IEEE Technology and Engineering Management Society (TEMS)
2026 Operations Manual
Effective Date: January 14, 2026

1. Introduction

1.a Purpose

This Operations Manual clarifies the positions and responsibilities set forth in the IEEE Technology and Engineering Management Society (TEMS) Bylaws.

All Committees described here report to the Board of Governors (BoG) and Executive Committee (ExCom) as specified in the Bylaws.

1.b Revision process and history

Version	Date approved by BOG	Comment
1	Feb. 2023	Creation
2	December 2023	Revision
3	January 15, 2025	Revision

Suggested revisions to this document must be stated in writing to the Governance Committee by August 15 for insertion into a draft document for the following year. All revisions must be approved by the BoG by December 15 for implementation on or about January 1 of the following year. Until a new Operations Manual is approved, the most recently ratified version will govern the Society's operations.

1.c Order of precedence

In the event of conflict among governance documents, the order of precedence in descending order is:

1. TEMS Constitution
2. TEMS Bylaws
3. TEMS Operations Manual

2. Conduct

TEMS members, officers, staff, volunteers, editors, and other affiliates shall comply with IEEE policies regarding conduct.

2.a Code of Conduct

TEMS members shall comply with the IEEE Code of Conduct (https://www.ieee.org/content/dam/ieee-org/ieee/web/org/about/ieee_code_of_conduct.pdf). Concerns, questions, or violations should be reported to the Governance Committee, as defined below.

2.b Conflict of Interest Policy

As per Section 9.9 of the IEEE Policies (https://www.ieee.org/content/dam/ieee-org/ieee/web/org/about/corporate/ieee-policies.pdf), a conflict of interest is defined as any situation, transaction, or relationship in which a member's, volunteer's, or staff person's decisions, actions, or votes could materially affect that individual's professional, personal, financial, or business concerns. Any member or volunteer with a conflict of interest shall recuse themself in writing and shall not improperly influence the deliberations or vote on the matter giving rise to such conflict. Concerns, questions, or violations should be reported to the Governance Committee, as defined below.

2.c Members at Large

Members at Large are expected to attend all Board meetings and to join at least one Committee. The President may ask them to step down after missing two meetings within one calendar year.

3. Committee requirements

3.a Committee Chairs

Committee Chairs may be either Vice Presidents, as specified in the Bylaws; or Chairs nominated by the Nominations and Appointments (N&A) Committee and approved by the BoG. All Committee Chairs must be active IEEE and TEMS members.

If the Chair is not a Vice President, the appointment is for one year, renewable for up to three years.

Committee Chairs will convene regular meetings with all Committee members (including *ex officio* ones) and will provide updates at BoG meetings.

3.b *Ex officio* Committee Members

The TEMS President, President-Elect, and Treasurer are *ex officio* members of all Committees, unless specified as Chairs (e.g., Governance and Management Committees; N&A Committee) or recused for conflicts (e.g., the Conflict Resolution Committee). In some cases (e.g., Publications Committee), Committees may have other *ex officio* members. However, these *ex officio* members are not expected to participate in operations or regular meetings.

3.c Committee Size and Composition

Committees shall have 3-7 members, excluding *ex officio* members. Committee members must be IEEE members in good standing. They need not be TEMS members, though this is highly encouraged. Committee members should be recruited to ensure demographic, geographic, institutional, and disciplinary diversity, as well as a balance of academic and practitioner orientation.

Each Committee shall itself have Committees, Subcommittees, or Working Groups. The BoG shall approve Committee structure. Each Committee, Subcommittee, or Working Group leader may be known as a Chair, with other titles (Director, Assistant Vice President, or other titles). Chairs are appointed by the President upon the approval of the BoG.

All Members-at-Large (MaL) on the BoG must participate on at least one committee to fulfill their MaL obligations.

In all Committees the immediate past Chair may participate on the Committee for one year to provide transition guidance, subject to the President's approval. Service as a past Chair is exempt from tenure considerations.

3.d Committee Member Terms

Committee terms are for one year, renewable for a maximum of 3 years. Committee memberships should be staggered to avoid rotating everyone off at once.

3.e Publication of Committee Rosters

Committee rosters shall be listed on the IEEE TEMS web site.

3.f Committee Responsibilities

All Committees are responsible for:

- Forecasting revenue and expenses for the current year.
- Submitting Operating Manuals / Plans, Annual Reports, and budgets through methods specified by the Management Committee (defined below), including a charter for each new initiative and a summary of lessons learned for the last BoG meeting of the year.
- Conducting long-term strategic planning and recommending plans for new activities, terminating existing ones, etc.
- Providing content to the webmaster and for other outreach channels (e.g., social media, insertion in publications).

3.g Committee Operations Manual

Each Committee shall document its processes in an Operations Manual, to be published on the Society web site.

4. Mission-Focused Committees

4.a Awards and Recognition Committee

The Awards and Recognition ("Awards") Committee reviews candidates for all awards and prizes in accordance with IEEE requirements, rules, and regulations for general, IEEE and TEMS awards. The Past President is the Chair of the Awards Committee, as provided in the Bylaws.

Society awards must be approved by IEEE prior to implementation. Conference and publication awards may be nominated by the appropriate chairs.

4.a.1. Committee Composition and Term Limits

Awards Committee members may serve no more than three consecutive years, with the exception of the Awards Committee Chair who may serve up to three years as a Committee member followed by up to three years as Chair and another year as past Chair. For reasons deemed to be in the best interests of IEEE, limitations of tenure may be waived in individual cases with the approval of the Society President.

4.a.2. Eligibility and Other Policies

The eligibility and selection of candidates for all Society awards are governed by IEEE and TEMS procedures and regulations, particularly IEEE Policy 4.4 on Limitations on Awards. Members of the Awards Committee may not be considered for awards while they are on those committees, nor may they be considered in the 12 months immediately following the end of their term of service. Members of the BoG may be considered for awards but must recuse themselves from approving awards where they are conflicted. The only exception is for the time-limited papers awards. In those cases, affected individuals shall recuse themselves from all considerations dealing with the award, These recusals shall be noted in the minutes. Members of the Awards Committee may not nominate nor serve as references for award nominees.

The Awards Committee shall develop evaluation procedures to be codified in their Operating Manual. The Awards Committee Chair shall forward a list of recommended recipients of awards to the TEMS President. This list shall be ratified by a BoG vote in executive session in a meeting preceding the flagship conference.

4.a.3. Awards

a) **Conference Best Paper awards**. The purpose of the awards is to stimulate the submission of high quality papers to conferences. Conference Chairs may award Best Paper recognition. The Technical Program Committee shall nominate papers in a fair and transparent process. The recommendation will be made on the basis of the technical contributions to IEEE and TEMS.

b) **Publication Best Paper awards.** The purpose of the awards is to stimulate the submission of high quality papers to the publications. All papers published in a publication in a period following the publication year are eligible, except for those authored by members of the Awards Committee at the time the papers are reviewed. The Committee will determine the appropriate period in which papers are evaluated. The maximum number of awards will be defined by the Publications Committee. Other considerations may be defined by the Committee.

Each of these awards may have an honorarium that is recommended by the Awards and Recognition Committee and approved by the Budget and Finance Committee as part of the fiscal year's budget.

The Chair and Fellow Evaluation Committee (FEC) members shall not serve as a Nominator, Reference or Endorser for any Fellow Nominees evaluated by the FEC, and shall not be a member of either the IEEE Fellow Committee or the IEEE Board of Directors.

4.b Conference Committee

The Conference Committee envisions and executes engagement for members around the world, including at the annual flagship conference. The VP Conferences shall serve as the Conference Committee Chair. The Conference Committee will:

- Make recommendations to the BoG regarding TEMS sponsorship of proposed technical meetings.
- Appoint Conference Chairs, Program Committees, and related roles.
- Monitor forthcoming technical meeting proposals, solicit new proposals, and coordinate organizing teams as needed.
- Maintain helpful guidelines and suggestions for the preparation of proposals, for conducting Workshops and Symposia, and for preparing final reports, including lessons learned and key metrics (e.g., attendance, paper submission and acceptance rates, survey responses, etc.) .
- Ensure that IEEE and TEMS policies regarding technical meetings are followed by the organizers.
- Approve budgets.

4.d Education Committee

The Education Committee facilitates the flow of educational services to IEEE members by ensuring that TEMS provides relevant, technically rich programming for all career stages. The VP Education shall serve as the Education Committee Chair. The Education Committee will:

- Make recommendations to the BoG regarding development of products such as podcasts, webinars, books, and related offerings.
- Implement new products and offerings.
- Administer student grants and related opportunities.
- Ensure that policies approved by IEEE and the Society regarding educational programs are properly followed by the organizers.
- Assess member interests by gathering and assessing feedback on educational offerings.
- Collaborate with other committees to identify educational topics and contributors.
- Create and maintain the TEMS Body of Knowledge as a framework for educational offerings.
- Collaborate with IEEE Education to ensure TEMS offerings comply with IEEE standards and to leverage IEEE Education's capabilities and services.
- Emphasize geographic diversity in Committee membership.

4.f Marketing and Communications Committee

The Marketing and Communications (MC) Committee strategizes and executes new initiatives and manages ongoing engagements to inform IEEE and Society members about Society activities, events, benefits, and learning and training opportunities. The MC Chair can delegate these responsibilities to one or more Leads, such as Social Media Lead, Newsletter Lead, Web Site Lead, TEMS e-Notice lead or other roles to manage communications in specific channels. These roles can be consolidated or disaggregated at the discretion of the Marketing and Communications Chair. The Committee will:

- Design and implement an outreach strategy to maximize participation in Society activities and global engagement, to include representation across IEEE geographic Regions, disciplinary interests, demographic diversity, and related factors to enrich the Society's composition.
- Assess member interests for the purpose of projecting future offerings through methods such as surveys and collect participant feedback in conjunction with Society activities.
- Make recommendations to the BoG regarding the use of vendors or contractors to support the Society's communications goals.
- Create and implement brand guidelines.

The President appoints the Marketing and Communications Chair with the approval of the BoG and will:

- Oversee vendor relationships and approve contracts to manage functions such as, but not limited to, web site design, newsletter distribution, social media postings, etc.
- Approve of distribution of credentials for all communications channels (including, but not limited to, web site, newsletters, social media, and IEEE e-notices)
- Approve of content for all communications channels
- Manage email accounts, LinkedIn access, etc., including reviewing initial emails and contacts and forwarding to appropriate leadership.

4.g Membership Committee

The Membership Committee strategizes and executes recruiting and retention strategies to grow TEMS membership. The VP Membership serves as the Membership Committee Chair. The Membership Committee will:

- Enhance the value, the technical scope and the effectiveness of the Society through the expansion of a skilled and enthusiastic membership.
- Make recommendations of new member benefits.
- Manage and maintain the list of potential members, including those gathered at conferences, workshops, and related events.
- Distribute a welcome email to new members on a monthly basis which describes in detail member benefits and how to receive them.
- Establish and maintain contact with IEEE membership activities.
- Maintain records of membership growth.
- Establish membership goals for each membership year including goals for new enrollment and retention of existing society membership
- Create retention activities

4.h Publications Committee

The Publications Committee maintains the quality and consistency of the Society's publications: Transactions on Engineering Management, Engineering Management Review, and Leadership Briefs. The Society VP Publications shall serve as the Publications Committee Chair. The Publications Committee shall include all the Editors in Chief (EiCs) and Co-EiCs of fully sponsored journals and magazines, ex-officio (who must be members of TEMS). The Publications Committee will:

- Supervise the status of TEMS-sponsored and co-sponsored publications (e.g. assure quantity of technical articles for publication and the quality of produced publications).
- Ensure that TEMS publications are compliant with all the IEEE policies and regulations. especially with the Publication Services and Products Board (PSPB) Operations Manual.
- Recommend new publications by forming ad-hoc committees and assist the VP Publications on the proposal of new publications to the IEEE Technical Activities Board (TAB).
- Prepare motions about page count of its main publications on the basis of:
    - The recommendations of the EiC, supported by a detailed report about journal number of submissions, acceptance rate, backlog, journal interest and reputation measured by the number of downloads/subscriptions and citation metrics.
    - The cost estimations provided by the Treasurer.

- Recommend candidates for EiCs and/or Co-EiCs as terms expire or if needed, in case of misconduct.
- Recommend honoraria for EiCs and Co-EiCs, as appropriate.
- Monitor rankings and make recommendations to elevate the profile and impact of a publication.
- Approve appointments of new editorial board members for TEMS publications.

EiC and Co-EIC terms shall be 3 years. Extensions to a maximum of two terms (maximum 6 years) can be proposed by the Publications Committee to be voted on by BoG.

4.i Technical Activities Committee (TAC)

The Technical Activities Committee coordinates and plans technical activities to maintain the technical interest and profile of the Society as a source of thought leadership. The VP Technical Activities serves as the TAC Chair. The TAC will:

- Propose technical areas of interest in which the Society should develop offerings.
- Develop programming for Society members and prospective members.
- Develop technical standards as needed.

- Propose partnerships with IEEE Societies engaged in areas of interest to TEMS.
- Propose activities to the Conference and Education Committees of technical areas meriting additional TEMS attention, participation, and sponsorship.

The TEMS Distinguished Lecturer program falls under the Technical Activities Committee and will be overseen by a DL Committee and Chair (to be approved by the BoG in accordance with Section 3.c).

The DL Committee reviews DL nominations and recommends a slate of candidates to the VP Technical Activities for approval by the BoG.

The DL Committee members may serve no more than three consecutive years. For reasons deemed to be in the best interests of the Society, limitations of tenure may be waived in individual cases with the approval of the Society President. Members of the DL Committee may not be considered as nominees during the year of their participation on the Committee. Self-nomination and external nomination should be strongly encouraged. If a DL Committee member nominates a candidate, s/he must recuse her/himself from voting on the candidate.

Distinguished Lecturers must be TEMS members at the time of appointment. Distinguished Lecturers will serve for a period of 3 years.

5. IEEE Liaisons

IEEE liaisons are appointed by the President upon the approval of the BoG. A liaison term is for one year and can be renewed once. For reasons deemed to be in the best interests of IEEE or Division VI, limitations of tenure may be waived in individual cases with the approval of the Society President. A Liaison reports on his/her plans and activities, to include requests for resources, at regular BoG meetings. The Liaison serves as a non-voting member of the BoG, unless separately named as a duly elected and voting BoG member, in which case s/he votes in accordance with the non-Liaison role.

5.a Entrepreneurship Liaison

The Entrepreneurship Liaison addresses the needs and concerns of entrepreneurs and supports ways to help them advance their new businesses through programs that will:

- Promote programs to bring together investors, government officials, technologists, and leaders to enhance the transition of novel technologies to new businesses.
- Support existing affinity groups and assist in the establishment of new affinity groups.
- Collaborate with other Committees to develop appropriate programming to ensure ongoing support of this community.
- Serve as principal liaison to IEEE Entrepreneurship Community.

5.b Women in Engineering (WiE) Liaison

The Women in Engineering Committee facilitates the recruitment and retention of women in technical disciplines globally through programs that will:

- Recognize women's outstanding achievements in IEEE Fields of Interest through IEEE Awards nominations and other national/international award nominations.
- Organize receptions, workshops and forums at major technical conferences to enhance networking and to promote membership in TEMS.
- Advocate for women in leadership roles in TEMS and IEEE.
- Advocate for career advancement for women in the profession.
- Promote advancement of women to the grades of Senior Member and Fellow.
- Collaborate with the Education Committee to develop programs and activities that promote the entry into and retention of women in engineering.
- Serve as principal liaison between TEMS and the Women in Engineering Special Interest Group to promote the opportunities within both communities.

5.c Young Professionals (YP) Liaison

The Young Professionals Liaison addresses the needs and concerns of young engineers and supports ways to help them advance in their careers through programs that will:

- Promote professionalism, team work, communication skills, and other skills needed to maintain a life-long career in technology and engineering management.
- Support existing affinity groups and assist in the establishment of new affinity groups.

- Collaborate with other Committees to develop appropriate programming to ensure ongoing support of this community.
- Serve as principal liaison to IEEE YP Special Interest Group.

5.d Fellow Evaluating Committee Representative

The Division VI Fellow Evaluating Committee reviews TEMS Fellow nominations and recommends candidates for Fellow grade to the IEEE Fellows Committee in accordance with IEEE standards and procedures. The FEC member may serve no more than two consecutive terms. For reasons deemed to be in the best interests of IEEE or Division VI, limitations of tenure may be waived in individual cases with the approval of the Society President.

5.e Industry and IEEE Society Engagement (IISE) Committee

The IISE Committee recruits and engages industrial partners and manages relationships. The President shall appoint an IISE Committee Chair who will:

- Make recommendations for ways in which the Society can provide benefits to industrial members.
- Identify opportunities with other IEEE Societies for outreach, education, technical activities, and related initiatives.
- Determine opportunities for industry to co-sponsor conferences, events, workshops, education, and other initiatives.
- Identify opportunities with other professional organizations for outreach, education, joint technical activities, or related initiatives.
- Develop and approve Memoranda of Understanding (MoUs) for cooperation with Societies, industry partners, and other organizations.

6. Support Committees

6.a Budget and Finance Committee

The Budget and Finance ("Finance") Committee stewards the Society resources and finances to promote growth and transparency in Society operations. The President shall Chair the Finance Committee. The members are the Treasurer, the President-Elect, the Past President, and the immediate past Treasurer. The Finance Committee will:

- Compile financial data, prepare the TEMS budget, provide inputs to IEEE for budget purposes.
- Analyze and make appropriate recommendations to other committees and groups on such items as publication costs, meeting expenses.
- Act as consultant and functional supervisor to treasurers of various meetings held by TEMS..
- Make periodic reports to the BoG on TEMS' financial status.
- Observe TEMS financial operations and take appropriate actions to see that money is spent or invested wisely and in the best interest of TEMS.
- Develop budget priorities.
- Oversee expenditures.
- Evaluate spending initiative proposals.
- Provide annual budgeting timelines and guidance to mission-focused committee chairs.

6.b Governance Committee

The Governance Committee ensures that the Society operates with the highest standards of integrity and transparency, as well as compliance with IEEE policies and standards. The President-Elect shall chair the Governance Committee. The Governance Committee will:

- Review and revise the Society Bylaws and Operations Manual, as needed.
- Maintain oversight of the Conflict Resolution Committee.
- Address concerns regarding compliance with the Code of Conduct.
- Address concerns regarding compliance with the Conflict of Interest policy.

The President-Elect shall maintain and submit an annual strategic and operations plan and an annual report to the Society ExCom.

6.c Management Committee

The Management Committee ensures that the Society processes are efficient and compliant with IEEE and Society policies. The President-Elect shall chair the Management Committee. The Management Committee shall:

- Develop a process for VPs and Committee Chairs to submit Annual Reports and Operating Plans
- Review the Annual Reports and Operating Plans and make recommendations to the Governance Committee if appropriate.

- Provide information for the Annual Reports, Strategic Plans, and Operations Plans to be delivered by the President, President-Elect, and Past President to the BoG.

6.d Committees defined in the Bylaws

6.d.1 Nominations and Appointments (N&A) Committee

Membership and operations of the N&A Committee are specified completely in the Bylaws.

6.d.2 Conflict-Resolution Committee

Membership and operations of the N&A Committee are specified completely in the Bylaws, with the exception of the time frame. The conflict shall be resolved within six months.

7. Motions Log

2024

1. Approve premium economy travel for flights > 8 hours to ExCom, BoG meetings (Finance Committee; travel expenses will increase; mitigated by President's travel budget) (PASSED March 6, 2024)
2. Approve launch of "Navigating Your Career series for The Institute (VP Publications; no expenses / potential for growth) (PASSED March 6, 2024)
3. Approve DL slate for 2024 (VP Technical Activities; 2024 TA budget already approved) (PASSED March 13, 2024 – but BoG requests clarity on travel budget)
4. Require that DL nominees are TEMS members at the time of appointment (President) (PASSED March 13, 2024)
5. Approve 2024 Conference Plan (VP Conferences; 2024 Conference budget already approved) (PASSED March 13, 2024)
6. Approve 2024 Education Plan (VP Education; 2024 Education budget already approved) (PASSED March 13, 2024)
7. Membership fees 2025: $18 / $ 5 member/student (PASSED March 27, 2024)
8. (Affirmation Vote) MaL serving as a Secretary retains voting rights (PASSED April 17, 2024)
9. Approve proceeding with TEMSCON Global in 2025 (PASSED April 24, 2024)

10. Approve new EMR Best Paper Award process (PASSED August 27, 2024)
11. Approve the Marketing Chair to report directly to the President from October 2024 – December 2025 (PASSED Sept. 27, 2024)
12. Approve appointment of Praveen Gujar to Marketing Chair (PASSED Sept. 27, 2024)
13. Approve revision to new EMR Best Paper Award process (PASSED Nov. 13, 2024)
14. Approve first awardee of EMR Best Paper Award (PASSED Nov. 13, 2024).

2025

1. Approve 2025 Operations Manual (PASSED January 15, 2025)
2. Approve 2025 Operations Budget (PASSED January 15, 2025)
3. Approve revised bylaws (PASSED August 9, 2025)
4. Approve DL slate for 2026 (PASSED August 9, 2025)
5. Approve Re-appointment of Alex Brem as EMR EiC (PASSED August 9, 2025)
6. Approve slate of candidates for Members at Large (VP N&A Committee) (PASSED September 3, 2025)
7. Approve Strategic Plan proposed by President-Elect (PASSED October 15, 2025)
8. Approve slate of Society Appointments (VP N&A Committee) (PASSED October 15, 2025)
    a. Naznin Akter - Secretary & TEMS Entrepreneurship Representative
    b. Arun Tanksali - Treasurer
    c. Vickie Ozburn - Marketing Chair
    d. Aishwarya Bandla - YP Representative
    e. Mousiki Kar - WIE Representative