

**American Institute of
Aeronautics and Astronautics
Integration and Outreach Committee
(IOC)
Officer Manual**

2025

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 Integration and Outreach Committees (IOCs) (hereafter referred to as “Committees”). This Manual provides context for an IOC within AIAA, expectations for the role of Chair, as well as all Committee Leadership/Officers, guidelines for operation, and possibilities for extending the influence of your Committee to advance the future of the aerospace industry. Additional references and templates are included.

This manual is a companion to, and not a substitute for, the face-to-face Committee Chair 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 Committee Chairs, and are structured to encourage exchange of experiences, lessons learned, best practices, and different approaches to operating a Committee. A new Chair is expected to participate in a session prior to the beginning of his or her term. Other Committee Leadership/Officers (e.g., Vice-Chairs, Chairs Elect) are also expected to participate in a session prior to the beginning of his or her term.

2.0 AIAA and the Role of Committees

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/>.

An IOC is one of the principal ways for members to contribute to the advancement of the aerospace industry. There are numerous opportunities and activities by which a Committee can assert its influence, including but not limited to the following:

- Providing the primary cross-discipline integration/ programmatic* and societal interface for the Institute
- Creating technical sessions, panels, forums, and conferences
- Developing courses for continuing education
- Presenting awards recognizing the outstanding work of scientists, engineers, and educators
- Developing new aerospace guides, recommended practices, and standards
- Undertaking projects to further AIAA’s educational outreach
- Developing public policy papers

Integration and Outreach Committees are generally “thematically” or “programmatically” centered providing integration of content and efforts around the topical/programmatic areas of interest. They do not supplant or replace Technical Committees, rather they serve to gather and focus efforts around very specific topics.

Note that within IOD, an IOC may refer to themselves as an Integration Committee (IC), Outreach Committee (OC), or Integration and Outreach Committee (IOC).

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

2.2 Governance Structure

The governance framework includes 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.

For more information on the governance structure, go to: <http://www.aiaa.org/Governance/>.

2.3 Integration and Outreach Division (IOD)

IOD is the AIAA organizational home for programmatic and societal Committees. The IOD is led by a Chief, who is elected by majority of the votes cast by the Group Directors and Integration and Outreach Committees. Key attributes for the IOD structure include the following:

- Committees are organized into groups led by a Director (elected) and Deputies (appointed); Group Directors also serve on the Council of Directors
- Appointed liaisons with other AIAA standing committees to represent IOD and provide a conduit for joint activities
- Membership on the Council Innovation and Initiatives Committee (CIIC, pronounced “psych”); CIIC works on various projects as directed by Council leadership

More information can be found in the **IOD Charter** and the **IOD Group Director/ Deputy Director Manual**.

3.0 Committee Structure

IOD Committee Chairs have the authority to structure their Committees as they choose, provided certain minimum requirements are met. However, it is recommended a structure similar to that shown in Figure 1 is used. The structure consists of leadership, subcommittees, activities, and liaisons dedicated to engage in the various aspects of a Committee.

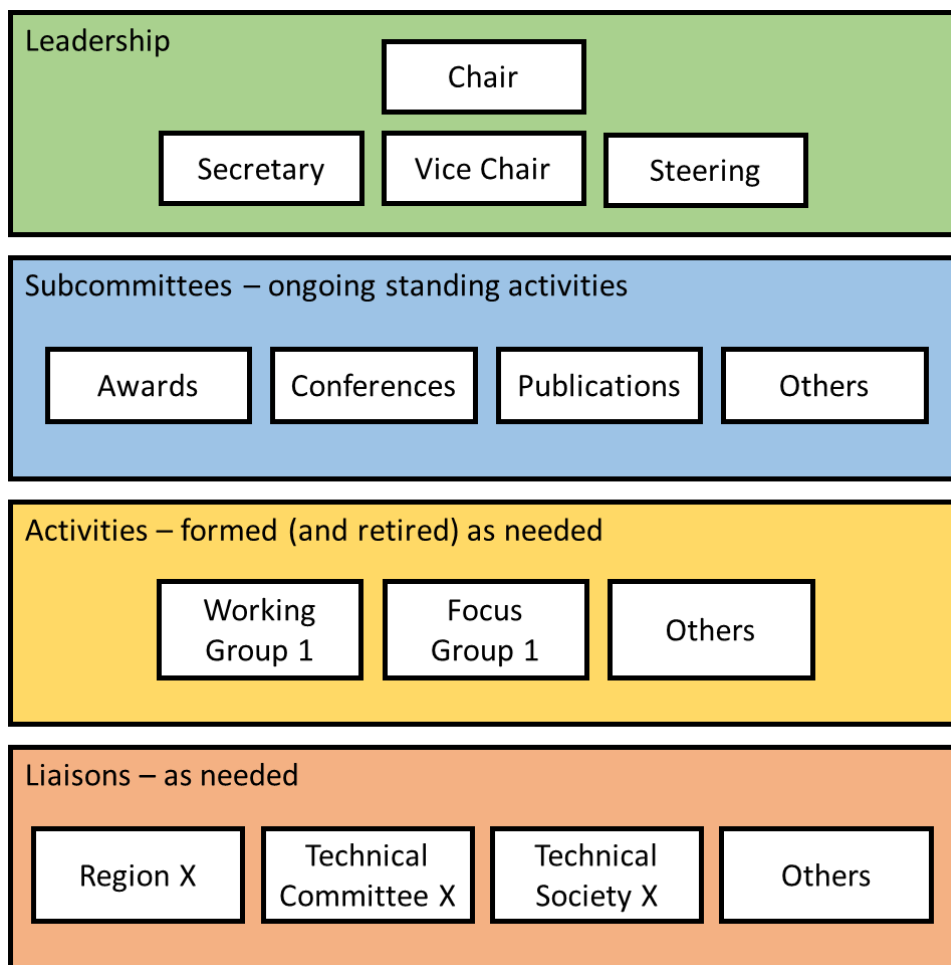


Figure 1. Typical Committee Structure

3.1 Leadership

Generally, the following officers of an IOC form the IOC Steering Committee: the IOC Chair, either the Chair-Elect or the Immediate Past Chair, the Secretary-Treasurer, and the Chair of the Membership Subcommittee. At the discretion of the IOC Chair, Chairs of any IOC subcommittees may be added. Besides having subcommittees, IOCs may find it useful to form Working Groups, or other subgroups.

There is only one election, that of the Chair-Elect. The Chair-Elect accedes to Chair, and after a two-year term, to Immediate-Past Chair. All other officers are appointed by the IOC Chair. Should an IOC desire to make another Steering Committee position an elected office, they need approval by both their IOD Group Director and IOD Chief.

All members of an IOC Steering Committee must be AIAA members in good standing. Any violations of the membership-in-good-standing leads to removal from office.

3.2 Succession of Elected Officers

On May-1 of every even year

- **Chair-Elect** becomes **Chair**
- Predecessor of incoming IOC Chair becomes **Immediate Past Chair**

On May-1 of every odd year

- **Chair** starts second and final year in office
- **Immediate-Past Chair** steps down
- **Chair-Elect** takes office

This process is captured in Figure 2:

Year	Person A	Person B	Person C	Person D
2N	Immediate Past Chair	Chair	-	-
2N+1	-	Chair	Chair-Elect	-
2N+2	-	Immediate Past Chair	Chair	-
2N+3	-	-	Chair	Chair-Elect
2N+4	-	-	Immediate Past Chair	Chair

Figure 2 Succession Chair-Elect to Chair to Immediate-Past Chair

The Immediate-Past Chair organizes the election of Chair-Elect to succeed the current IOC Chair. This process gets initiated by the Immediate-Past Chair soliciting at least two candidates from among the IOC membership. Voting materials (i.e., ballots, bios, and candidate’s statement) should be distributed to all IOC members who are AIAA members in good standing by no later than Oct-15 of every even numbered year. Votes should be cast by no later than Nov-15 of every even numbered year. If at least 50% of the eligible FDTC members have cast votes by this date, the election results will be tallied. If less than 50% of eligible FDTC members have cast votes by this date, the Immediate Past Chair will extend the election deadline until a quorum is achieved in the votes cast.

In the event that an IOC Chair cannot serve a full term, the Chair-Elect shall accede to the position of Chair, and serve for two years plus the remainder of the current year. The new Chair shall conduct another election for Chair-elect as soon as practical, and the newly elected Chair-elect shall serve as Chair upon the completion of the term of the new Chair. In the event that the original Chair vacates the position with more than one year remaining, the Immediate-Past Chair will add the IOC Chair role and serve in both roles through April-30 of the next calendar year. In the highly unlikely event that both the Chair and Chair-elect nearly simultaneously vacate their positions, then the Steering Committee shall elect a new Chair who shall then direct the Secretary-Treasurer to conduct an election for the next Chair-elect within 30 days, or as soon as practicable thereafter. In the event that the Chair-Elect vacates prior to assuming the position of Chair, the Chair shall direct either the Secretary-Treasurer to conduct a new election for Chair-Elect.

3.3 Steering Group

Key goals for the Steering Group are:

- Operate IOCs in accordance with AIAA policies and guidelines
- Launch initiatives and projects consistent with the IOC vision, goals, and objectives
- Ensure momentum through succession planning
 - Provide for the nomination and election of the next Chair
 - Appoint Subcommittee Chairs as required
- Encourage member participation in national AIAA activities
 - Events, Elections, Honors and Awards, Regional Student Paper Conferences, etc.
- Establish liaison assignments with related Committees, Technical Societies, Regions, and/or Groups to ensure communication and coordination

Leadership-specific roles and responsibilities for the Chair, Chair-Elect or Immediate-Past Chair, and Secretary are shown in Table 1. Requirements are indicated in the second column by the letter **R**, and best practices by the letters **BP**.

The Steering Group is led by the Chair and develops the overall plan for Committee activity. It is the source of Committee strategy, plans, and activities, and provides the Chair with a group to work ad hoc items, develop an Annual Report, develop a Year in Review article, and identify topics the Committee should be undertaking and working between meetings.

Table 1. Roles and Responsibilities for Committee Leadership (**R** – Requirement, **BP** – Best Practice)

Role	Required or Best Practice	Responsibilities
<u>Chair</u>	R	√ AIAA member in good standing.
	R	√ Add value for the Committee and its members, the members of AIAA, the Institute, and the aerospace community.
	R	√ Lead and manage the Committee in accordance with AIAA policies and guidelines.
	R	√ Establish and execute the Vision, Goals, and Objectives for the future of the Committee.
	R	√ Prepare/update Committee Charter and submit to IOD Leadership and AIAA Staff.
	R	√ Coordinate with the appropriate AIAA Staff members when scheduling meetings in conjunction with AIAA Conferences and Events, or at AIAA Headquarters, to ensure appropriate accommodations and any approved refreshments.
	R	√ Ensure Committee meets regularly, both virtually and face to face (F2F). F2F meetings can be conducted in conjunction with an AIAA-sponsored conference, at AIAA Headquarters, or at some other location which is sponsored by a Committee Member’s organization
	R	√ Control the Committee’s membership roster, updating it annually.
	R	√ Provide the Committee membership roster for the upcoming year to Group Director, Deputy Director(s), and AIAA Staff Liaison no later than 31 January.
	R	√ Allow Members to depart an IOC prior to completion of their term, if needed. Discontinuing members have the responsibility to notify the Chair, and Chair-Elect / Immediate-Past Chair, and AIAA Staff Liaison of their need to terminate membership on the Committee. The Chair should confirm this action with AIAA Staff Liaison

Role	Required or Best Practice	Responsibilities
<u>Chair</u> (continued)	R	✓ Review the Committee’s Annual Report and submit to Group Director, Deputy Director(s), and you AIAA Staff Liaison no later than 31 January.
	R	✓ Review and submit other reports as appropriate (e.g., Year in Review, Highlights articles).
	BP	✓ Flow down communications from the Council of Directors to Committee members.
	BP	✓ Regularly flow up issues, suggestions, and status from Committee to Director and share Council of Directors’ and Director’s response with Committee members.
	BP	✓ Encourage member participation in AIAA activities that make sense for Committee (e.g., Events, Elections, Honors and Awards, Regional Student Paper Conferences).
	BP	✓ Select membership from a broad spectrum of candidates to balance membership as appropriate for your technical area to best represent the demographics of our community (e.g., industry, government, academia, international, experience levels, management levels, generation, gender, and geographic location).
	BP	✓ Promote membership upgrades (e.g., Senior, Associate Fellow, Fellow).
	BP	✓ Work with non-AIAA members (as identified by AIAA Staff), to establish or renew membership.
	BP	✓ Ensure that the Committee has and maintains a website using the AIAA provided on-line tools.
	BP	✓ Provide home organization support for Members through endorsement letters or other activities. Work with AIAA Staff Liaison.

Role	Required or Best Practice	Responsibilities
<u>Chair</u> (continued)	BP	√ Establish liaison assignments with related Committees, Technical Societies, Regions, and/or Groups to ensure communication and coordination.
Chair-Elect or Immediate-Past Chair	R	√ AIAA member in good standing.
	R	√ Support the Chair in all duties as assigned.
	R	√ Serve in the absence of the Chair.
	R	√ Review the IOC's Annual Report.
	R	√ Manage and execute the Chair-Elect election procedure, in consultation with the IOC Chair (Immediate-Past Chair only)
	BP	√ Lead assigned Subcommittees as Chair (e.g., Membership).
	BP	√ Participate in development of goals and strategies.
	BP	√ As Chair-Elect, develop future strategy, building on current activities.
	BP	√ Attend Chair training prior to succeeding as Chair.
<u>Secretary</u>	R	√ Take minutes at the Committee meetings (a template is typically available).
	R	√ Publish and distribute minutes to all members.
<u>Secretary</u>	R	√ Maintain a current member list to include email and phone contact information, home organization, location (e.g., time zone), beginning year of membership on the Committee, number of years on Committee, Member level (e.g., Senior, Life, Fellow).

Role	Required or Best Practice	Responsibilities
Appointed by Chair	R	√ Generate the Committee’s Annual Report.
	BP	√ Maintain and publish a list of current assignments (e.g., Chair, Subcommittee memberships, highlights article editor, liaison with other activities such as TAD Groups, Regions, INCOSE, IEEE).
	BP	√ Develop conflict-free meeting schedules (for members with multiple subcommittee assignments).
	BP	√ Maintain a calendar of events and publish yearly.

3.4 Subcommittees

Subcommittees should be formed by the Chair to support specific Committee objectives. Members of the Committee volunteer or are assigned to work on the Subcommittees in accordance with their individual areas of knowledge and/or expertise. The roles and responsibilities for Subcommittee Chairs are shown in Table 2.

Following Table 2 are descriptions of common Subcommittees and their operational goals and objectives. Committees are not required to have all of these Subcommittees within their Committee structure; this is a comprehensive list to guide your Committee on what areas you may want to focus.

Table 2. Roles and Responsibilities for Subcommittee Leadership (**R** – Requirement, **BP** – Best Practice)

Role	Requirement or Best Practice	Responsibilities
Subcommittee Chair Appointed by Chair	R	√ Lead the work of the Subcommittee – develop meeting agendas.
	R	√ Coordinate with the Chair and other Subcommittee Chairs.
	R	√ Coordinate with Secretary on Subcommittee meeting location and time.
	R	√ Chair Subcommittee meetings – delegate duties if unable to attend meetings.
	R	√ Assist Chair in preparation of Annual Report, etc.
	BP	√ Serve on the Steering Committee.
	BP	√ Coordinate with other Committees as appropriate.
	BP	√ Ensure that tasking plans are compatible with resources available and that requirements are met.
BP	√ Provide focus through which specific interests and concerns of Subcommittee members can be expressed.	

3.4.1 Awards Subcommittee

AIAA has many awards throughout the year and support is usually requested in selecting the recipients. In addition, Committees may have awards of their own. An Awards Subcommittee handles all award activities. AIAA strongly recommends that each Committee submit two or more nominations for national awards that are aligned with the interest of Committee.

The Awards Subcommittee activities may include the following:

- ✓ Establish and execute awards in compliance with the Honors and Awards Standing Committee requirements.
- ✓ Ensure the best candidates are nominated – actively solicit nominations and submit via appropriate forms and formats
- ✓ Provide nominations for all AIAA awards as appropriate
- ✓ Establish an annual best paper award for their field or conference
- ✓ Provide liaison with the AIAA Honors and Awards Committee

To accomplish the goal of recognizing the most respected individuals worldwide, Awards Subcommittees should be aware of the following items:

- ✓ AIAA membership is not required, however AIAA service/participation may be a discriminator between otherwise equal candidates
- ✓ In order to maintain the prestige and integrity of AIAA's awards, the overseeing Committee must ensure a healthy nomination pool
 - Expectation is for two or more new qualified nominations each cycle – minimum requirement is at least three nomination packages (consisting of at least two new nominations and any carryover nominations) on file at AIAA Headquarters on or prior to the deadline date
 - Relying solely on the Call for Nominations does not support a healthy nomination pool (see Nominating Subcommittee)
- ✓ It is recommended that other resources (separate from the Award Selection subcommittee) be initiated to solicit new nominations from outside the Committee – enlisting the support of past Committee Leadership for this activity is a best practice

3.4.2 Conference Subcommittee

Committees have an important responsibility for organizing and supporting meetings, conferences, and Forums. These activities typically involve other Committees, Regions, and/or technical societies, and so significant planning and coordination is required. It is especially important for this Subcommittee to be closely coordinated with the AIAA Forum Steering Committee and AIAA Staff.

The Conference Subcommittee supports all conference-related activities including:

- ✓ Preparation of conference and Forum approval documentation and coordination
- ✓ Development and management of conference/Forum/workshop program content
- ✓ Sponsoring papers, panels, sessions, and tracks in the Committee's area of expertise

- ✓ Coordinating with other Committees, Regions, and/or technical societies, as well as conference/Forum organizing groups
- ✓ Provide liaison with the AIAA Forum Steering Committee

3.4.3 Education Subcommittee

An Education Subcommittee seeks and supports educational activities such as short courses and colloquia related to the Committee's area(s) of expertise. This subcommittee aggressively supports furthering education at colleges and universities through its liaison with the academic community and its support of AIAA student membership. Activities of this Subcommittee may include the following:

- ✓ Support Professional Education activities
- ✓ Develop and present Short Courses
- ✓ Develop Tutorials
- ✓ Provide/Coordinate experts to support AIAA Education Activities
- ✓ Provide liaison with the AIAA STEM/Pubic Education Committee

3.4.4 Membership Subcommittee

Planning for future membership is critical to the long-term success of a Committee. The Membership Subcommittee serves to accomplish the following:

- ✓ Plan activities to support new membership process
- ✓ Review membership needs relative to departing members and new initiatives (e.g., discipline, organization, strengths)
 - Identify inactive members for release
- ✓ Strive for balance in membership:
 - Industry / Government / Academia
 - Expertise across Committee's charter and professional experience levels
 - Gender, Generation, and Geographical location
- ✓ Solicitation of new members
- ✓ Coordination with other Subcommittees (e.g., Conferences, Publications, Working Groups)
- ✓ Review nominations
- ✓ Provide recommendation on selections
 - Enhance Committee membership status (Senior Member, Associate Fellow, Fellow, Honorary Fellow)
- ✓ Provide liaison with the AIAA Membership and Recruitment Committee

3.4.5 Procedures Subcommittee

Properly functioning Subcommittees are critical for success and to ensure that the momentum your Committee has achieved is not lost when the Chair leaves. A Procedures Subcommittee provides continuity by maintaining the following:

- ✓ Charter
- ✓ Election Processes
- ✓ Conference planning guidelines

3.4.6 Publications Subcommittee

A Publications Subcommittee provides support for all publishing activities. Potential activities for a Publications Subcommittee include the following:

- ✓ Promote subject matter expertise publications (e.g., books, journals, manuscripts)
- ✓ Support editors-in-chief and editorial advisory boards by suggesting new advisory board appointees, associate editors, and manuscript reviewers
- ✓ Support Institute-wide publishing initiatives such as the launch of a new journal or book series
- ✓ Support preparation of public policy papers
- ✓ Develop and maintain Committee guidebooks
- ✓ Publish Committee member biographical information for internal distribution
- ✓ Draft conference overview articles
- ✓ Develop Highlight articles for *Aerospace America*
- ✓ Develop Year in Review article
- ✓ Coordinate articles for a dedicated issue of an AIAA journal
- ✓ Publish newsletters
- ✓ Collect and disseminate information on conference proceedings
- ✓ Publish and maintain Committee virtual information (e.g., websites, social media outlets)
- ✓ Provides liaison with the AIAA Publications Committee

3.4.7 Public Policy Subcommittee

Through public policy activities, Committees can provide members with opportunities to influence national decision makers. AIAA has a very active Public Policy Committee that requires Committee support to accomplish the following:

- ✓ Develop and communicate authoritative position papers on important policy issues
- ✓ Conduct workshops that present their findings to key public opinion leaders
- ✓ Provide timely information in response to breaking events and initiatives
- ✓ Coordinate expert testimony and information presented to Congress
- ✓ Foster relationships with the media and the public to give them a better understanding of how aerospace programs benefit the nation's economy, security, and technological growth
- ✓ Identify key public policy issues
- ✓ Provide liaison with the AIAA Public Policy Committee

3.4.8 Standards Subcommittee

The Standards Subcommittee activities may include the following:

- ✓ Review Standards in development and provide comments as appropriate
- ✓ Identify opportunities to serve Member/Industry needs by developing various levels of new Standards:
 - Guides, Recommended Practices, Special Reports, Standards
- ✓ Provide liaison with the AIAA Standards Steering Committee

3.4.9 Student Activities Subcommittee

Student Activities Subcommittee activities may include the following:

- ✓ Sponsor and conduct student competitions
 - Design competitions, Student papers
- ✓ Coordinate Committee resources to support AIAA Student Activities and Events
 - Competition Judges, Paper Reviewers, Professional Mentors
- ✓ Develop and disseminate Educational Materials
- ✓ Sponsor Student Scholarships
- ✓ Engage Student Chapters local to Conference venues
- ✓ Provide liaison with the AIAA STEM/Pubic Education Committee

3.5 Working Groups and Focus Groups

Many Committees create ad hoc groups to work on a specific topic. A Working Group is a team with a clearly defined objective and lifespan. They are meant to address timely subjects and can be created or deleted as the Committees wish. Working Groups are affiliated and work through Committees. Focus Groups differ in that they are only affiliated with Committees but do not necessarily report their activities and results through the Committee. An example of a Focus Group is the Turbine Engine Test Working Group (TETWOG) which is a specialty group of technical experts that meets to share expertise and experience within their community. They are affiliated with the Ground Test Technical Committee (GTTC) but do not meet with the GTTC.

Some examples of Working Group activities include the following:

- ✓ Develop new standards or practices
- ✓ Address specific problems in a Committee's discipline or program area
- ✓ Develop a new Committee for an unrepresented technical area, program, or industry-related interest

Working Groups are sponsored by a Committee, chaired by a Committee member, and can be open to non-Committee and non-AIAA members as appropriate. These groups may meet at Working Group member locations during the year virtually, and/or at conferences. Care should be taken that obsolete or ineffective groups are disbanded in a timely manner. Focus Groups should have at least one Committee member identified as a liaison.

Keys to Working Group and Focus Group success include the following:

- ✓ Have a clear objective and plan
- ✓ Identify a product
- ✓ Identify target audience
- ✓ Include key stakeholders from target audience
- ✓ Establish exit criteria so as to know when the objective is accomplished and the group should disband

3.6 Liaisons

Liaisons should be appointed by the Chair to other Committees, Technical Societies, Regions, and/or Groups that have closely related interests. These Liaisons attend the related meetings (if possible), exchange meeting minutes, and report on significant activities.

Liaisons may help identify opportunities to enhance Committee activities through joint activities such as the following:

- ✓ Conferences, workshops
- ✓ Working Groups on Standards, Public Policy, etc.
- ✓ Development of Short Courses, Webinars
- ✓ Publications

4.0 Committee Membership

Chairs have significant latitude and authority regarding membership and organizational structure. The Chair decides overall size, organizational representation, who is selected for membership, how long an individual member remains on the Committee, how the officers are selected, how the Committee is structured, and how assignments are distributed. Overall the operation of the Committee is within the discretion of the Chair. The following information is provided to help Chairs better understand this latitude and authority.

4.1 Committee Membership Categories

Committee membership categories are defined to encourage those serving on Committees to join AIAA membership, allowing them to enjoy the benefits that only members of AIAA in good standing can access.

4.1.1 Committee Members

Committee Members are AIAA members in good standing. Committee Members are encouraged to serve on Subcommittees, Working Groups, and any other aspect of the Committee that aligns with their objectives and interests. Committee Members enjoy the benefits that only members of AIAA in good standing can access.

If Committee Members in good standing let their AIAA membership lapse, their status will revert to that of a Committee Associate.

4.1.2 Committee Associates

Committee Associates are not yet AIAA members. Similar to Committee Members, Committee Associates are encouraged to serve on Subcommittees, Working Groups, and any other aspect of the Committee that aligns with their objectives and interests. Committee Associates become Committee Members once they join AIAA, which allows them to enjoy the benefits only available to AIAA members in good standing such as voting privileges and eligibility for standing for election as IOC Chair or being selected as a member of an IOC Steering Committee. Committee Associates may stay on an IOC indefinitely at the discretion of an IOC Chair.

4.2 Selecting Committee Members

In August of each year, the Institute solicits applications for Committee membership from a wide variety of sources including: the Board of Trustees, the Council of Directors, Committee Chairs, Section Chairs,

AIAA Student Faculty Advisors, AIAA corporate-member contacts, and various government agencies, administrators, and commands. Prospective candidates are asked to fill out the online application form from the AIAA website.

AIAA Staff provides IOC Chairs with a complete package of application forms for prospective members in November each year. The IOC Membership Subcommittees assist the IOC Chair by reviewing application packages and making recommendations to the IOC Chair for dispositioning all received IOC membership applications. For roles and responsibility of IOC Membership Subcommittee see section 3.4.4. in this document.

By January of each year, Chairs must submit a recommended roster of Committee members (including the new applicants selected) to their AIAA Staff Liaison along with a copy to their Director and Deputy Director(s). Approval of each Committee roster by the Deputy Director(s) is required. By April of each year, AIAA Staff will send notification to all new members of their selection via email. Chairs should also retain a copy of the application form for each member of the Committee.

The membership selection schedule is as follows (as appropriate – may vary for some Committees):

- ✓ 1 August – Call for applications sent out by AIAA headquarters
- ✓ 1 September – Application portal opens
- ✓ 15 October – Applications due back to AIAA
- ✓ 15 October – Applications sent from AIAA to Chairs
- ✓ 31 January – Committee selection process complete and proposed rosters are due to Director and Deputy Director(s) and AIAA Headquarters
- ✓ Before 30 April – AIAA notifies new members

4.3 Membership Service Terms

Membership on a Committee is one year, from 1 May to 30 April, and is based on the Committee roster due to AIAA on 31 January. Members are expected to serve for three consecutive one-year periods provided the member has been actively participating in the Committee and AIAA affiliation has been achieved and maintained. Members may serve for additional terms beyond three years at the Chair's discretion.

4.3.1 Member Resignation

Members may choose to resign from the Committee prior to completion of any one-year term based on personal or professional circumstances. Discontinuing members have the responsibility to notify the Committee Chair and AIAA Staff Liaison of their need to terminate membership on the Committee. AIAA Staff will confirm this action to the Committee Chair and update records accordingly. Discontinuing members may be considered for renewed membership in a future membership cycle.

If a member elects to resign from an IOC, the Committee Chair may:

- ✓ Remove the individual from the Committee without replacement

- ✓ Accept a substitute representative from the same organization to continue for the remainder of the term
- ✓ Accept a new member from the same organization to begin serving a new three-year term (provided the applicant filled out the online application form from the AIAA website)
- ✓ Replace the individual with a new member from the package of application forms sent by AIAA Headquarters the previous November

4.3.2 Extended Assignments

Any member of the Committee may be carried over on special assignment beyond the three-year term of membership at the discretion of the Chair and with the approval the group Director or his designated alternate. This approach may be used when:

- ✓ The individual possesses a particular expertise critical to the Committee's operation
- ✓ The individual is working on a Committee assignment that requires his or her knowledge and/or background
- ✓ The individual is serving as Chair-elect after three years of service on the Committee, and/or is serving as Chair

4.3.3 Inactive Members

Volunteer organizations rely heavily on the enthusiasm and dedicated participation of its members. If Committee members become inactive for significant periods of time, Chairs have the right and obligation to provide the member with the opportunity to re-engage or be removed from the Committee. Inactive members may be dropped after their first or second year of membership. In addition, members with an expired AIAA membership will be removed from the Committee if membership is not renewed.

4.4 AIAA Memberships and Communities

Individuals interested in determining which type of AIAA membership may appeal best to them can find out more information at: <http://www.aiaa.org/MembershipAndCommunitiesLanding.aspx?id=33387>. This site provides details on the various AIAA membership types and community involvement. These include: Member, Associate, Student, K-12 Teacher, Corporate, and Volunteer.

- ✓ Members hold a science or engineering degree or equivalent professional qualifications
- ✓ Associates work or are interested in the aerospace industry
- ✓ Students are full-time at a high school or university with a concentration in aerospace
- ✓ K-12 Teacher includes teachers of math, science, engineering and/or technology
- ✓ Corporate is a business that wants to move forward in the aerospace industry
- ✓ Volunteers can obtain details on ways to engage with AIAA and make the most of your membership

5.0 Administrative Responsibilities

A variety of administrative activities are required as part of running Committees. AIAA Committees operate on a 1 May to April 30 calendar year and key events are shown in Table 3.

Table 3. Annual Committee Key Events

1 May	Start of operational year for Committee and start of new term for Officer and Members
June	Committee designate a lead/author for the Aerospace America Highlights Issue
1 August	Committee application period begins; AIAA Headquarters sends out application packages
1 September	Highlights articles are due to Aerospace America’s managing editor
October	Issue of Aerospace America where the Committee membership application information appears
15 October	Committee application period closes; AIAA Headquarters sends all applications 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	Committee annual reports, and updated rosters for the upcoming year, are due
30 April	End of operational year for Committees

5.1 Aerospace America Highlights Article

Each year in the December issue of Aerospace America, Committees publish an article summarizing the accomplishments and setbacks of their area of expertise during the calendar year. The analytical twist and incisive style of each piece must show that the authors are the profession’s foremost experts telling it like it was — good, bad, and why. This article gives each Committee the opportunity to showcase its specialty, and all Committees are expected to participate in the Highlights issue. The following guidelines are provided to help in preparing a “Highlights Article”:

- ✓ Begin soliciting inputs for the article from Committee members in June
- ✓ Solicit information from the foremost organizations in your field; be sure to include two color photographs that represent the year’s achievements
- ✓ Request that all inputs be submitted by the middle of July

- ✓ Designate the Committee's clearest and most concise writer to follow up with sources and compile the first draft
- ✓ Follow the instructions sent by the Aerospace America Staff for manuscript preparation
- ✓ Review the draft and make sure analytical and interpretive phrases and sentences are included as appropriate
- ✓ If time permits, distribute the draft to select Committee members and invite review and comment
- ✓ Make sure the article has captured the Committee's assessments of how the Committee's specialty area performed during the past year
- ✓ Send the final draft, two photographs, and the designated writer(s)' name, address and telephone number to the Production Editor, Aerospace America, by 1 September

The "Highlights" are approximately 600 words (5,000 characters) double-spaced to occupy one page in the magazine and 1,300 words (10,000 characters) for a two-page article. All pictures and content must be cleared for public release prior to submission, and no line art, charts, or tables are to be included.

(A word of caution: Aerospace America sets and strictly adheres to the above requirements on article length. Editing of the article to meet length restrictions will be done, either by the Committee or by the Aerospace America editorial staff. It is strongly suggested that the Committee edits their own articles to the specified length to minimize conflicts.)

Remember: these articles are to reflect the current year's activities in a particular discipline. They are NOT reports on Committee activities, organizational "commercials", or prognostications of future events. The magazine staff will edit all articles accordingly.

In general, the Committee's designated writer will have one or two days in which to review the galleys prepared by the magazine staff. Once the galleys are prepared, nothing can be added without compensatory deletion.

5.2 Annual Reports and Updated Rosters

Annual reports, and updated rosters for the upcoming year, are due to Directors and AIAA Staff Liaisons by 31 January of each year. A template is provided by the AIAA Staff Liaison in both Word format and PowerPoint format and is designed for all Committees.

5.3 Committee Funds

All Committees must have their funds held at AIAA Headquarters. AIAA Headquarters holds funds in a specially designated custodial account and handles all the tax issues, accounting, and paperwork to ensure legal aspects are met and laws are followed.

When the Committee needs a bill paid, the Chair sends a request to the AIAA Staff Liaison. The AIAA Staff Liaison will mail the check either directly to the vendor or back to the Chair. Checks can only be requested by the Chair and cannot be made out to the Chair.



Additional income can be submitted by sending the funds to Headquarters with a short explanation. Be sure to identify which Committee for which the funds are being requested.

Committees do not get credited with interest on their funds. They also do not get charged any administrative or handling fees. Balance information will be sent by the staff liaison to the Chair, who may also request a balance or activity report at any time.

If someone wants to give the Committee a check, have it made out to AIAA, or to AIAA [Committee Name]. Checks should be forwarded to the attention of Karen Berry, AIAA, 12700 Sunrise Valley Drive Suite 200, Reston, VA. 20191. If the check is made out only to AIAA, be sure to include the name of the Committee on the check or on the stub.

5.4 Committee Special Projects Funds

An allotment of funds is designated for each Group Director to fund Committee special projects. Committee Chairs can apply to their Group Director for portions of this funding. If the Director approves the request, he or she sends it to the AIAA Staff Liaison for fulfillment. The money will be held for the Committee at AIAA Headquarters until reimbursement or payment is made. The Directors may fund all or part of a request at their discretion.

Requests may be made at any time, but must be used by the end of the fiscal year (30 September). Approvals are made on a first-come, first-served basis at the discretion of the Directors. Funds not allocated by the end of the fiscal year will revert to the general operating fund – they may not be rolled over to use at a later time. In order to be processed before the 30 September deadline, funds should be requested no later than 1 August.

Any Committee is eligible to apply for special project funds, regardless of whether or not it has other sources of funding or whether or not it has other funds on hand. However, any Committee applying must have a charter on file with AIAA Headquarters, as well as an up-to-date roster.

6.0 Committee Activities

Committees use a wide range of activities and approaches to create value to the membership and keep group efforts vibrant. Listed below are examples of activities and approaches that can be used.

6.1 New Member Orientation Program

Before the first Committee meeting each year, the Chair should conduct an orientation program for new members. At this time, new members are provided access to Committee documentation (Guidebook, member biographies, membership composition summary, work assignments, contact list, calendar of events, latest Annual Report, and minutes of the last meeting).

It is important to emphasize the benefits to the new members of being involved from the beginning. Have the new members volunteer for Subcommittee assignments at the orientation program. Those

who don't volunteer should be assigned to Subcommittees before the conclusion of the orientation program so that they are involved and feel a part of the Committee. The Chair or Vice-Chair should give a presentation describing:

- ✓ AIAA operations and how the Committee fits into the national organization
- ✓ scope and principal areas of interest
- ✓ goals and objectives
- ✓ membership selection process and requirements
- ✓ organizational structure and standing subcommittee responsibilities
- ✓ officer and Subcommittee Chair selection process and terms of office
- ✓ meeting attendance requirements and policy
- ✓ Subcommittee assignments
- ✓ special assignments
- ✓ calendar of events for the upcoming year

New members should leave the orientation briefing with a thorough understanding of how the Committee works and what is expected of them.

6.2 Guidebook

In order to assist members in performing assignments more efficiently, many Committees have developed and maintain a guidebook. The guidebook provides background and reference information necessary to carry out assigned functions effectively. The guidebook also serves as a "corporate memory." Its objective is as follows:

- ✓ Specify the scope and goals of the Committee
- ✓ Document the organization
- ✓ Record of previous efforts to convey to all members (but especially new members) the breadth and depth of the Committee

The guidebook typically contains a description of:

- ✓ AIAA organization and structure
- ✓ Objectives, goals, approach, and structure
- ✓ Programs and initiatives
- ✓ Membership (including name, title, email address, mail address, preferred telephone numbers)
- ✓ Subcommittee assignments and responsibilities
- ✓ Duties and responsibilities related to specific task assignments
- ✓ Annual events
- ✓ Conference/meeting requirements and guidelines
- ✓ Annual Subcommittee reports
- ✓ Annual Report
- ✓ Copies of minutes from the previous two meetings



- ✓ Copies of minutes from the previous two Steering Subcommittee meetings

Developing and maintaining a guidebook (web or electronically-based) is typically a publications subcommittee task. Guidebooks should be updated regularly.

6.3 Member Biographies

Chairs should ask each member of the Committee to provide a one-page biographical sketch (including a picture) that can be compiled and provided to members. This will help better acquaint members and provide the Chair with additional information supporting Committee task assignments.

6.4 Member Upgrades

Chairs should encourage members to upgrade their AIAA membership at the appropriate times, with the aid of the Membership Subcommittee. Generally, the Secretary should identify a member's AIAA status on the Committee Roster, which provides for potential references that are required to advance into Senior Member, Associate Fellow, Fellow, and Honorary Fellow membership grades.

For more information on AIAA member grades, go to <http://www.aiaa.org/Honors/>.

6.5 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 References

7.1 Making Committees Work

Making Committees Work

How to get things done and enhance your career

BY CARL SELINGER

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The committee meeting was supposed to start at 6 p.m. and last 2 hours. But the meeting didn't start until 6:15, and it reached the third hour before we'd gotten past the second item on the agenda. The conversation kept wandering off track, and side conversations broke out. As one colleague said to me after a similarly frustrating marathon meeting: "Well, that's three hours of my life that I won't have anymore."

Sound familiar? Clearly, this is not the way to run a committee, whether at work or when volunteering for activities in school, professional societies such as the IEEE, or the community. There must be a better way—and there is. Early in my career I was fortunate to read an article entitled "How to Run a Voluntary Committee Without Being Lynched," written by a traffic engineer named Paul Box, and since then it has framed the way I participate in and chair committees—to which I've added a few things I learned on my own. In properly run committees, you have the opportunity to learn management skills and make contacts that can boost your career, and get something done as well. Here are some ways of improving the effectiveness and satisfaction of working on a committee.

TREAT COMMITTEE WORK AS REAL WORK. Why is it that committees often fail to work? One underlying reason is that people tend to regard a committee as different from work, perhaps even an opportunity to relax a bit. This is especially true with volunteer committees. But you're there to accomplish something—not to twiddle your thumbs. So be businesslike: set agendas and follow them. Get people to accept responsibility for tasks and then hold them accountable for getting them done. Follow-up is crucial: make sure action items are sent around quickly after meetings, so all members (including those who couldn't attend) know what they are supposed to do, whom to contact if there are delays, and so on. Peer pressure is a great motivator—sometimes the only motivator—since additional compensation or recognition is not always available for committee work.

THE CHAIR SHOULD MANAGE—and not end up doing all the work. The chair of the committee needs to manage and lead, and people will look to the chair to do that. It's not good if

the chair starts taking on a lot of the work because she or he feels uncomfortable asking members to do things; he or she will soon burn out and lose the other people who joined and expected to be involved. The chair must learn to delegate.

Early in my career I led a professional society committee that had to prepare a report on various transportation issues. There were about 15 corresponding members on the committee (I never did meet any of them), so, as chair, I split up the work into about six or seven discrete tasks and assigned each task to two different members, the idea being to have a better chance of getting a response from at least one person. If both responded, then I melded their reports. This proved effective, because only about half of the members responded and I was able to fashion their responses into a publishable document.

TREAT COMMITTEES LIKE TEAMS. Make sure everyone understands the big picture—what the committee is doing and why—and identify a role for each person, if possible. If you're the chair, think about how to organize efforts and divvy up tasks so that everyone has meaningful work to do. Give people recognition for their efforts. Write thank-you notes regularly, send memos or letters to people who deserve special recognition for a job well done, and send copies to their bosses or others to share that recognition. Does this really make an impact? You bet! I learned once that a thank-you letter I sent to a committee member ended up taped to his **refrigerator at home.**

GET ACTIVE MEMBERS. Nothing is more important than having active and capable people on committees. Such people do not grow on trees; sometimes you have no control over who volunteers (or is volunteered) for the committees. But when you do have control, don't be shy in soliciting volunteers. Go up to people at professional society meetings, find them in the company cafeteria, or phone or e-mail them and ask if they want to be involved. Tell them that it will involve some real work, that it will be for a good cause, and that it will be interesting and fun (and then make it come true).

GET RID OF DEADWOOD. Keep the enthusiasm and vigor of the committee by asking unproductive or no-show members to resign. How can you do this diplomatically? If people are not showing up for meetings or responding to messages, you need to tell them: "You must be very busy these days, as you haven't been able to attend recent meetings or do what you said you would do, so I'll understand if you don't have the time to participate in the committee." This will smoke them out, and either they will resign or get energetically involved again. By the way, do not ask them if they want to stay on the committee, because they will feel guilty and say yes, which solves nothing.

INFORMALLY IDENTIFY FUTURE committee leaders. If you are chairing a long-lived committee, as is common with professional societies, it's important to realize that you won't be chair forever. You need to do succession planning to keep infusing life into the committee. Don't create a forbidding amount of work so that no one will want to take over. Instead, identify current members who might be willing and able to take over and talk to them. I once headed a professional society committee of about 10 members, and here's how I orchestrated the

process to select my successor: after I identified three people who were the most suitable to be future chairs, I reorganized the committee's work into three areas. After the committee agreed to this at the next meeting, I then said that there should be three cochairs, one to cover each area of activity, and asked for volunteers. Of course, the three people I had in mind volunteered. A year later I left the committee, and one of those three naturally took over as chair.

Committees *can* work—but only if you put in the effort to *make* them work. Volunteering for committees is a great way to get involved in businesses and in professional societies. You'll learn new skills and subjects and rub elbows with people you might not normally get a chance to work with. This can open the door to potential mentoring relationships and, yes, job offers. On one of my earliest professional society committees I got to work with several leaders in the field whom, as a neophyte professional, I never would have gotten the opportunity to meet otherwise. And, to my surprise, a few years later I was named chair of that committee and thus learned many leadership skills at an early age. Making committees work enables good things to happen, both in accomplishing the work of the committee and in giving your career a boost.

ABOUT THE AUTHOR

- ✓ Contributing editor CARL SELINGER, an aviation and transportation engineering consultant in Bloomfield, N.J., has given his seminar on the soft nontechnical skills, "Stuff You Don't Learn in Engineering School," throughout the United States. His book of the same title has been published by Wiley/IEEE Press. For more information, go to <http://www.carlselinger.com/seminars.html>.

7.2 Committee Charter Examples

Digital Engineering Integration IC:

Digital Engineering Integration will strive to accelerate integration of new and existing ‘digital’ capabilities for improving US national competitiveness, security, and operational readiness. Digital Engineering Integration will establish an Aerospace Forum for integrating currently disparate ‘digital’ activities (e.g., Digital Twin, Digital Thread, ICME, BIGDATA, etc). Digital Engineering Integration will support constituent groups (inside and outside AIAA) in the development and creation of a technical programs related to Digital Engineering.

CFD Vision 2030 IC:

CFD Vision 2030 will establish and promote a community of practice engaged in developing methods, models, physical experiments, software, and hardware for revolutionary advances in computational simulation technologies for analysis, design, certification, and qualification of aerospace systems. CFD Vision 2030 serves as the focal point for activities to achieve the 2030 Vision by leveraging and integrating enabling technologies such as high performance computing, physical modeling, numerical methods, geometry/grids, validation quality experiments, multidisciplinary analysis and optimization, with quantified uncertainties. CFD Vision 2030 will communicate with other Committees to assure that the AIAA membership engages with their peers and external constituencies in shaping the future of simulation-based engineering.