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Notes about This Report

There are eight main areas included in this report: Purpose of Society/Council, Society/Council Strategy and Operations, Conferences, Publications, and Education, Membership, Finance, Governance, Previous Review, and Successes. When available, IEEE Technical Activities staff has provided Society/Council data in the areas of Membership, Governance, and Finance. To assist in the assessment process, the committee encourages the Societies and Councils to provide specific examples to back up the comments made throughout the report.

The Society Review Committee is dedicated to continuous improvement of the review process and welcomes Society and Council representatives’ feedback on the revised report.
Table of Contents

1. Society Review Committee Summary Comments
2. Society Comments
3. Purpose of Society
   - Field of Interest
4. Strategy and Operations
   - Society Strategic Plan
   - Society Operations Plan
5. Conferences, Publications, and Education
   - Conferences and Technical Meetings
   - Publications
   - Education
6. Membership
   - Membership Data
   - Membership Recruitment and Retention
   - Volunteerism and Society Leadership
   - Member Recognition
   - Member Feedback
   - Society Communications
7. Finance
   - Budgeting Process
   - Society Reserves and Watch List
8. Governance
   - Governing Documents and Compliance
   - Administrative Committee/Board of Governors
   - Relationship with IEEE
   - Technical Committees
9. Relationship with IEEE
10. Previous Review
11. Society Successes
1. Society Review Committee Summary Comments

The Society has membership ranging from 3500 to 3700 members in recent years. The Society is not a member of any Council and does not consider that problematic.

The Society notes that most other IEEE Society and Councils are interested in engineering education within their Fields of Interest. The Society distinguishes itself by addressing broader topics which extend beyond the Field of Interest of individual Society and Councils and the Society does not have significant problems with co-existence. The Society specifically identifies six (6) non-IEEE professional organizations that are within the Society Field of Interest, but notes that the list is not all inclusive.

While the Society has a well-documented strategic plan, it does not have an operational plan. The SRC strongly recommends that the Society put specific actions, and time lines and owners for these actions to implement the strategic plan and drive it towards success.

As a direct result of implementing Strategic Plan 2010, the Society has seen significant growth in its conference portfolio over the last five years. The Society has three (3) financially co-sponsored flagship conferences a year (in Regions 1-6, Region 8, and Region 10). The SRC shared with the Society that it likes the idea of having flagship conferences in various regions. SRC also likes the fact that the Region 8 flagship conference is rotating between Europe, Africa and Middle East; this is something that could be shared with other Society and Councils as a best practice. The Society has up to 11 technically co-sponsored conferences.

The Society maintains three (3) publications, and a Magazine. The primary Society publication is a Transactions. One publication, the IEEE Transactions on Learning Technologies, is co-sponsored with the Computer Society. One publication, IEEE Revista Iberoamericana de Tecnologías del Aprendizaje, (IEEE Journal of Latin-American Learning Technologies) is focused on the worldwide Spanish-Portuguese speaking community. All IEEE-RITA papers are published in English in IEEE Xplore and, therefore, all are available to the international community. All publications are published quarterly.

The Society reorganized its governance structure in 2013 and created the position of Vice President for Educational Activities and Awards. There also is a new committee responsible for the Distinguished Lecturer program and other educational activities. The membership of the Society is composed primarily of university faculty members, most of whom hold advanced degrees, with roughly 60% of the membership outside of the United States. The Society has more than 70 chapters, approximately 75% of which are located outside the United States. Chapters are a major focus of the Society’s educational activities.

The Society has a strategic plan that includes objective six for membership: “To increase the number of members, with particular attention to the participation of international members.” The actions to achieve this objective would be in the operating plan, which is in-development. Other strategic plan objectives address improving the ROI for members of the Society. The society has tried to increase membership but has not been able to sustain growth. The society offers many activities connected with chapters including DL speakers, awards, and recognition.

The Society has an adequate process for budget development. Financial oversight is primarily the responsibility of the Society Treasurer, who keeps the President and the Board of Governors updated. The Society is financially strong.
The Society undertook a major reorganization in 2013, including the shift from an Administrative Committee to a Board of Governors with 6 officers, 4 vice-presidents, 3 committee chairs, and 12 at-large members elected by the society membership.

Significant work has been accomplished in the Society since the last SRC review and the Society has good influence within the IEEE. The SRC commends the Society for taking action to address issues that were brought up and discussed during the previous review and for making tremendous progress to improve the Society's position within the IEEE.

2. Society Comments

The Society believes that this Society Review process has been very beneficial for our continued growth and improvement. We appreciate the commendations for our successes and the recommendations for how we can improve, many of which we are already investigating. The process was run very smoothly and professionally by the SRC and we are grateful for their service.

3. Purpose of Society

SRC Committee Comments

The SRC notes that the Field of Interest statement in the Society report does match the Field of Interest statement on the Society web page, the Society Constitution, and in the TAB Operations Manual. The Society Field of Interest statement conforms to the maximum 75 word TAB guideline. Society Mission and Vision statements are not included on the Society Web site. Society Mission and Vision statements are not included in the Society Constitution or Bylaws.

The Society has had some success in expanding its presence in emerging technical areas within its Field of Interest. This has been accomplished through Society publications. The Society uses special issues of its Transactions to highlight emerging technologies and believes that this adequately serves its community. The Society appears to understand its technical community very well.

The Society specifically identifies six (6) non-IEEE professional organizations that are within the Society Field of Interest, but notes that the list is not all inclusive. Regions 8, 9 and 10 are represented. The Society has active relationships with these organizations, primarily in conferences activities. In addition, the Society is actively developing two (2) additional interactions, both in R9. The technical community served by the Society is relatively small and specialized. It appears that the Society is well engaged with multiple non-IEEE professional organizations. The Society noted that it had incorporated some changes to Society activities based on observations on these non-IEEE organizations. No details were requested by the SRC.

The Society notes that most other IEEE S/Cs are interested in engineering education within their Fields of Interest. This Society distinguishes itself by addressing broader topics and pedagogies which extend beyond the FOI of individual S/Cs. The Society notes no significant problems with co-existence. Most of the overlap is with the Computer Society, and specifically with the Frontiers in Education conference. In the past, the Society was a technical co-sponsor with IA-S on an education-related conference; due to low attendance IA-S terminated that conference and this Society chose not
to assume sponsorship. The Society is actively reaching out to other S/Cs, primarily in Division VI, to discuss conference workshops and tutorials.

The Society is not a member of any Councils, and does not consider that problematic.

The Society has no formal social media presence. However, the Society has successfully experimented with using social media at some of its conferences. Based on these successes, the Society is considering expanding its social media presence.

**Recommendations to Society**

- The SRC recommends that the Society develop online environments and establish a strong social media presence. These can maintain visibility for the Society beyond the IEEE and may provide opportunities to identify new areas that might belong in the Field of Interest; these may also provide opportunities for the Society to increase membership.

**Recommendations to TAB**

- The SRC recommends that TAB add some type of monitoring of LinkedIn and Facebook presence as part of society “dashboard” metrics so leaders can easily track engagement, also perhaps a ‘handbook’ on how to use these environments.

**Recommendations to IEEE**

None

**Society Remarks**

The Society will address the mismatched appearance of the Field of Interest statement in the locations noted by the SRC. The Society will take steps to develop new online environments and establish a strong social media presence. A new Web Facilitator was recently named and will be a focal point for implementing these changes.

**4. Strategy and Operations**

**SRC Committee Comments**

The Society has a well-documented strategic plan document. This document states that the goals of the Society are to advance the theory, practice and accessibility of engineering education and to assist in achieving overall institute goals. The Society groups these in four categories: Improve service to members, provide service to community and society, improve communications, and strengthen the Society. Furthermore, the Society has the following objectives in these four categories:

- Improve service to members
  - Objective 1: To provide professional development opportunities for members.
  - Objective 2: To enhance the Society’s publications and to encourage and support the use of technology, e.g., multimedia, or information superhighway, in engineering education.
Objective 3: To develop the Frontiers in Education Conference into a premier, international conference.

Provide service to community and Society
- Objective 4: To develop outreach activities for K-12 and the non-scientific community.

Improve communication
- Objective 5: To increase communication and cooperation with other entities to enhance the state of engineering education.

Strengthening the Society
- Objective 6: To increase the number of members, with particular attention to the participation of international members.

While the Society has a well-documented strategic plan, it does not have an operational plan. The operational plan would be the actions the Society will take to implement the above objectives.

The SRC strongly recommends that The Society put specific actions, and time lines and owners for these actions to implement the strategic plan and drive it towards success. Having this document would help the current and future leadership be aligned in terms of strategy and operations.

Recommendations to Society

- The SRC strongly recommends that the Society put specific actions, and time lines and owners for these actions to implement the strategic plan and drive it towards success. Having this document would help the current and future leadership be aligned in terms of strategy and operations.

Recommendations to TAB
None.

Recommendations to IEEE
None.

Society Remarks

The Society will develop and implement an operational plan to support its strategic plan. The operational plan will include specific strategies and measurable metrics against which we can evaluate our success toward achieving strategic goals. Preparations are underway to hold a special meeting, to be led by the President-Elect, at the Society’s next Board of Governors meeting in June 2016 to begin developing the operational plan.
5. Conferences, Publications and Education

Conferences and Technical Meetings

SRC Committee Comments

As a direct result of implementing Strategic Plan 2010, the Society has seen significant growth in its conference portfolio of financially and technically sponsored conferences over the last five years. The Strategic Plan 2010 document is a document that sets clear goals for growth in conferences for the Society. The Society used to have one (1) flagship per year and minimal number of technical co-sponsorships; today, the Society has three (3) financially co-sponsored flagship conferences a year (in Regions 1-6, Region 8, and Region 10). The SRC shared with the Society that it likes the idea of having flagship conferences in various regions. SRC also likes the fact that the Region 8 flagship conference is rotating between Europe, Africa and Middle East; this is something that can be shared with other Society and Councils as a best practice.

The Society has up to 11 technically co-sponsored conferences. The SRC and Education Society discussed the plan based on the new IEEE direction on technically co-sponsored conferences. The Society has informed the local conferences that they will have to budget the conference fee in their conferences and that they will need to achieve a 20% surplus. If the conference cannot make the surplus, the Society will need to cover it and for that very reason the Society is planning to reduce the number of technically co-sponsored conferences. This policy may result in fewer co-sponsored conferences, particularly for conferences without a history or smaller regional events.

The Society runs workshops for educating prospective authors at their conferences. Many of their journal papers are authored by first-time authors; the workshops help prospective authors to understand the expectations for journal papers.

The Society conferences provide high value to attendees both during and after each event. A rigorous peer-review of submitted contributions is performed. All papers are included in Xplore. Besides face-to-face networking opportunities social media are also used. Some Society conferences have been successful using on-line streaming to reach a virtual audience. Mobile applications are also used.

There is a Vice President of Conferences who presides the meetings sub-committee, manages the conference portfolio, and is responsible for conference management. The Society uses ICX for conferences set up, MoUs, and conferences management.

The Society does not have issues with closing conferences; there is one specific conference they have had difficulty closing but that is an exception rather than the rule.

The SRC commends the Society for putting a strategic plan in 2010 for conference growth and implementing the plan successfully.

Recommendations to Society

- The SRC strongly suggests that the Society continue to monitor their conferences as diligently to ensure growth.

- The SRC also suggests that the Society monitor their technically co-sponsored conferences so that the new policy in terms of the conference fee does not cause any problems.
Recommendations to TAB

None

Recommendations to IEEE

None

Society Remarks

The Society will continue to diligently monitor our conferences to ensure growth. The establishment of a flagship conference in Region 9 is a goal. The Society will monitor our technically co-sponsored conferences so that the new conference fee policy does not become problematic.

Publications

SRC Committee Comments

The Society maintains three (3) publications, and a Magazine. The primary Society publication is a Transactions. One publication, the IEEE Transactions on Learning Technologies, is co-sponsored with the Computer Society. One publication, IEEE Revista Iberoamericana de Tecnologías del Aprendizaje, (IEEE Journal of Latin-American Learning Technologies) is focused on the worldwide Spanish-Portuguese speaking community. All IEEE-RITA papers are published in English in IEEE Xplore and, therefore, all are available to the international community. All publications are published quarterly.

The SRC commends the Society for adding IEEE-RITA papers to Xplore, since this was a recommendation from the prior Society Review. The Magazine is a publication of the Society Student Activities Committee. In addition the Society has a quarterly email newsletter. During the review, the Society noted that it had no plans to add any publications. Only the Transactions on Education and the IEEE Transactions on Learning Technologies were reviewed by PRAC and will be covered in this report.

The Society fully understands the competing publications in its FOI. The Society does not perceive them as financial or technical threats.

The PRAC noted that the publication burden for the Transactions on Learning Technologies is carried by the Computer Society. During the Society review the Society noted that ~ 2/3 of the load is carried by the Computer Society, and that this has not been an issue with that Society.

The PRAC noted a concern with the authorship of papers submitted to the Transaction on Education, stating that the author community consists primarily of first time (and sometimes one time) authors. During the review the Society acknowledged the concern, but pointed out that it is the result of the Society plan to develop a community of pedagogy. Since this is a developing community, it is natural that the authors would be relatively new to publishing. The Society highlighted their workshops at conferences to help prospective authors understand the expectations for journal papers. The PRAC also noted a concern about the editorial rejection rate being very high, and in violation of the IEEE policy. PRAC recommended that the Society change the definition of the criteria for editorial rejection.
During the Society review, the Society indicated that it is working to implement the PRAC recommendation.

The PRAC noted that the review process used for submissions to the Transactions on Learning Technologies is a double-blind process, which is unique to the IEEE.

The SRC notes that the demographics of Associate Editors for the Transactions on Education does not match the membership demographics. Specifically, AEs are over represented in Regions 1 – 6 compared to membership, while AEs in Region 8 are very under represented compared to membership. The situation is reversed for the Transactions on Learning Technologies (co-sponsored with the Computer Society), where Regions 1 – 6 AEs are under represented compared to membership and AEs in Region 8 are over represented compared to membership. Approximately 70% of the Associate Editors for the Transactions on Education are male. Approximately 80% of the Associate Editors for the Transactions on Learning Technologies are male.

The SRC notes that the author demographics for papers accepted by the Transactions from 2011 through 2015 shows a broad range in the percentage of authors across all Regions. In general, the authorship matches the Society membership demographics. The situation is different for the Transactions on Learning Technologies (co-sponsored with the Computer Society), where Regions 1 – 6 authors are under represented compared to membership and authors in Region 8 are over represented compared to membership.

The submission to publication time for the print version of Transactions on Education has been flat at ~16 months during the prior five (5) years; for the electronic version the metric has consistently been ~8 months. The submission to publication time for the print version of Transactions on Learning Technologies has been flat at ~16 months during the prior five (5) years; for the electronic version the metric has consistently been ~10 months.

The SRC notes that the PRAC was very complementary to the Society and its publications. The SRC commends the Society for its due diligence in addressing the recommendations from the prior PRAC review. The Society is actively addressing suggestions from the 2015 PRAC review as well.

The Society supports the hybrid policy on Open Access for its Transactions on Education and the Transactions on Learning Technologies and noted that it has had very few Open Access papers in either publication. IEEE-RITA submissions are fully Open Access when published in Spanish/Portuguese, but are hybrid Open Access when published in Xplore. The policy is very favorable towards engaging the Spanish/Portuguese authors, and is considered a best practice by this Committee.

The Society noted that it would appreciate better support from TAB/IEEE regarding procedures to recognize and publicize new publications.

**Recommendations to Society**

- The SRC recommends that the Society pay special attention to the differences in member, author, and Associate Editor demographics and determine if any actions need to be taken by the Society.

- The SRC recommends that the Society continue addressing PRAC recommendations.
The SRC recommends that the Society improve the gender diversity of its publications Associate Editors.

Recommendations to TAB

None

Recommendations to IEEE

None

Society Remarks
The Society will strive to address all SRC recommendations. The Vice President for Publications will convene a special meeting in conjunction with the Society’s October 2016 Board of Governors meeting to address PRAC and SRC recommendations.

Education

SRC Committee Comments

The Society reorganized its governance structure in 2013 and created the position of Vice President for Educational Activities and Awards, with responsibility for coordinating and overseeing educational products and services. There also is a new committee responsible for the Distinguished Lecturer program and other educational activities.

The membership of the Society is composed primarily of university faculty members, most of whom hold advanced degrees, with roughly 60% of the membership outside of the United States. As such, the focus of the Society’s educational activities is not the technology-based continuing professional education typical of many societies. Instead, topics of interest include educational research methods, international educational issues, and accreditation.

The Society has more than 70 chapters, approximately 75% of which are located outside the United States. Chapters are a major focus of the Society’s educational activities and serve to connect members from multiple universities in an area and provide a forum for locally-relevant educational activities. Many chapters work with local universities to support programs targeted at students who have an interest in educational issues or are considering a career as a faculty member. The Distinguished Lecturer program is small, but growing, and is intended to assist chapters in supporting the needs of local members.

The Society also interacts on some issues with IEEE Educational Activities (EAB/EAD), including having designated positions on key EAB committees. The Society is not directly involved with IEEE accreditation activities under EAB; however, topics related to accreditation are regularly covered in conferences and many individual Society members serve as IEEE volunteers in accreditation activities.

Recommendations to Society

- The SRC recognizes that the educational activities undertaken by the Society are not typical, given its distinct membership needs. Engaging students who may be interested in academic
careers is a distinct opportunity and the Society is encouraged to continue its efforts in this area. Further development of web-based educational resources is strongly encouraged, with the goal of meeting the needs of a membership that is geographically diverse (with distinct local practices and requirements), working in a wide range of institutional settings, and with distinct needs that change dramatically at different career stages.

- The SRC recommends that the Society seek to strengthen its ties with IEEE Educational Activities, particularly in light of the recent EAB reorganization and its resulting efforts to more directly support the educational needs of faculty members and academic departments.

- As the Society moves from its strategic planning focus and reorganization, the SRC recommends that operational planning include the development of specific strategies and measurable metrics for achieving the Society’s goal with respect to educational activities.

Recommendations to TAB
None

Recommendations to IEEE
None

Society Remarks

The Society will continue its efforts to engage students who may be interested in academic careers. We will continue to develop web-based educational resources. To meet the needs of a membership that is geographically diverse we plan to investigate developing online courses, initially in English, but then expanding to Spanish, Chinese, and Portuguese in the long term as funds and volunteer time permit. We will develop these resources keeping in mind that our members work in a wide range of institutional settings and have distinct needs that change over the span of their careers.

The Society will work toward strengthening its ties with EAB and aligned activities. The operational plan to be developed will incorporate specific strategies and measurable metrics to toward this end.

6. Membership

SRC Committee Comments

The Society has a strategic plan that includes objective 6 for membership: “To increase the number of members, with particular attention to the participation of international members.”

The actions to achieve this objective would be in the operating plan, which is in-development. Other strategic plan objectives address improving the ROI for members of the Society. The society has tried to increase membership but has not been able to sustain growth. The society offers many activities connected with chapters including DL speakers, awards, and recognition.

Society governance documents were re-written so the structure includes elections by membership. The society noted that they are in good shape after this was implemented.
The Society has a good global presence, and are now working on increasing underrepresented groups to draw them into engineering.

Social media is an area that could use improvement with more involvement from the leadership. The Society Facebook page is student run and they have no Wiki page; tweets are active concurrent with conferences that use them. The Society is in process of updating their website, so comments are not included here.

The Society has an award for Chapter Achievement, Chapter Leadership, Early Career Teaching and Young Professionals (YP). 2014 YP winners included Region 6, 7, and 10 exhibiting their international participation.

The Society is intentionally proposing projects to spend down reserves. However, the member feedback is via e-mail, phone and AdHoc discussions at conferences. The society does not do surveys to get membership feedback with a statistical basis for joining, retention, and society program’s value to members. Survey questions could include what non-Education Society volunteers see as the identity of The Society in relationship to EAB and education programs within IEEE Society and Councils.

Recommendations to Society

- The SRC strongly recommends that the Society start regular surveys of their members and non-members (student, retired, industry, and academia) to collect statistical data on their programs and value.

Recommendations to TAB

None.

Recommendations to IEEE

None.

Society Remarks

The Society will develop and begin regular surveys of members and non-members to determine which programs are of value and identify opportunities for new programs to support membership growth. Our plan is to begin with a brief initial survey, perhaps just 3 or 4 questions, to gain an idea of the most pressing needs, then act promptly to reach newly defined goals.

7. Finance

SRC Committee Comments

The Society has an adequate process for budget development. Financial oversight is primarily the responsibility of the Society Treasurer, who keeps the President and the Board of Governors updated. The Society has a Finance Committee. The Society has an adequate process for forecast review. After the October forecast review, the Society determines if budget is available for additional projects that can be completed by the end of the year. Any possible projects are approved by the BoG via email vote. The SRC notes that authorizing new projects in the post-October time frame makes it very
challenging to complete those projects in the calendar year. An alternate process would be to have a list of projects, with budgets, approved by the BoG in the June timeframe. In this situation, projects could be authorized when budget is available, and without an additional BoG vote. This would make project completion within the calendar year much less challenging.

The Society is financially strong. Conferences and publications both provide a strong positive net to the Society financial position. The reserves to expense ratio is well over unity, indicating that the Society has an adequate reserve. Reserves are used for workshops in Ireland and other places, web development activities (typically $3K-4K projects), etc.

The Society financials show that the yearly positive net surplus is significantly smaller in the prior two (2) years. During the review, the Society noted that this was the outcome of a conscious Society intent to spend on projects to support its community rather than build a surplus. The report, however, did not specifically disclose these projects. During the review, the Society noted that the budgets of most projects were small, and financially were absorbed in the “Committee & Other” cost center. Examples provided during the review were additional conference workshops, and enhancements to the Society website. This is consistent with the larger expense in this cost center in the last two (2) years. The committee commends the Society for this practice, which provides additional benefits to member and the technical community.

**Recommendations to Society**

- The SRC recommends that the Society modify its budget/forecast process to specifically identify a pre-approved list of projects that could be executed quickly if a positive forecast variance is realized during the calendar year.

**Recommendations to TAB**

None

**Recommendations to IEEE**

None

**Society Remarks**

The Society will modify its budget/forecast process to enable it to be more responsive in funding additional projects when a positive budget variance is realized during the calendar year.

**8. Governance**

**SRC Committee Comments**

The Society undertook a major reorganization in 2013, including the shift from an Administrative Committee to a Board of Governors with 6 officers, 4 vice-presidents, 3 committee chairs, and 12 at-large members elected by the society membership. Consistent with its membership, the BoG has broad geographic representation and most members are from the academic community. There is no Young Professional position on the BoG.
The Society does not employ any paid staff.

**Recommendations to Society**

- Since the current governance structure has only been in place for two years, it is too soon to judge its effectiveness. The SRC recommends that the Society leadership monitor the effects of changes closely to ensure that the revision is working effectively and that new leadership is being effectively developed to ensure long-term success.

**Recommendations to TAB**

None

**Recommendations to IEEE**

None

**Society Remarks**

The Society leadership will continue to monitor closely the effects of recent changes in the governance structure to ensure effectiveness. In addition, the leadership will strive to identify and develop new leaders for the future.

**9. Relationship with IEEE**

**SRC Committee Comments**

The SRC commends the Society for its extensive interactions with IEEE’s Educational Activities Board and its participation in TAB leadership roles.

**Recommendations to Society**

- The SRC recommends that the Society modify its budget/forecast process to specifically identify a pre-approved list of projects that could be executed quickly if a positive forecast variance is realized during the calendar year.

**Recommendations to TAB**

None

**Recommendations to IEEE**

None

**Society Remarks**

The Society will modify its budget/forecast process to enable it to be more responsive in funding additional projects when a positive budget variance is realized during the calendar year.
10. Previous Review

SRC Committee Comments

The SRC commends the Society for following up on the previous review’s comments with novel programs to support strategic directions in globalization.

The SRC was pleased to see the Society reach a stable membership, establish EDUCON and TALE as major international conferences, and work towards establishing a Region 9 flagship conference.

The SRC also commends the Society for modifying its governance to allow for general election of at-large members.

Recommendations to Society

None

Recommendations to TAB

None

Recommendations to IEEE

None

Society Remarks

The Society’s President-Elect is currently working with colleagues in Brazil, Argentina and Peru to establish an IEEE – Education Society flagship conference in Region 9. He and our Junior Past President are also coordinating with the governing Board of the Latin American and Caribbean Conference for Engineering and Technology (LACCEI) on this event. The Society is optimistic that we can organize an outstanding international conference in Region 9.

11. Society Successes

The Society highlighted many successes in its report, from its strategic planning activities, its expanded social media presence and membership services, and its development of new initiatives in support of its globalization efforts.

The SRC noted several noteworthy practices in the Society that would be of interest to other Societies.

Noteworthy practices:
• The Society has a student-run magazine, the IEEE Multidisciplinary Engineering Education Magazine (MEEM), published by the Society’s Student Activities Committee, focused on publications by student authors.

• The Society has established flagship conferences in Regions 1-6, Region 8, and Region 10, and has plans for expansion to Region 9 projected in 2017. In addition, the Region 8 flagship conference rotates between Europe, Africa and the Middle East.

• The Society publishes a dual language journal, with an unusual format: RITA is published in Spanish/Portuguese as a fully open-access publication, and in English in IEEE Xplore.