RECOMMENDATIONS FOR A CLOSER RELATIONSHIP

A White Paper on Closer Relations Among Sections, Chapters and Societies
Developed by the Section/Chapter Support Committee of IEEE Regional Activities
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1. Executive Summary

The purpose of this paper is to encourage closer relations among Sections, Chapters, and Societies of IEEE and includes the roles of Regions and Divisions. The goal is the cohesive, cost-effective delivery of technical information and products to our members. Areas in which change can be made to foster such improvement are identified and are as follows:

- Officer Positions and Linkage
- Officer Identification via timely and available Rosters
- Regional Communications
- Society Communications
- Regional Calendar of Events
- Regional Events Coordination
- Regional/Society/Sections**/**Chapter Relationships in the Regional Committee
- Society Promotion - IEEE Promotion / Membership Development
- Chapter Development and Maintenance
- Conferences and Technical Meetings
- Regional Leadership/Training
- Complying with Meeting Announcement Requirements
- Implementation of Section Core Chapter Function
- Speakers at the Local Level
- Funding

The approach presented in this paper is a team approach. As such, the individual contributions of volunteer leaders of the IEEE entities involved are force multiplied for the mutual benefit of all. Infrastructure changes followed by sustained implementation provide the mechanisms by which volunteer leaders can implement the changes, which directly support the goals desired. Recommendations are made for each of the areas identified.

2. Introduction

The purpose of this paper is to encourage closer relations among Regions**,** Sections, Chapters and Societies of IEEE; the common goal is the cohesive, cost-effective delivery of technical information and products to our members. The appropriate roles of Regions (on the geographic side) are incorporated and the associated roles of Divisions (on the Technical Side) are assumed to be a part of the roles of Societies. Technical and geographic Councils are not specifically addressed in this report other than to note that they are a working relationship between Societies and a consortium of Sections respectively and, as such, would be expected to share in the roles and responsibilities presented. The approach is a TEAM approach which force multiplies the individual contributions of volunteer members of the various IEEE entities involved for the mutual benefit of all.

The paper is divided into five sections: Executive Summary, Introduction, Overview, Recommendations, and Conclusion. In addition, there are two addenda to this report. Addendum I provides an overview of the structure of IEEE and its governing bodies, as determined by the IEEE Constitution, the IEEE Bylaws and the IEEE Policies Manual (as of January 1997). The contents of Addendum I is the reference basis for this paper. Addendum II provides a bibliography of relevant resource materials available to technical and geographic entity volunteers from IEEE.

This paper is written under the auspices of the IEEE Regional Activities Board (RAB), by the Section/Chapter Support (SCS) Committee. The authors appreciate the input and creative guidance of many volunteers from Regional and Technical Activities.

3. Overview

While all geographic and technical entities play specific and vital roles within the IEEE organization, the focal point of activity at the local level for our members is the Section. At the grass roots, day-to-day level, this is where the individual member meets IEEE face-to-face. The Section, usually through Chapters, has responsibility for delivery of technical information/services in its geographic territory. Chapters, while being a service arm of their respective Societies, operate as committees of their Sections which, in turn, are responsible for their management.

Individual Chapters are formed only where there are at least 12 higher-grade members of a given Society within a Section. Special cases, such as joint Chapters and Student Branch Chapters are also served by these same, Section-based mechanisms and will not be addressed further beyond this paragraph. Joint Chapters may be formed across Section boundaries or within a Section. They may be formed having multiple Society relationships where there are at least 3 members from each Society. The minimum of 12 higher-grade members applies in both cases. However, when there is no Chapter for a particular technical interest within a Section, the Section, by default and of necessity, serves as the vehicle for conveying technical information in that area from the Society to its members. Thus the Section has an active, albeit default, core Chapter function. The Section, in the absence of Chapters or in addition to existing Chapters, promotes and maintains the technical interests of ALL Societies within its boundaries.

As described in Addendum I of this paper, the fundamental functions and relationships of these IEEE entities are defined in the IEEE controlling documents - the Constitution, IEEE & RAB Bylaws, and Policies Manual. In Addendum I, the various relationships among these IEEE entities are investigated by referencing the relevant documents, as they existed as of January 1996.

We have identified 11 specific areas where we believe changes in procedures will foster greater cooperation and closer relations among the IEEE entities. Infrastructure changes followed by sustained implementation provide the mechanisms by which volunteer leaders can implement the changes, which directly support the goals desired. The following is a list of those areas along with a summary of the specific recommendations discussed in Section IV (Recommendations) of this paper:

A. Officer Positions and Linkage

Sections and Regions should have suitable Chapter/Technical representation (voting preferred) on their respective managing committees. Regions should include such voting representation on their Executive Committees as well as on their Regional Committees and should establish, if not already implemented, a Regional Chapters Coordination Committee as a standing committee.

B. Officer Identification via timely and available Rosters

Sections should increase their efforts towards timely documentation of their officers - including Chapter officers.

Regions should maintain the Regional roster in conjunction with the Regional Activities Department.

C. Regional Communications

Attention should be focused and resources dedicated to the implementation and maintenance of an effective Regional communications network. Each Region should establish and maintain its master site and support their Sections in doing likewise.

D. Society Communications

The technical Societies should develop mechanisms for ensuring timely and appropriate communications and coordination with the Region and Section Technical/Chapters Coordination committees. One mechanism would be for a Society to assign a member of their governing board to each Chapter whose function would be to establish a regular means of communication and report annually to the Society about the needs and issues of the Chapter.

E. Regional Calendar of Events

Regions should develop and maintain a calendar of events and make it available via their respective Regional communications networks. Societies should support this effort in coordination with the Regions and ensure, among other things, that their conferences are fully included. An effective table of contents should be developed and maintained by the Regions with the support of their respective Sections /Chapters to ensure full coverage.

F. Regional Events Coordination

Regions, with Society involvement, should take an active roll in promoting event coordination among all entities of IEEE within each Region.

Regions and Societies should promote the piggybacking of additional meetings with their conferences. Sections and Chapters should do likewise.

G. Regional/Society/Section/Chapter Relationships in the Regional Committee

The Regional Chapter Coordination Committee should develop, test, and implement plans to accomplish its tasks outlined in this paper in conjunction with the associated Regional and Regional Executive Committees. These efforts should be coordinated at the Regional level, although they may be accomplished elsewhere.

H. Society Promotion - IEEE Promotion/Membership Development

Regions should coordinate the promotion of IEEE and Society membership at every possible opportunity. Appropriate IEEE and Societies membership development materials should be reviewed and made available via the Region operations.

I. Chapter Development and Maintenance

Sections should monitor for the opportunity and/or need for the formation of Chapters. The Regions must actively promote and support Chapter formation efforts in coordination with the appropriate Society Personnel and with the full support of the parent Societies.

J. Conferences and Technical Meetings

All entities should work together to support the coordinated development and implementation of conferences and technical meetings throughout the Region. Co-sponsorship, coordination, and cooperation must be maximized Regions and Societies should coordinate with and involve the Sections and & Chapters where the gatherings are to be held. In particular, all entities are requested to follow the IEEE P&P which require evidence that they have sought the endorsement of the Section and associated Chapter in holding their meeting within the Section's geographic area. (IEEE Policies Manual - Section 10) In addition, Sections, Chapters, and Regions are required to seek the endorsement of the Society or other entity if they are holding a meeting with a minimum budget of $25K in the focus area of the other entity. The sustained, long-term efforts required for successful major conferences must be recognized and addressed by all entities.

Regions and the Society Representatives should investigate the development and implementation of Region-based technical gatherings, cosponsored by the Sections and Chapters which do not meet the definition of a national/ international Society Conference or a Section/Chapter technical meetings in scope.

K. Regional Leadership/Training

Regions, in association with the Region Society Representatives, should include Chapter-related training in the Regional training programs/efforts. Societies with the locally based Society Representatives should coordinate their various training programs.

L. Complying with Meeting Announcement Requirements

Each Section, with their Chapters, should review their internal communications network to determine whether they are complying with the IEEE Bylaws requirement concerning notification of all Section members of all meetings, including those of Chapters, held within the Section. The Societies, in coordination with the Regions, should facilitate this effort as a significant cost factor for the Sections and a significant cost benefit for the Societies.

M. Implementation of Section Core Chapter Function

The Section Executive Committee should include Society technical representation regardless of the status of Chapters within the respective Sections for the implementation and leadership of the Section core Chapter function.

N. Speakers at the Local Level

Regions and the Region Society Representatives should support the expansion of distinguished speaker programs within the Region either as an adjunct to the existing Distinguished Lecturers Program or as a new program geared specifically to the Regions. Guidelines for the availability and utilization of these speakers must be developed and presented clearly to local entities. The coordination of a specific speaker's visit within the Region must be emphasized in order to maximize the cost-effectiveness of these programs. The minimization of travel costs and time are obvious priorities.

O. Funding

Regions and Societies should facilitate and strive to maintain the full development of the mutually beneficial, cost-sharing structure of Sections and their Chapters. The Societies and the Institute must recognize and facilitate the fair and equitable distribution of IEEE funds to support these vital member services.

Regions and Societies should work with Section and Chapter leadership concerning the scheduling, location, and funding of conferences and technical meetings within the Region. The mutual goals should be the maximization of benefits to our membership and the fair and equitable sharing of responsibilities/contributions/risks among the sponsoring/participating IEEE entities AND funds derived from these events.

P. Society Support for Chapters

Societies should increase their support of Chapter activities. Although noted above in numerous paragraphs, a separate recommendation on this subject is appropriate. Societies could support Chapters by providing content for Chapter meetings, assisting in membership development, and assisting in the coordination of activities among Chapters in a Region.

4. Discussion of Recommendations

A. Officer Positions and Linkage

Sections and Regions should have suitable Chapter/Technical representation (voting preferred) on their respective managing committees. Regions should include such voting representation on their Executive Committees as well as on their Regional Committees.

Chapters have elected Chapter Chairs and all Chapters in the Section should already have representation, either individually or collectively, on the Section Executive Committee. Actually, IEEE Bylaws makes such representation (voting optional) a requirement. The Regional Committee should include a standing committee (whose chair has voting privileges) such as a Regional Chapters Coordination Committee or a Technical Activities Committee. In both cases, a distinct Chapters Coordination Committee is preferred and will be so referenced in the remainder of this section.

Technical interest representation should be included in Section Executive Committees, whether or not the Sections have Chapters, as the Sections are the default "Chapters" for all Societies. That is, in the absence of active Chapters, the Section must perform the associated core Chapter functions. This benefits both Societies and members as it results in a Society presence in the Section at all times. Regions should also include Society representation (perhaps in the form of Society Organizers of Chapters) on their Executive and Regional Committees.

These technical representatives form the core of the volunteer leadership team that insures cooperation between the Societies and the geographic entities at both the Section/Chapter and the Regional level. It is via this team that liaison with all IEEE Societies is accomplished. While some Societies have direct communications paths to Chapters, Regional level coordination and cross fertilization across Section boundaries should be established and maintained. This organization serves to focus and coordinate all other recommendations contained in this paper.

B. Officer Identification via timely and available Rosters

Sections should increase their efforts towards timely documentation of their officers - including Chapter officers. Regions should maintain the Regional roster in conjunction with the Regional Activities Department.

The volunteer leadership of IEEE must be identified and appropriately publicized in order to have an effective team to fulfill the needs of our members and accomplish the missions of IEEE. Incomplete or untimely information about IEEE Section and Region officers' status complicates the process and fails to give recognition to those who serve.

While it is the responsibility of Sections to report their officers on a timely basis, Regions must support this task in every way possible. This may include supporting the Sections in documentation, methods of documentation, and subsequent reporting of information. The Regions should interact with the Sections as their end-of-term dates approach and assist in reporting all changes. The Regions should investigate supporting this task via the use of data base management software and the electronic interchange of data with the Institute. Societies should support this effort as well in coordination with the Regions. The goal should be to accomplish the timely reporting and availability of current volunteer leadership in each Region via a single point of contact for the Sections.

C. Regional Communications

Attention should be focused and resources dedicated to the implementation and maintenance of an effective Regional communications network. Each Region should establish and maintain its master site and support its Sections doing likewise.

An effective Regional communications network should be maintained. This directly builds upon the tasks discussed above. The volunteer leadership must not only be identified but it must be linked. Methods include electronic mail, list servers, and World Wide Web (WWW) sites, both at Region and Section levels.

The uses of the Regional communications network should include a Regional calendar of events discussed below, a Regional listing of availability of speakers, the Regional roster, and similar items for Sections/Chapters on their respective sites.

D. Society Communications

The technical Societies should develop mechanisms for ensuring timely and appropriate communications and coordination with the Region and Section Chapters Coordination Committees.

Technical Societies should review their communications and coordination efforts to incorporate the Region and Sections Chapters Coordination Committees. Special consideration should be given to developing the appropriate mechanisms for the cases where members of a Technical Society reside within a Section but, for whatever reason, there is no respective Chapter.

E. Regional Calendar of Events

Regions should develop and maintain a calendar of events and make it available via their respective Regional communications networks. Societies should support this effort in coordination with the Regions and ensure, among other things, that their conferences are fully included. An effective table of contents should be developed and maintained by the Regions with the support of their respective Sections/Chapters to ensure full coverage.

A Regional calendar of events is an absolute necessity to achieve effective coordination and communication. The events should include Society conferences, Regional conferences, Regional Committee meetings, Society Committee meetings, IEEE meetings (Board of Directors, etc.), Section/Chapter technical meetings, seminars or conferences as well as Section/Chapter administrative meetings of significance. This calendar will support the promotion and coordination of events for all entities.

F. Regional Events Coordination

Regions, with Society involvement, should take an active roll in promoting event coordination among all entities of IEEE within that Region.

Regions and Societies should promote the piggybacking of additional meetings with their conferences. Sections and Chapters should do likewise.

Events held throughout the Region must be coordinated in order to maximize the cost-effectiveness of delivery of technical services to our members. This coordination must be supportive and not restrictive in nature. Major Society and Regional conferences often have locations and times set several years in advance. Major Section and Chapter events may be planned well in advance as well. In many instances, additional events may be piggybacked with the primary event at nominal cost.

The availability of coordination supports cooperation across Section boundaries promoting jointly sponsored meetings, sharing of visiting speakers and other opportunities for joint involvement. Where appropriate, large, centrally located Sections may extend technical services to other Sections within the Region. These efforts require effective communications.

Event coordination acts as a force multiplier for valuable IEEE resources in the delivery of services to our members and yields a value-added product at little or no additional cost.

G. Regional/Society/Section/Chapter Relationships in the Regional Committee

The Regional Chapters Coordination Committee should develop, test, and implement plans to accomplish the tasks within its purview as outlined in this paper. This committee should work with its associated Regional and Executive Committees to accomplish the related tasks delineated here. These efforts should be coordinated at the Regional level although they may be accomplished elsewhere.

In order to effectively coordinate Section and Society activities within the Region, there should be a volunteer committee constituted to handle these tasks. Since it is at the Regional level that the Section chairpersons have the opportunity to review, modify, approve, and lend their support to the various proposals and methods, this Committee should be constituted at the Regional level. The Chair should have voting rights in the Regional Committee and the Regional Executive Committee.

The Regions should take the initiative in this effort, seek out the input from Societies, and provide support to the full operation of this Committee. These Committees should develop a prioritization of tasks, develop a time line for accomplishments and, with the approval of their respective Regional Committees, proceed to implement these recommendations.

H. Society Promotion – IEEE Promotion/Membership Development

Regions should coordinate the promotion of IEEE and Society membership at every possible opportunity. Appropriate IEEE and Societies membership development materials should be reviewed and made available via the Regional operations.

Membership development is the joint responsibility of both Regions and Societies. IEEE and Society membership materials should be made available throughout the Region. A missed opportunity must never occur with respect to gaining a member of IEEE and its related Societies.

The Regional Membership Development Committee has the charter for the task of gaining members and should take primary responsibility for this activity. This Committee should support and coordinate efforts throughout the Region via the individual Section and/or

Chapter Membership Development Committees. Membership gains support increased technical activity within the Region and Sections as well as increased opportunity for additional Chapter activity. Focusing at the Regional level provides for the sharing of techniques, approaches, and materials from all available IEEE entities including the Societies.

Membership development materials should be available at Regional and Society conferences as well as at Section/Chapter conferences and meetings. Regions should investigate methods for accepting applications on the spot and forwarding them to the Institute. Section/Chapter Membership volunteers should welcome visitors (potential members) at each meeting of their organizations. There is a significant benefit to all of IEEE, including the individual Societies, by putting membership information in the hands of potential members repeatedly and on a cost-shared basis.

I. Chapter Development and Maintenance

Sections should monitor for the opportunity and/or need for the formation of Chapters. The Regions must actively promote and support Chapter formation efforts in coordination with the Societies' Region personnel and with the full support of the parent Societies.

As a possible mechanism for this, each Region and Society should have a Chapter Coordinating Committee whose function is to grow and support Chapters. As a Best Practice, the same individual should sit on both committees. As a practical matter, Division representation on the Regional Chapters Committees may be more appropriate. These committees should actively look for opportunities to grow more Chapters or add more Society affiliations where existing membership supports these. IEEE staff should help to facilitate identification of these Chapter formation/expansion opportunities, and help expedite their formation.

Chapters should be developed and maintained wherever sufficient active membership of a given Society within a Section warrants. This is the primary mechanism for the delivery of technical services to the members of IEEE at the local level.

J. Conferences and Technical Meetings

All entities should work together to support the coordinated development and implementation of conferences and technical meetings throughout the Region. Co-sponsorship, coordination, and cooperation must be maximized. Regions and Societies should coordinate with and involve the Sections and Chapters where the gatherings are to be held. In particular, Societies are requested to follow the IEEE Policies that require evidence that they have sought the endorsement of the Section and associated Chapter in holding their meeting within the Section's geographic area (IEEE Policy Manual – Section 10). In addition, Sections, Chapters, and Regions are required to seek the endorsement of the Society or other entity if they are holding a meeting with a minimum budget of $25K in the focus area of the other entity.

Regions and the Society Representatives should investigate the development and implementation of Region-based technical gatherings, cosponsored by the Sections and Chapters that do not meet the definition of national/international Society Conference or a Section/Chapter technical meetings in scope. Conferences and technical meetings take many forms under the IEEE umbrella. They may be national/ international or Regional in scope. They may be vertical or horizontal. They may be within one or more Sections. They may have a technical focus covered by one or more IEEE Societies. They may be at the leading edge of technology as represented by the Transactions of the Societies or at the heart of current manufacturing or service industry practices. The common thread is that they all serve the needs of some sector of the IEEE membership.

The IEEE Policies Manual describes many coordination procedures between the Societies, Regions, Sections, and Chapters concerning the development, location and sponsorship of conferences and technical meetings and is recommended reading (IEEE Policies - Section 10)

Coordination and expansion of conferences and technical meetings ~~is~~ should be the primary responsibility of Regions and Societies. However, the Sections and Chapters should also contribute to the effort. The Section Executive Committee Chapter Representative should take the lead at the Section level where there is no active Chapter for the given technical field. The Region and Society volunteers should, in some manner, promote attendance of the major Regional and Society gatherings. The Region and Societies should strive to extend the benefits of the given major gathering to IEEE members beyond the direct reach of the given gathering. The Region should support the promotion of all such gatherings within its geographic territory. It is expected that the Regional structure/network will be utilized to support this later effort.

Major conferences require sustained, long-term efforts to ensure their success. All entities should recognize this requirement. They should implement and staff the infrastructure required and provide for its continued support and well being.

K. Regional Leadership/Training

Regions, in association with the Region Society Representatives, should include Chapter-related training in the Regional training programs/efforts.

The Region is tasked with supporting and maintaining the training of Region and Section level leadership. These efforts should be expanded, with the assistance and support of Societies, to include Chapter officers. Dedicated sessions geared to Chapters may be implemented where warranted, but it is anticipated that much, if not all, existing training for Section officers would be valuable to Chapter officers as well.

Regions with the locally based Society Representatives should coordinate their various training programs. By doing this, successes are replicated and, ultimately, a joint or cooperative training program will be available for all new volunteers throughout the Region.

L. Complying with Meeting Announcement Requirements

Each Section, with their Chapters, should review their internal communications network to determine whether they are complying with the IEEE Bylaws requirement concerning notification of all meetings, including those of Chapters, held within the Section. The Societies, in coordination with the Regions, should support this effort as it a significant cost factor for the Sections and is a significant cost benefit for the Societies.

IEEE Bylaws provide that all Section members shall be advised of all meetings held in the Section, including those organized by Chapters. In addition, a special notice may be sent to the members of the Chapter that organizes a meeting. The Section as well as the Chapter shall receive credit for this activity toward their annual meeting requirement (RAB Operations manual).

Thus, in Sections where Chapters are active, the Section becomes the responsible party for notifying all members of each Chapter's meeting. While Sections should accept this responsibility, it is a financial burden on the Sections and, as such, requires support from the Societies. This is a significant cost sharing mechanism of benefit to all parties. The methods of communications should include Section newsletters, list servers, WWW pages, handbills; the Region communications network should also be utilized in support.

M. Implementation of Section Core Chapter Function

The Section Executive Committee should include technical Society representation regardless of the status of Chapters within the respective Sections.

While this item is noted in an item elsewhere in this report, it is of sufficient importance to merit its own line item.

The Section is responsible for the delivery of technical information to IEEE members at the local level. Where there are sufficient active members of a given Society of IEEE within the Section, a Chapter may, and should be, formed. However, where there are not sufficient members to form a Chapter, the Section acts as a default Chapter for these Societies within that Section. Thus the Section must be prepared to perform the core Chapter functions for all Societies. The Section, therefore, has a responsibility for and a role to play in the promotion and maintenance of all Societies' interests within the Section - the grass roots level of IEEE. This benefits both Societies and members as it results in a Society presence in the Section at all times. In turn, the bond so formed from this activity between Sections and Chapters yields many benefits to the Section including a possible enlargement of the pool of volunteer leadership candidates for the Section.

As such, it is critical for this function to have volunteer resources dedicated to it. Those Sections that do not have a Chapter advocate as a Committee Chair and Executive Committee member should institute this position (Chapters Coordination Committee). This individual, along with the Section ExCom and the Region Society Chapter Representative (Region Chapters Coordination Committee) should oversee the dissemination of technical information to Section members, whether or not a Chapter exists in that Section. The mutually beneficial and cooperative functioning of the organizations of IEEE volunteer leadership concerning the Section's default Chapter function must be maximized.

N. Speakers at the Local Level

Regions and the Region Society Representatives should support the expansion of distinguished speaker programs within the Region either as an adjunct to the existing Distinguished Lecturers Program or as a new program geared specifically to the Regions. Guidelines for the availability and utilization of these speakers must be developed and presented clearly to local entities. The coordination of a specific speaker's visit within the Region must be emphasized in order to maximize the cost-effectiveness of these programs. The minimization of travel costs and time are obvious priorities.

The availability of speakers from the various technical fields of interest is a critical factor in the delivery of technical information at the local level. The Distinguished Lecturer Program, sponsored by the Societies, is an excellent model. The expansion of this program or implementation of a similar program within the Regions is recommended. This Regional program, as a minimum, would include a speakers list developed and maintained by the Region with the assistance of Societies.

O. Funding

Regions and Societies must facilitate and strive to maintain the full development of the value-added, mutually-beneficial, cost-sharing structure of Sections and their Chapters. The Societies and the Institute must recognize and facilitate the fair and equitable distribution of IEEE funds to support these vital member services.

Regions and Societies should work with Section and Chapter leadership concerning the scheduling, location, and funding of conferences and technical meetings within the Region.

The mutual goals should be the maximization of benefits to our membership and the fair and equitable sharing of responsibilities/contributions/risks amongst the sponsoring/participating IEEE entities AND funds derived from these events.

The responsibility for financial management of the individual Chapters falls to the parent Sections. Through the Sections, the Chapters benefit from distribution of Institute funds. The Chapters receive many benefits from their parent Sections in the meeting of some of the requirements of their existence. And, likewise, the Societies benefit. Additional benefits are gained via the Section core Chapter function. The goals should be the maximization of benefits to our membership and the fair and equitable sharing of responsibilities/contributions/risks among the sponsoring/participating IEEE entities AND funds derived from these events.

P. Society Support for Chapters

Although noted above in numerous paragraphs, a separate recommendation on this subject is appropriate. In particular, Societies should increase their support of Chapter activities by providing content for Chapter meetings through such programs as the Distinguished Lecturers Program, video libraries of short courses/plenary speeches, and direct financial aid. In addition, Societies can play a role in coordination of activities among Chapters in a Region by holding regional Chapter Chair meetings and establishing a regional World Wide Web (WWW) page. In regional gatherings of Chapter Chairs, Societies can play a role in training regional volunteers by offering courses on holding technical meetings and on Chapter operations. Societies can assist Chapters in gaining new members by providing meeting materials that would appeal to practicing engineers who often do not find sufficient value in joining the IEEE.

5. Conclusion

This report and its addenda have explored the existing and needed relationships between Regions, Divisions, Sections, Chapters, and Societies. A team approach by Sections, Chapters, and Societies will have the positive effect of cohesive, cost-effective delivery of technical information and products to our members.

It is very important that all entities strive to improve coordination and communication. Regions and Sections should recognize their responsibility in facilitating dissemination of technical information at the grass roots level and ensure that these issues have a voice on their governance mechanisms. Additionally, the infrastructure should be modified to include such items as training for Chapter leaders and promotion of technical Society memberships.

The recommendations of this paper consist of

1. Recommendations that improvements be made to the procedures involved in complying with existing Bylaw requirements.
2. Recommendations that increased joint activities and coordination of separate activities occur, and
3. Recommendations that small infrastructure changes be made.

It is hoped that the RAB/TAB Section/Chapter Support Committee shall review the recommendations contained in this white paper and seek appropriate methods to implement them throughout the IEEE infrastructure.

Note:
Addendums have been removed since the IEEE Bylaws and IEEE Policies Manual have been revised since the Regional Activities Board initially approved this document.

For additional information, please consult the current versions of the IEEE Constitution, IEEE Bylaws and IEEE Policies Manual.