

# FEL-PROC-01: Fellows Committee Procedure May 2025



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## **Foreword**

This procedure describes how the Fellows Committee will fulfill its responsibilities delimited in the INCOSE Board Operations Manual sections 2.3.3.2 (Fellows Committee) and 4.3 (Fellows Award). Section 2.3.3.2 of the manual establishes the charter and structure for the Fellows Committee, the purpose and structure of the Fellows Selection Committee, and provides for additional Fellows committees and task groups to leverage the expertise of the Fellows. Section 4.3 of the manual establishes the criteria, nomination approach, and framework for selecting new Fellows. Within the bounds of these two policies, the Fellows Committee has significant independence in its operations.

## Document Change History

The following table identifies each version or issue of this document and provides a description of the purpose or reason for the change. Performing a document comparison between any two versions of this document can identify detailed change differences.

Version	Date	Comment
0.1	24/JAN/2021	Initial draft
0.2	31/JAN/2021	Minor revisions to selection inputs, outputs, notification
0.3	13/MAR/2021	Revision to the Fellows selection process
1.0	26/OCT/2023	Revision to the Fellows selection process and other procedural additions
2.0	4/JUN/2024	Revision to the Fellows selection process
3.0	1/MAY/2025	Revision to broaden Procedure to include all Fellows Committee processes and to incorporate administrative updates from Board Operations Manual

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## **1.0 Scope**

### **1.1 Purpose**

This procedure applies to the Fellows Committee, which comprises all living Fellows who are of good standing as INCOSE members or senior members.

The mission of the Fellows Committee is to advance the state of the science, art, and practice of Systems Engineering. The Fellows Committee achieves that mission through a combination of general business activities, the conduct of focused tasks, and the activities of sub-committees. The Fellows Selection Committee is a standing sub-committee of the Fellows Committee whose purpose is to select new INCOSE Fellows.

The purpose of this procedure is to capture essential guidance to the Fellows Committee in general, to focused task groups and to sub-committees such as the Fellows Selection Committee in fulfilling their roles, establishing a framework for effective operation while maintaining appropriate latitude to innovate and advance.

### **1.2 Objectives**

This procedure documents the Fellows Committee's annual operating calendar reflecting an effective rhythm for execution of its mission. The procedure also documents the procedures used by the Fellows Committee to assess, discuss, and select new Fellows.

## **2.0 Definitions**

### **2.1 BoD**

INCOSE Board of Directors – As defined in BOD-100, the elected and appointed volunteer representatives of the membership who jointly supervise the activities of INCOSE.

### **2.2 IW**

INCOSE International Workshop – An event for systems engineers, scientists, and system thinkers to contribute to the state of the science, art, and practice. Typically held annually in January or February.

### **2.3 IS**

INCOSE International Symposium – A worldwide annual gathering of people who support, interact with, and perform systems engineering, learning and contributing through presentations, case studies, workshops, tutorials, and panel discussions. Typically held annually in June or July.



## **3.0 Responsibilities**

The following are the responsibility assignments for this procedure.

### **3.1 Responsible**

- Fellows Chair
  - Lead all Fellows Selection Committee meetings and all meetings of the full Fellows Committee
  - Represent the Fellows with Academic Council, Technical Operations, and the Board of Directors as a non-voting participant (may delegate this responsibility to other Fellows with the agreement of the relevant meeting chair)
  - Confirm nominator or supporter to speak on behalf of each nominee at the Fellows Selection Meeting
  - Ensure timely execution of the activities reflected in the Fellows annual calendar.
  - Establish Sub-committees and Task Groups as required
  - Update the Fellows Selection Committee training and train the new members of the Selection Committee
- Fellows Vice Chair
  - Lead Fellows Selection Committee meetings and all meetings of the full Fellows Committee in the absence of the Chair.
  - May participate in all Fellows Committee and Fellows Selection Committee meetings.
  - Represent the Fellows in INCOSE meetings the Chair is not able to attend.
  - Advise the Chair on Fellows Committee policies and procedures.
- Fellows Selection Committee Members
  - Participate faithfully in the deliberations involving Fellow nominees as described in REC-101 and this procedure
  - Appoint one member of the Selection Committee as a witness to participate in the inspection and certification of the selection results and preparation of citations.
- INCOSE Staff
  - Collect, track, and distribute Fellows Nomination Packets
  - Distribute appointment letters.
  - Prepare Fellows plaques.
- INCOSE President
  - Notify new Fellows.

### **3.2 Accountable**

- Fellows Chair

### **3.3 Consulted**

- Members of the Fellows Committee
- Past Fellows Chairs and Vice Chairs

### **3.4 Informed**

- INCOSE Board of Directors

## **4.0 Process Information**

### **4.1 Inputs/Outputs**

#### ***4.1.1 Inputs/Outputs: Fellows General Business***

- Inputs:
  - Annual calendar of activities
- Outputs:
  - General business activities

#### ***4.1.2 Inputs/Outputs: Fellows Selection Committee***

- Inputs:
  - Completed Fellows nomination packets
- Outputs:
  - Notification of successful Fellow nominees
  - Notification of nominator for unsuccessful Fellow nominees
  - Notification of Fellows Committee regarding new Fellows along with their respective citations

#### ***4.1.3 Inputs/Outputs: Fellows Task Groups***

- Inputs:
  - Tasking request
- Outputs:
  - Formation of a formal or informal Task Group with appropriate terms of reference
  - Report by Task Group

### **4.2 Constraints**

Operations of the Fellows Committee are constrained by policies FEL-100 and REC-101 and the schedules for the International Workshop and the International Symposium.

### **4.3 Enablers**

None.

## 5.0 Fellows Committee General Business

### 5.1 Fellows Committee General Business Process

The Fellows Committee operates in accordance with an annual calendar shown in Table 1.

*Table 1. Annual Calendar for Fellows Committee*

Month	Action
January or February	<ul style="list-style-type: none"> <li>Fellows Nominee Review Meeting to discuss nominees and identify any completeness or quality issues in the nomination packets. <ul style="list-style-type: none"> <li>In advance of the meeting, Selection Committee members review nomination packets and submit a straw vote and listing of merits and concerns .</li> <li>The Selection Committee will appoint one member of the Selection Committee as a Witness to participate in the inspection and certification of the selection results and preparation of citations at the IW.</li> </ul> </li> <li>Fellows Meeting at IW to discuss Fellows nominations. <ul style="list-style-type: none"> <li>In advance of the meeting, Fellows Chair confirms nominator or supporter to speak on behalf of each nominee.</li> </ul> </li> <li>Fellows Selection Committee executive session at IW. <ul style="list-style-type: none"> <li>Final discussion of nominations and vote.</li> <li>Chair, Vice Chair, and Witness inspect and certify the selection. results and communicate them to the Selection Committee.</li> <li>Selection Committee discusses “lesson learned.”</li> <li>Chair, Vice Chair, and Witness prepare citations.</li> </ul> </li> <li>Fellows selections and citations communicated to President by the Fellows Chair/Vice Chair.</li> <li>Fellows meeting <ul style="list-style-type: none"> <li>Fellows presentations, topical presentations, and meeting with INCOSE leadership</li> <li>Open discussion, request for volunteers for events such as the International Science and Engineering Fair (ISEF).</li> </ul> </li> </ul>
February	<ul style="list-style-type: none"> <li>President notifies new Fellows.</li> <li>Chair notifies nominator of each nominee if the nominee was not selected.</li> <li>Fellows Committee notified of new Fellows and their respective citations.</li> <li>Selection letters sent and plaques ordered for new Fellows.</li> </ul>
March	<ul style="list-style-type: none"> <li>Introduction and orientation of new Fellows</li> </ul>
April	<ul style="list-style-type: none"> <li>Fellow’s presentations – Chair/Vice Chair will invite 3-4 Fellows to present on relevant topics at IS.</li> </ul>
June	<ul style="list-style-type: none"> <li>Fellows Committee IS agenda finalized and sent to Fellows Committee.</li> </ul>
July (IS)	<ul style="list-style-type: none"> <li>The presentation of the new Fellows ceremonially occurs at the annual International Symposium.</li> <li>INCOSE publicizes the awards after the ceremonial presentation of the</li> </ul>

	<ul style="list-style-type: none"> <li>Fellows.</li> <li>• New Chair/Vice Chair to be elected every two years.</li> <li>•</li> <li>Fellows meeting <ul style="list-style-type: none"> <li>○ Discussion with INCOSE President and President-Elect.</li> <li>○ Invited presentations and business meeting.</li> </ul> </li> <li>• First call for Fellows nominations issued.</li> </ul>
October	<ul style="list-style-type: none"> <li>• Second call for Fellows nominations issued.</li> <li>• Fellows Selection Committee nominees finalized, and ballots emailed to Fellows Committee.</li> <li>• New Fellows Selection Committee members announced to Fellows Committee.</li> <li>• Chair/Vice Chair will select/invite Fellows to present during the IW meetings.</li> </ul>
December	<ul style="list-style-type: none"> <li>• Fellow nomination packets due December 1<sup>st</sup>.</li> <li>• Fellow nomination packets made available by INCOSE Staff to all Fellows on community site no later than December 8<sup>th</sup>.</li> <li>• Conduct Fellows Selection Committee Organizational Meeting including training of Committee members.</li> <li>• Agenda for IW and nominee notification sent to Fellows Committee.</li> </ul>

## 5.2 Fellows Committee Procedure for the Election of Chair

By 30 May in the final year of their term of office, the current Chair of the Fellows Committee shall call for nominations from the Fellows Committee for the position of Chair for the next two years. At the same time, the Chair shall advise the Fellows Committee of their intention to nominate for a second contiguous two-year period, providing that they are eligible to do so having served only one two-year term.

During the nominated business meeting of the Fellows Committee at the annual International Symposium, the current Chair shall conduct a poll to elect a new Chair by a majority vote from those Fellows present at the meeting.

Should the current Chair be extended for a second two-year term, they may reappoint the current Vice Chair for a second two-year term, or they may appoint another Fellow as the Vice Chair for the next two-years.

## 5.3 Establishment of Subcommittees and Task Groups

The Fellows Committee may establish volunteer subcommittees or Task Groups to apply the expertise of Fellows to internal INCOSE needs or external areas of interest. Subcommittees and task groups receive specific guidance from the Fellows Chair when they are formed.

The Fellows Committee has one standing subcommittee currently, the Fellows Selection Committee, the conduct of which is described in Section 6. The conduct of Task Groups is outlined in Section 7.

## **6.0 Fellows Selection Committee**

The primary purpose of the Fellows Selection Committee is to select new INCOSE Fellows.

### **6.1 Fellows Selection Committee Process**

#### ***6.1.1 Compile and Distribute Fellows Nominations***

Fellows nomination packets are due December 1st. INCOSE Staff will collate the submissions and share them with members of the Fellows Committee by December 8. In addition, INCOSE Staff will share the number of living Fellows and the maximum number of Fellows based upon 1% of the INCOSE Voting Members (Regular and Senior members as defined in the INCOSE Bylaws).

The Fellows Chair shall encourage Fellows with a concern regarding an ethical issue or any other major concern to share such concerns with the Fellows Chair and Vice Chair who shall relay the stated information to the Fellows Selection Committee.

#### ***6.1.2 Conduct Fellows Selection Committee Organizational Meeting***

The Fellows Chair shall remind the members of the Fellows Selection Committee of the process and timeline for Fellows selection. The Chair reminds the Committee of the selection criteria, including examples of acceptable and unacceptable evidence.

The Chair shall also remind the Committee of the code of conduct for selection meetings.

No pending Fellows nominations are discussed at this meeting.

#### ***6.1.3 Conduct Fellows Nominee Review Meeting***

This closed meeting of the Fellows Selection Committee, Fellows Chair, and Fellows Vice Chair facilitates unfettered discussion of nominees. No minutes or official votes shall be taken during this meeting. All meeting discussions shall be treated as confidential to the Fellows Selection Committee.

Prior to the Nominee Review Meeting, the INCOSE Staff shall collect from each committee member a document containing for all nominees a non-binding straw vote and a listing of merits and concerns relative to the stated Fellows criteria based on their nomination packages. The INCOSE Staff shall prepare a summary document containing for all nominees the straw vote totals and an anonymized collated list of the merits and concerns. The intent is to communicate the sense of the Fellows Selection Committee with respect to each nominee and prepare for the meeting.

The Fellows Chair shall convene this meeting no sooner than three weeks after the distribution of the nomination packages and no later than two weeks prior to the Fellows Selection Meeting at

the IW. The primary purpose of this meeting is to achieve greater cross-committee awareness of the nominees including merits and concerns relative to the stated Fellows criteria.

At the start of the Nominee Review Meeting, the Fellows Chair shall read the Code of Conduct script. During the discussions, all nomination packets will be reviewed to identify any completeness or quality concerns. If the committee identifies a deficiency that it believes should be addressed, the committee may request an updated packet. The Fellows Chair shall communicate this information to the nominator to allow them to prepare for the selection meeting and submit an updated packet if requested in sufficient time for the Fellows Selection Open Meeting. In addition, this information also will be used to solicit any additional information from the Fellows participating in the Fellows Selection Open Meeting to clarify the adequacy of nominee's background in meeting the criteria.

The Fellows Chair shall nominate one member of the Selection Committee as a Witness to participate in the inspection and certification of the results. The Witness shall be approved by the Selection Committee by a majority vote.

#### ***6.1.4 Conduct Fellows Selection Open Meeting***

All members of the Fellows Committee may participate in and speak at the Fellows Selection Open Meeting. No votes shall be taken at this meeting.

At the start of the meeting, the Fellows Chair shall read the Code of Conduct script and follow with a statement of the number of living Fellows and the maximum number of Fellows based upon 1% of the INCOSE Voting Members. This serves to remind all participants of the 1% threshold on the number of living Fellows.

There will be typically 15 minutes for discussion of each nominee. The Fellows Chair shall share the merits and concerns relative to the stated Fellows criteria that were collected at the Fellows Nominee Review Meeting. The nominator – or, in the event the nominator is not a Fellow, a Fellow who offered a letter of support for the nominee – shall speak first. This discussion will provide all present – Fellows Selection Committee members and Fellows alike – the opportunity to share merits and concerns relative to the stated Fellows criteria. All aspects of the meeting shall be treated as strictly confidential.

After the allotted discussion of all nominees has been completed, the meeting shall adjourn, and the Selection Committee shall convene an executive session attended by only the Selection Committee.

### ***6.1.5 Conduct Fellows Selection Closed Meeting***

#### **6.1.5.1 Discuss Nominees and Vote**

The Selection Committee shall discuss the nominees during this closed meeting. All aspects of the meeting shall be treated as strictly confidential.

At the conclusion of the executive session, a secret vote shall be taken by written ballot for all nominations. A vote of “abstain” is not allowed except for recusals for conflicts of interest. Those with at least six affirmative votes are selected as new Fellows.

The Selection Committee members shall provide to the Fellows Chair any rationale for voting “no” based on lacks by specific criteria during the executive session. The Fellows Chair shall prepare a written summary based on the rationale provided by the Committee. The Fellows Chair shall ensure that the information is retained about the lacks by specific criteria for any nominee who is not approved.

#### **6.1.5.2 Inspect and Certify Results**

The Chair, Vice Chair, and Witness shall tabulate all votes and determine the result for each nomination. They shall perform their duties impartially, in good faith, to the best of their ability and as expeditiously as is practical, and the decision, act or certificate of a majority is effective in all respects as the decision, act or certificate of all three.

The outcome of the voting shall be communicated to the Fellows Selection Committee, and the Selection Committee shall have the opportunity to provide feedback on the process and outcome to the Chair and Vice Chair, Members of the Selection Committee shall not reveal the results of the vote to any individual including, but not limited to, nominees, nominators, or supporters prior to the formal announcement to the Fellows Committee of the New Fellows.

The Chair, the Vice Chair, and the Witness shall prepare the final citations for the selected nominees.

The results of the vote by the Selection Committee shall not be disclosed to anyone until after President has notified of the new Fellows.

### ***6.1.6 Deliver Certificate of Selection for New Fellows to INCOSE President***

After the certification of the election results, the Fellows Chair shall forward the certificates of selection for the new Fellows to the INCOSE President. This information shall be treated as confidential.

### ***6.1.7 Notify New Fellows and Nominators of Unsuccessful Nominees***



Upon receipt of the certificates of selection, the INCOSE President shall notify new Fellows. The Fellows Chair shall notify the nominators of those individuals not selected and communicate why the nominee was not selected.

All notifications shall occur no later than one month after completion of the Fellows Selection Closed Meeting as per REC-101. The Fellows Chair shall coordinate the timing of such notifications with the INCOSE President such that all notifications are completed within a 3-day period.

## **6.2 Fellows Selection Code of Conduct**

The code of conduct for selection meetings is documented in a script that shall be read by the Fellows Chair at the Fellows Nominee Review Meeting and at the Fellows Selection Open Meeting.

### **6.2.1 Fellows Committee Chair's Script**

*Welcome to our annual Fellows Selection Committee meeting. First, let me remind us of our role here. As Fellows we hold the privilege of determining the future of the Fellows and INCOSE by annually selecting Fellows. In doing this, remember that we are exercising an authority delegated to us by the INCOSE Board of Directors and therefore we are bound to act in a manner consistent with INCOSE policies and procedures and, of course, any applicable state and federal laws applicable to INCOSE.*

*I do not have a vote here, nor does our Vice Chair. Instead, INCOSE Policy and Procedures confer on me the responsibility to manage the process and to ensure that we follow INCOSE policy and procedures.*

*First, we will discuss each nomination, using the nomination packet as the factual basis of that discussion, interpreting achievements described in the documents in the light of our established criteria for selecting a Fellow. We will not consider any information or opinion that is outside of the nomination packet unless it concerns known ethical violations. We will refrain from statements that are directed against a nominee as a person rather than evaluating their accomplishments as documented in the nomination package.*

*Second, we must avoid conflicts of interest such as various professional, personal, or financial relationships with a nominee. Some of you may have already declared potential conflicts to me. I now invite anyone else who has a potential conflict with a particular case to speak up. Note that not all reported conflicts need to result in disqualification; some are instead important simply to put a committee member's remarks into context (being a collaborator with the nominee, for example). Members of the committee should understand that they can, if they choose, report conflicts to the Chair, in confidence. Also, they can recuse themselves due to a conflict of interest, without disclosing their reasons.*

*Third, I am charged with ensuring that we conduct this meeting in a civil and collegial fashion, providing all with the opportunity to speak. Please listen and speak thoughtfully and respectfully,*

*recognizing the time we have available. Please do not interrupt a colleague who is speaking unless it is to ask for clarification.*

*Fourth, we must hold a full, fair, and candid discussion of the merits of each case. To ensure this, the confidentiality of remarks made here must be carefully preserved and restricted to those committee members present here today. The Fellows Chair, and the Fellows Chair alone, shall communicate in writing to each nominator the specific shortfalls relative to the criteria. Our discussion here today and your comments will guide me in this. All participants in this meeting shall not repeat any part of our discussion outside of this room, including the names of Fellows that spoke unless compelled to do so by law or by INCOSE disciplinary processes. Note that nothing in the provision of confidentiality allows participants in the meeting to engage in illegal, unethical, or inappropriate behavior with impunity. Specifically, we shall refrain from comments that indicate a nominee is not qualified due to their age, race, color, religion, gender identity, sexual orientation, pregnancy, marital status, family circumstances, political affiliation, physical attributes, national origin, or due to a disability.*

**To be read at the Fellows Nominee Review Meeting.** *Prior to this meeting, you submitted a non-binding straw vote and a listing of merits and concerns related to the stated Fellows criteria based on their nomination packages. The INCOSE Staff prepared a summary document containing, for all nominees, the straw vote totals and an anonymized collated list of the merits and concerns. At this meeting, we shall discuss this information and any completeness or quality concerns with respect to the nomination packets. This Fellows Chair shall communicate a summary of this information and our discussions to the nominator to allow them to prepare for the selection meeting. This information also will be used to solicit any additional information from the Fellows participating in the selection meeting to clarify the adequacy of nominee's background in meeting the criteria.*

**To be read at the Fellows Selection Open Meeting.** *At the conclusion of the discussion of all the nominees, this meeting will adjourn, and the Selection Committee shall reconvene in a closed session to discuss the nominations and cast anonymous ballots. A nominee must receive six or more "yes" votes to be selected as a Fellow. I will encourage each member of the selection committee to add written comments to their anonymous ballot explaining the basis of their vote, especially if they vote "no." This information is necessary for me to communicate the outcome to the nominator.*

## **7.0 Fellows Committee Task Groups**

### **7.1 Task Group Purpose**

The primary purpose of a Task Group is to provide a formal or informal structure within which members of the Fellows Committee, in conjunction with other invited experts, may apply their expertise to internal INCOSE needs or external areas of interest. The output of a Task Group would typically be a Task Group Report, but it may also include the development of publications, presentation and position papers relating to systems engineering.

### **7.2 Task Group Formation**

A Task Group may be formed for any purpose deemed appropriate by the Fellows Committee. For each Task Group, the Fellows Chair shall develop Terms of Reference that are appropriate to the task, including nomination of Task Group members, any Group leadership considerations, start date and completion date, any reporting considerations, and expected outputs.

## **References**

### **REF-1 INCOSE Policies**

Board Operations Manual Section 2.3.3.2: Fellows Committee  
Board Operations Manual Section 4.3: Fellows Award

### **REF-2 INCOSE Procedures, Templates, and Forms**

FEL-FORM-01 Fellow Nomination Form  
FEL-FORM-02 INCOSE Fellow Letter of Support Form  
FEL-FORM-03 INCOSE Fellow Certificate of Selection

### **REF-3 Other References**

None.