

**American Institute of
Aeronautics and Astronautics
Integration and Outreach
(IOD)
Group Director / Deputy Director Manual
2024**

Prepared by the AIAA Integration and Outreach Division

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1.0 Introduction

This Manual was developed by the American Institute of Aeronautics and Astronautics (AIAA) Integration and Outreach Division (IOD) to provide a better understanding of AIAA and of the role of the IOD Group Directors and their Deputy Director(s) of the Institute. This manual provides context for your Group within AIAA, expectations for the role of Group Director (and any appointed Deputy Director(s)), guidelines for operation, and possibilities for extending the influence of your Group to advance the state of the aerospace industry.

This manual is a companion to, and not a substitute for, the face-to-face Group Director / Deputy Director training that is held each January in association with the AIAA SciTech Forum. These yearly face-to-face training sessions provide in-depth discussions with seasoned Group Directors, and are structured to encourage exchange of experiences, lessons learned, best practices, and different approaches to operating a Group. A new Group Director or Deputy Director is expected to participate in a session prior to the beginning of his or her term.

Enjoy the time you have in operating your Group. AIAA leadership is standing by to help make this one of the most meaningful and exciting experiences in your professional career!

2.0 AIAA Background and Governance Structure

2.1 AIAA Background

AIAA is the oldest and largest technical society serving the aerospace profession. AIAA was formed on January 31, 1963 by the merger of the American Rocket Society (established in 1930 as the American Interplanetary Society) and the Institute of the Aerospace Sciences (established in 1932 as the Institute of the Aeronautical Sciences). At the date of this document, approximately 30,000 professional and student members are active in a broad range of aerospace programs, sciences, technologies, and interests. AIAA operates as a 501(c)(3) nonprofit organization.

AIAA's vision is to be the voice of the aerospace profession through innovation, technical excellence, and global leadership.

AIAA's mission is that "AIAA exists to help aerospace professionals and their organizations succeed."

AIAA is proud to be "Shaping the Future of Aerospace". To support these tenets and to best serve the members of AIAA, the Board of Trustees maintains a Strategic Plan that is updated to guide the Institute's investments and activities.

For more information and background on AIAA, go to: <http://www.aiaa.org/AboutAIAA/>.

2.2 Governance Structure

In 2014, AIAA initiated the realignment of its governance structure to better serve the members. This restructuring intended to accomplish the following objectives:

1. Restructure the Board to make it more likely to be effective at creating and implementing a strategic vision
2. Define clear lines of authority and accountability for deploying resources to execute AIAA's strategy
3. Maintain a mechanism for providing membership feedback to the Board
4. Create a mechanism for member driven innovation
5. Create an intentional mechanism to grow and leverage talent within the organization

This effort resulted in the present governance structure which features a Council of Directors, comprised of a Regional Engagement Activities Division (READ), a Technical Activities Division (TAD), and an Integration and Outreach Division (IOD). These three Divisions administer and manage membership activities: READ is based on geographic distribution of members, TAD is based on technical interests of members, and IOD is based on professional interests of members.

Note that TAD and IOD are closely related, in that the entity formerly known as the Technical Activities Committee, or TAC, was divided into two Divisions, TAD and IOD, to facilitate expanded member participation and discipline growth. In this Director Manual, the focus is on the IOD-related Group Director / Deputy Director functions.

For more information and background on the governance structure, refer to:

<http://www.aiaa.org/Governance/>.

3.0 Organization

3.1 IOD Structure

IOD is the AIAA organizational home for cross-discipline integration/ programmatic and societal interface Committees and is structured as shown in Figure 1. There are other additional roles and liaisons, but this figure shows the Director/Deputy Director organizational structure in its simplest form.

- IOD is led by a Chief, who is elected by majority of the votes cast by the Group Directors and Integration and Outreach Committees (IOCs)
- Each Group is led by a Director (elected) and Deputies (appointed); Group Directors may choose to appoint as few or as many Deputies as they feel are required to accomplish the Group's activities; however, all appointments must be approved by the IOD Chief
- Each Group consists of specified Committees
- New Committees may be developed and added to a Group in compliance with the rules established and published by the Board of Trustees.
- Committees that have reached the end of their mission may be retired and removed from a Group in compliance with the rules established and published by the Board of Trustees.

- Committees that have become obsolete may be disbanded and removed from a Group in compliance with the rules established and published by the Board of Trustees.
- Committees may be moved from one Group to another, as well as between IOD and TAD in compliance with the rules established and published by the Board of Trustees.
- Communities of Interest (COIs) may develop at any time, and may be nurtured by either a Group or the Chief directly
- COIs may eventually become Committees

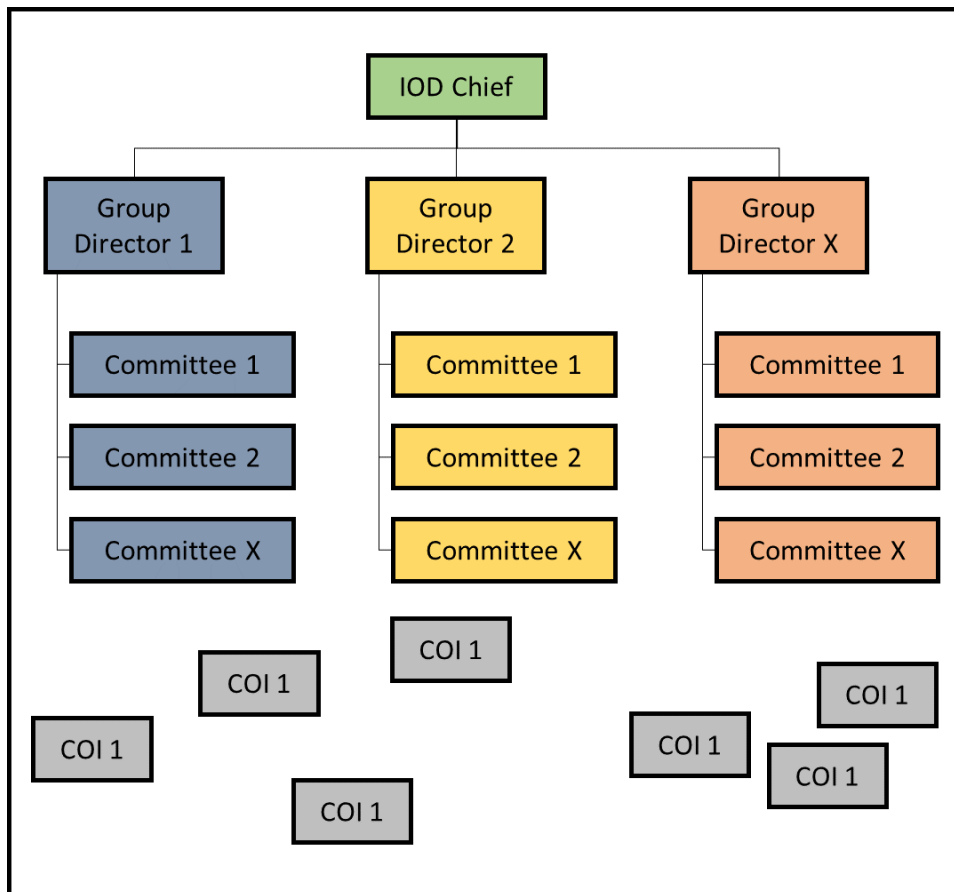


Figure 1. IOD Organization Structure

Refer to the most recently published **IOD Organizational Chart** to review the latest detailed IOD structure.

3.2 Group Structure

Committees with a common theme, thread, or close association are organized together into Groups. There is a balance between determining the optimum number of Committees within a Group and aligning the Committees that are affiliated. Therefore, different Groups may have a different number of

Committees that belong to that Group. Also, as new Committees are formed or retired/disbanded, the Group sizes will change.

Refer to the most recently published **IOD Organizational Chart** to review the latest IOD Groups and associated Committees.

3.3 Group Leadership

The Director, supported by a Deputy Director (or Deputy Directors), along with the Chairs and/or Vice-Chairs of the Committees that make up the Group form the Group leadership.

Membership in AIAA is mandatory for all Directors and Deputy Directors. If not currently a member of AIAA, Directors and Deputy Directors have 90 calendar days to join after being notified of selection. If they do not join within 90 calendar days, they be removed as the Director or Deputy Director. If currently AIAA members, membership must be in good standing.

Key goals for the Group leadership team are to ensure

- Committees operate in accordance with AIAA policies and guidelines
- Committees launch initiatives and projects consistent with their vision, goals, and objectives
- Committee leadership momentum through succession planning
- Committee participation in national AIAA activities
 - Events, Elections, Honors and Awards, Regional Student Paper Conferences, etc.
- Committees establish liaison assignments with related Committees, Technical Societies, Regions, and/or Groups to ensure communication and coordination

4.0 Roles and Responsibilities

Group Director and Deputy Director roles and responsibilities are outlined below. However, some roles and responsibilities may be refined between the Director and Deputy to meet the needs of that particular Group. The Group Director is seen as the main interface between the IOD Chief/Council of Directors and the Deputy Director(s) (looks more outward), and the Deputy Director(s) are the main interface between the Group Director and the Committees (looks more inward).

Each Group Director and appointed Deputy Director(s) are required to discuss, define, agree upon, and document their designated roles and responsibilities prior to managing their Group.

4.1 Group Director Roles and Responsibilities

The Group Director roles and responsibilities typically consist of the following:

- Member of the Council of Directors
- Supports the IOD Chief
- Appoints Deputy/Deputies as necessary
- Actively encourage and involve Deputy/Deputies in Group management
- Working with the Deputy Director(s), provides primary interface between IOD and the Committees

- Oversees activities within his/her Group
- Review Committee proposals for using IOD funding and allocate funding among her/his Committees
- Set the tone for corporate governance and ethics; sign code of Conflict of Interest statement prior to taking office

4.2 Deputy Director Roles and Responsibilities

The Deputy Director roles and responsibilities typically consist of the following:

- Support the Group Director
- Work with the Group Director, providing primary interface between IOD and the Committees
- Advocate for the constituency and AIAA
- Ensure that all Committee Chairs (and Vice-Chairs) attend the Chair training at least once - preferably before becoming Chair
- Have a thorough understanding of Committee Chair responsibilities (attend Chair training if not previously done so)
- Participate in as many of IOC meetings as possible
- Monitor health of IOCs
 - Meet once a year with members of the Steering Committee of each IOC in Group to complete the health check list provided in 8. Appendix of this document.
 - If major deficiencies are identified in the operation of an IOC, a Performance Improvement Plan (PIP) should be developed by the IOG Director with assistance from the IOG Deputy Director(s) which lays out the reason for the measure, the responsible person(s), the metric(s) to achieve, and a schedule.
 - If the members of an IOC Steering Committee are non-responsive, the PIP should be shared with the entire IOC membership. This will be followed by a removal of the Chair of a non-responsive IOC Chair in accordance with AIAA By-Laws. Either the Immediate-Past Chair or the Chair-Elect will take over IOC Chair responsibilities and execute the IOC Chair succession/election plan as set forth in the IOC Office Manual.
 - If an OC is found to irredeemable, its dissolution will be initiated as set forth in section 3.1 of this document.
- Review Committee membership (balance, rotation, Chair selection, etc.); assist AIAA staff in obtaining rosters submitted in a timely manner (due 31 January)
- Support Committee Chairs in submission of their annual report (due 31 January)
- Provide leadership for conference organizing Committees as appropriate
- Encourage Committees to submit Highlights articles for December issue of Aerospace America (due 1 September)
- Assist Committees in the preparation, submission, and obtaining approval of position papers
- Assist Committees in creating and maintaining an appropriate award selection process
- Encourage Committees to participate in annual nominating and election processes
- Encourage Committees to participate in annual Congressional Visits Day (CVD)
- Report Group initiatives, progress, accomplishment, and issues at IOD meetings as appropriate

4.3 Group Roles and Responsibilities

The activities of IOD Group Directors and Deputies, working with the various Committees within their Group, should be focused on the following objectives:

- Add value for AIAA members, the Institute, and the aerospace industry
- Support the AIAA Vision, Mission, and Strategic Plan
- Represent the programmatic and/or societal areas for and on behalf of AIAA
- Provide forums and products that serve your constituency
- Provide a platform for Committee members to identify and address issues of interest to them and their home organizations
- Reach out to, and coordinate with, other Groups and AIAA Standing Committees as appropriate for your activities
- Support activities that create synergy across technologies, systems, products, and interests (e.g., Conferences, Working Groups, Webinars)
- Support regional and local Involvement in areas where the Committee meets, conducts activities, attends forums, or where its constituency or members reside

5.0 Administrative Responsibilities

A variety of administrative duties are required as part of managing a Group of Committees. AIAA Committees operate on a 1 May to April 30 calendar year and key events are shown in Table 1 (repeated here for convenience - refer to the most recently published **IOC Officer Manual** for complete details).

Table 1. Annual Committee Key Events

1 May	Start of operating year for Committee and start of new term for Officers and Members
June	Committee designates a lead/author for the Aerospace America Highlights Issue
1 August	Committee nomination period begins; AIAA Headquarters sends out nomination packages
1 September	Highlights articles are due to Aerospace America’s managing editor
October	Issue of Aerospace America where the Committee membership nomination information appears
1 November	Committee nomination period closes; AIAA Headquarters sends all nominations received to each Committee, along with a current roster (for update) and the annual report format
December	Highlights issue of Aerospace America published
December	Deputy Directors and Directors start collecting Committee reports for next IOD meeting
January	Mandatory Officer training and workshop session is held at the SciTech Forum

31 January	Corrected rosters for the following year are due; Committee annual reports are due
30 April	End of operating year for Committees

6.0 Points of Contact

AIAA Staff Liaison

Angie Lander

angiel@aiaa.org

703-264-7577

AIAA Headquarters phone number:

703.264.7500 or (toll-free, U.S. only) 800.639.2422 (800.NEW.AIAA)

7.0 What Makes a Good Director / Deputy Director?

A Good Director/Deputy Director/Coordinator is one who:

- Has a passion for the Institute and the Aerospace profession
- Both leads and manages the group while serving AIAA as a whole
- Supports and mentors Chairs and helps them learn from peers
- Motivates, coordinates, delegates, and documents successes
- Doesn't start from scratch; asks for help when needed
- Errs on the side of more versus less communication
- Plans for the long term and leadership succession
- Realizes the limitations of volunteers
- Always partners with AIAA staff

8.0 Appendix

IOC Health Checklist

Interview Date: YYYY-MM-DD				
	IOC: enter IOC name here			
	Participant: Enter names of members of IOC Steering Committee			
Questions	Enter IOD Group Director's Name	Enter name of IOD Group Deputy Director #1	Enter name of IOD Group Deputy Director #2	
	Comments from interview	Comments from interview	Comments from interview	
add the matrix of IOC/TC connections or potential connections				
Do you have a Chair-Elect or Immediate-Past Chair?				
a. If not, what help is needed?				
Have you/your vice chair attended the TC/IOC chair training held in January at SciTech?				
How many active members does your IOC have?				
a. AIAA members?				
b. Non-AIAA members?				
Is your current membership and participation level adequate for your chartered purpose?				
Do you submit an updated roster to AIAA yearly?				
How often and how do you meet as a committee?				
Is the chartered purpose of the IOC still viable?				
a. If not, what are you working on?				
What TC interaction does your IOC have?				
a. Active members (what TC)?				
b. Liaisons (what TCs)?				
c. Other connections (what)?				
d. If none or little interaction currently with TCs, what technical areas do you think should be represented to cover the domain of your IOC?				
What products or outputs has your IOC done in the last two years?				
a. Contributed to conferences (if yes, what and where)				
b. White Papers/Public Policy papers				
c. Aerospace America Articles				
d. Aerospace America Yearly Highlight Article				
e. Panel sessions				
f. Invited papers				
g. Any AIAA briefings on the area your IOC represents				
i. Other contributions?				
How is your committee organized (examples of areas of interest/activity below)?				
a. Membership?				
b. Awards?				
c. Public policy				
d. Conferences?				
e. Other subcommittees?				
Does your IOC have a website?				
a. If yes, is it an AIAA-maintained site?				
b. If yes, who is responsible for the content and upkeep?				
What would you rate as the biggest contribution this IOC makes to the community as a whole?				
What would you rate as the biggest contribution this IOC makes to AIAA as a whole?				
What is your biggest challenge?				
Can you share your thoughts on your IOC's engagement with the AIAA Domain Leaders?				
Is there anything specifically you think your Group Director or IOD Chief can help you with?				
Any other questions or comments?				