

**IEEE Standards Association Board of Governors
Strategic Management and Delivery Committee (SMDC)
Operations Manual**

[Approved by the IEEE-SA Board of Governors in November 2019; updated in May 2020]

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1 Hierarchy of Documents

The latest versions of several documents take precedence over this document, in the following order:

[New York State Not-for-Profit Corporation Law](#)

[IEEE Certificate of Incorporation](#)

[IEEE Constitution](#)

[IEEE Bylaws](#)

[IEEE Policies](#)

[IEEE Board of Directors Resolutions](#)

[IEEE Standards Association Operations Manual](#)

[IEEE-SA Board of Governors Resolutions](#)

2 Purpose of SMDCs

Strategic Management and Delivery Committees (SMDCs) are established by the IEEE-SA Board of Governors (BOG) to address strategic focus areas that are necessary and critical for the IEEE-SA to achieve long-term organizational objectives.

3 Creation and Disbandment of SMDCs

Current SMDCs are described in Annex A of this document.

The BOG shall periodically review all SMDC charters and activities to ensure that they are in alignment with the current strategic direction of the IEEE-SA.

At any time, the BOG may create a new SMDC, modify the charter of an SMDC, combine the operations of SMDCs, or disband an SMDC. Upon such action, Annex A will be updated accordingly.

4 SMDC Membership

Each SMDC shall be chaired by an IEEE-SA Vice President. IEEE-SA Vice Presidents shall be of Member or higher grade of IEEE and shall be individual members of the IEEE-SA.

The IEEE-SA President may appoint an individual to serve as an IEEE-SA Vice President if the individual is a sitting BOG Member, Past IEEE-SA President, Past IEEE-SA Standards Board (SASB) Chair, Past IEEE-SA Corporate Advisory Group (CAG) Chair, or Past IEEE-SA Treasurer.

The IEEE-SA Nomination and Appointments Committee or the IEEE-SA President may propose individuals other than the ones listed above to serve as an IEEE-SA Vice President if they have exceptional experience that falls within the charter of the particular SMDC. Such individuals must be willing to meet the IEEE and IEEE-SA membership requirements for IEEE-SA Vice Presidents. The appointment of such individuals shall be confirmed by the BOG.

An individual may serve as an IEEE-SA Vice President for up to six consecutive years. Sitting BOG Members with one or more years remaining in their term may be appointed to a two-year term as an IEEE-SA Vice President. All other individuals appointed as an IEEE-SA Vice President shall serve a one-year term.

Additional members of each SMDC shall be appointed by the IEEE-SA President for a one-year term. The number of members in each SMDC shall be proportional to the workload of the SMDC. The IEEE-SA Nominations and Appointments Committee may propose candidates for SMDC membership.

It is expected that all sitting BOG Members will serve as an IEEE-SA Vice President or as a member of at least one SMDC.

Each IEEE-SA Vice President who is not a sitting BOG Member shall be an ex officio member of the BOG without vote.

IEEE-SA Vice Presidents and members of SMDCs may serve more than one term.

5 Operations, Reporting, and Documentation

Each SMDC shall meet as often as necessary to accomplish its goals and objectives in a timely manner.

An SMDC may have committee(s) of the BOG organized under it at the discretion of the BOG or as designated in its charter.

An SMDC may have an ad hoc committee(s) of the BOG organized under it at the discretion of the IEEE-SA President or as designated in its charter.

In addition, each IEEE-SA Vice President may create subgroups (e.g., task forces, ad hocs) to assist their SMDC. Should an IEEE-SA Vice President wish to appoint a volunteer who is neither a BOG Member nor a member of that SMDC as a chair or member of a subgroup, approval of the IEEE-SA President shall be obtained.

An IEEE-SA Vice President shall be an ex officio member without voting rights in all committees, ad hoc committees, and subgroups organized under their SMDC for which they are not explicitly assigned as a member with voting rights.

Each SMDC shall have IEEE Professional Staff participation and support as assigned by the IEEE-SA Managing Director.

Each SMDC shall operate as a partnership between volunteer and Professional Staff leadership.

SMDCs may be of a dual strategic and operational nature and shall:

- Propose, develop, refine, and monitor strategic and operational objectives and initiatives
- Coordinate efforts among volunteers and staff in implementing, reviewing, and recommending adjustments to initiatives and activities
- Review and consider new ideas that are within their scope

SMDCs shall provide periodic reports to the BOG. Each SMDC shall be prepared to provide an update at every scheduled BOG meeting, although a report may not be requested at every BOG meeting.

SMDC documentation (e.g., meeting agendas and minutes) shall be stored in a private web area that is accessible to all sitting BOG Members.

Annex A: Strategic Management and Delivery Committee (SMDC) Charters

A.1 Financial Sustainability

This SMDC strives to ensure IEEE-SA long-term financial sustainability, financial transparency, and appropriate management of the financial portfolio. It creates tools to aid the business and investment plans for IEEE-SA projects.

A.2 Industry Engagement and Sector Strategies

This SMDC manages a strategic industry engagement framework that aims to bring companies and industry consortia into the IEEE-SA ecosystem.

A.3 Market Incubation and Business Acceleration

This SMDC cultivates the growth of a single or of a few strategically important businesses through focused dedication of resources.

A.4 Marketing Strategies, Technology Policy, Government Engagement, and Regional Marketing Campaigns and Activities

This SMDC supports IEEE-SA business growth via promotion of brand awareness, provision of all aspects of marketing support, and engagement in public policy initiatives that enhance the reputation of the IEEE-SA.

A.5 Platform Infrastructure Optimization

This SMDC assists in the provision of software infrastructure tools and platforms that enable customers, volunteers, and IEEE staff to effectively and efficiently leverage the IEEE-SA ecosystem to achieve their goals.

A.6 Product and Service Innovation

This SMDC helps to create, grow, and manage IEEE-SA's product and services portfolio, with an emphasis on products and services that complement IEEE-SA's core consensus businesses.

A.7 Standards and Standards Innovations

This SMDC works to ensure that the standardization environment of the IEEE-SA continues to meet the needs of its membership and offers a vibrant home for consensus standards development. In addition, this SMDC aids in the development of standardization processes and governance, including enhancing volunteer engagement and education.

A.8 Technical Innovation and Engagement

This SMDC supports IEEE-SA's strategic interests through interaction and collaboration with other operational units within IEEE.