



Council of Fellows Manual

Rev A

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I. INTRODUCTION

Membership in the Council of Fellows is for recognition of individuals that have distinguished themselves through research, leadership and service to the profession of industrial and systems engineering.

The mission: To assist the Institute of Industrial and Systems Engineers through counsel and development of new ideas that advance the impact and prestige of the industrial and systems engineering profession; and to advocate for the profession to outside constituencies.

The Fellow award was established in 1950 to serve as the highest grade of membership in the Institute of Industrial and Systems Engineering (IISE) and recognizes outstanding leaders that have made significant contributions nationally and/or internationally to the profession. Thus the Council of Fellows consists of many of the most prominent members of the Industrial and Systems Engineering profession.

The Council of Fellows strives to enhance the profession through strategic partnerships, innovation, and scholarship. The Council of Fellows engages in major efforts that further the profession through idea generation and project management, and communicates to the IISE Board of Trustees (BoT) through the immediate Past President. The Council provides its members a peer-to-peer forum by removing geographical boundaries through exchange of information and discussion in various platforms. Through these interactions ideas are generated that are brought to IISE's BoT for consideration and further action.

The Council of Fellows Manual provides the framework for the functioning of the Council within IISE. It outlines the roles and responsibilities of the Council in its efforts to support the growth and development of IISE.

II. Responsibilities of the IISE Council of Fellows

The IISE Council of Fellows shall uphold its Mission and provide leadership and value to IISE. IISE Fellows represent an important face of the Institute and their profession, and are expected to exhibit professionalism in all matters related to the industrial and systems engineering profession with the highest ethical standards.

Fellows are expected to use their valuable experience to provide mentorship to members of the Institute and profession, and to advocate for the profession. They are expected to volunteer their time to speak at local, regional and national industrial and systems engineering centered symposia and conferences. Furthermore, as part of the IISE Fellows responsibilities, the Fellows are expected to engage in developing and implementing unique scientific and practical tools that help the industrial and systems engineering profession achieve new heights.

Fellows review emerging trends in the industrial and systems engineering profession and develop recommendations to the BoT for initiatives that enhance the profession. Fellows will provide position statements on issues of perspective to the BoT, operating as a "think tank" for IISE. Ad hoc committees are established as needed.

Fellows provide leadership for strategic initiatives that benefit the Institute and the profession as a whole. These initiatives are developed by the Fellows into well-defined projects with proposed outcomes that can be acted upon by the IISE BoT. Projects undertaken by the Council of Fellows shall at a minimum define a “burning platform” that necessitates the need for the project, along with a “business case” supporting the outcome of the project. Fellows may be presented projects by the IISE BoT to be developed and implemented.

Fellows advocate areas for research which benefit all facets of the industrial and systems engineering profession and enhance the profession in the global community.

Fellows review nominations of proposed Fellow nominees and provide a recommendation to the IISE BoT for those that meet and exceed the criteria for Fellow.

Fellows will update the mail distribution list annually to the IISE staff. Fellows notify the IISE staff when made aware that someone has passed. Fellows remember those who have passed at the annual Council of Fellows meeting.

III. Organization and Meetings of the IISE Council of Fellows

In order to achieve its mission, the Council of Fellows is organized with a Leadership Team comprised of a Chair, Chair-Elect, and Scribe.

- a. The Chair of the Council of Fellows is the elected leader of the Council of Fellows. The Chair progresses to this position from the Chair-Elect position.

Responsibilities of the Chair include:

- Organizing the yearly Meeting of the Council of Fellows
- Selecting the Fellows Evaluation Committee to review and elect new Fellows
- Leading the Fellows Evaluation and Selection process
- Assigning leadership for the Projects and Activities engaged by the Council of Fellows

- b. The Chair-Elect of the Council of Fellows is next in succession to the Chair. The Chair-Elect progresses to this position from the Scribe position.

Responsibilities of the Chair-Elect include:

- Assisting the Chair
- Participating on the Evaluation Committee to review and elect new Fellows
- Leading projects and activities engaged by the Council of Fellows

- c. The Scribe of the Council of Fellows is next in succession to the Chair-Elect. The Scribe is elected to this position by the Fellows who are in attendance at the annual meeting of the Council of Fellows. Upon election as Scribe, the individual has agreed to a three (3) year leadership term for the Council of Fellows. It is a goal of the Council of Fellows that the position of Scribe shall alternate to be a representative from Academia in one year and a representative from Industry in the following year.

Responsibilities of the Scribe include:

- Preparing and posting the minutes from the annual meeting of the Council of Fellows
- Assisting the Chair and Chair-Elect
- Participating on the Evaluation Committee to review and elect new Fellows
- Leading or co-leading projects and activities engaged by the Council of Fellows

In the event that the Chair or Chair-Elect cannot complete their three-year leadership commitment to the Council of Fellows, the Chair-Elect (for the Chair) or Scribe (for the Chair-Elect) shall automatically be elevated to the next position to execute the remainder of the term(s). In the event the Scribe cannot complete their three-year leadership commitment to the Council of Fellows, a new Scribe shall be elected within 1 month upon notification of the current Scribe's resignation. Ideally the new Scribe should be nominated from the nominees that previously competed for the position of Scribe. The Chair shall be responsible for obtaining nominees and conducting an electronic (e-mail or other on-line voting) election from the Fellows membership.

IV. Council of Fellows Membership and Nomination Process

a. Fellows Nomination Process

The criteria for Fellow is set by the BoT. A nominee for Fellow must be at least 40 years old and:

A senior member of IISE for a minimum of 10 consecutive years;

Or:

At least 5 continuous years in an international IE organization that partners with IISE and represents IE in its region, followed by 5 continuous years in IISE.

The IISE president is automatically considered for this award at the end of his or her term. Members of the IISE BoT and Honors Steering Committee are ineligible.

Nominations for Fellow may be made by any current IISE member not serving on the IISE BoT. The nomination process includes six (6) important documents: The Nomination Form, the Nominator's Letter, the Nominees resume, and three (3) Letters of Recommendation:

1. The nominator for a prospective Fellow prepares the Nomination Form which is located on the IISE Web Page under the Communities & Groups tab, subsection Awards and Scholarships. The nominator is responsible to enter all of the required information on the Nomination Form.
2. The nominator prepares the Nominator's Letter. This letter summarizes nominee's background and qualifications for consideration as a Fellow. It is important for the nominator to clearly and concisely summarize the nominee's strengths against the documented criteria for the Fellow Award.
3. A resume for the Fellow nominee is required for the nomination process.

4. Three letters of recommendation are required, and are limited to a maximum of two pages each. At least one recommendation must be from an IISE Fellow if the nominator is a Fellow. If the nominator is not a Fellow, then two of the three recommendations must be from Fellows.

The Nomination Form, Nominator's Letter and resume together are limited to 12 pages. The entire nomination shall be no more than 18 pages total. The timeline for the Fellows nomination process is:

June through November – Nominations are open for submittals

December 1 – All Nominations must be received at IISE via e-mail or postmarked by December 1. ISE staff determines that the candidates being reviewed meet the eligibility of age and membership in IISE

Jan. (first week) – Nominations sent to Fellows selection committee

Mid-March – Fellows selection committee recommendations sent to IISE, Office of the President

March – Recommendations voted on by the Board of Trustees

March 31 – All award recipients and their nominators are notified

April (first week) – Award recipients submit their photo to IISE for publication in the awards brochure distributed at the awards ceremony

April (early) – Nominees not selected for awards, and their nominators are notified

May – Awards presented during awards ceremony at the IISE Annual Conference and Expo. Recipients of the Fellow Award are encouraged to attend the Council of Fellows meeting and the awards ceremony at the Annual Conference

To summarize, in total, six (6) documents are required and the page count for the entire package shall be no more than 18 pages:

1. Nomination Form *
2. Nominator's Letter
3. Nominee's resume package
4. First Letter of Recommendation *
5. Second Letter of Recommendation *
6. Third Letter of Recommendation *

* At least two of these four documents must come from current IISE Fellows

An example of the nomination form is in the appendix. The current revision is on the IISE website and should always be used to ensure timely processing of applications. The Council of Fellows is to review the nomination process and form regularly.

It is the responsibility of the nominator to collect all materials and submit the completed package by the required deadline.

b. Fellow Nomination evaluation and documentation of the Fellows Evaluation process

All Fellow nomination packages received by the Chair have been vetted for age, membership level, and membership duration by IISE.

Nominees for Fellow must demonstrate outstanding accomplishments in both Professional Career and Service to Industrial and Systems Engineering.

Additionally, not more than 20 Fellows can be named each year.

1. Professional Career

Nominees must excel in at least one of the following three specific criteria:

Management – Has achieved significant results and has made notable contributions to running or managing organizations or departments that include industrial and systems engineering or related functions. The organizations may be in industry, government, or academe.

Technical innovation – Has made significant contributions relating to industrial and systems engineering through the creation of new methodology and/or philosophy and its dissemination through media such as books, journals, magazines, conferences, and meetings, as well as broadcast and Web Communications.

Practice innovation – Has made significant contributions to industrial and systems engineering practice through the design and implementation of industrial and systems engineering techniques including measurement of the resulting benefits.

2. Service to Industrial and Systems Engineering

Nominees must qualify in two of the following three specific criteria and excel in at least one:

IISE service – Has volunteered significant time and effort on behalf of IISE

Interdisciplinary activity - Has volunteered significant time and been active in national or international leadership with other groups that relate to industrial and systems engineering.

Leadership in promoting industrial and systems engineering – Has significantly enhanced the visibility and impact of industrial and systems engineering through promotional activities.

A nominee must excel in one of the three Professional Career sub-criteria. For Service to Industrial and Systems Engineering, a nominee must qualify in two of the three sub-criteria and excel in at least one. The ratings against the sub-criteria are “None”, “Qualify” and “Excel”.

The Chair of the Council of Fellows is responsible for selecting the Fellows Evaluation Committee. Seven (7) individuals comprise the Fellows Evaluation Committee, including a minimum of 3 academic and 3 industry representatives. Automatically the Chair, Chair-Elect, and Scribe of the Council of Fellows are part of the Fellows Evaluation Committee. At least one (1) member of the Fellows Evaluation Committee shall be a Past President of IISE. If one of the Chair, Chair-Elect, or Scribe is a Past President of IISE this is sufficient. If not, a Past President of IISE shall be added to the Fellows Evaluation Committee. The Chair shall appropriately consider aspects of diversity in composition of the Fellows Evaluation Committee. The Chair should consider retaining the remaining members of the Evaluation Committee for at least two (2) years, staggering the Evaluation Committee for consistency. A Fellow shall serve no more than nine (9) years total in their life-time on the Evaluation Committee.

The Chair of the Council of Fellows shall assemble the Fellows Evaluation Committee in the September time-frame. The rationale for assembling the Committee in this time-frame is to avoid conflicts of interest between the Evaluation Committee and Fellows Nominees. The Fellows Evaluation Committee shall be comprised of individuals that have not nominated a nominee to the current year’s evaluation or have not provided a Letter of Recommendation for the current year’s evaluation.

Members of the Fellows Evaluation Committee shall abstain from voting for whom there is a real or perceived conflict of interest, e.g. a nominee employed by the Evaluation Committee Member’s institution, company, or place of employment.

After IISE has provided the nomination packages for the current year Fellows nominees, the Chair shall schedule a kick-off meeting conference call during which the Chair clearly reviews the timeline, eligibility criteria and the process that Evaluation Committee will use to evaluate nominations. It shall be clearly communicated that Fellows Evaluation Committee are not to develop any additional criteria or their own criteria with which to evaluate the nominations (e.g. must be a full professor, etc.).

Each Fellows Evaluation Committee participant independently rates the Fellow Nominees based upon the information in the nomination packages against the evaluation criteria.

The criteria and sub-criteria for the Fellows Award are:

CRITERIA

Professional Career

IISE Service

SUBCRITERIA

Management
Technical Innovation
Practice Innovation

IISE Service
Interdisciplinary Activity
Leadership in Promoting ISE

A nominee must excel in one of the three Professional Career sub-criteria. For Service to Industrial and Systems Engineering, a nominee must qualify in two of the three sub-criteria and excel in at least one.

The ratings against the sub-criteria are “None”, “Qualify” and “Excel”. In order to provide for a numerical evaluation, the sub-criteria are scored as follows:

- “None” = 0
- “Qualify” = 1
- “Excel” = 2

The Chair of the Council of Fellows provides a spreadsheet tool to each Fellows Evaluation Committee participant in order to numerically rate the Fellow nominees. It is the responsibility of the Chair of the Council of Fellows to ensure anonymity of the Fellows Evaluation Committee members as the evaluations are aggregated.

There are two top criteria for selection to Fellow status, Professional Career (PC) and Service to Industrial and Systems Engineering (SISE). For PC, nominees must excel (score = 2) in one of three specific areas Management, Technical Innovation, or Practice Innovation. For SISE, nominees must qualify in two specific areas (score = 1) and excel in at least 1 area (score = 2). A nominee that excels in a specific area also qualifies in that area.

A master Fellows Evaluation spreadsheet is used to summarize the scores provided by the Evaluation Committee members. Average and variance of the scores are provided for each nominee. Individual scores are collected to maintain anonymity of the reviewers.

Although a numerical approach is employed during the evaluation, the final selection process is comprised of discussions among the evaluators regarding their evaluations of the nominees. To be considered for Fellow a majority of the Evaluation Committee members must have evaluated the nominee as meeting the requirements in both the Professional Career and Service to Industrial and Systems Engineering categories. Only nominees meeting this threshold shall be considered further. The spreadsheet is used to assist in determining if a nominee meets the three requirements of excelling in one PC area and qualifying in two areas, and qualifies for further consideration. A simple sort of the spreadsheet, based on average scores of the Evaluation Committee members, quickly displays those nominees clearly meeting the qualifications and those nominees meriting additional consideration.

Conference calls among the Fellows Evaluation Committee members, using the spreadsheet evaluation summary and nomination package, provide the final vetting and selection of IISE Fellows.

It is the duty of the Chair of the Council of Fellows to keep sufficient notes pertaining to the discussion of selection of Fellows in order to address any inquiries that may be made by candidates' nominators.

c. New Fellow Membership Announcement

Upon completion of the Fellows evaluation process, the Chair of the Council of Fellows notifies IISE of the recommended nominees to be honored as IISE Fellows. The Board of Trustees, at their March Meeting, reviews the recommendation of the Fellows Evaluation Committee. Upon concurrence by the BoT, the recommended nominees become IISE Fellows.

IISE makes the initial contact to the selected Fellows, and notifies them of their selection. IISE then notifies the Chair of the Council of Fellows that the new Fellows have been contacted. The Chair then sends a congratulatory email to the newly elected Fellows, and invites them to attend the Council of Fellows meeting held in conjunction with the IISE Annual Conference. A sample notification from the Council of Fellows is provided in the appendix.

At the Council of Fellows meeting, all newly elected IISE Fellows are introduced to the Council of Fellows. Each is asked to provide a brief introductory background statement.

The newly elected IISE Fellows are further recognized during a formal awards presentation at the IISE Honors and Awards banquet. The Fellows are also listed in the IISE Honors and Awards program, and recognized in an issue of Solutions magazine. The Fellows are also listed, by their year of election, on the IISE Web Page.

It is important to note that the selection process for Fellow is an assessment against defined criteria, in addition to a set limitation on the number of Fellows that may be recognized in any given year. As such, a nominee not selected to Fellow in one year may get selected in a subsequent year. Nominators may request feedback pertaining to why their nominee was not selected in the current year's evaluation. It is the duty of the Chair of the Council of Fellows to keep sufficient notes pertaining to the discussion of selection of Fellows in order to address any inquiries that may be made. All committee deliberations are privileged and feedback shall only be in general terms with respect to qualifications without any comment or vote being attributed to specific committee members. Feedback can be more specific with respect to the format of the application. Nominators have until May 1st to submit requests for feedback. It is at the discretion of the Chair to address any request made after May 1st.

d. Conflict of Interest

Merriam Webster defines the Conflict of interest as “a conflict between the private interests and the official responsibilities of a person in a position of trust.” IISE expects that individuals elected or appointed to serve on the Fellows Evaluation Committee to conduct themselves in a professional and ethical manner and to disclose any existing or perceived conflict of interest in the Fellow Selection process. The Fellows Evaluation Committee members are expected to make impartial decisions. Recommendations shall be based on fair and objective judgments without regard to race, color, religion, gender, national origin, sexual orientation or any other factor not directly relevant to professional accomplishments. Any deviation or misconduct can jeopardize the integrity of the process and severely endangers the credibility of the selection process as a whole.

The members of the Fellows Evaluation Committee are informed of their membership on the committee in the beginning of October prior to the year that new Fellows are selected and recommended to the IISE BoT for their confirmation. The Fellows Evaluation Committee shall refrain from writing letters of nomination or endorsement of nominees. The Chair of the Council of Fellows shall remind the Fellows Evaluation Committee members that any deviations may result in their dismissal from serving on the Fellows Evaluation Committee.

The Fellows Evaluation Committee shall remain anonymous and their participation on the Committee shall not be discussed with any individuals outside of the Committee.

V. Fellows Publicity

Nomination Process

IISE publicizes the process of nominations for Fellow via the Solutions magazine, the IISE web page and E-blast. Fellows should also be reminded when the nomination process begins for the next year so that they can identify worthy nominees.

New Fellow Announcements

Whenever the new slate of Fellows is chosen and when they receive their awards, the announcement is included in Solutions magazine, complete with photos as space allows. IISE shall provide a letter announcing the new Fellow’s recognition, that the newly elected Fellow can use for publication in local media, alumni publications, and other publications deemed appropriate by the awardee.

Fellow Notations

Any time a Fellow is involved in a presentation or paper related to IISE, or a speaking engagement, the fact that the individual is an IISE Fellow should be noted in the presentation or paper. It is the Fellow’s responsibility to ensure it is so noted.

Fellows are encouraged to cite their affiliation as IISE Fellows on their business cards, CV (resume), and other correspondence as appropriate.

Fellows Group Status

The Council of Fellows is identified on the IISE web page under IISE Leadership. This area contains a current listing of all the IISE Fellows, along with minutes from the annual Council of Fellows Meeting. In addition, a periodic article in the ISE Magazine about the Fellows and what they do for the Institute should be prepared. It is recommended that this be accomplished at least every two (2) years.

VI. Undergraduate Scholarship

IISE's scholarship program is in place to recognize undergraduate industrial and systems engineering students for academic excellence and campus leadership.

The Council of Fellows Scholarship is awarded every year. The monetary scholarship offered varies year to year depending on the donations received from IISE Fellows and members. The number of scholarships awarded each year similarly depends on the fund available. Scholarships are promoted on the IISE web page, Solutions magazine, eblast newsletters, Council of Industrial Engineering Academic Department Heads (CIEADH) and Faculty Advisors list serves and social media.

Scholarship Information

The IISE Council of Fellows Undergraduate Scholarship is available to undergraduate students enrolled in any school provided: (1) the school's industrial and systems engineering program or equivalent is accredited by ABET or other accrediting agency recognized by IISE; and (2) the student is pursuing a course of study in industrial and systems engineering.

To be eligible for the scholarship, the student must:

- Be an active IISE member as reflected on or before the school's October Chapter roster in the year of nomination. New member applications must be completely processed prior to the end of September in order for students to be eligible
- Be enrolled full time in undergraduate industrial and systems engineering programs
- Have an overall point-hour average of 3.40 on a scale of 0 - 4
- For fall applications, must be junior student status or less

The nominee's scholastic ability, character, leadership and potential service to the industrial and system engineering profession are all considered by the scholarship fund trustees when selecting the scholarship recipients.

Students may not apply directly for this scholarships. They must be nominated by industrial and systems engineering Department Heads or Faculty Advisors.

Nominations must be submitted to IISE headquarters by Nov. 15. Scholarship nominations open Sept. 1.

The nomination form is located on the IISE web page at:

<http://www.iienet2.org/Forms.aspx?ekfrm=5044>

Donations for Scholarship

Fellows are encouraged to donate to the scholarship fund to support this award. A donation form is provided in the appendix.

APPENDIX

Sample notification letter to new IISE Fellows from the Council of Fellows

Dear <>:

On behalf of the Council of Fellows, I would like to congratulate you on your recent selection as a Fellow of the Institute of Industrial and Systems Engineers (IISE). The Fellow award is the highest classification of membership in IISE and is in recognition of outstanding leaders of the profession that have made significant, nationally recognized contributions to industrial and systems engineering. Since 1950, more than 500 members have been awarded this honor. You are joining a group that represents many of the most prominent members of the industrial and systems engineering profession.

I would like to invite you to the Council of Fellows Meeting that is held yearly at the IISE Annual Conference and Exposition. This year the Council of Fellows will be meeting on YEAR MONTH DAY from XX:XX <AM/PM> to YY:YY <AM/ PM> in the ROOM NAME at the CONFERENCE FACILITY. This is an opportunity for you to meet other Fellows and participate in discussion and activities that may result in proposals to the IISE Board of Trustees (BoT) for action that further strengthen the Industrial and Systems Engineering profession and the Institute as a whole. <Lunch will be served (may or may not, depending on Chair)>.

The Institute maintains a listserv for the Council of Fellows that is a group eMail allowing Fellows to exchange information in a peer-to-peer forum. Sending a message to the entire Fellows list is done using the email address fellows@lists.iienet.org. Fellows on the listserv can share ideas, get information, and ask questions on important issues.

Additionally, there is a Fellows Only area of the IISE Web Page that contains past meeting minutes and information for the Fellows. This is located at the IISE Home Page under Communities & Groups, IIE Leadership, Council of Fellows.

Please RSVP your availability to meet with the other Fellows at this year's Conference.

Again, congratulations on your accomplishments and selection as an IISE Fellow.

Respectfully,

Name of Chair
Chair, IISE Council of Fellows



CHARITABLE DONATION FORM

Name: _____

Member Number: _____

As evidence of my desire to provide a legacy of support for IISE, I wish to make a gift by:

Check for \$_____ enclosed. Please make checks payable to IISE.

Credit Card for \$_____

Credit Card Number _____

Expiration _____

I designate this gift to be used for:

Council of Fellows Scholarship

Thank you for your gift. Your receipt for tax purposes will be send as soon as we receive your gift.

Donor
Signature _____ Date _____

Address _____

Phone number _____ (cell) _____

Email address _____

Please mail to IISE, 3577 Parkway Lane, Suite 200, Norcross, GA 30092.

If making a payment by credit card, you may also fax this form to 770-441-3295.