment of the Masters Degree in International Science and Technology Policy. These terms of reference have been agreed by Eduardo Sastre-Fuente, Pedro A. Falto and the Computer Society of the Institute of Electrical and Electronics Engineers (IEEE-CS) and have been accepted by the Center for International Science and Technology Policy.

Goals of Project

Report: The principal goal of the project will be a report that identifies a clear policy action for the IEEE-CS. It will be supported by relevant work that includes interviews with stakeholders, policy makers, and subject-matter experts, policy and literature reviews, statistical and risk analyses, political analyses, analysis of alternatives (AoA), among other tools that assist in policy analyses.

To complete this report, the team will undertake subtasks including:

Action 1: Interview Key Stakeholders at IEEE-CS

- The team will conduct a series of interviews with the leadership at IEEE-CS to elicit the requirements and needs of their organization. These interviews will define the goals and shape the course of action of the team during the semester. These discussions will also identify the key topics and other networking sources to pursue.
- The team will use these interviews to prioritize activities and topics that need to be considered.
- The initial interview with the stakeholders will define the dates and terms of the follow-up interviews in which updates will be reported, work will be assessed, and new developments or discoveries will be discussed. These meetings will have a set agenda and outcomes that are to be documented.

Action 2: Literature Review

- The team will conduct a literature review to understand the academic and scientific environment in the policy development community. This review will focus on the areas of interest to the IEEE-CS. The review will consist of sources determined relevant by the team and all other sources provided through the aid of the George Washington University's Global Resources Center, the stakeholders at IEEE-CS, or other interviewees throughout the investigation.

Action 3: Current Policy Review

- The team recognizes that the policy environment relating to science, technology, engineering, and math (STEM) fields is very dynamic and evolving. Policies in STEM fields are constantly being evaluated and drafted by various public, private, and non-profit organizations in the United States. The team will evaluate the current trends in public policy in STEM fields as well as other developments that relate to these fields in other sectors.

Action 4: Stakeholder Interviews

- The team will conduct interviews with other parties that are affiliated with IEEE-CS and IEEE USA that are involved in membership, public policy, community outreach, and education programs, among others.
- The team will also conduct interviews with current members of IEEE-CS separate from the leadership board to obtain impressions, gauge perspectives, to see their perception of IEEE-CS current exposure in the federal government.
- The team will interview organizations related to STEM policy that include not-for-profit organizations and government institutions.
- The team will also research competing organizations that pursue the same policy goals as IEEE-CS as part of the study and attempt to obtain interviews with those organizations.

Action 5: Analysis of Alternatives (AoA)

- Once all sources are identified and relevant stakeholders identified, policy alternatives will be drafted to guide IEEE-CS to become an active organization in the policy creation at the federal level.
- The team will conduct an analysis of alternatives based on scientific data, interviews, literature and academic reviews to determine which option helps IEEE-CS become recognized in the policy community as a proactive member with increased exposure.

Action 6: Preparation of Presentation

- The team will prepare a comprehensive presentation that will outline the techniques used in the analysis and the results of such analysis.

Work Products

The principal work product will be a report plus supporting appendices that presents a strategy for engaging in policy engagement at the federal level that can be implemented by the IEEE-CS. The report will include supporting appendices, relevant data and analyses, and bibliography.

The work products will also include a formal presentation to the ISTP and IEEE-CS representative for criticism and possible revision.

Intellectual Property

The team retains all rights to the intellectual property that they may develop for this project, including the report and any drafts. However, they grant perpetual licence to IEEE CS to use the materials in any way that they see fit including publication, provided that the full list of authors is always clearly presented and the work was done in affiliation with the “Center for International Science and Technology Policy of the Elliott School of International Affairs of the George Washington University” and that the date of the reports completion be included.

Schedule

The work will commence on or about January 14, 2013 and will meet the following deadlines:

- February 15: Preliminary Interviews and Research Completed
- March 4: Short draft of findings completed and presented to client
- April 2: Additional Research Complete, Rough Draft Report circulated among team and advisors
- April 15: Preliminary Report complete and circulated with client
- April 23: Presentation to Class
- May 13: Final Draft Presented to Client and Professor

Consulting Team

The Team will include:

- Eduardo Sastre-Fuente, Masters Candidate in ISTP
- Pedro A. Falto, Masters Candidate in ISTP
- Angela Burgess, Executive Director IEEE CS
- Dr. David Grier, Faculty Advisor

Appendix 5: Meeting Minutes

Meeting Minutes

Date: January 31, 2013

Participants: Eduardo Sastre, Pedro Falto, Kei Koizumi

Important questions from conversation with K. Koizumi before starting policy research and analysis.

- Which group of people are we trying to benefit?
- What policy connections are necessary?
- What is the best way to represent the Society better?
- What does the community (members) care for?
- Is a voice necessary to help shape current/future policies?
- Look into other organizations and their mechanisms/processes for public policy.
- Importance of Science for science policy vs science policy for science.

Meeting Minutes

Date: February 4, 2013

Participants: Eduardo Sastre, Pedro Falto, Chris Brantley

IEEE-USA

- mainly technical focus
- 70's employment is down in tech fields which changed to technical and professional focus in IEEE. Calls for the creation of the US activities committee.
- non-profit organization (lobbying constraints)
- Educational purpose towards policy makers on implications of their policies, towards the public on current issues, and towards members to understand the policy/public debate
- Develop briefings, reports, white papers, and position statements
- Petitions from committees are handled towards peers, leaders, legislature
- Mainly immigrant topics debated right now

Relationship with CRA – advocating for high level computing research, never proactively work on agendas.

Understand what issue is important and what needs to be done about it.

Corporate IEEE issues include open access/publications, OMB involvement in conferences

Surveys of members exist – IEEE Corporate Research conducts these studies.

Effectiveness of organization measured in outcomes, activity levels, engagement.

Concerns include conflictive voices. IEEE has to disclose detailed information if it is to lobby and sustainment of efforts throughout time.

Need a business case to justify involvement.

Meeting Minutes

Date: February 14, 2013

Participants: Eduardo Sastre, Pedro Falto, Kevin Rennert

Organizations build their presence throughout time considering two issues.

-What is important to membership?

-What is important on the Hill?

Interactions are based on informing policy makers or being asked to provide technical expertise

Appropriations time is the higher season for interaction with professional societies/NGO's

Bottleneck of policy process is usually on the Senate Floor.

Some society members make personal calls to their local representatives to advocate for specific issues.

Mention of the American Statistical Association and contact Steve Pierson as an example of a professional society that has recently initiated public policy efforts.

Products provided to lawmakers include Fact-based presentations and policy statements.

KEY > Having a person dedicated to a position that represents and organization

Meeting Minutes

Date: February 15, 2013

Participants: Eduardo Sastre, Pedro Falto, Jim Isaak (all via phone)

Jim sits on the Committee on Communications Policy at IEEE-USA

Important to know

-What are the issues?

-How do you handle the issues?

-Do they resonate with wishes in the membership?

There are pros and cons of involvement in political issues.

Worked from 5-8 years with organization

IEEE-USA has the ability to engage in the policy argument

- strictly US members

- driven by Power and Communications Societies with deal with disciplines that are highly regulated

Computer industry is not regulated

No industry is actively involved

No general interest in policy issues

Some recognize the need to get involved after discussions related to the internet (piracy, regulation of the internet, copyright)

Google/Microsoft make it a priority to get involved but don't value involvement from the Society's membership

CS is a multinational organization. How does that affect getting involved in public policy in the US?

1. Need to understand the issue
 - a. Control discussion points
 - b. Handle connection to society and its members
2. Talk to the general issues that affect all countries

Create a Special Technical Committee-STC

- Supplemented by an online community which informs members on public policy

- Use Google Tool set

- Currently "does not well"

- Allows for the development of white papers collaboratively

Issues that represent the American membership

- Internet censorship

- Visa issues

ACM has a well established policy group which takes positions, has a voice, and it is similar to CS, but engaged.

Internet Society takes positions on domain names (ICANN) and piracy

The Society is currently endorsing other people's efforts

No forum exists for discussion of public policy in the Society.

20 years ago it was impractical to reach out to the members.

IEEE USA has done an excellent job at establishing relationships but CS has not used them to convey the political issues important to members.

Meeting Minutes

Date: February 20, 2013

Participants: Pedro Falto, Violet Doan

Violet is the Director of Membership of the Society handling recruitment and retention. Products and services provided are based on membership input.

There are opportunities to engage with other organizations to improve lives of members.

Global nature of the organization takes away priorities from membership.

Technical information produced in tight way.

Develop standards

Global Issues

- contribute and voice actions on security and privacy issues
- previous efforts have existed for public policy.

CS has an 'international hat'

-processes must be open. Computer magazine used as a polling mechanism. Bylaws indicate that majority of the membership needs to approve initiatives. No closed sessions are allowed. Existence of Ombudsman.

-good relationships with IEEE-CS/USA. CS promotes IEEE-USA involvement through the computer magazine, through their newsletter, and through IEEE-USA magazines.

-contrasting academic-centric membership of ACM vs CS which is more diverse.

-CRA reports to the Intersociety Cooperation Standing Committee. Relationships is reviewed every 5 years.

Societies have no legal standings.

CRA was founded w/ guideline that would reach out to universities w/ certain membership quotas to participate

- strong ties to the Department of Commerce
- Business relationship with CS
- representative in CRA for 2 years

Meeting Minutes

Date: March 3, 2013

Participants: Eduardo Sastre, Pedro Falto, Steve Pierson

- Steve started policy process on the hill
- getting membership together is a huge challenge
 - need to raise profile of issues
 - Advocate on specific interests
- Need to 'push' members to get interested
- Chapters organize events with their members where topics arise.
- Steve is the single staff for policy pursuits
- provides updates on every board meeting

Meeting Minutes

Date: March 13, 2013

Participants: Eduardo Sastre, Pedro Falto (via phone), Jennifer Schopf

Jennifer has experience with NSF in cybersecurity infrastructure

STC – Special Technical Committees

-2 of them have talked about public policy but not clear

New paradigm on data sharing. Old policy was that you need to share data. New policy involves data management.

ACM is more committed to policy

CS topics, no interaction w/ IEEE USA, value in public policy

Goals of the committees. Differentiate IEEE from CS

Members decide with data, subscriptions, for higher level topics board membership decides what topics are important.

STC's are CS focused. Mostly started bottom-up. In existence for 2-3 years. Not supported by staff. Sometimes processes are top-down.

Meeting Minutes

Date: March 13, 2013

Participants: Eduardo Sastre, Pedro Falto, Jim Moore (all via phone)

IEEE-USA is a different corporation under US tax code.

50% of membership is less concerned with public policy and money does not need to be wasted.

IPP committee already exists. His idea involves establishing an STC towards public policy.

Public policy is not at the center of CS's mission

Disagreement on CS of IEEE-USA's positions.

Use of social networking mechanisms to nominate issues by using crowdsourcing. Look for cluster points.

Meeting Minutes

Date: March 28, 2013

Participants: Eduardo Sastre, Pedro Falto, Chris Brantley

National Academies reliable source of information and expertise.

Possible risk of overexposure

Process established

Clear outcomes need to be determined and how the organization is benefited from this initiative.

Power and Energy Society-highly regulated discipline. Very managerial focus. Had an earlier attempt at establishing a public policy initiative.

A lot of shifting of initiatives in IEEE. "Can't do it here, will do it there"

Main issues about our policy strategy for success

1. Decide what are the issues?

- a. President
 - b. Board
 - c. Membership
2. What is our position?
 - a. Membership vs. Leadership
3. Tactics for each issue. Use volunteers or hire someone to pursue the same goal.

Bottom up approach sustains efforts

- Need to find champions
- Establish a good dissemination mechanism

Important component is media relations – More visibility, great opportunity for exposure with a minimal investment

Important to create local database of volunteers and experts for opinion.

Feedback important

- Reports from membership
- Establish parameters to measure progress
 - o Interested volunteers
 - o Mention in papers/conferences
 - o Meetings w/ members

Identify members that have more influence is important

Meeting Minutes

Meeting: March 28, 2013

Participants: Eduardo Sastre, Pedro Falto, David Grier

There's a dichotomy between members and leaders.

Possibility of rejection and claims of not enough

Need to provide specific policy examples

Need to provide input on how to engage with a foreign policy organization

Establish clear policy alternatives

Intern grad/student could set the organization going

Problems with VAGUE statements

Public visibility issues. Risk/crisis management due to a problematic image due to:

-Rogue member – personal opinion at odds with the organization or audience giving negative impacts to the organization

- Gain- member tries to gain personal or business benefits from engaging in a public relations initiative.

Limits of our initiative and considerations for expansion/next study

-Not knowing companies that might engage with us

- Policy framework

-Organization we can partner with

-Can't do everything

100-200k salary

Project Outline

1. Executive Summary
2. Background information
3. Policy depth
4. Argument (Restatement + assessment)
 - a. Limitations
 - b. Reasons why work could not be completed

IMPORTANT: Need to define model we're based on (regarding IEEE-CS)

-Alternatives need to be defined in full detail

-Good background

-SWOT