

Guidelines for IEEE Computer Society EIC Search Committees

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The Computer Society uses a search committee process to select Editors-in-Chief. Section 3, Article IX of the Computer Society Bylaws provides that Editors-in-Chief are appointed by the Computer Society President, upon recommendation of the Publications Board, with the consent of the Board of Governors. Sections 9.2.6 through 9.2.10 of the Policies and Procedures Manual provide details on this process.

This document provides a set of guidelines to be followed in the selection of candidates, with emphasis on the search committee process. It is intended to supplement the pertinent sections of the Bylaws and the Policies and Procedures Manual (PPM). In case of inconsistencies between the guidelines and the PPM, the PPM takes precedence.

1. The Appointment Process

The Bylaws outline the appointment process for Editors-in-Chief. Section 3, Article IX was revised in 2000 to read as follows:

- 1. There shall be an editor-in-chief appointed for each periodical publication. There shall be one or more editors-in-chief appointed for the Computer Society Press as provided in the IEEE Computer Society Policies and Procedures Manual.*
- 2. The Publication Board shall recommend to the President candidates for each editor-in-chief position as specified in the Policies and Procedures Manual, at various times as required.*
- 3. The President, with the advice and consent of the Board of Governors, shall appoint each editor-in-chief for a first term of three years and a reappointment for a two-year term. In the case of a new periodical, at the discretion of the vice president for publications, the initial appointment may be for a maximum of three years.*
- 4. Editors-in-chief may serve a maximum of two consecutive terms in a given position.*

The Policies and Procedures Manual Section 9.2.6 defines the process to be used in the Editor-in-Chief appointment, depending on the sponsorship of the periodical:

1. *For publications solely sponsored by the Computer Society, Editor-in-Chief Search Committees shall be used to evaluate all applicants and nominees following the process defined in 9.2.7. Reappointment considerations shall follow the process defined in 9.2.8.*
2. *For jointly sponsored publications with steering or management committees, the steering or management committee shall appoint the EIC following the search process defined in the MOU for that periodical. The VP for Publications shall recommend Computer Society candidates for the steering or management committee representatives for appointment by the Computer Society President.*
3. *Editor-in-Chief appointments for Computing in Science & Engineering shall follow the process defined in 9.2.10.*
4. *Editors-in-Chief for Press shall be selected using the process defined in 9.2.7. Reappointment considerations shall follow the process defined in 9.2.8.*

An evaluation process is used for reappointment of an Editor-in-Chief who has served one term. This process is defined in PPM 9.2.8 and is discussed in Section 8 below.

2. The Search Committee

The Search Committee is central to the Editor-in-Chief selection process. Search Committee members provide peer review of all candidates to be considered. The Search Committee shall seek potential candidates, collect necessary supporting documents from the candidates, evaluate the candidates for suitability of appointment, and recommend to the Publications Board selected candidates for appointment.

The Search Committee is appointed by the Vice President for Publications, as outlined in 9.2.7.1:

The vice president for publications shall establish an ad hoc EIC search committee for the open position with the approval of the person serving as president when the final presidential decision is made. The committee shall consist of at least three members, at least fourteen months in advance of the known vacancy. This time can be less in the case of extraordinary vacancies (e.g., the resignation, severe or prolonged illness, or death of an EIC). In such extraordinary situations, the vice president for publications, in concurrence with the Publications Board's voting members, shall, as expeditiously as possible, recommend to the president for appointment an "acting" EIC, while the EIC search is conducted.

The Search Committee shall consist of the following voting members:

- The chair, an expert in the area of the search who is not closely associated with the publication currently. (The chair is excluded from voting except in cases of ties, according to Robert's Rules of Order.)
- The current Editor-in-Chief.
- A representative from the current editorial board.
- Two members not involved in the day-to-day operations of the publication. (Chairs of related technical committees and conference committees may be invited to join the Search Committee, or to nominate members, but the appointment of all individuals shall be at the discretion of the Vice President of Publications with the concurrence of the President.)

The nonvoting ex-officio members are:

- The Vice President for Publications.
- The President of the Computer Society or his/her designee.
- One or two members of the staff with knowledge of the publication to be appointed by the Publisher of the Society.

Care should be taken in selecting the members of the committee to avoid bias. PPM Section 9.2.7 addresses the roles of those involved in the search:

The functions of each body and officer need to be well understood by all involved: the Search Committee's function is to identify and evaluate applicants, and to select and recommend candidates from the applicants; the Publications Board reviews those candidates and makes its recommendations to the President; the President evaluates, selects and appoints the EIC from the candidates brought forward by the Search Committee; and the Board of Governors reviews and consents to the appointment.

Note the important role of the Search Committee: it is the only body to select candidates, thus ensuring that ALL candidates have been evaluated by the Search Committee. The candidates brought forward by the Search Committee are reviewed by the Publications Board, but no additional candidates may be added. The President selects from the candidates named by the Search Committee, and the Board of Governors consents to the appointment. The Search Committee's primary function is to identify, solicit, evaluate, and recommend Editor-in-Chief candidates. The President in making his/her selection is acting in the interests of the Computer Society. The Publications Board and the Board of Governors have oversight responsibility to assure that the search process is thorough and fair and not subject to undue influence. **All groups involved are to maintain the confidentiality of the process.**

3. The Search Schedule

Continuity of operations of publications is an important issue. Therefore, selection of Editors-in- Chief is done well in advance. This allows time for a new EIC to be named and to have the opportunity to overlap with the existing EIC.

The Search Committee shall be formed 14 months prior to the beginning of the appointment. The normal schedule is:

November	Form the Search Committee and solicit nominations and applicants
	Publish a publication-specific announcement in the CS home page
Last meeting of the year	Report status by the VP of Publications to the Publications Board
January	Publish a generic announcement in <i>Computer</i>
February	Identify initial candidate pool
First meeting of the year	Report status to the Publications Board
March 1	Deadline for applicants and nominees to submit application package of vision statement, plans for the publication, resume, etc.
March 8	Search Committee votes on the viability of the candidate pool to determine if the application deadline should be extended
May 1	Search Committee submits to the VP for Publications the recommended EIC candidates, a report on the search process, and the application packages of the candidates
15 days before 2nd meeting	VP for Publications securely distributes electronically the committee recommendations and the application packages of the recommended candidates to the Publications Board's voting members
Second meeting of the year	Present the Search Committee's report to the CS Publications Board's voting members (in executive session)
	Publications Board's voting members endorse some subset of the candidates. VP for Publications notifies Publication Board members to delete/destroy all packages previously distributed.

President selects the EIC from the Search Committee candidates

President's appointment presented to the Board of Governors (in executive session) for its consent

4. Identifying Applicants

There is not a single best procedure that will yield good Editor-in-Chief candidates. Search Committees have considerable flexibility in their approach to this task so that they may adapt to the unique circumstances of each publication. Section 9.2.7 of the PPM states:

The Search Committee shall develop a list of applicants through open solicitation, including recommendations from the corresponding operations committee. The applicants are most likely to be drawn from people being mentored for EIC positions, from former or present associate editors, from people who have editorial experience outside the Computer Society, and from those nominated as a result of the open solicitation. Nominations and applications shall be sought from technical committees, conferences, and other editorial boards.

A successful search depends heavily on personal contacts and working experience with present and past editorial board members, authors, and manuscript reviewers. A candidate normally should have ample prior experience with the publication in order to be considered. Such experience may include, but is not be limited to, serving as past/present editor of the editorial board, active publication of papers in the publication (presently or in the past), and service as a conscientious reviewer of the publication. If the search is for a new Editor-in-Chief, then the current EIC, the CS managing editor, and officers of related technical committees may be able to provide names of applicants to be considered.

The Editor-in-Chief position shall be publicized adequately in order to give a fair chance for everyone interested to apply. The CS Publisher is responsible for publishing an announcement preferably in the January issue (or in an issue as early as possible) of *Computer* that contains generic information of all ongoing EIC searches that year. More specific announcements for each publication shall be drafted by the CS staff and published in each journal and in the CS home page.

It is important that the search be conducted fairly and is open to all. Keeping the President and Vice President for Publications informed throughout the search process is also important. According to PPM Section 9.2.7:

As the search progresses, the Search Committee shall keep the Vice President for Publications and the President of the Society aware of the candidates being considered.

The President and Vice President for Publications shall receive email correspondence and candidates' information as they are compiled.

5. Information Needed from Each Applicant

Each applicant and nominee seeking to become an applicant (including those seeking reappointment) shall provide the following information as stated in PPM 9.2.7:

Each applicant must submit to the Search Committee an application package which includes:

- a) A letter of institutional/employer support for this editorship, should the position be offered.*
- b) A plan or vision statement that details the prospective course of action that the applicant projects to take with respect to the publication. This plan shall include:
 - (1) the applicant's perspective of the publication including challenges and opportunities,*
 - (2) the tasks of the EIC to meet the challenges and to exploit the opportunities,*
 - (3) the objective milestones associated with the intermediate and final accomplishment of these tasks,*
 - (4) the projected schedules for the accomplishment of these milestones,*
 - (5) the projected organization which will accomplish these tasks, and*
 - (6) the funding requirements to accomplish these tasks.**
- c) A resume, including publications and editorial experience.*

The vision statement details the applicant's plan for the publication. It shall include, but not be limited to, the following:

- Applicant's editorial experience;
- Reasons why the applicant is specially qualified as EIC of this publication;
- Applicant's vision of the field of the publication: the directions it should take; its hot, warm, and cold areas;
- Current issues with the publication: backlog, special issues, etc.;
- Ways to improve the readability of the publication: special initiatives, survey articles, etc.;
- Methods to shorten reviewing time;
- Other plans for improvement.

The applicant may be allowed to revise his/her vision statement (given enough time) based on the comments provided by the Search Committee.

Each applicant must provide at the time of application a letter of support from his/her institution detailing (if any) release time, and support for computers, telephone calls, and postage. The Computer Society does not provide stipend and release-time support, therefore it is important that all applicants secure such support from their institutions before submitting their applications.

Each applicant must also provide a detailed resume, listing all past and present affiliations, editorial positions held, and activities in professional societies and technical conferences. Further, each applicant should provide a complete list of publications, honors and awards received, and other information deemed relevant to the EIC position.

6. Evaluating the Applicants

6.1 Conflicts of Interest (COI)

According to PPM Section 9.2.7,

With respect to potential conflict of interest (COI), the search committee shall be referred to Section 2.6.2 A of the IEEE Publication Services and Products Board Operations Manual (PSPB), <http://www.ieee.org/documents/opsmanual.pdf>.

The IEEE Legal and Compliance Department has indicated that “what the COI policy intends to do is not set up specific criteria for when a conflict exists or does not exist but rather inform members that they should act within the ethics of the community and avoid the appearance of impropriety.” The following is a list of factors that may be used by each Search Committee member when considering their own relationships with the candidates:

1. Whether they have co-authored papers in the past. If so, how many and when?
2. Institutional or employment connections.
3. Financial connections (i.e., grants, loans, etc.)
4. The personal relationship between the people.

5) Mutual professional associations.

IEEE Legal advised that the above list should not be viewed as a dispositive list of criteria; rather, it is intended to help guide the thought process of the Search Committee members and that what should be considered is the level to which one’s vote would be influenced, or perceived to be influenced, by these connections. If a significant level of influence exists, the committee member should disclose the conflict of interest immediately and not participate in the voting or ranking of that particular candidate.

Per PPM 9.2.7, in the event that one or more search committee members declare COI for one or more candidates, the VP for Publications may request approval from the President to appoint a new committee member, should it be determined that there are too many COI's in the committee.

6.2 The Process

Approximately one week after all candidate applications are received, the chair will distribute all materials to the Search Committee members and call for their vote on the viability of the entire candidate pool. If the Committee members determine that the candidate pool is not viable, the chair will request an extension to the application deadline from the VP for Publications, and the Committee members will be asked to help recruit additional applicants.

If the candidate pool is determined to be viable, the Search Committee members will proceed with the process, using the vision statement and the applicant's qualifications as the basis for evaluation. The Search Committee is also encouraged to seek comments from others outside the committee with respect to the applicant's capability, personality and qualifications. The evaluation of applicants shall be based on the following ten criteria:

1. Applicant's overall technical achievements and reputation,
2. Applicant's overall experience in serving as an (associate) editor,
3. Applicant's vision for the publication (based on his/her (revised) vision statement),
4. Applicant's experience with IEEE-CS publications,
5. Potential conflicts of interest between the applicant and the publication—e.g., as an editor of a competing publication, involved in a similar activity or project as a member of another professional organization, receiving remuneration for a similar activity or project, etc.
6. Applicant's organizational/leadership skills as demonstrated in his/her past experience—e.g., responsiveness, time available to do the job, and ability to execute on the administration of the publication,
7. Applicant's personality that is amenable to the EIC job (e.g., being too strict or too lenient),
8. Level of support from the applicant's institution,
9. Applicant's projected job stability during the first three-year appointment term,
10. Applicant's networking with technical peers and with industry.

The table below based on these criteria was developed for use of the Search Committee in reaching their conclusions and for the Publications Board to easily compare the information collected on the candidates. **A copy of this table must be part of the final Search Committee report to the Publications Board.**

Based on the above criteria, each committee member indicates, for each candidate and each criterion, a score between 1 and 5, where the higher scores (5 being the highest) are

more favorable to the candidate and lower scores (1 being the lowest) indicate concerns. Use X to indicate a neutral position or not known. Do not include criteria with a value of X when calculating Average Score. For example, if “Job Stability” is rated X and the other 9 criteria are rated non-X, divide the Total Scores by 9, not 10. This means that 0 is a legitimate value; if a criterion is rated 0, it should be included in the denominator when calculating the average.

Search chairs must review each committee member’s rating form to be certain that a sufficient number of criteria have not been rated X to ensure a meaningful rating from every member.

Criterion	Applicant 1	Applicant 2	Applicant 3
1. Achievements and Reputation			
2. Editorship Experience			
3. Vision of the Publication			
4. IEEE-CS Publication Experience			
5. Conflicts of Interest			
6. Leadership Skills			
7. Personality			
8. Institutional Support			
9. Job Stability			
10. Networking with Community			
11. EIC’s Past Performance— reappointments only			
12. EIC’s CS Interactions— reappointments only			
Total Score			
Average Score			

7. Committee Recommendations and Reports

After evaluating all of the applicants, the Search Committee shall recommend **two or more** qualified candidates to the Publications Board. In exceptional cases where it is difficult to find more than one candidate, then one candidate may be recommended, but the committee report must document the attempts to find additional qualified candidates. The requirement is given in PPM 9.2.7:

The Search Committee shall recommend two or more candidates to the Publications Board. In exceptional cases where the Search Committee recommends only one candidate, the committee must report on attempts to find other qualified candidates.

It is important that all Search Committee members maintain strict confidentiality on the candidates recommended by the deliberations in the Search Committee. Discussions in

the search process shall not be disclosed to people who do not participate in the search process.

Section 9.2.7 of the PPM states:

After the search committee selects its top candidate(s), the chair shall discuss the committee's recommendations with the vice president for publications and the president and prepare the committee's report. The report shall provide an overview of the search process and recommend the candidate(s) for the EIC position. The committee report along with the dossiers of the candidate(s) shall be securely distributed electronically to the voting members of the Publications Board at least 15 days before the meeting at which the recommendations are to be considered. The Publications Board shall maintain the confidentiality of the information. In extraordinary circumstances the vice president for publications may waive or reduce the time allotted for Publications Board review.

Each Search Committee is required to submit a final report by the deadline to the Vice President for Publications and the CS President overseeing the search process and including the application packages of the candidates being recommended. Care should be exercised in the report's preparation because of its importance in the selection process.

The Vice President for Publications shall have the responsibility for distributing the reports and application packages to the Publications Board. This can be done by via email and/or by posting to a secure website. The information needs to be made available 15 days before the meetings at which the nominations are going to be considered so that there is adequate time for study by those that are going to be asked to endorse candidates based on the Search Committee recommendations. The Publications Board shall be reminded of the confidentiality of the reports and application packages.

PPM Section 9.2.7 states:

The search committee shall report its findings and recommendations to the Publications Board in executive session. Those included in the executive session are the voting members of the Publications Board only, the president of the Society, and members of the Search Committee.

The executive session at the Publications Board provides an opportunity for the Search Committee report to be presented and discussed in private. Since the President of the Society may attend this session, he/she will have the benefit of the discussion as background for selecting his/her choice for appointment. Any members of the Search Committee that are present at the meeting may attend the session and participate in the discussion. Confidentiality of the discussions must be maintained.

The next step is the endorsement of the Publications Board as prescribed by PPM Section 9.2.7:

The Publications Board shall review the recommendations of the search committee and endorses all, some or none of the candidates. The Publications Board shall make its recommendation to the president in confidence. No public disclosure of the candidates' identities shall be made until after the new EIC has been notified of his/her appointment.

The Publications Board may not add candidates to the list recommended by the Search Committee. The President of the Society selects the Editor-in-Chief from the list brought forward by the Search Committee. The President will consider the endorsement of the Publications Board but may select any candidate recommended by the Search Committee. The President then presents his/her choice for EIC to the Board of Governors for their consent to the appointment. This process is outlined in PPM Section 9.2.7:

As provided in the bylaws, the final step in the process occurs when the president selects an appointee from the candidates brought forward by the search committee and presents the appointment to the Board of Governors for concurrence. This shall include a copy of the appointee's plans. The vice president for publications shall provide a written executive summary of the search process to the Board of Governors. The Board of Governors may consent to the appointment of the president's appointee, in which case the president shall make the appointment. If the Board of Governors refuses consent, then they may bring forward a second candidate that has been recommended by the search committee. If the president is unable to identify an acceptable appointee from those candidates presented, the Board of Governors shall be informed and a new search initiated.

If the Board of Governors consents to the President's choice, then the President makes the appointment by informing the candidate, within one week after the meeting. The President shall copy the Vice President for Publications on correspondence to the candidate. When the President receives confirmation of acceptance of the appointment, the President shall inform the Vice President for Publications, who shall then inform the search chair and all other candidates of the President's decision, within one week of the acceptance confirmation. The search chair may, if requested, send a summary of the comments by the committee members to the applicants, provided that the comments are presented in a manner to protect the identity of the reviewers. **The Search Committee's report to the Publication Board shall NOT be distributed to the applicants.**

After all non-selected applicants have been informed of the President's decision, the Vice President for Publications shall inform the Publications Board of the President's decision.

8. Reappointment of an Editor-in-Chief

PPM Section 9.2.7 defines the term of an Editor-in-Chief:

EICs may be appointed for a maximum of two consecutive terms for a given position. A first term is three years and a reappointment is for a two-year term. For a new publication, at the discretion of the vice president for publications, the

first three-year term of office of the EIC shall begin with the appearance of that publication.

The reappointment of an Editor-in-Chief for a second term requires the evaluation and review of an Evaluation Committee. The process, similar to that for a new EIC, is defined in PPM 9.2.8.

The normal schedule for a reappointment is:

November	Editor-in-Chief indicates willingness to serve a second term.
	Evaluation Committee formed to evaluate the Editor-in-Chief for reappointment
	Publication-specific announcement of reappointment consideration in the CS home page
Last meeting of the year	Status report to the Publications Board
January	Announcement of reappointment consideration in <i>Computer</i>
January 1	Deadline for EIC to submit his/her application package including accomplishments during the first year of the term
15 days before 1st meeting	Securely distribute electronically the committee recommendation on reappointment and the application package of the EIC to the Publications Board
First meeting of the year	Presentation of the Evaluation Committee report to the CS Publications Board's voting members (in executive session)
	Recommendation on reappointment by the Publications Board to the President
	If Evaluation Committee and Publications Board recommend reappointment and President concurs, President reappoints and submits decision to Board of Governors for consent.
	If Evaluation Committee, Publications Board and President do not agree to reappointment, a Search Committee is appointed and seeks additional candidates for presentation at second meeting of the year

The process begins when the Vice President for Publications asks the Editor-in-Chief if he/she is willing to serve a second term. If he/she does not want to seek a second term, the process for selection of a new EIC is followed. Otherwise, an Evaluation Committee is appointed to evaluate the EIC's performance and make a recommendation on reappointment. The process is defined in PPM 9.2.8.1 and 9.2.8.2 as follows:

- 1. An EIC who is serving his/her first term is eligible for reappointment. The vice president for publications shall ask his/her willingness to serve a second term fourteen months before the end of the first term. If the EIC is not willing to serve a second term, the process defined in 9.2.7 shall be followed in selecting a new EIC.*
- 2. If the EIC is willing to serve a second term, the vice president for publications shall appoint an evaluation committee to evaluate the EIC's performance. The EIC shall prepare and submit his/her dossier as defined in 9.2.8.4 and include his/her accomplishments during the past year.*

The Editor-in-Chief seeking reappointment must prepare the application package as described in Section 5 above. This package may be an update of the application package used for the current appointment but should highlight accomplishments during the time since appointment.

The reappointment consideration shall be publicized as appropriate. A notice of the reappointment consideration shall be included preferably in the January issue of *Computer* along with the generic information of all ongoing EIC searches. A publication-specific announcement shall be published in the CS home page.

The Evaluation Committee shall seek specific input from those that have been working with the Editor-in-Chief in order to evaluate the EIC's performance. This includes both volunteers and staff. This should include at a minimum the publication's editorial board members, the Computer Society Publisher and appropriate staff, and the Publications Board. Additional comments from authors and reviewers may be sought as appropriate. Detailed analytical historical data regarding digital library downloads and publication subscriptions may also be provided by CS staff for consideration. The Evaluation Committee shall consider the following two criteria in addition to the 10 criteria given in Section 6:

1. Applicant's interactions with authors in the past year: timeliness, fairness, etc.;
2. Applicant's interactions with CS staff, editors, reviewers, advisory board members, etc.

The process is defined in PPM 9.2.8.3:

The evaluation committee shall seek input from the periodical's editorial board, the IEEE Computer Society Publications' staff, and the Publications Board and prepare its report with a recommendation on reappointment. The report along with the dossier of the EICs shall be securely distributed electronically to the

voting members of the Publications Board at least 15 days before the meeting at which it will be considered (normally the first meeting of the year). In extraordinary circumstances the vice president can waive or reduce the allotted time for Publications Board review.

The report is similar to that for new EIC appointment except that there is only one candidate and the emphasis is on performance so far by the Editor-in-Chief being considered for reappointment. This report needs to be securely distributed electronically at least 15 days before the first Computer Society meeting of the year since the reappointment decision will be made at that meeting, as defined in 9.2.8.4:

The evaluation committee's recommendation on reappointment shall be presented to the voting members of the Publications Board in executive session. If the evaluation committee recommends reappointment, the Publications Board endorses reappointment and the president elects to reappoint the EIC for a second term, after consultation with the past president and president-elect, the reappointment shall be presented to the Board of Governors for their consent. If there is not agreement on reappointment, then a search committee shall be appointed and shall follow the procedures in 9.2.7 in seeking and recommending additional candidates. The current EIC may be considered as one of the candidates.

At the meeting at which it will be considered (normally the first meeting of the year), the Evaluation Committee's report is presented and discussed in executive session of the Publications Board. The President of the Society may attend to benefit from the discussion. If the Evaluation Committee recommends reappointment and the Publications Board's voting members endorse the decision, the President may recommend reappointment of the Editor-in-Chief. This appointment would then be presented to the Board of Governors for their consent at their meeting at which it will be considered (normally the first meeting of the year).

Since the evaluation process that is followed in reappointment is an abbreviated version of the full search process, it is required that the Evaluation Committee, Publications Board and the President all agree on the reappointment decision. If this is not the case, a Search Committee is named and charged with recommending additional candidates using the process for seeking a new EIC. The current EIC may be considered as one of the candidates, but the committee would be expected to bring forward at least two nominees (as defined in 9.2.7). The Search Committee would provide the new report and recommendations for consideration at the second Computer Society meeting of the year.