IEEE Society on

Social Implications of Technology

Strategic Plan

12 April 2022

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Board of Governors Approval Date

Clinton J. Andrews, 2021-2022 President

1. Executive Summary

This strategic plan guides the governance activities of the IEEE Society on Social Implications of Technology (SSIT) over the next three to five years. It identifies short-term and long-term strategic goals. It was drafted by a strategic planning committee and approved by the SSIT Board of Governors (BoG) in 2022.

1.1 Short-term Strategic Goals

1. **Grow chapters**: It is a high priority to serve the geographically dispersed membership better by growing the number of chapters and intensifying the level of local and regional activities.

2. **Grow active membership**: It is a high priority to increase the number of members, especially active members, of SSIT.

3. **Create educational value**: It is a high priority to develop educational capacity within SSIT to translate its rich publication, conference, and other content into more usable forms for varied audiences.

4. **Expand financial resources**: It is a high priority to expand those activities that form the economic basis for SSIT.

1.2 Long-term Strategic Goals

1. **Enhance institutional capabilities**: It is a long-term priority to enhance the institutional memory and capacity to enable SSIT to perform effectively.

2. **Achieve broader constructive engagement within IEEE and with organizations with similar interests outside of IEEE**: It is a long-term priority to achieve broader engagement and a leadership role within IEEE and beyond on the social implications of technology.

3. **Prepare SSIT to deliver products and services valued in the future**: It is a long-term priority for SSIT to provide expanded products and services valued in the future.

2. Overview

This strategic plan consists of a core document and related appendices. The core document includes all background information relevant to new members of the SSIT Board of Governors or any individual interested in understanding SSIT's strategy. The core information also provides individuals who may require information to support the strategic planning process. It is the intention that this information remains stable for several years.

The appendices include confidential information to SSIT, are detail-oriented, and are likely to change frequently. Table 1 describes the appendices, which are living documents, operational in nature, and consist of the SSIT Operational Plan based on the SSIT Strategic Plan.

Table 1: Summary of Appendices

Appendix	Title	Description
A	Environmental Assessment	○ Assesses strengths, weaknesses, opportunities, and threats to SSIT due to internal and external factors
B	Action Plan	○ Describes the significant goals and objectives SSIT should accomplish over the coming two years ○ Specifies activities, responsibilities, and timelines for completion of activities
C	Relation to other S/Cs, TAB, and IEEE	○ Describes the relationship between S/C, other S/Cs, TAB, and IEEE entities
D	Strategic Planning Committee Members	○ Lists the membership of the SSIT Strategic Planning Committee that drafted this document

3. SSIT Strategic Plan

The SSIT strategic plan evolved from fifty years of growth focused on serving the IEEE and society at large in understanding the mutual interaction of technology and society. The mission and vision statements guide this plan as critical communication tools that enable SSIT to share strategic philosophy with all stakeholders. In addition to advancements in technology, the 21st Century, appropriately called the Information Age, has produced significant changes in how society operates, such as in business, education, and healthcare. For example, COVID-19 and public health have entirely changed how IEEE conducts its conferences, lectures, and meetings in the last three years. In addition, society uses similar tools and infrastructures to make distance learning, telework, telehealth, and even purchases through the internet. As a result, SSIT recognizes that many of its short-term plans may be significantly affected by this current world environment driven by cyberspace-related challenges.

3.1 Vision, Mission, Field of Interest Statements

This section provides SSIT's vision and mission statement.

Vision: Humans understand technology's power and optimize it only for good.

Mission: To enhance awareness and understanding of technology's complex relationship with society by cultivating a recognized global community that engages with today's most pressing technological challenges and opportunities.

Field of Interest: To facilitate understanding of the complex interaction between technology, science, and society, including impact on individuals and society in general, ethics, professional and social responsibility in the practice of engineering, science, and technology, and open discussion of the resulting issues.

3.2 History and Membership of SSIT

This section provides a brief overview of the history and membership characteristics of SSIT. This summary draws from the history of SSIT.

The IEEE formed the TAB Committee for the Social Implications of Technology (CSIT) in 1972, which became the IEEE Society on Social Implications of Technology (SSIT) in 1982. CSIT published its first newsletter in December 1972, and that activity continues today. In 1982, SSIT launched *IEEE Technology and Society Magazine*, which continues to publish quarterly issues, including peer-reviewed articles, commentaries, book reviews, and organization-specific content. In 2016, SSIT regularized its newsletter as a monthly publication. In 2020, SSIT launched an essential new peer-reviewed journal titled the *IEEE Transactions on Technology and Society*.

SSIT-sponsored conferences during the CSIT era of the 1970s and the early SSIT years of the 1980s were ad hoc and often attached to other events, especially other IEEE events and the "Carnahan Conferences" organized at the University of Kentucky. The first International Symposium on Technology and Society (ISTAS) took place in Toronto in 1991, and since 1996 ISTAS has been an annual event. In addition, several other conferences have become regular features in recent years, including Norbert Wiener in the 21st Century, ETHICS, IST-Africa, and the Global Humanitarian Technology Conference.

Membership in SSIT has been stable for many years, with the most recent several years indicative of the previous thirty years: 2015 (1514), 2016 (1609), 2017 (1666), 2018 (1727), 2019 (1732), 2020 (1701), 2021 (1618), according to IEEE OU Analytics. The 2021 membership is 20% female, 71% male, and 9% unknown. IEEE Regions 1-6 (US) have 55% of the members, while Regions 7-10 (non-U.S.) have 45%. Students (undergraduate and graduate) are 20% of the membership, with Region 10 having the most significant number of student members. Fellows and Life Fellows represent more than 4% of the membership, of which most (82%) reside in Regions 1-6.

Worldwide chapters total 40 in 2021, up from 31 in 2020. Of these, 18 are separate chapters, 11 are joint chapters with other societies, and 11 are student branch chapters.

3.3 Organization

This section briefly describes SSIT, drawn from its most recent five-year IEEE review.

SSIT has a leadership structure and operational procedures that pursue positive functional outcomes in the context of a smaller, cross-cutting society within IEEE. These include clear delegations of responsibility to standing committee chairs (and vice presidents) for publications, conferences, technical activities, chapters, and other crucial functions. Coordination among these functions occurs via monthly conference calls and, more frequently, through email communication, especially with Executive Committee (EC) and Strategic Planning Committee (SPC) members. The EC members correspond daily,

and the SPC meets monthly via teleconference before BoG meetings. The BoG meets monthly via teleconference on the second Tuesday. Committee chairs submit regular written reports summarizing activities; its Secretary shares those reports and minutes of meetings with the BoG members.

Major operational focus areas include producing three SSIT publications, three or more conferences with a financial stake, membership development, new and existing chapter support, standards development, distinguished lecturers, and technical activities. In addition, there are five technical committees: sustainable development, ethics/human values, universal access to technology, societal impacts, and protecting the planet.

The SSIT ByLaws specify five standing committees: publications, conferences, membership (includes chapters), technical activities, and public outreach and visibility. A vice president heads each committee and is a voting member of the BoG. All other committees, including standards, the distinguished lecturer program, and chapters (within membership), have chairs but are not voting members of the BoG.

Finally, virtual chapter meetings have successfully provided lectures to several groups (e.g., chapters, student groups). As a result, the lecturer does not need to travel, and audiences within many time zones can participate in the lecture. This process will continue in the short and long term.

3.4 Short-term Strategic Goals

1. **Grow chapters**: SSIT's geographical activities provide opportunities for local and regional engagement, especially by students and practicing professionals who might not be in a position to attend international conferences or author publications. In addition, SSIT can better address regional and national differences in salient topics with a strengthened geographical organization. As SSIT leaves behind a period of stagnation in its geographical organization, it is a high priority to continue the recent momentum of creating new chapters and intensify local and regional activities.

2. **Grow active membership**: While SSIT is the largest technical professional society focusing on technology and society, its membership has been stable at a low level compared to other IEEE societies for many years, limiting its visibility within and outside IEEE. The low membership numbers affect SSIT's financial viability and limit the pool of volunteers available to carry out its activities. Therefore, it is a high priority to increase the number of members, especially active members, of SSIT.

3. **Create educational value**: SSIT deals with salient, meaningful, and exciting topics. SSIT's publications, conferences, chapter meetings, and distinguished lectures provide valuable content that, unfortunately, is not readily accessible to significant audiences, including elementary and secondary school children, university students and faculty, and practitioners seeking continuing education. No one within SSIT has been responsible for translating this content into more usable forms, such as textbooks, short courses, certifications, panels and staged debates, blogs/vlogs, documentary videos, or infographics. It is a high priority to develop this capacity and create a shared repository.

4. **Expand financial resources**: Publications, conferences, and membership are the primary revenue sources for SSIT. The publications could reach much larger audiences and increase net revenues, and the conferences could attract many more participants, thereby spinning-off increased surpluses. In addition,

membership (especially unsubsidized full members) could increase. Therefore, it is a high priority to expand those activities that form the financial base for SSIT.

3.5 Long-term Strategic Goals

1. **Enhance institutional capabilities**: SSIT has performed many essential activities for decades and has regularly launched new endeavors over the past decade. Longstanding activities (beyond governance and finances) include conferences, publications, awards, distinguished lectures, membership services, a website, and public outreach and visibility. Recent initiatives in the past decade include technical activities, technical standards, and social media. Emerging activities include education and public policy. As a small society with a limited active volunteer pool and no full-time staff, SSIT struggles to maintain its organizational capabilities during volunteer transitions. The infrastructure provided by IEEE staff is limited, and newer volunteers often do not know who to ask or how to access relevant infrastructural services. It is sometimes difficult to find important documents and historical and current information for volunteers serving in governance roles. Each activity area should improve its performance by recording and adopting best practices. It is a long-term priority to enhance the institutional memory and capability of SSIT.

2. **Achieve broader constructive engagement within IEEE and with organizations with similar interests outside of IEEE**: SSIT's field of interest cuts across many technical domains and organizational units. It embraces the opportunity to work with others on complementary and shared interests. SSIT needs to identify how to do this work while maintaining SSIT's organizational viability. It is a long-term priority to achieve broader constructive engagement within IEEE on the social implications of technology. SSIT also believes that there is a population that SSIT is not reaching, which is visible through organizations such as the American Geophysical Union's Science and Society division and others. SSIT should go outside of IEEE to engage non-technical organizations involved with social issues impacted by technology. Teaming with these organizations will expand SSIT's reach and effect.

3. **Prepare SSIT to deliver products and services valued in the future**: SSIT has a long and successful record of providing publications and conferences. However, changes in preferred media, conference styles, regional variation in interest and access, open access financial models, and other factors threaten the viability of current products and services. Therefore, it is a long-term priority to prepare SSIT to deliver products and services valued in the future. Achieving this involves professionalizing SSIT activities, including establishing non-volunteer part-time or full-time staff.

4. SSIT ACTIONS

See Appendix B for a list of recommended actions.

Appendix A: Environmental Assessment

This appendix assesses the internal and external factors that form the environmental context within which SSIT operates as an organization. In turn, positive and negative aspects in each category help SSIT identify Its current strengths, weaknesses, opportunities, and threats (SWOT), as shown in Table A1. These suggest priorities for short- and long-term strategic goals and actions.

Table A1: SWOT Analysis

	Positive	**Negative**
I n t e r n a l	<u>Strengths</u> • Quality membership (e.g., IEEE Senior Members and Fellows) • Quality publications (Transactions, Magazine, Newsletter) • Longstanding & engaging conferences • Approaching 50 years of subject expertise (1972-2022) that deserves celebration • Significant social media presence (compared to IEEE average) • Significantly more prominent and more active than other groups (e.g., ACM SIGCAS) • Positive relationship with IEEE SA achieved through engagement with their technology and society initiatives • Unique engagement and outreach point for IEEE • Financially solvent • Financial resources available to invest in future • Improved website • Well-attended monthly BoG meetings • Growing chapters, student and YP activity • ETHICS sponsors: EMCC, IEEE SA, LMC, IEEE-USA	<u>Weaknesses</u> • Relatively small membership (cf ACM SIGCAS ~350 members) • Few industrial conference sponsors • Aging membership • Poor leadership bench strength • Low leadership attendance at ISTAS and other events • Low influence in TAB • Low Fellow elevation rate (10%) • limited number of volunteers to advance SSIT goals • SSIT BOG members do not generally take an active part in SSIT committee work or other SSIT activities • Membership reached a historic low in 2015 and is hovering around 200 above it. • No development of networks of experts • Insufficient activities and working topics to attract members and give members activities to work on • Limited experience engaging volunteers • No education program • Few webinar offerings • Weak membership development program • No structured history

	Opportunities	Threats
E x t e r n a l	• Growing concern about unintended consequences of AI. • Demand for educational materials on SSIT topics • Untapped membership potential in Asia, Africa, Latin America • Many potential societal standards for Standards Committee • Strong industry interest in SSIT themes • SSIT leading volunteers are also involved in many other networks • Ample untapped technical opportunities (e.g., HCI, security, biomedical) • Convert student members to active SSIT members upon graduation • Cosponsor conferences with other IEEE societies (technical co-sponsorship leading to financial co-sponsorship) • Cosponsor conference with organizations outside of IEEE • Reach out to other ethical-focused organizations for cooperative efforts • Growing interest in the social implications of technology • Creation of chapters in R3, R4, R5 where there are none • Publicizing & promoting the awards program • Remote meetings forced by the COVID-19 pandemic have opened up possibilities for broader participation • The internet and website can spread SSIT activity and messages around the world	• Rest of IEEE engaging in society and technology topics without engaging SSIT • Localism is fracturing globalization • Open-source publishing affects IEEE finances • SSIT member volunteer efforts not recognized as SSIT • Potential censorship of controversial articles or publications by individual countries • IEEE does not see SSIT as a critical or active society • Lack of awareness by IEEE and others of the SSIT existence and activities • Professional codes of ethics (new ACM) may not reflect SSIT principles • The IEEE TechEthics program, whose purpose is to promote consideration of ethical and societal impacts of the technologies, overlaps with the field of interest of SSIT • Annual periodicals package program (PPP) disbursements may vanish • Beyond or within IEEE, knowledge of SSIT is minimal or non-existent, which could exclude SSIT from meaningful global developments • COVID-19 pandemic has affected global economic, political, and social cohesion and SSIT meeting opportunities • Limited and inaccurate website content

Appendix B: Action Plan

This appendix describes the critical goals and objectives SSIT should accomplish over the next two years. The foundation for SSIT operations is this strategic plan. It is meant to be more functional and provides information on specific activities, responsibilities, and timelines for completing activities related to SSIT. This plan is not a comprehensive accounting of SSIT's full suite of operations but rather an action plan focusing on its highest current priorities.

Grow Chapters

Membership in SSIT provides opportunities for global engagement through ISTAS and SSIT's publications and standards. However, local engagement opportunities through chapter and section activities should also be widely available. SSIT has had chapters worldwide since its founding fifty years ago. However, as volunteers have come and gone, some chapters have become inactive, and SSIT does not serve many parts of the world. Therefore, it is a high priority to revitalize existing chapters and grow new ones. The following are specific activities to accomplish this goal during the next two years.

Give chapter awards: Develop a program to recognize several dimensions of accomplishment by chapters with annual awards, including the largest chapter, the newest chapter, the fastest growing chapter, the most innovative chapter, and perhaps others.

Create content for chapters: Develop a pipeline of content that volunteers can use to make chapter meetings more engaging, including access to distinguished lectures, streamable events, templates for weekly discussions on salient topics, and a "webinar-in-a-box" for use by chapters. In addition, ask each chapter to create a presentation for sharing with other chapters.

Provide funding incentives for chapter growth: Develop a program for awarding modest funding to chapters for (a) current operations and (b) new initiatives. In addition, financially link membership strategy to chapters strategy.

Build a leadership community: Invite chapter leaders to share best practices, develop mentoring arrangements so that experienced volunteers can help new leaders, and convene an annual event for leaders.

Encourage regional initiatives: Help chapters identify regional priorities, publicize opportunities for entity-specific white papers and policy positions, and encourage regional conferences. Create a template for writing white papers and policy position papers.

Convene SSIT 50th anniversary events: Create a "50th-anniversary-in-a-box" content and meeting template (introductory video from SSIT president, downloadable materials on the web summarizing the history, discussion questions). Solicit short videos from chapter chairs reflecting on the meaning of the

50th for them for posting on the SSIT website. Award any chapter created during 2022 as a "golden jubilee chapter."

Build joint chapters where possible – these can span section boundaries and span between societies. Unfortunately, they cannot span SSIT to WIE/YP/Life Members, which would be ideal partners with SSIT to engage a broader community related to SSIT interests. Working with MGA to allow for joint chapters that could include WIE and Life members would bring value to all OUs involved.

Grow Active Membership

SSIT's influence, and to a lesser extent, its financial viability, depends on the membership's size and the number of active contributing members. Membership development is a perennial challenge for SSIT and, more broadly, for IEEE. Over time, volunteers have put much effort into ad hoc activities to grow membership, ranging from personal persuasion to narrow financial incentives. Needed is a more strategic effort that harnesses what SSIT knows about membership demographics and trends, uses IEEE tools and resources more effectively, and recognizes that membership growth requires innovative efforts by volunteers in many roles within SSIT. During the next 24 months, these include the following.

Develop a strategic view of membership activities: Assess the current situation, identify short-term and longer-term goals, link these to specific actions, and measure progress.

Analyze membership data: Use the capabilities of IEEE OU Analytics more fully to analyze time trends, membership level mix, regional patterns, and demographic data. For example, look at the Doublet Matrix (showing cross-memberships) to identify potential members and volunteers, such as TechEthics members.

Adopt best practices: Engage with the IEEE MGA group to learn best practices and access helpful tools. Create an organizational structure for membership development, recruit regional leaders; encourage each standing committee to do one item to advance active membership; launch the "bring a friend" campaign

Make membership attractive: Provide incentives to participate, such as positive feedback for accomplishments, meeting exciting people to work with, seeking career advancement and travel opportunities, and offering recognition with plaques and certificates. Provide networking opportunities—and measure the number of attendees and members. Work on SSIT online presence to demonstrate the value of SSIT.

Actively manage volunteer recruitment and retention: Create a list of volunteer jobs and an annual survey of volunteer interests; develop a better process of matchmaking between volunteers and SSIT positions; set a tight time deadline—a window of opportunity—to volunteer for a specific opportunity; acknowledge that some volunteers are self-starters, but others need regular direction; create entry-level volunteer positions and on-the-job training opportunities; guide what to do as a volunteer; review current lists of volunteers and functions to assess gaps; generate web-based ways to learn about

volunteering opportunities and to volunteer; develop committee operating procedures and annual activity calendars.

Flip the 2nd society membership logic: Historically, most SSIT members first joined a technical society and later in their careers became SSIT members. SSIT would like to change this trend. High school students are already concerned about climate change and protecting the planet, green ICT, urban and ocean cleanups, food and water supplies and sustainability for the future, and their future employment. Therefore, SSIT should emphasize recruiting and getting these youngsters to join SSIT (because of all the social aspects) and later link them with those IEEE societies to enhance their technical know-how.

Create Educational Value

SSIT has not had an organized educational activities committee in recent years, even though it is a standing committee according to the bylaws. This committee should be revitalized and undertake the following activities during the next 24 months.

Revitalize the committee: Appoint a full and active educational activities committee. Arrange for training and engagement with the IEEE Educational Activities Board. Include members who are aware of what SSIT has previously attempted.

Develop an educational activities strategy: Assess current resources and opportunities, prioritize short-term actions, identify long-term goals, and request budgetary resources for start-up activities.

Assemble existing relevant content: Identify relevant content already produced by SSIT publications, conferences, distinguished lectures, and events; create an organized inventory of what SSIT has; develop a process for keeping track of content as it develops in the future; categorize it by type, topic, and level. Create an easily accessible repository of content.

Establish a framework for translational activities: These should add value to the current content produced by SSIT. For example, this activity could include templates for summarizing content for different audiences and formats, guidance on associated intellectual property ownership issues, identifying suitable platforms for purveying content, and pilot projects.

Assess the market for educational content: Perform assessments for different market segments; consider the supply of content, demand for content, competitors, costs and benefits, and expectations of future change.

Create products useful for accreditation: SSIT's focal areas in social implications and ethics are highly relevant to engineering accreditation processes in higher education (e.g., ABET). This work includes performing needs assessments, developing products formatted to be helpful in the undergraduate classroom, recruiting and retaining volunteers who actively engage in the design of accreditation standards, and evaluating academic programs in different regions of the world. Publicize these products with the appropriate constituencies to raise the awareness of SSIT's focal areas.

Create products for continuing education and chapter activities: Drawing on the volunteer talent in the technical activities committees, conferences, and among distinguished lecturers, produce webinars on a common platform such as IEEE.tv, and develop similarly practical products.

Solidify and Expand the financial base

Grow the publications: IEEE distributes the high-quality content published in the Transactions, Magazine, and conference proceedings through the online Xplore platform that returns revenues to the society based on an algorithm that includes a fixed per-society component and a variable usage-based component. SSIT should focus on increasing the use of its publications in terms of subscriptions, downloads, and citations. This practice will allow SSIT to earn more than just the minimum, fixed allocation it currently receives. Even as open access norms change the publishing industry, more significant usage of this content will benefit society.

Expand the conference portfolio: The current conference portfolio should include regional conferences and topical workshops, support chapter webinars, and local public meeting events. Highlight more visibly (beyond SSIT publications) at conference's key presentations and outcomes. Jointly hold conferences with other organizations having similar interests and sustain these over time. Become adept at producing hybrid conferences with attractive in-person and engaging online components.

Grow membership: Full members contribute net revenue to SSIT. For example, SSIT should subsidize student membership with the potential of converting student members to full members should be a financial priority. Activities to grow membership are discussed under the membership objective above.

Advance Longer-term Objectives

The strategic planning committee has identified many additional topics to pursue if time and resources permit. High priority long-term strategic objectives that need focused attention during the next 24 months include the following.

Enhance institutional capabilities: Each standing committee chair should contribute a section to an operations manual, train and mentor volunteers for future roles, and create an archive of important documents. The SSIT secretary should assemble these and make them accessible on an appropriate platform.

Achieve broader constructive engagement within and external to IEEE: The SSIT BoG is unusual because it includes representatives from other IEEE societies and divisions. These representatives should become more active ambassadors to the rest of IEEE for SSIT. Similarly, many members join SSIT as their "2nd society" after first joining a technical society; SSIT should actively recruit them as ambassadors. Furthermore, SSIT should work with other IEEE entities to provide sessions at conferences, preferably using registration fee waiver arrangements. Finally, SSIT volunteers should increase their involvement with relevant activities within IEEE, such as SusTech, TechEthics, Future Directions, Women in

Engineering, and Diversity & Inclusion. Join other organizations with similar charters in holding and publishing papers from joint events. Arrange joint panels with organizations that are similarly engaged in the effects of science and technology on society. Establish an expanded base of income from inter-organizational collaborations. Engage in international efforts such as the United Nations Decades and the UN more generally in technology and society through grants and other financial resources.

Prepare SSIT to deliver products and services valued in the future: Enhance SSIT's online presence (website, social media, videos). Create an emerging topics pathway for technical activities, such as cybersecurity, cybernetics, or systems thinking/system effects/system challenges. Continue developing educational activities strategies and creating products useful for other allied organizations within and outside SSIT. Publicize SSIT Standards activities and link them better to other SSIT activities. Learn how to host successful hybrid conferences. Develop a template for hosting regional events and find synergies among technical committees, publications, conferences, and standards. Using multi-lingual platforms during conferences and publications may help attract individuals who may be great engineers and or computer scientists and yet may lack substantial knowledge to publish in English. For example, many Region 9 meetings occur in Spanish, Portuguese, and English. Create internship programs for students.

Appendix C: Relation to TAB and IEEE

This appendix describes several targeted improvements to internal and external relationships required to support short and long-term goals. In addition, it indicates the individuals with responsibilities along with reporting requirements.

As a cross-cutting IEEE society, SSIT has a field of interest—social implications of technology, ethics—that resonates with members of many other IEEE entities in technical societies, standards, and geographical entities. From a fiscal perspective, this raises turf issues where other organizational units' activities on social implications and ethics could undermine SSIT. However, given that SSIT is a community of interest, it is crucial to find ways to engage constructively with other IEEE entities on these topics. Only that framing advances its fundamental interests. Thus, one set of improvements to current intra-IEEE relationships is to encourage collaborations that achieve SSIT's community-building goals while holding SSIT financially harmless. For example, SSIT can seek reciprocal arrangements with other entities to waive registration fees for conferences in which SSIT provides invited speakers or pre-organized sessions on SSIT topics. The SSIT president and the conference committee chair should lead this effort and report back periodically.

SSIT desires to take better advantage of the full IEEE infrastructure services available to improve its membership performance, education, conferences, publications, and standards activities. Therefore, SSIT will ask the chair of each committee to engage with IEEE staff and volunteer counterparts (MGA, EAC, MCE, PSPB, SA), lead that effort, and report back periodically.

SSIT desires to coordinate more closely with IEEE TechEthics to maintain a constructive relationship. Therefore, SSIT asks the ethics technical committee chair to lead that effort and report periodically.

Appendix D: IEEE SSIT Strategic Planning Committee Members

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