

TRB TECHNICAL ACTIVITIES LEADERSHIP GUIDE

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TECHNICAL ACTIVITIES DIVISION LEADERSHIP GUIDE

Purpose of this Guide

This guide provides TRB Technical Activities Division (Division A) Group Executive Board members, Section Executive Board members, committee and task force chairs, and staff with information and procedures to be followed in carrying out the Division's activities. Full information on Technical Activities Division units and staff can be found at <http://www.trb.org/AboutTRB/TechnicalActivitiesDivision.aspx>. A webpage that contains resources for Chairs of TRB standing committees, task forces, Sections and Groups can be found at <http://www.trb.org/AboutTRB/BeingChair.aspx>.

Combined Calendar

A calendar of key dates for Chairs of Groups, Sections, and committees is shown below. Additional information is included in the following chapters. (Note – The following dates are approximate and may vary slightly from year to year or by Group. Check with TRB staff if you have questions.)

DATE	ACTION	Group Chairs	Section Chairs	Committee Chairs
January	TRB Annual Meeting: Workshops, sessions and meetings of Group and Section Executive Boards, committees, task forces, subcommittees, Technical Activities Council, and TRB Executive Committee	✓	✓	✓
	Committees discuss rotation of committee membership (if committee is in a rotation year)			✓
	Update/review listing of critical and/or cross-cutting issues in Section and a plan for addressing them (research needs statements, sessions at the next annual meeting, circulars, specialty conferences, etc.)	✓		
	Committee chair submit final recommendations on papers to be published in TRR by January 31			✓
	If committee is rotating this year, committee chair submit proposed rotation roster to TRB staff and Section or Group Chair by January 31			✓
February 1	Submit nominations for paper awards from previous year's papers to TRB staff			✓
March 1	Committee Chair submit final Committee Triennial Strategic Plan (TSP) to Group leadership for those committees assigned this for the current year			✓
	Submit Section's critical issues to TRB staff for website posting		✓	
	Submit Section Executive Board recommendations for paper awards to Group Executive Board (may vary by Group)		✓	
	Webinar submissions due for consideration for presentation during the second half of the year	✓	✓	✓
April	If committee wishes a Call for Papers to be posted on TRB website, submit to TRB staff by early May			✓
May	Submit new or updated nominations for Thomas B. Deen Distinguished Lectureship	✓		

DATE	ACTION	Group Chairs	Section Chairs	Committee Chairs
	Groups submit proposal for at least one cross-cutting (cross-Group) issue session for TRB annual meeting	✓		
	TRB paper submission/review website opens for use by staff and committee chairs			✓
June	Proposals for Annual Meeting workshops due to TRB staff by June 15. Include workshop title, day/date preference, length (half day/full day, morning or afternoon, hotel preference, paragraph description, and attendance estimate)			✓
	Technical Activities Council and TRB Executive Committee meetings	✓		
	Group review each committee TSP ; prepare written feedback and send to committee	✓		
	List of proposed Annual Meeting conference sessions due to TRB staff. Include session type, topic, and the sponsoring committee(s) or Groups.	✓	✓	✓
Summer	Mid-year Group/Section Executive Boards, and committee meetings (as needed)	✓	✓	✓
July 1	Submit Group Nominations for Emeritus Members and for paper awards to TRB staff	✓		
August 1	All formal papers are submitted by authors to TRB by August 1			
August 15	Committee chair appoints and notifies three or more reviewers for each paper via the TRB paper submission/review website			✓
August 31	Review committee Triennial Strategic Plans (TSPs) reports and summary reports and discuss with Section and committee chairs	✓		
September 15	Prepare summary report of TSPs in Group	✓		
	Group and Section Chairs submit recommendations for TAC Blue Ribbon Committee Awards	✓	✓	
October 1	All committee recommendations for papers to be presented, speakers to be invited, and sessions to be conducted at the TRB Annual Meeting are due for review and approval by TRB staff. Any remaining workshop details also due. Recommendations not received by October 1 will not be programmed at the Annual Meeting.	✓	✓	✓
October 15	Following review of committee recommendations by TRB staff, committee Chair notifies authors of paper status and provides reviewers' comments. The			✓

DATE	ACTION	Group Chairs	Section Chairs	Committee Chairs
	notification is generated automatically on the TRB paper submission/review website.			
November 1	TRB staff notifies authors whose papers have been accepted for Annual Meeting presentation.			
November 1	Webinar submissions due for consideration for presentation during the first half of the following year	✓	✓	✓
November 15	Paper authors submit any required revisions to papers via the TRB paper submission/review website, and a summary of how the reviewers' comments were addressed to the committee chair. Committee chair begins the paper re-review process for these papers			✓
December 1	Submit to TRB staff any requests for special room set-ups and special AVs for meetings to be held in conjunction with TRB Annual Meeting.	✓	✓	✓
December 15	For committees whose Triennial Strategic Plans are due the following year, committee Chair provide draft TSP to committee members, Group leadership (the Section Chair, or Group sub-committee if no Sections), and TRB staff for review and comment.			✓

I. THE TRANSPORTATION RESEARCH BOARD

Mission & Organization

The mission of the Transportation Research Board is to provide leadership in transportation innovation and progress through research and information exchange, conducted within a setting that is objective, interdisciplinary, and multimodal.

Established in 1920, TRB is one of six major divisions of the National Research Council--a private, nonprofit institution that is the principal operating agency of the National Academies in providing services to the government, the public, and the scientific and engineering communities. The National Research Council is jointly administered by the National Academy of Sciences, the National Academy of Engineering, and the Institute of Medicine. The Transportation Research Board's varied activities annually draw on more than 8,000 engineers, scientists, and other transportation researchers and practitioners from the public and private sectors and academia, all of whom contribute their expertise in the public interest. The program is supported by state transportation departments, federal agencies, including the component administrations of the U.S. Department of Transportation, and other organizations and individuals interested in the development of transportation.

Divisions of TRB

The success of TRB is largely dependent on the capabilities and voluntary efforts of its members who are involved in committees, Sections, Groups, and other organizational units of TRB. TRB is organized into five divisions:

- Technical Activities
- Cooperative Research Programs
- Strategic Highway Research Program (SHRP2)
- Studies and Information Services
- Administration and Finance

The general functions of each division are described briefly in the following sections. TRB activities are considerably interrelated, with each activity drawing upon the capabilities of TRB's divisions and varied programs. More detailed information on each of the TRB Divisions can be found at www.TRB.org.

Technical Activities Division

Technical Activities Division activities may be classified as follows:

- Committee and task force activities
- Annual Meeting, webinars, conferences, and workshops
- Field visit program
- Legal studies
- Response to inquiries in cooperation with library and information services; and
- Publications

Subsequent sections of this Guide describe the Technical Activities Division organizational structure, committee and task force activities, the Annual Meeting, and other meetings.

Cooperative Research Programs Division D

This Division administers research programs cooperatively sponsored by others, including the following:

- National Cooperative Highway Research Program (NCHRP)
- Transit Cooperative Research Program (TCRP)
- Airport Cooperative Research Program (ACRP)
- National Cooperative Freight Research Program (NCFRP)
- Hazardous Materials Cooperative Research Program (HMCRP)
- National Cooperative Rail Research Program (NCRRP)

More information on each of these programs, including due dates for submittal of research problem statements, can be found in [Resource 1](#).

Studies and Information Services Division

This Division conducts policy studies, manages the Transportation Research Information Database (TRID), produces syntheses of current practices in highway, transit, airport and commercial truck and bus operations; and manages Innovations Deserving Exploratory Analysis (IDEA) programs in rail, truck, highway and transit operations.

Policy Studies: This Division carries out studies that aid in the development of transportation policy. The TRB Subcommittee for Planning and Policy Review (SPPR) guides the selection of topics to be examined, oversees the selection and conduct of the committees performing these studies, and participates in the review of policy-related reports. Topics for studies include some that emanate from discussions by the TRB Executive Committee or the SPPR, some requested by federal agencies or other organizations, and some mandated by Congressional directives.

Transportation Research Information Database (TRID): TRB produces and maintains TRID, the world's largest and most comprehensive online bibliographic database of published and ongoing transportation research. Currently, TRID contains more than 1 million records on the various modes and disciplines in transportation, including planning, management, economics, design and construction, materials, environmental issues, safety and human factors, and operations. Each year, about 30,000 new references from technical journals, conference proceedings, technical reports, and monographs are added to the database. Related online databases include Research in Progress (RIP), and the Research Needs Statements (RNS) database.

Administration and Finance Division

This Division is responsible for the administrative activities of TRB related to personnel, budget, accounting, distribution and sales of publications, and individual and organizational affiliation records and fees.

II. TECHNICAL ACTIVITIES DIVISION

The remainder of this Guide describes procedures within the TRB Technical Activities Division.

The TRB Technical Activities Division provides a forum for transportation professionals to identify research needs and to share information on research and issues of interest. The Division's staff of specialists in each mode and discipline work with a network of volunteers to carry out activities on behalf of TRB sponsors and the transportation community, including the TRB Annual Meeting, conferences and workshops, publications, visits to each state, and responses to inquiries. This network includes members and friends of over 200 standing committees, supplemented by designated TRB representatives in each state Department of Transportation, over 150 universities, and 35 transit agencies.

The Technical Activities Strategic Plan, adopted in 2008, is contained in [Resource 2](#).

Standing Committees, Task Forces, and Subcommittees

Standing committees, task forces, and subcommittees representing some 5,000 volunteer members are housed within the Transportation Research Board's Technical Activities Division.

TRB's more than 200 *standing committees* identify research needs; stimulate needed research; provide input on research priorities and procedures; facilitate the adoption of appropriate research findings into practice; and provide a mechanism for mutual exchange of information on social, economic, and technological developments within transportation over a long-term period.

A smaller number of *task forces* address either a specific, well-defined problem or a task that encompasses the scope of more than one standing committee, Section, or Group. Because they are established to carry out a task, a task force has a limited life span, usually three years or less.

Standing committees and task forces may sponsor sessions, conferences and workshops, webinars, carry out peer review of papers to identify those worthy of presentation at TRB's Annual Meeting and subsequent publication in the Transportation Research Record, and sponsor publications representing both the output of these meetings and that of their own selected projects.

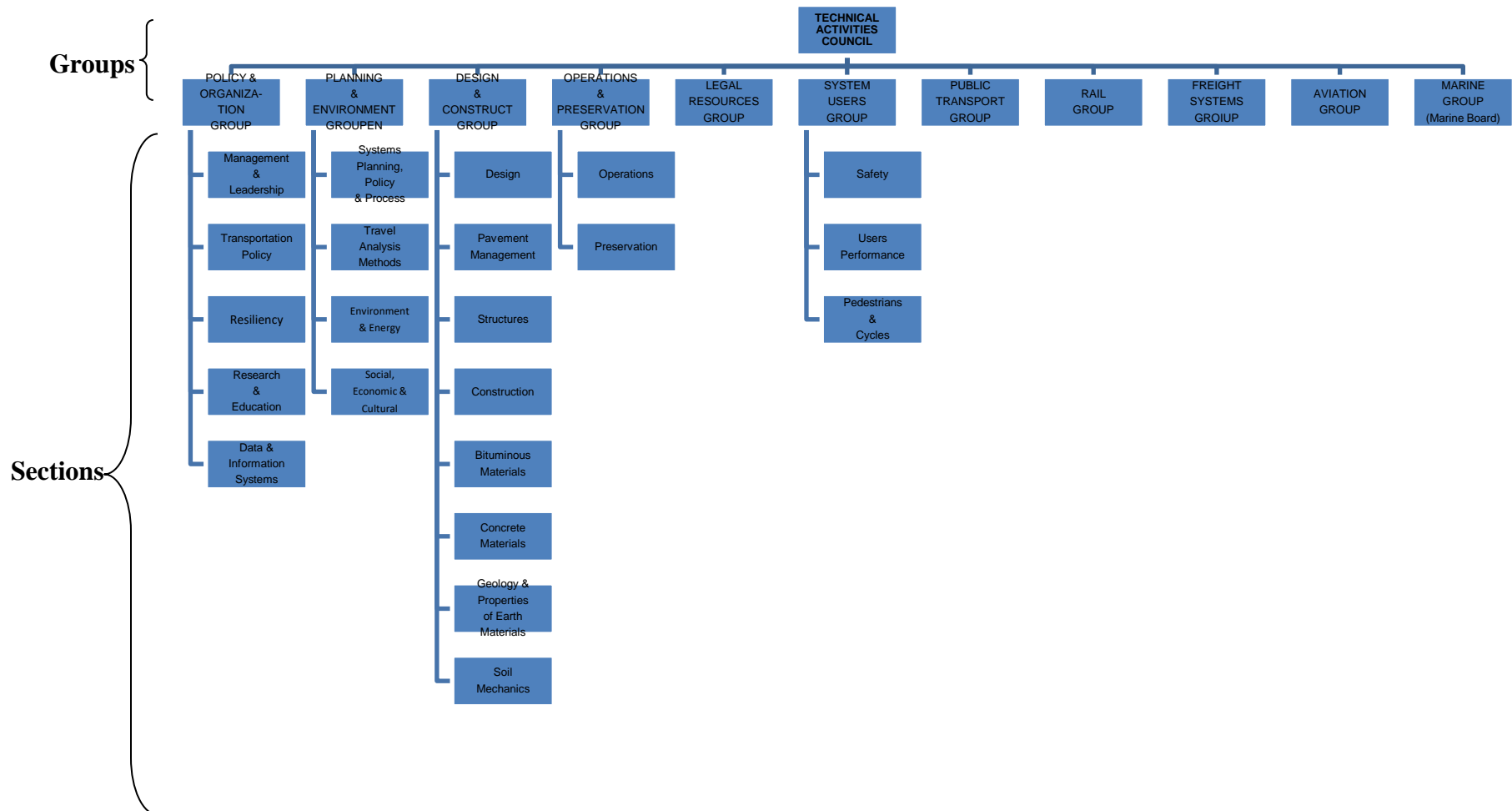
Subcommittees are less formal in nature than standing committees or task forces. A subcommittee may be formed by a standing committee to address one or more specific aspects of a committee's work. A *joint subcommittee* may be formed by multiple committees to address one or more areas of common interest among the committees.

Groups and Sections

The more than 200 standing committees of TRB's Technical Activities Division are organized into eleven Groups. Groups with large numbers of committees are divided into Sections comprised of committees addressing related subject areas. The primary role of Groups and Sections is to foster and facilitate communication and coordination among committees.

Six of the Groups consisting of some 150 committees address various functional components of transportation, with a major focus on highways. Each of the remaining five Groups concentrates primarily on a specific mode, i.e., public transportation, rail, marine, aviation, and freight systems. The

combined functional and modal structure creates the synergy among the Groups that enables TRB standing committees to address the wide variety of specific and cross-cutting transportation research issues.



Technical Activities Council

The Technical Activities Council (TAC) provides leadership, facilitation, and coordination for the TRB standing committees of TRB volunteers. The mission of the Technical Activities Council (TAC) is to help identify critical transportation issues, foster research initiatives, and facilitate the exchange of knowledge and information developed through individual and collaborative efforts. More information on TAC can be found in [Resource 2](#).

TRB Annual Meeting

The Transportation Research Board's Annual Meeting attracts more than 11,000 transportation administrators, engineers, practitioners, researchers, consultants, educators, industry personnel, and journalists. Participants view this meeting as one of the largest neutral forums-and one of the greatest mechanisms worldwide-for the exchange of transportation information and research findings.

The Annual Meeting includes approximately 750 sessions and workshops, offering more than 4,000 papers and presentations. In addition to these formal sessions, TRB committees and task forces also hold more than 400 meetings that are open to Annual Meeting attendees. Affiliated organizations also use the TRB Annual Meeting to conduct over 150 additional meetings. TRB Annual Meetings are held each January in Washington, D.C. More than 2,500 papers are included in a Compendium of Papers for the meeting. Many of the papers presented are subsequently formally published in the peer-reviewed Transportation Research Record series.

Conferences, Workshops, and Webinars

Specialty conferences and workshops conducted by the Technical Activities Division provide useful forums for addressing, in a timely fashion, the complex and highly specialized transportation problems confronting the field. Each year, TRB conducts more than 100 workshops, sponsors approximately 25 conferences, and co-sponsors approximately 25 others. In addition, TRB conducts more than 75 webinars annually, attracting more than 25,000 participants. Many webinars offer continuing education credits.

Some of these events identify research needs in a particular area, while others provide the opportunity to discuss and to share information on new policies, practices, and procedures. Some are highly technical with participants who are specialists within the state DOTs, and others are policy oriented with top level administrators participating. Funding for conferences, workshops, and webinars comes from registration fees, TRB core support funds, and/or separate contracts from sponsors.

Publications

Publications generated by the TRB Technical Activities Division include:

- Transportation Research Record: Members of TRB Technical Activities Division standing committees peer review more than 5,000 papers annually and accept approximately 20-25 percent of these for publication in 45 volumes in the Transportation Research Record: Journal of the Transportation Research Board series.
- Compendium of Papers presented at the TRB Annual Meeting

- Proceedings from TRB conferences, circulars containing research needs statements and state-of-the-practice summaries, workshop summaries, and other committee-generated information are also published each year

Awards

The Technical Activities Division sponsors the awards listed below. More information on each of these awards can be found in [Resource 3](#).

- Paper Awards:
 - Charley V. Wootan Award (Policy & Organization Group)
 - Pyke Johnson Award (Planning & Environment Group)
 - K. B. Woods Award (Design & Construction Group)
 - D. Grant Mickle Award (Operations & Maintenance Group)
 - John C. Vance Award (Legal Resources Group)
 - Patricia V. Waller Award (System Users Group)
 - William Millar Award (Public Transportation Group)
 - Fred Burggraf Award (all Groups)
- Thomas B. Deen Distinguished Lectureship
- Young Members Council Achievement Award
- TAC Blue Ribbon Committees Awards

State Partnership Visits

As part of the Transportation Research Board's support for our core activities, each year TRB Technical Activities Staff visit state transportation agencies. In addition, visits are also made to many universities having transportation activities, and to rail, aviation, transit, safety, marine, port, and industry organizations.

The principal objectives of the TRB state visit program are to:

- Identify problems/issues of importance to the department and other organizations visited
- Provide any assistance/information that TRB currently has that can help the organization in addressing these problems/issues
- Identify problems/issues that TRB needs to address in the future in order to be in a position to continue to provide assistance to transportation organizations
- Identify other existing and potential activities that TRB should consider continuing or undertaking in order to provide the best service to our sponsors and other customers

During their visits, the TRB staff members also discuss TRB activities; identify candidates to serve on the TRB committees, task forces, and panels; and urge researchers to report on their work through papers for the TRB Annual Meeting and specialty conferences. An annual summary of the issues identified during each year's visits is provided to state transportation departments and is published in TRB's bimonthly magazine, *TR News*.

III. GROUPS

The approximately 200 standing committees of TRB's Technical Activities Division are organized into 11 Groups. Six of the Groups consist of committees addressing various transportation functional components, with a major focus on highways. Five Groups contain committees focusing primarily on a specific mode – public transportation, rail, marine, aviation, and freight systems. The number of committees in each Group varies. Groups with large numbers of committees are divided into Sections comprised of committees addressing related subject areas.

The role of Groups and Sections is to foster and facilitate communication and coordination among committees. The following is intended to serve as a guide for chairs and TRB staff in carrying out Group and Section activities. Flexibility is provided in the use of this guide to meet the unique characteristics and needs of various Groups and Sections, while maintaining consistency across committees. The roles of Groups and Sections documented here are intended to clarify and improve processes and relationships, not to create a hierarchical structure.

Purpose

Committees with common interests are assembled into Groups. The primary purpose of Groups is to provide forums for committees with common interests to collectively:

1. Maintain a comprehensive plan of research needs, encourage the conduct of needed research, identify emerging issues for future research, and share information on research and issues of research. This information is critical for a number of reasons – it provides the basis for research projects funded by a variety of sponsors, it communicates the research priorities to other Groups, and it provides a focus for conferences, workshops, annual meeting sessions, and other activities;
2. Facilitate the coordination among Group units in identifying gaps and in addressing cross-cutting, new, emerging, and critical issues;
3. Keep the transportation community they serve up-to-date on activities and products generated by their committees; and
4. Carry out the necessary management and administrative matters of committees under their purview, which may include:
 - Making periodic reviews of the Group organization, including scopes of committees, and recommending any changes that may be desirable, including sun-setting of units no longer performing useful and necessary work;
 - Establishing task forces with well-defined assignments to be completed in specified time periods.
 - Recommending papers for awards;
 - Administering peer review of papers not specifically within the scope of any one committee in the Group;
 - Recommending committee members for Emeritus status; and
 - Acting as the liaison for the committees to the Technical Activities Council.

Group Chairs

Appointment

The Executive Director, with the approval of the Chair of the TRB Subcommittee on NRC Oversight (SNO) and on behalf of the Chair of the TRB Executive Committee, appoints Group

chairs for a 3-year period. Interim appointments are for periods designated by the Executive Director. The tenure in office is normally limited to one 3-year appointment.

Program Responsibilities of Group Chairs

Group chairs have both program and administrative responsibilities. (In Groups without Sections, the Group chair also assumes the role of Section chair and the associated responsibilities wherever appropriate.) Responsibilities may vary somewhat but generally include:

1. Identifying critical transportation issues within their Groups on an annual basis and ensuring that Sections and committees address them in their strategic plans (These critical issues should represent a forward looking synthesis of research themes cutting across committee scope boundaries at a higher level than individual research needs. See [Resource 4](#).);
2. Ensuring that Sections (if any within the Group) maintain current records of research needs, are promoting the conduct of needed research, and are identifying emerging topics for future research;
3. Assisting Section and committee chairs in setting research priorities and identifying and securing funding for priority research projects;
4. Coordinating and facilitating the identification of critical issues by their Sections or committees on an annual basis and ensuring Sections or committees address them in their strategic plans;
5. Coordinating and facilitating the identification of gaps and ensuring the necessary action is taken to correct the situation;
6. Initiating and chairing planning committees for events on emerging topics;
7. Identifying activities that involve other Groups and consulting and cooperating with other Group chairs to proactively seek opportunities to work across modes and topic areas on critical issues and other matters of mutual interest, including proposing at least one cross-cutting (cross-Group) session at each TRB annual meeting (see [Resource 4](#));
8. Establishing ad hoc working teams as needed when the scope falls wholly within the scope of the Group; and
9. Nominating individuals for the [Thomas Deen Distinguished Lectureship](#) based on input from Section and Committee Chairs and providing to the Technical Activities Council for consideration.

Administrative Responsibilities of Group Chairs

1. Conducting Group Executive Board meetings;
2. Consulting with Section chairs within the Group concerning Section activities;
3. Attending as many of the Group's Section or committee meetings as possible;
4. Representing the Group as a member of the Technical Activities Council;
5. Attending TRB Executive Committee meetings (January and June) during the second year of Group chair's three-year term;
6. Recommending to the TRB Executive Director:
 - The appointment of committee and Section chairs for the Group;
 - The appointment of chairs and members of task forces established by the Group to address matters falling wholly within the scope of the Group;
 - Outstanding papers to receive awards;
 - Committee members for Emeritus status;
 - Means and methods to improve the effectiveness of TRB in accomplishing its mission; and
 - Improvements in the Group's organization, including changes in name or scope and the formation of additional committees or the discharge of existing committees.
7. Following up on requests from the TRB Executive Director;

8. Consulting and cooperating with other Group chairs on matters of mutual interest;
9. Consulting and cooperating with other Group chairs on the need for and candidates for liaison members on other Groups, Sections, and committees;
10. Recognizing committees and individuals who have made outstanding contributions (see [Resource 5](#) and [Resource 3](#))

Group Calendar

DATE	ACTION
January	TRB Annual Meeting: Workshops, sessions and meetings of Group and Section Executive Boards, committees, task forces, subcommittees, Technical Activities Council (and TRB Executive Committee meeting for Group Chairs in 2 nd year of term), and Executive Committee Update/review listing of critical and/or cross-cutting issues in Section and a plan for addressing them (research needs statements, sessions at the next annual meeting, circulars, specialty conferences, etc.)
March 1	Webinar submissions due for consideration for presentation during the second half of the year
May 1	Submit nominee for Thomas B. Deen Distinguished Lectureship
May 15	Submit proposal for one or more cross-cutting (cross-Group) issue sessions for the TRB Annual Meeting
June	Technical Activities Council meeting (and TRB Executive Committee meeting for Group Chairs in 2 nd year of term)
Summer	Mid-year Group/Section Executive Boards, and committee meetings (as needed)
July 1	Process for submitting Emeritus membership nominations needs to be completed and submitted to TRB by this date Submit Group recommendations for paper awards
August 31	Review committee Triennial Strategic Plans (TSPs) reports and summary reports and discuss with Section and committee chairs
September 15	Submit nominations for TAC Blue Ribbon Committee Awards
October 1	All committee recommendations for papers to be presented, speakers to be invited, and sessions to be conducted at the Annual Meeting are due for review and approval by TRB staff. Any remaining workshop details also due. Recommendations not received by October 1 will not be programmed at the Annual Meeting.
November 1	Webinar submissions due for consideration for presentation during the first half of the following year
December 1	Submit to TRB staff any requests for special room set-ups and special AVs for meetings to be held in conjunction with TRB Annual Meeting.

Group Executive Board Members

The Group Executive Boards consist of a Chair, the Chair of each Section within those Groups that are organized into Sections, and additional members at large, as may be required to carry out the Group Executive Boards' responsibilities for coordination and overall guidance of Group activities. Groups without Sections may also choose to appoint a Group Vice Chair to assist the Group Chair.

Appointment

Each Executive Board member is appointed for a 3-year term beginning on April 15. Members are appointed by the TRB Executive Director on behalf of the Chair of the Executive Committee, after consultation with the Group chair and staff. The appointments of approximately one-third of the members of each Executive Board expire each year. At least a 25 percent turnover is required each year. It is common for an Executive Board member to continue association with a TRB committee during or after service on the Executive Board.

Duties

The duties of members of Group Executive Boards are to:

1. Attend meetings of the Group Executive Board,
2. Review papers at the request of the Group Chair that the Chair feels may be worthy of awards or that have been recommended for award,
3. Stimulate the conduct of needed research,
4. Serve on special subcommittees as requested by the Chair,
5. Advise the Group Chair when requested,
6. Make suggestions leading to more effective operation of TRB, and
7. Conduct necessary correspondence relating to Group business.

Group Secretary

The Group secretary is a designated member of the TRB staff. The secretary's duties include:

1. Preparing the agenda and minutes of Group Executive Board meetings,
2. Working closely with the Group Executive Board to communicate policies to other TRB staff for implementation, and
3. Helping to coordinate activities such as committee strategic plans and review of papers nominated for awards.

Group Executive Board Meetings

Also see [Resource 6](#). Committee Meetings and Conference Calls

When Held

The Group Executive Board normally meets at the time of the TRB Annual Meeting and holds a midyear meeting. It may meet face-to-face or via conference call at such other times as the Chair may find advisable. The Chair must obtain approval for Group Executive Board meetings from TRB.

Quorum and Rules of Order

Two-thirds of the members shall constitute a quorum for the adoption of motions concerning Group Executive Board activities and decisions. If a quorum is not present, those present should operate as a subcommittee, and such motions shall be put as a mail or email ballot to the Group Executive Board. Favorable action by two-thirds of the Group Executive Board shall be required

for approval of any such ballot. Meetings normally are executive sessions. Visitors may be permitted to attend, with the permission of the Chair, but may not propose motions or vote.

Minutes

Minutes should be prepared to record the actions of the meeting. The minutes should be approved by the Group Chair and distributed to all Group Executive Board members, the Group Chair, and TRB staff.

Expenses of Those Attending

It is TRB's policy to help defray transportation and subsistence expenses of Group Chairs for the TRB Annual Meeting and other necessary meetings when funds are not obtainable elsewhere and to the extent that funds are available in the annual budget of TRB. These expenses are reimbursed in accordance with U.S. federal per diem rates. Miscellaneous expenses (mailings, phone calls, copying) in doing Group business are ordinarily not covered by TRB. Chairs may request reimbursement for one Group Executive Board meeting between April 15 and the following April 14 - either the midyear meeting or the Annual Meeting. Group Chairs may also request reimbursement to attend the summer meeting of the Technical Activities Council.

In addition, TRB will provide travel assistance (up to one trip per year) to Vice Chairs of Groups that have appointed someone to this position.

In all instances, written approval of TRB must be obtained before reimbursable expenses are incurred.

Group Strategic Reviews

Periodically, a Group review will be accomplished by members of the Group, as well as participants from other organizations. The objective of these reviews is to make an overall assessment of the Group makeup and activities in relation to the current needs of the transportation community in the Group's area of interest.

Group Codes

Alpha-numeric codes are assigned to Groups, Sections, committees and task forces to facilitate identification, searching and sorting. References to any of these units in correspondence, presentations, or meeting notices should rely on the full name and not on the code.

The code assigned to a Group consists of the Technical Activities Division identifying symbol (A), followed by the Group letter and three zero's (e.g., A**B**000, A**D**000, A**F**000, etc.).

IV. SECTIONS

The role of Groups and Sections is to foster and facilitate communication and coordination among committees. The following is intended to serve as a guide for Chairs and TRB staff in carrying out Group and Section activities. Flexibility is provided in the use of this guide to meet the unique characteristics and needs of various Groups and Sections, while maintaining consistency across committees. The roles of Groups and Sections documented here are intended to clarify and improve processes and relationships, not to create a hierarchical structure.

Purpose

The primary purpose of Sections is to provide forums to:

1. Maintain a comprehensive plan of research needs, promote the conduct of needed research, identify emerging topics for future research, and stimulate the presentation of research reports within the scope of the Section. This information is critical for a number of reasons – it provides the basis for research projects that may be funded by a variety of sponsors, it communicates the research priorities to other Sections and committees, and it provides a focus for conferences, workshops, annual meeting sessions, and other activities;
2. Review activities of the committees to see if critical issues are being addressed and if strategic plans are being met;
3. Identify gaps not being addressed by the committees and critical and cross-cutting topics of concern to more than one committee, within the boundaries of the Section or other Sections, and provide the liaison and synergy to ensure that the gaps and critical and cross-cutting issues are addressed (see [Resource 4](#)); and
4. Carry out the necessary management and administrative matters of committees under their purview, which may include:
 - Making periodic performance reviews of the committees within the Section, including scopes of committees, and recommend any changes that may be desirable, including sun-setting of committees no longer performing useful and necessary work;
 - Administering peer review of papers not specifically within the scope of any one committee in the Section; and
 - Acting as the liaison for the committees to the Group Executive Board.

Section Chairs

Appointment

The TRB Executive Director, with the approval of the SNO Chair and appropriate Group Chair and on behalf of the Chair of the TRB Executive Committee, appoints Section Chairs for a 3-year period. Interim appointments are for the period designated by the TRB Executive Director. The maximum tenure in office is two consecutive 3-year appointments.

Program Responsibilities of Section Chairs

1. Identifying critical transportation issues within their Sections on an annual basis and ensuring that committees address them in their strategic plans (These critical issues should represent a forward looking synthesis of research themes cutting across committee scope boundaries at a higher level than individual committee research needs. See [Resource 4](#));
2. Providing input and reporting on committee actions related to critical transportation issues identified by the TRB Executive Committee, Technical Activities Council, and Group Executive Board (See [Resource 4](#));

3. Ensuring that committees maintain current records of research needs and are promoting the conduct of needed research;
4. Assisting committees in focusing research needs and in identifying and securing funding for priority projects;
5. Identifying gaps not being addressed by committees in the Section and taking the necessary action to correct the situation;
6. Identifying cross-cutting topics and facilitating the opportunities for joint sponsorship of annual meeting sessions, workshops, publications, etc;
7. Initiating and chairing planning committees for events on emerging topics;
8. Consulting and cooperating with other Section Chairs to proactively seek opportunities to address critical and cross-cutting topics and matters of mutual interest (see [Resource 4](#)); and
9. Establishing ad hoc working teams as needed when the scope is wholly within the scope of the Section.

Administrative Responsibilities of Section Chairs

1. Monitoring committees within the Section and taking any appropriate actions to assure their short-term and long-term health and vitality
2. Conducting Section meetings and arranging for the preparation of minutes, attending committee meetings in the Section and attending Group Executive Board meetings, acting as liaison between the committees and the Group Executive Board;
3. Participating with staff and outgoing committee Chairs in selecting incoming Chairs and in orientating them;
4. Ensuring that committees carry out their membership rotations by the required date and have a diverse and balanced representation;
5. Ensuring that committees develop [Triennial Strategic Plans \(TSPs\)](#) as required.(including providing assistance and guidance in developing strategic plans, reviewing and approving the TSPs, and following up with actions/guidance if needed);
6. Assisting committee Chairs whenever necessary in decisions regarding the presentation or publication of papers and in the development of conference sessions;
7. Ensuring recommendations are made by committee Chairs on papers to be published that are sponsored by the committees in the Section (may vary by Group);
8. Recommending to Group Chair:
 - The establishment of subcommittees within committees;
 - The establishment of task forces within the Section to address matters that are wholly within the scope of the Section;
 - The Section's selection of outstanding papers for award consideration;
 - The Section's committee members for Emeritus status;
 - Means and methods to improve the effectiveness of TRB in accomplishing its mission;
 - Improvements in Section and committee organization, including changes in name or scope and the formation of additional committees or the discharge of existing committees that are no longer needed; and
 - Potential candidates to act as liaisons among other Sections/Groups.
9. Approving and forwarding to the Technical Activities Director, for approval and distribution, questionnaires prepared by committees of the Section
10. Recognizing committees and individuals who have made outstanding contributions (see [Resource 5](#) and [Resource 3](#))

Section Calendar

DATE	ACTION
January	TRB Annual Meeting: Workshops, sessions and meetings of Group and Section Executive Boards, committees, task forces, subcommittees, Technical Activities Council, and TRB Executive Committee
	Develop/update a listing of critical and/or cross-cutting issues in Section and a plan for addressing them (research needs statements, sessions at the next annual meeting, circulars, specialty conferences, etc.)
	If committee is rotating this year, committee chair submit proposed rotation roster to TRB staff and Section or Group Chair by January 31
March 1	Submit Section's critical issues to TRB staff for website posting
March 1	Webinar submissions due for consideration for presentation during the second half of the year
April	Receive, review and approve final draft TSPs from committee chairs. Submit to TRB staff for forwarding to Group Executive Board.
Summer	Mid-year Group/Section Executive Boards, and committee meetings (as needed)
June 1	Submit recommendations for paper awards and Emeritus membership (may vary by Group)
September 15	Nominate committee(s) for TAC Blue Ribbon Committee Awards
October 1	All recommendations for papers to be presented, speakers to be invited, and sessions to be conducted at the Annual Meeting are due for review and approval by TRB staff. Any remaining workshop details also due. Recommendations not received by October 1 will not be programmed at the Annual Meeting.
November 1	Webinar submissions due for consideration for presentation during the first half of the following year
November	Request committee chairs to provide input to updating the Section's list of critical and cross-cutting transportation issues

Section Executive Board Members

Membership typically consists of the Section Chair, the Chair of each committee within the Section, and additional members at large, as may be required to carry out the Section Executive Board's responsibilities for coordination and overall guidance of Section activities.

Appointments are ex officio and shall coincide with the term of appointment as Section or committee Chair. Duties shall be specified by the Section Chair.

Section Executive Board Meetings

Also see [Resource 6](#). Tips for Committee Meetings and Conference Calls

When Held

Section Executive Boards should meet at the annual meeting and at other times the Chair finds advisable. Meetings may be face-to-face or via conference call. The Chair must obtain approval for Section Executive Board meetings through TRB staff .

Quorum and Rules of Order

Two-thirds of the members shall constitute a quorum for the adoption of motions concerning scope of committees, work programs, committee reports, and other motions that express the will of the Section Executive Board. If a quorum is not present, those present should operate as a subcommittee, and such motions shall be put as a mail or email ballot to the Section Executive Board members. Favorable action by two-thirds of the members shall be required for approval of any ballot. Meetings are executive sessions. Visitors may be permitted to attend with the permission of the Chair. Section Executive Board members who are unable to attend a meeting may designate proxies who shall have all the rights and privileges of the members. The Section Chair may require proxy designations in writing.

Minutes

Minutes should be prepared to record the actions of the meeting. The minutes should be approved by the Section chair and distributed to all Section Executive Board members, the Group Chair, and TRB staff.

Expenses of Those Attending

It is the policy of TRB to help defray transportation and subsistence expenses of Chairs of Sections for the TRB annual meeting when they cannot obtain funds elsewhere and to the extent funds are available in the annual budget of TRB. These expenses are reimbursed in accordance with federal per diem rates. Miscellaneous expenses (mailings, phone calls, copying) in doing Section business are ordinarily not covered. Chairs may request reimbursement for one Section Executive Board meeting between April 15 and the following April 14 - either the midyear meeting or the Annual Meeting¹.

In all instances, written approval of TRB must be obtained before reimbursable expenses are incurred.

Section Strategic Reviews

Periodically, a Section review will be accomplished by members of the Section and Group Executive Boards, as well as participants from other organizations. The objective of these reviews is to make an overall assessment of the Section makeup and activities in relation to the current needs of the transportation community in the Section's area of interest. In the case of Groups without Sections, the review would be at the Group level.

Section Codes

Alpha-numeric codes are assigned to Groups, Sections, committees and task forces to facilitate identification, searching and sorting. References to any of these units in correspondence, presentations, or meeting notices should rely on the full name, and not on the code.

¹ Reimbursement is limited to one trip per Section per year. In cases where a Section has co-Chairs, only one may request reimbursement for a trip in the April to April timeframe.

The code assigned to a Section consists of the Technical Activities Division identifying symbol (A), followed by the Group letter, the Section letter and two zero's (e.g., ABCC00, ABE00, ADA00, etc.).

V. COMMITTEES

Scope

TRB standing committees serve as communities of transportation professionals who have knowledge and interest in the areas included in the committee's scope. Each committee operates within a scope approved by the Executive Director of TRB. Changes in the name or scope of a committee can be recommended by the committee to the Section chair for action by the Group Executive Board. No change is effective until approved by the TRB Executive Director.

Functions

The functions of committees are to:

1. Keep the members of the transportation community apprised of research through:
 - a) Sponsorship of paper and conference sessions at TRB Annual Meetings (see [Resource 20](#)),
 - b) Special committee-sponsored conferences, webinars and workshops ([Resource 21](#)),
 - c) Sponsorship of webpages and/or online forums
 - d) Informal networking,
 - e) Responses to requests for information, and
 - f) Referrals to other experts.
2. Stimulate research by:
 - a) Fostering and nurturing a research agenda that 1) identifies research needs within the committee's scope of coverage, 2) increases the probability that research addressing these needs will be conducted, and 3) disseminates information on relevant ongoing and completed research in a timely and effective manner. The Committee Research Coordinator (CRC) is the point person in the fostering and nurturing of the committee's research agenda. ([Resource 7](#))
 - b) Developing and publishing research needs statements (see <http://www.trb.org/ResearchFunding/Public/ResearchFunding.aspx>), entering these into the TRB Research Needs Statements database (<http://rns.trb.org/>), and keeping them up to date. **Existing statements must be reconfirmed at least once every three years or they will be deleted from the database.**
 - c) Submitting research problem statements (through TRB) to the Cooperative Research Programs (see [Resource 1](#) for schedule) and other research organizations as appropriate (see "[Funding Sources for Transportation Research](#)" , and
 - d) Defining and publishing critical issues and research needs.
3. Synthesize research and develop state-of-the-art reports through:
 - a) Sponsorship of special webinars, workshops and conferences,
 - b) Compiling special bibliographies,
 - c) Publishing compendiums of special papers, and
 - d) Periodically recommending topics for inclusion in the Cooperative Research Programs Synthesis series (see [Resource 1](#) for schedule).

4. Recommend papers for consideration for TRB-sponsored [awards](#).
5. Cosponsor special activities and provide liaison with other TRB committees and with other transportation-oriented agencies in the United States and in other countries.
6. Conduct periodic strategic planning, including self-evaluations of scope and activities.
7. Upon request, serve or nominate others to serve as members of project panels and committees in the other Divisions of TRB.
8. Encourage diverse participation, including students, young professionals, women, minorities, and professionals from countries outside of the U.S.

Following are some of the tools available to carry out these functions. A more complete listing of tools is available in [Resource 22](#).

1. Publications (newsletters, circulars (see [Resource 19](#)), directories, papers, *TR News* articles and/or special issues),
2. Communications (e-mail, online forums, electronic mailing lists, teleconferencing, committee web pages),
3. Workshops, conferences, webinars, meetings,
4. TRB's web-based research needs statements database (<http://rns.trb.org/>),
5. Suggesting a webinar <http://www.trb.org/ElectronicSessions/SuggestAFutureWebinar.aspx>
6. Organizational (subcommittees, friends), and
7. Questionnaires/surveys, TRIS searches.

Limitations on Providing Advice, Recommendations, or Advocacy; and Official Communications

The generation of advice or recommendations to individuals or organizations outside of the National Research Council (NRC) is NOT included in the functions prescribed by TRB for its standing committees. It is outside the scope of a TRB standing committee to advocate positions on public policy issues, other than recommendations of topics or areas for research. Any reporting of consensus views of committee members or of participants in committee-sponsored events, or of individuals in their role as Chair or as members of the committee, falls outside the role of standing committees.

Official TRB correspondence to organizations or individuals outside TRB must normally be restricted to the TRB Executive Director acting on authority from the Executive Committee. This is especially true with *sensitive correspondence*.

More information is available in [Resource 8](#).

Formation

Proposals for new committees may be developed by the TRB Executive Committee, the TRB Executive Director, the Group Executive Board, the Section Executive Board, other committees, or staff. Proposals should be submitted to the responsible TRB staff, who forwards the proposal for evaluation to the Section and Group Chairs and the Group's designated committee for reviewing new proposals. If approved by the Group Executive Board, the proposal must also be approved by the TRB Executive Director and the Technical Activities Council. Proposals should not be more than five pages in length, not including endorsements, and should address each of the criteria for new committees contained in [Resource 9](#).

Committee Chairs

Committee Chair Appointments and Reappointments

The term of a committee Chair is three years. Chairs may serve up to two three-year terms. The process and criteria for new appointments and reappointments of committee Chairs are contained in [Resource 10](#).

Program Responsibilities of Committee Chairs

1. Help develop, maintain, and implement the committee's triennial strategic plan ([TSP – see section later in this chapter](#))
2. Identify critical transportation issues within the committee on an annual basis and ensure that the committee addresses them in their activities and strategic plans. (See [Resource 4](#));
3. Provide input and reporting on committee actions related to critical transportation issues identified by the TRB Executive Committee, Technical Activities Council, and Group Executive Board (See [Resource 4](#));
4. Ensure that committee maintains current records of research needs, keeps its research needs statements up to date and entered on TRB's on-line research needs statements database, and promoting the conduct of needed research;
5. Identify gaps not being addressed by the committee and take the necessary action to correct the situation;
6. Identify cross-cutting topics and facilitating the opportunities for joint sponsorship of TRB Annual Meeting sessions, workshops, publications, etc;
7. Consult and cooperate with other committee chairs to proactively seek opportunities to address cross-cutting topics and matters of mutual interest (see [Resource 4](#))

Administrative Responsibilities of Committee Chairs

1. Plan, lead, and direct committee work. Early each year, the committee's TSP should be reviewed and objectives for the year should be established consistent with the committee's strategic planning efforts.
2. Manage and lead the Members and volunteers of the committee (see [Resource 17](#) for principles for working with volunteers)
3. Conduct meetings of the committee.
4. Provide for the review of papers and other documents. (see [Resource 11](#))
5. Make recommendations to the Section Chair, Group Chair, and/or TRB staff as appropriate concerning:
 - a) Acceptance or rejection or other disposition of papers proposed for presentation or publication by TRB
 - b) Suggestions for paper awards (see Chapter 1 section on [Awards](#)).
 - c) Membership of the committee, including the release of inactive members.
 - d) Member Emeritus nominations.
 - e) Disposition of recommendations of the committee.
 - f) Improvements in committee organization, including changes in name or scope and formation of additional committees or deletion and combination of committees.
6. Notify authors of papers of the results of the committee's review, give final notice to authors of papers that cannot be recommended by the committee for presentation or publication, and recommend to TRB staff the disposition of papers recommended for presentation or publication.
7. Organize committee sponsored sessions for the TRB Annual Meeting ([Resource 20](#))

8. Form [subcommittees](#) as necessary and keep TRB staff informed of subcommittee appointments and scopes.
9. Maintain the list of “Friends of the Committee”
10. When appropriate, prepare questionnaires/surveys and forward them through TRB staff to the Technical Activities Division Director for approval before distribution (see [Resource 12](#)).
11. Arrange for the preparation of minutes of committee meetings and their distribution after approving them.
12. Assure that the provisions contained in the committee [communications](#) portfolio later in this chapter are satisfied.
13. Nominate reviewers of articles for TRNews if requested by TRB staff.
14. Recognize individuals who have made outstanding contributions (see [Resource 5](#))

Committee Calendar

(Note: The following dates are approximate and may vary slightly from year to year or by Group. Check with TRB staff if you have questions.)

DATE	ACTION
January	TRB Annual Meeting: Workshops, sessions and meetings of Section/Group Executive Boards, committees, task forces, subcommittees, Technical Activities Council, and Executive Committee
	Committees discuss rotation of committee membership (if committee is in a rotation year)
	Committees review research needs statements in RNS Database (http://rns.trb.org/) and discuss the deletion, modification or addition of new statements. (Ad hoc committee task forces may be considered in completing this task.)
	Recommendations by committee Chair on papers to be published in TRR due January 31
	If committee membership is being rotated this year, committee Chair submits proposed rotation roster to TRB staff and Section or Group Chair by January 31.
February 1	Submit nominations for paper awards from previous year’s papers to TRB staff
March 1	Committee Triennial Strategic Plan (TSP) due to the Section or Group Chair (if there is not a section) for those committees assigned this for the current year
March 1	Webinar submissions due for consideration for presentation during the second half of the year
May	If committee wishes a Call for Papers to be posted on TRB website, submit to TRB staff via the TRB website by early May
June 1	Proposals for Annual Meeting workshops due. Include workshop title, day/date preference, length (half day/full day, morning or afternoon, hotel preference, paragraph description, and attendance estimate)
Summer	List of proposed Annual Meeting conference sessions due to TRB staff via AMP/PRESS. Include session type, topic, and the sponsoring committee(s) or Groups.
	Mid-year Group/Section Executive Board, and committee meetings (as needed)

August 15	Committee Chair (or designated paper review coordinator) appoints and notifies three or more reviewers for each paper via the TRB paper submission/review website
September 15	Reviewers complete paper reviews via the TRB paper submission/review website
October 1	All committee recommendations for papers to be presented, speakers to be invited, and sessions to be conducted at the Annual Meeting are due for review and approval by TRB staff. Any remaining workshop details also due. Recommendations not received by October 1 will not be programmed at the Annual Meeting.
October 15	Following review of committee recommendations by TRB staff, Committee Chair notifies authors of paper status and provides reviewers' comments. The notification is generated automatically on the TRB paper submission/review website.
	Submit information for non-traditional stakeholder that committee wishes to invite to participate in committee activities at upcoming TRB Annual Meeting
November 1	Webinar submissions due for consideration for presentation during the first half of the following year
November 15	Paper authors submit any required revisions to papers via the TRB paper submission/review website, and a summary of how the reviewers' comments were addressed to the committee Chair. Committee Chair begins the paper re-review process for these papers
December 1	If, in the opinion of the committee Chair, a revised paper is not acceptable, the committee Chair will notify TRB staff.
	Committee Chair submits to TRB staff any requests for special room set-ups and special AVs for committee meetings to be held in conjunction with TRB Annual Meeting.
December 15	For committees whose Triennial Strategic Plans are due the following year, committee Chair provide draft TSP to committee members, Group leadership (the Section Chair, or Group sub-committee if no Sections), and TRB staff for review and comment.

Other Officers

The committee Chair may select any members of the committee to serve in the following capacities:

- Vice Chair: Assists the Chair in carrying out committee activities, as assigned by the Chair. (It should be made clear that appointment as a Vice Chair does not guarantee that the individual will be appointed as the next Chair.)
- Secretary: Takes meeting minutes and keeps committee records
- Committee Communications Coordinator: Manages the committee's communication portfolio (see [Resource 13](#))
- Committee Research Coordinator: Manages the committee's research portfolio (see [Resource 7](#))

TRB staff shall be notified immediately of all such selections, so that official invitations may be extended and records can be updates.

The committee Chair may also designate any member of the committee as a subcommittee Chair or as Chair pro tem or secretary pro tem.

Committee Members

The TRB Executive Director, on behalf of the Chair of the TRB Executive Committee, appoints the committee members for a 3-year period. Reappointments are limited by the National Academies' requirements for substantial rotation of membership.

- The National Academies requires a substantial turnover in the membership of committees and other appointed elements. TRB is committed to a one-third turnover in the membership of each committee every third year.
- Committees are normally limited to 25 members, including the Chair. There are three categories of members who are not counted against the 25-member limit: 1) Younger Members, 2) International Members, and 3) Emeritus Members. In addition, up to two additional members employed by state DOTs may be appointed without it counting against the 25 member limit. These are further explained in [Resource 14](#).
- Desire for participation will frequently exceed this numerical limitation. Many TRB committee Chairs take advantage of this popularity by designating individuals as "Friends of the Committee."

Additional details on appointments and categories of committee members are contained in [Resource 14](#).

Duties of Committee Members

TRB standing committee members play a vital role in facilitating the exchange of transportation research information and results.

The duties of committee members are to:

1. Assist in the review, summarization, and evaluation of available research findings on specific problems;
2. Assist in the preparation of committee reports;
3. Prepare problem statements of needed research;
4. Make recommendations to the committee Chair concerning needed research within the committee's scope and in other areas;
5. Advise the committee Chair and TRB staff of appropriate research that comes to their attention;
6. Assist in the preparation of reports and/or bibliographies on current practices;
7. Review papers and other documents referred to them;
8. Offer their own papers for presentation and publication by TRB and encourage others to do likewise;
9. Assist in planning and developing committee-sponsored sessions at the annual meeting, conferences, workshops, and webinars;
10. Participate in committee meetings through in-person attendance or by conference call when unable to travel to the meeting;
11. Respond to correspondence from the committee and keep committee officers and TRB staff advised of their current contact information;
12. Serve on task forces of the Group or Section at the request of the Group or Section Executive Board; and
13. Perform other functions as requested by the committee Chair.

The TRB website contains an overview set of [Guidelines for Committee Members](#).

It is important to keep in mind that TRB standing committees and their members are **not** authorized to speak on behalf of TRB or to provide advice to government agencies or other organizations. Members must therefore exercise caution to avoid creating the impression that the committee or any of its members represents TRB, a TRB committee, or can commit TRB to a course of action.

Termination of Membership on Committees

Any member who cannot actively participate in the activities of a committee because of a change in employment, conflicts with personal responsibilities, or any other reason is encouraged to submit a resignation to the committee Chair. The Chair should forward all resignations to TRB staff with a recommendation for disposition. Inactive members who do not resign may be permitted to complete the term of appointment or may be removed for cause.

There may be instances in which it is desirable for committee Chairs to initiate action to terminate the membership of a member who has been inactive for a period of time, who has not attended committee meetings or conference calls, who fails to perform committee member duties when requested by the committee chair, and/or who has repeatedly failed to respond to communications. The Chair should document the circumstances and forward them to TRB staff with a recommendation for disposition.

Committee Meetings

It is customary for committees to meet during the TRB Annual Meeting at a time and place agreed on by the Chair and TRB staff. Midyear and other meetings or conference calls of committees are encouraged when they can facilitate the committee's purposes and goals.

Other information and tips for conducting committee meetings and conference calls can be found in [Resource 6](#).

Committee Triennial Strategic Plans (TSPs)

Each committee critically re-evaluates itself with a written report completed every three years. Each Group has its own method for selecting committees to complete the TSP process - approximately one-third of the committees are involved each year. (Note – if the TSP is to be done near the end of the committee Chair's term of appointment, the next Chair (if known) should be involved in the TSP process.)

The benefit of this process is that the committee Chair and members can identify areas where they may be weak and take steps to strengthen these areas in the future. In addition, the process provides the Group and/or Section Chair with concise information on the relative health and relevancy of committees within the Group/Section. More information on preparing committee TSPs can be found in [Resource 15](#).

Subcommittees and Joint Subcommittees

Subcommittees are less formal in nature than standing committees or task forces. A subcommittee may be formed by a standing committee to address one or more specific aspects of a committee's work. A

joint subcommittee may be formed by multiple committees to address one or more areas of common interest among the committees. Joint subcommittees can be useful in addressing areas that cut across multiple committees, Sections, and Groups.

Subcommittees necessary for the conduct of committee work may be formed by the committee Chair, who appoints subcommittee Chairs and members. Members are selected on the basis of their expert knowledge and ability to contribute to the completion of the assigned task. Members need not be members of the parent committee, but Chairs must be. Special care is required to ensure that all subcommittee members understand their relationship to TRB and to the parent committee. Activities of subcommittees (e.g., sessions, workshops, reports) must be sponsored by the parent committee(s).

The formation of a joint subcommittee and its members must be approved by the Chairs of each of the parent committees, Sections, and Groups. One committee shall be designated as the lead parent committee for administration of the joint subcommittee.

Subcommittee appointments are for the period necessary to complete the assignment. All subcommittees should be discharged when they have completed their assignments. Rosters of subcommittees will not be listed in the TRB directory.

Communications Portfolios for Committees

Delivering effective communications is one of the most important tools a committee has for developing and achieving its objectives. Each committee should therefore have a robust communications portfolio. The TRB online directory includes a web page for each committee that contains the title, scope, and membership roster of the committee. In addition, each committee should employ a combination of tools in its communications portfolio that is best suited to its audience. These tools may include websites, email announcements, newsletters, discussion areas, social networking, conference calls, and/or others. Committees may designate one member to be the Committee's Communications Coordinator. [Resource 13](#) contains additional guidelines for committee communications, the roles of the Committee Communication Coordinator, and requirements for committee sponsored websites and online forums.

Committee Codes

Alpha-numeric codes are assigned to Groups, Sections, committees and task forces to facilitate identification, searching and sorting. References to any of these units in correspondence, presentations, or meeting notices should rely on the full name, and not on the code.

The code assigned to a committee consists of the Technical Activities Division identifying symbol (A), followed by the Group letter, the Section letter and a two-digit committee number (e.g., ABC10, ABC20, ADA25, etc.).

Subcommittees will be numbered with a number in parentheses directly following the committee code [e.g., ABC10(1)].

Committee Dissolution

Standing committees are expected to continue meeting the [criteria for committee formation](#) (see above) over the long term. If a committee is failing to meet one or more of these criteria, or if the committee is failing to satisfactorily perform the required functions of a committee, corrective action needs to be

taken. Options include appointing new leaders and/or members, revising the committee scope, or dissolving the committee.

Proposals for dissolving a committee must be submitted in writing, and should document the following:

- Committee formation criteria that are no longer being met by the committee, and/or committee performance deficiencies
- Reasons why new leadership, new members, and/or a revised scope are not adequate solutions
- If the topic area covered by the committee continues to be important to TRB, a proposal for how this area will continue to be addressed. Options may include merging with another committee, appointing a subcommittee or joint subcommittee reporting to one or more existing committees, or other options as appropriate.

The proposal to dissolve a committee must be approved by the appropriate Section Executive Board (if applicable), the Group Executive Board, the Technical Activities Council, and the TRB Executive Director.

VI. TASK FORCES

Scope

A task force addresses either a specific, well-defined problem or a task that encompasses the scope of more than one unit of the Group or, in some instances, also encompasses the scope of units of other Groups.

Formation

A task force may be proposed by the TRB Executive Committee, the TRB Executive Director, a Group Executive Board, a Section Executive Board, a committee, or TRB staff. Task forces proposals must be approved by the Section Executive Board(s) (if applicable), the Group Executive Board, the Technical Activities Council, and the TRB Executive Director. Proposals should not be more than five pages in length, not including endorsements.

Proposals will be evaluated using the following criteria:

- Clarity of scope and task: A specific and concise description is needed, clearly defining the scope and task of the proposed task force. Exceedingly broad statements should be avoided. The proposal should provide evidence that the scope and task have been well planned.
- Evidence of need, demand, and potential accomplishment: Requests should be accompanied by tangible indications of the need and demand for the new task and evidence that the task will provide significant advances in research and/or practice.
- Evidence of uniqueness: The proposal should demonstrate that the new task is not duplicative or competitive with the activity of another TRB committee or task force. Scope statements from related committees and task forces should be included in the proposal, along with specific information on how the task of the new committee would not unduly overlap the activities of existing committees or task forces. The endorsement of Chairs of related standing committees, task forces, and Section Chairs should also be included.
- Clear indication of planned activities: Specific activities that the task force intends to employ to accomplish its task should be described. Activities might include sponsorship of sessions at the annual meeting, specialized workshops, webinars, publication of TRB [circulars](#), or development of research problem statements.

Task Force Chairs

The TRB Executive Director, with the approval of the SNO Chair and appropriate Group Chair and on behalf of the Chair of the TRB Executive Committee, appoints the task force Chair for the life of the task force.

The duties of the Chair are to:

1. Plan, lead, and direct the work of the task force;
2. Conduct meetings of the task force; and
3. Submit an interim or final report to the Group Executive Board.

Task Force Members

The TRB Executive Director, on behalf of the Chair of the TRB Executive Committee, appoints task force members for the term of the task force. There is no restriction on the source of members. Members of a task force are selected on the basis of their interest in and ability to contribute to the study of the subject or to the solution of the problem under consideration.

When recommending the appointment of task force members, a Chair should ensure that all appropriate disciplines are represented. To the extent that qualified people are available, reasonable balance in the employment or professional connections of members should also be sought. A task force Chair should be alert to developments in related fields that might make additional appointments desirable.

Meetings

Tips for conducting meetings and conference calls can be found in [Resource 6](#).

It is customary for task forces to meet during the TRB annual meeting at a time and place agreed on by the Chair, TRB, and TRB staff and at other times as required. Minutes should be prepared to record the actions of task force meetings. The minutes should be approved by the Chair and distributed to all task force members, the Group Chair, the appropriate Section Chair, and TRB staff.

Expenses

It is the policy of TRB to help defray transportation and subsistence expenses of Chairs of task forces for the TRB annual meeting when they cannot obtain funds elsewhere and to the extent funds are available in the TRB annual budget. . These expenses are reimbursed in accordance with federal per diem rates. The Executive Director will communicate with task force Chairs before each annual meeting regarding the nature and extent of reimbursement available for that meeting. Miscellaneous expenses (mailings, phone calls, copying) in doing task force business are ordinarily not covered. Chairs² may request reimbursement for one task force meeting between April 15 and the following April 14 - either the midyear meeting or the Annual Meeting. Funds are not available to cover the expenses of task force members.

In all instances, written approval of TRB must be obtained before reimbursable expenses are incurred.

Task Force Codes

Alpha-numeric codes are assigned to Groups, Sections, committees and task forces to facilitate identification, searching and sorting. References to any of these units in correspondence, presentations, or meeting notices should rely on the full name, and not on the code.

The code assigned to a task force consists of the Technical Activities Division identifying symbol (A), followed by the Group letter, the Section letter and a two-digit task force number followed by the letter “T” (e.g., ABC40T, ABJ95T, etc.)

² Reimbursement is limited to one trip per task force per year. In cases where a task force has co-Chairs, only one may request reimbursement for a trip in the April to April timeframe.

Resources

Resource 1. TRB Research Program Key Dates

NCHRP:

Sponsored by participating members of the American Association of State Highway and Transportation Officials (AASHTO) in cooperation with the Federal Highway Administration, the National Cooperative Highway Research Program (NCHRP) was created in 1962 as a means to accelerate research on acute problem areas that affect highway planning, design, construction, operation, and maintenance nationwide.

March	AASHTO Standing Committee on Research selects program for next fiscal year
April	Panel nomination request issued
June	Panel selections for next fiscal year program begin
July/August	First panel meetings for next program; RFPs developed
September	Problem submission deadline for next fiscal year program candidates

NCHRP Synthesis:

February	Topic statement submission deadline
May	Topics selected
August	First panel meetings

NCHRP-IDEA Program:

March:	Proposals due
June:	Proposals selected
September:	Proposals due
November:	Proposals selected

TCRP:

Patterned after NCHRP and sponsored by the Federal Transit Administration (FTA), the Transit Cooperative Research Program (TCRP) provides a mechanism by which FTA's principal client groups can join cooperatively in attempts to resolve near-term public transportation problems through applied research, development, testing, and evaluation.

January	Panel nominations due for new projects
January	Solicitation for problem statements for next fiscal year issued
March	First panel meetings projects to develop RFPs
June	Topic submission deadline for next fiscal year program
October	Projects selected for next fiscal year program
November	Panel nomination request issued for new projects

TCRP Synthesis:

April	Topic statement submission deadline
May	Projects selected
August	First panel meetings

Transit IDEA Program:

November	Proposals due
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ACRP:

The Airport Cooperative Research Program (ACRP) was authorized in December 2003 as part of the Vision 100-Century of Aviation Reauthorization Act. The ACRP is sponsored by the Federal Aviation Administration (FAA) and managed by TRB, with program oversight and governance provided by representatives of airport operating agencies.

December	Solicitation for problem statements for next fiscal year issued
March	Problem statement submission deadline for next fiscal year program
July	Projects selected for next fiscal year program
August	Panel nomination request issued for new projects
September	Panels selected
November	First panel meetings to develop RFPs

ACRP Synthesis:

October	Topic statement submission deadline
December	Projects selected
February	First panel meetings

National Cooperative Freight Research Program

The National Cooperative Freight Research Program (NCFRP) was authorized in the Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU). The NCFRP is sponsored by the US Department of Transportation's Research and Innovative Technology Administration (RITA) and managed by the National Academies, acting through its Transportation Research Board (TRB), with program governance provided by an Oversight Committee including a representative cross section of freight stakeholders.

This program was not reauthorized in MAP-21, so no new problem statements will be solicited.

Hazardous Materials Cooperative Research Program (HMCPR)

A pilot cooperative research program focused on hazardous materials transportation was authorized in the Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU). The Hazardous Materials Cooperative Research Program (HMCPR) is sponsored by the U.S. Department of Transportation's Pipeline and Hazardous Materials Safety Administration (PHMSA) and managed by the National Academies, acting through its Transportation Research Board (TRB). A contract to begin work on the HMCPR pilot was executed between PHMSA and the National Academies and became effective on September 1, 2006.

This program was not reauthorized in MAP-21, so no new problem statements will be solicited.

National Cooperative Rail Research Program (NCRRP)

The National Cooperative Rail Research Program (NCRRP), initiated in 2012, conducts applied research on problems that are shared by freight, intercity passenger (including high speed rail) and commuter rail operators. Authorized in the Passenger Rail Investment and Improvement Act of 2008, the NCRRP undertakes research and other technical activities in a variety of rail subject areas, including design, construction, maintenance, operations, safety, security, policy, planning, human resources, and administration. The program is sponsored by the Federal Railroad Administration (FRA), with program oversight provided by an independent governing board (the NCRRP Oversight Committee) appointed by the Secretary, U.S. DOT.

This program was only funded for one year, so no new problem statements are being solicited at this time.

Commercial Truck and Bus Safety Synthesis:

July:	Topic statement submissions
August:	Projects selected

SHRP2 Reliability IDEA Program:

March:	Proposals due
June:	Proposals selected
September:	Proposals due
November:	Proposals selected

Safety IDEA Program:

March:	Proposals due
July:	Proposals selected

Resource 2: Technical Activities Council

The Technical Activities Council (TAC) provides leadership, facilitation, and coordination for the TRB standing committees of TRB volunteers. The mission of the Technical Activities Council (TAC) is to help identify critical transportation issues, foster research initiatives, and facilitate the exchange of knowledge and information developed through individual and collaborative efforts.

The Technical Activities Council consists of the TAC Chair, the Chairs of each of the Groups, a representative of the state DOTs, and the Chair of the TRB Young Members Council. TAC provides a forum for interchange and interaction among the Groups, between the Groups and the TRB Executive Committee, and between the Groups and TRB staff. Technical Activities Council members who are in their second year of their three-year term serve as the Council's representatives to the TRB Executive Committee.

The Technical Activities Council assists in identifying emerging topics of interest to the transportation community and cross-cutting issues. TAC helps facilitate interaction among Groups, Sections, and committees to address cross-cutting issues and opportunities. The Council also fosters outreach efforts to other transportation organizations and groups.

TAC may establish special task forces reporting directly to the Technical Activities Council to help address critical and emerging issues that cut across more than one Group. The Council may also propose or initiate forums to identify research needs and/or to otherwise consider these issues in a cross-cutting manner. At its discretion, TAC may request the aid of appropriate committees within one or more Groups in carrying out this function.

The Technical Activities Council plays a significant role in refining and implementing processes and techniques for improving the quality of meetings and publications emanating from Technical Activities Division volunteer activities. The Council also serves as a focal point for the continuing review in each of the Group Executive Boards of the need for establishing new committees and for discharging those that are no longer necessary.

TAC Strategic Plan

The TRB Executive Committee adopted a new [TRB Strategic Plan](#) in June 2014. Drawing from that plan, the Technical Activities Council (TAC) subsequently developed this Strategic Plan, which was adopted on January 11, 2015. This plan includes the TAC mission, values, goals, strategies, and action items.³ Action items are updated on a regular basis.

TAC MISSION

The mission of the TRB TAC is to foster a community of diverse transportation researchers and practitioners to exchange knowledge and information developed through individual and collaborative efforts. TAC fulfills this mission by providing leadership, facilitation, and coordination for more than 200 standing committees of TRB volunteers.

TAC VALUES

³ This symbol indicates goals, strategies, and action items drawn directly from TRB Strategic Plan

TAC values include, but are not limited to:

- Networking and sense of community
 - Collaboration between practitioners and researchers
 - Close partnership among TRB volunteers, affiliated organizations, and TRB staff
 - Fostering international collaboration and perspectives
- Ability to achieve outcomes that reflect a balance of views and values
 - Openness and accessibility to different ideas
 - Balance between needs of TRB and its stakeholders
 - Ability to accommodate both top-down and bottom-up approaches
 - Flexibility to pursue varying focuses of different committees
- Advancement of knowledge
 - Recognition of volunteers who want to move beyond the status quo
 - Opportunities for individual participation and professional growth, free from the constraints of day to day, organizational hierarchy
 - Opportunities for mentoring
- Represent the interests of TRB standing committees
 - Providing input to, and carrying out the priorities of, the TRB leadership and the TRB Strategic Plan

TAC GOALS

The following goals have been adopted by TAC to carry out its mission consistent with the TAC values and the TRB Strategic Plan:

- A. Provide a vibrant and diverse set of committees and volunteers that work across all transportation modes and disciplines
- B. Identify current and anticipated transportation challenges and opportunities, and provide leadership in facilitating, synthesizing and sharing information on research to help meet those challenges and to take advantage of those opportunities.*
- C. Conduct and promote knowledge creation and dissemination, especially on innovative practices and technologies in the transportation sector.*
- D. Provide an effective and impartial forum for the exchange of knowledge and information, including transportation and its relationship with social, economic, environmental, and other issues.*
- E. Enhance collaboration on transportation research, education, and technology transfer at international, national, regional, state, and local levels; across public and private sectors; and with transportation providers, customers, and other stakeholders.*
- F. Contribute to the professional development of, and expanded opportunities for, individuals currently working in transportation, and to the education and enhanced diversity of the pool of individuals who will work in the field in the future.*
- G. Ensure that TRB conferences, publications, electronic resources, and other products meet the needs of the transportation community and are continually enhanced and readily accessible.

TAC STRATEGIES

TAC strategies for meeting the above goals are listed below. Each of these strategies has been crafted to help achieve all or most of the goals listed above.

1. Conduct strategic reviews of the portfolio of TAC activities and products, implement needed changes, track impacts, and introduce new activities to meet critical needs.*
2. Develop and implement processes to identify and address emerging and critical transportation issues in a more strategic and proactive manner.*
3. Take steps to involve a broader and more diverse cross section of stakeholders and constituencies.*
4. Identify and publicize research needs, monitor ongoing research, and ensure the effective sharing of research results.
5. Develop and implement approaches to communicate information on TAC programs, activities and products in an effective and timely manner.*
6. Enhance effectiveness of TRB standing committees, facilitate collaboration and coordination among committees, and recognize leadership.

TAC ACTIONS

Action items are included under each of the above strategies and are updated each year. Contact your TRB staff officer if you wish the latest update.

Resource 3. Awards

Paper Awards

The Executive Committee of TRB has authorized annual presentation of a limited number of [awards for outstanding papers](#) published by TRB and sponsored by selected Groups. These awards are listed below. In addition, the Fred Burggraf Award may be bestowed on eligible authors by any Group Executive Board when warranted.

- Charley V. Wootan Award (Policy & Organization Group) – Established in 2004, named in honor of the forty-first Chairman of the Transportation Research Board
- Pyke Johnson Award (Planning & Environment Group) □ Instituted in 1973 in honor of the twenty-third Chairman of the Highway Research Board.
- K. B. Woods Award (Design & Construction Group) □ Named after the nineteenth Chairman of the Executive Committee.
- D. Grant Mickle Award (Operations & Maintenance Group) □ Named in honor of the former Executive Director of TRB, who also served as Chairman of the Executive Committee.
- John C. Vance Award (Legal Resources Group) □ Named in honor of TRB's former Counsel for Legal Research, who served in that capacity from 1968 to 1978.
- Patricia V. Waller Award (System Users Group) – Instituted in 2004 in honor of Pat Waller, who served as Chair of two TRB Groups and as a member of the Technical Activities Council 1980-83 and 1992-95.
- William Millar Award (Public Transportation Group) – Instituted in 2012 in honor of William Millar who served as the 1992 TRB Executive Committee Chair, TRB Executive Committee member from 1987 to 1995 and 1996 to 2011, Chair of the TRB panel that provided the rationale and blueprint for the Transit Cooperative Program, and the President of the American Public Transportation Association (APTA) from 1996 to 2011.
- Fred Burggraf Award (all Groups)-Established in 1966 to stimulate and encourage young researchers to contribute to the advancement of knowledge in the field of transportation. It provides recognition of excellence in transportation research by researchers 35 years of age or younger whose papers have been selected for publication by TRB. The award-named in honor of the late Fred Burggraf, who served as Director of TRB from 1951 until his retirement in 1964-includes a cash prize.

Other Groups may also nominate candidates for the above awards, and when this is the case, shall be offered an opportunity to be represented on the selection committee for that award.

Procedures for screening papers and making recommendations have been established by the sponsoring Group Executive Boards. Sample criteria for evaluating papers for awards are shown below. Following the selection of candidate papers in the Group Executive Boards, recommendations for Awards **must be made to TRB staff by no later than August 31 each year.**

Sample 1:

1. Readability (15 percent): The paper should be clear in its presentation. It should be easily understood by peers of the author. It should not be intentionally written in academic or sophisticated jargon but should be written to ensure a clear understanding of the research.
2. Logic (30 percent): The methodology used in the research should be logical and sound when judged by peers of the author. The appropriateness of the methodology will

determine the acceptance or rejection of conclusions and recommendations based on the research.

3. **Relevance (20 percent):** The research should be relevant to the field of transportation either at the present or in the future. The paper may be relevant to any field or area within transportation, from broad policy issues to more fundamental areas requiring basic research.
4. **Applicability (15 percent):** The paper should be judged on the breadth of its applicability. Often, research has been directed toward solving a unique problem with the result that it has extremely limited application. The paper should be judged on its contribution to problem solving on a broad basis.
5. **Contribution (20 percent):** The paper should make a contribution to the solution of present or future problems in transportation. The paper should indicate clearly how much of a contribution is made. The contribution may be in any area of transportation.

Sample 2:

1. **Readability (25%):** The paper should be clear in its presentation and written in a style to ensure a clear understanding of the research by peers involved in the topic area.
2. **Breadth of Applicability (35%):** The paper should be relevant and central to topic area for which the award is to be presented. Broad applicability across the topic area – either immediate or eventual -- is recognized by this criterion.
3. **Impact (40%):** The paper should make a major contribution to the solution of current or future problems in the topic area. Benefits that can be derived from implementation of the research should be evident, including, for example, cost savings, increased safety, reduced construction time, minimized and improved subsequent maintenance, reduced or improved environmental impact, improved service to the community, or others. Innovation in research methods or analysis that has led to important impact of the work is also recognized in this criterion.

Sample 3:

1. **Innovation and Insight (40 percent):** The paper should provide a significant insight into some aspect of the transportation topic or address innovative approaches to that transportation topic.
2. **Contribution to the Transportation Topic (20 percent):** The paper should make a contribution to addressing important and timely issues for the transportation topic.
3. **Excellence in Written and Visual Communication (20 percent):** The paper should be clear in its presentation. It should be easily understood by peers of the author. It should not be intentionally written in academic or sophisticated jargon but should be written to ensure a clear understanding of the research. Use of graphical displays is highly encouraged. Graphics should be clear and effective in conveying key points.
4. **Breadth of Applicability (20 percent):** The paper will be judged on the breadth of its applicability and usefulness to a broad range of transportation professionals. Often, research has been directed toward solving a unique problem with the result that it has extremely limited application. The paper will be judged on its contribution to problem solving on a broad basis.

Thomas B Deen Distinguished Lectureship

The Distinguished Lectureship was created to recognize the career contributions and achievements of an individual in one or more of the areas covered by TRB's Technical Activities Division. Beginning in 2003, it is named after Thomas B. Deen, who served as TRB Executive Director from 1980-1994. Those honored are given the opportunity to present overviews of their

technical areas, including evolution, present status, and prospects for the future. The presentation is given at the TRB Annual Meeting. Each lecture is also published.

Nominations are made by the Group Executive Boards in May. Selection of the recipient is made by the Technical Activities Council at their June meeting and submitted to the TRB Executive Director for final approval. The lecture is presented at the TRB Annual Meeting the following year.

Young Members Council Achievement Award

This award, initiated in 2013, is presented to an individual aged 35 or younger who has provided leadership and service to TRB and to the transportation community. The award is presented as part of the Deen Lecture and Awards Presentations session at the TRB Annual Meeting. Funding to support the award is provided by Stantec Corporation.

Technical Activities Council Blue Ribbon Awards

Background: The TRB Technical Activities Council (TAC) appreciates the critical role volunteers play in the success of standing committees and related activities. The TAC is committed to recognizing these voluntary contributions through numerous methods. At the same time, the TAC is committed to encouraging innovation in committee activities, promoting new approaches, incorporating new technologies, and sharing best practices. The TAC Blue Ribbon Committees Program addresses all of these elements.

Goal: The goal of the TAC Blue Ribbon Committees Program is to recognize exemplary best practice committee activities and the volunteer efforts associated with those activities. The Blue Ribbon Committees can serve as role models, with committee chairs and members sharing their experiences with others.

Recognition Categories: The TAC may recognize one Blue Ribbon Committee in each of the following four categories each year.

- Communications (websites, newsletters, e-newsletters, listserves, wikis, social media, etc.)
- Community Building and Mentoring (outreach to new members, young members, and international members; utilizing committee friends; outreach to other organizations and groups, involving new stakeholders; etc.)
- Advancing Research (developing research needs statements, maintaining research needs databases, preparing reports documenting committee-conducted or sponsored research, successfully linking research projects to sponsors, assisting with disseminating research results and technology transfer, etc.)
- Contributing to TRB and the Transportation Community (sponsoring or co-sponsoring conferences, workshops, webinars; developing theme issues and articles for *TR News*; sharing of best practices with other committees, etc.)

Selection Criteria: The TAC will use the following criteria in evaluating the Blue Ribbon Committee nominations:

- Innovation – using technologies, methods, or approaches in new and innovative ways;
- Results and Accomplishments – successful outcomes of the activity; and
- Transferability – ability of other committees to use the same technique or similar approach.

Process and Schedule: Nominations will be requested from Sections and Groups each year. Each Section/Group may nominate one or more of their committees in each of the four categories. Nominations are due to the TAC in September.

The description of the Committee's best practice activities shall be no longer than 500 words and must relate specifically to the category for which the committee is being nominated. Activities do not have to be limited to the current year, but should include recent activities up to and including the current year. Nominations of committees that won previous Blue Ribbon Committee Awards are acceptable providing that the nomination is based primarily on activities/programs other than those for which the committee won an earlier award.

A subcommittee of the TAC will review the nominations based on the selection criteria and recommend selection of a Blue Ribbon Committee in each of the four categories. The subcommittee may also recommend an honorable mention in each category. The recommendations will be considered by the full TAC during its fall conference call and final selections will be made.

Blue Ribbon Committee Recognition: The Blue Ribbon Committees will be recognized at the TRB Annual meeting in a number of different ways. The Blue Ribbon Committees will each be recognized at the Deen Lecture on Monday, along with the paper awards. The committees will also be recognized during the TRB Chairman's Luncheon program, with a special table reserved for Blue Ribbon Committee Chairs. The Blue Ribbon Committees will also be listed in the *TR News*. Blue Ribbon Committees retain the designation into the future with the date of the award, which can be featured on webpages and other committee materials along with the TAC Blue Ribbon Committee logo for that year. The committee Chair or other member may be asked to assist with Chair training sessions to highlight the best practice(s) for which the committee was recognized.

Previous Blue Ribbon Committee Award Winners:
2015:

- Community Building & Mentoring: **Committee on Traffic Flow Theory and Characteristics** (AHB45) (Operations & Preservation Group/Operation Section) for engaging young diverse participants through innovative and inclusive outreach; and collaboration in research, education and training
- Advancing Research: **Committee on Transportation Asset Management** (ABC40) (Policy & Organization Group/Management & Leadership Section) for turning research needs statements into NCHRP funded research projects
- Contributing to TRB and the Transportation Community: **Standing Committee on Roundabouts** (ANB75) (Safety & Systems Users Group/Safety Section) for facilitating implementation of roundabouts through innovative dissemination and outreach of research and best practices)
- Contributing to TRB and the Transportation Community (Honorable Mention): **Joint Subcommittee on Active Traffic Management** (AHB20(5)) (Operations & Preservation Group/Operation Section) for advancing advanced traffic management concept as innovative approach to improve safety and travel

2014:

- Communications: **Travel Survey Methods** ABJ40 (Policy & Organization Group-Data & Information Systems Section) for ensuring that the travel survey community has access to the best and most up-to-date information, documentation, and details on survey methods
- Community Building & Mentoring: **Women's Issues in Transportation** ABE70 (Policy & Organization Group-Policy Section) for cooperatively pursuing activities with the Women's Transportation Seminar that enhance the professional development and career advancement of women in the industry
- Advancing Research: **Operational Effects of Geometrics & Geometric Design Committees** (joint effort) AHB65 & AFB10 (Operations & Preservation Group-Operations Section; Design & Construction Group-Design Section) for jointly developing a strategic geometric design research program in consultation with AASHTO Technical Committee on Geometric Design
- Contributing to the Transportation Community (tie): **Conduct of Research** ABG10 (Policy & Organization Group-Research & Education Section) for championing and leading a variety of TRB activities, special initiatives and ongoing partnerships contributing to TRB and the transportation research community
- Contributing to the Transportation Community (tie): **Urban Transportation Data and Information Systems** ABJ30 (Policy & Organization Group-Data & Information Systems Section) for expanding the depth of research on urban transportation data through a number of joint subcommittees devoted to emerging transportation data issues

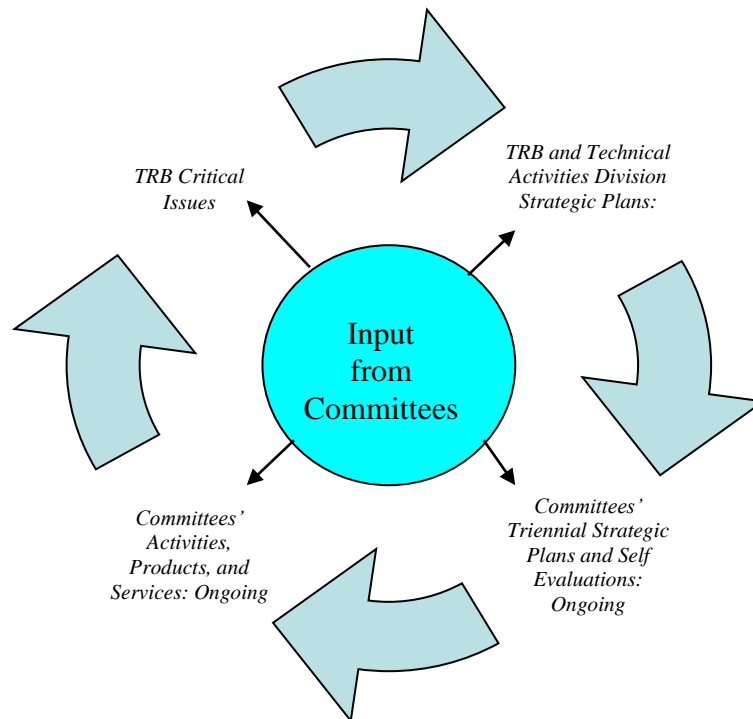
2013:

- Communications: **Public Involvement in Transportation** ADA60 (Planning & Environment Group. Transportation System Policy, Planning and Process Section) for "Communicating Concepts with John and Jane Q. Public"
- Community Building & Mentoring: **Railroad Operation Safety** AR070 (Rail Group) for "Young Members Scholarship Program"
- Advancing Research: **Highway Safety Performance** ANB25 (Systems Users Group; Safety Section) for "Highway Safety Manual"
- Contributing to TRB and the Transportation Community: **Transportation Network Modeling** ADB30 (Planning & Environment Group; Travel Analysis Methods Section) for "Improving Connections with Practitioners"

Resource 4. Addressing Critical and Cross-Cutting Issues

One of the responsibilities of standing committees is to serve as the focal point for identifying and addressing emerging, cross-cutting, and critical issues. The following steps should be taken to facilitate this committee role.

- Annually target issues to address, and monitor activities in these areas. The current lists of such issues include:
 - The latest “TRB Critical Issues in Transportation” approved by the TRB Executive Committee (Full report is available at <http://www.trb.org/Publications/PubsCriticalIssuesinTransportation.aspx>)
 - *The performance of the transportation system is neither reliable nor resilient, yet transportation’s role in economic revival and in global economic competition has never been more important.*
 - *The nation suffers significant, avoidable deaths and injuries every year, although safety has improved markedly.*
 - *Although essential in meeting economic and social goals, transportation exerts large scale, unsustainable impacts on energy, the environment, and climate.*
 - *Inadequate funding sources for public infrastructure impede the performance and safety of the transportation system, but alternative sources of funding may place a larger financial burden on users who are least able to pay*
 - *Although the United States is known for its creativity and its problem solving, innovation in passenger mobility services and in public-sector infrastructure lags far behind that in the private sector.*
 - *The research and development (R&D) investment necessary for finding and adopting new solutions is low and declining.*
 - The latest version of the TRB Strategic Plan (http://onlinepubs.trb.org/onlinepubs/general/trb_strategic_plan.pdf)
- Use these issues as the foundation for an annual call for papers and Annual Meeting spotlight themes
- Task forces, committees, Group or Section Executive Boards may propose sessions that address these and other cross-cutting topics that are of interest to more than one Group. Group Chairs will provide proposals for such sessions to the TRB staff in May for consideration at the June meeting of the Technical Activities Council. Proposals for cross-cutting sessions should include the session title, a brief description of the session, and what other Groups would be involved. Sessions selected will *not* count against any committee’s session allotment.
- Plan future specialty conferences and/or webinars that will focus on one or more of these issues, and will also serve to bring interested committees together from different Groups/Sections
- When needed, designate joint subcommittees or task forces on selected critical cross-cutting issues comprised of representatives of appropriate committees. (These can be short-term.)
- Consider these issues when requested to suggest TRB Policy studies, TRB cooperative research program projects, and/or other research funding opportunities



Resource 5. Recognition of Individuals and Committees

Imagine that you are reviewing proposals for new business or organizations. One proposal asks for support to start up an organization that will depend on volunteer labor. Volunteers will be responsible for everything from organizing conferences, to designing and maintaining web pages, developing training, providing technical support to professionals across the country, and reviewing technical documents. This organization would cover a huge subject area with many very specialized topic areas.

Your first reaction would probably be, “Is this person crazy?” Then you might ask yourself why - why would the volunteers give up their increasingly precious time to support this organization? With further thought it might occur to you that this is exactly how TRB operates and exactly what our volunteers do for us every day.

TRB is blessed with amazing volunteers that contribute their expertise, knowledge, and energy to TRB and the advancement of the transportation profession. Our volunteers consistently complete a huge amount of work with no financial reward. It is critical to regularly step back and remember this contribution. Volunteers have long been the backbone of the TRB and especially the Technical Activities Division. Their commitment and enthusiasm are critical to our continuing success.

Appreciation and recognition are the only rewards we can offer – so these are critical. The recognition can also encourage individual volunteers to become more involved and can encourage committees to adopt “best practices.” This resource is intended to provide information for committee, Section, and Group leadership to recognize volunteers. Many examples are provided. However, TRB is very aware of the diversity in committees and volunteers. Therefore the examples are just that - examples - not requirements. Additionally these are just a starting point. Each committee, Section, or Group is welcome and encouraged to develop recognition programs that fit their situation. This Resource provides a short overview of recognition best practices, and then discusses individual awards, committee awards, and other recognition information.

Best Practices for Recognition

Personalizing the recognition is critical. Research in volunteering and recognition has identified four motivators of volunteers and how to use these motivators when assigning work and recognizing volunteer contributions:

- Individuals motivated to volunteer by praise typically enjoy recognition for their talents and like being singled out for their accomplishments. Give these folks tasks that are readily seen by others, offer them public recognition, and recognition on web sites or in newsletters.
- Individuals motivated to volunteer for affiliation enjoy opportunities to get together with others with similar beliefs, backgrounds, and goals, and don't often find working alone very satisfying. As a result, you should assign these volunteers to group efforts and recognize the efforts of these volunteers in group settings.
- Individuals motivated by sense of accomplishment enjoy seeking concrete evidence of their work and like practical, tangible projects. To recognize these volunteers effectively, offer them certificates of accomplishment at specific stages in their work or a special place to put completed projects.
- Individuals motivated to volunteer for power and influence typically like persuading people to see or do things their way, enjoy showing people a better, easier way of accomplishing an objective and like positions where they can help make decisions or train people. These

volunteers will appreciate public recognition and an opportunity to share their knowledge, such as speaking at TRB events.

As volunteer leaders, it is critical to understand what type of work our volunteers like to do and what type of recognition they would appreciate most.

Recognition should describe specifically what the group/individual accomplished. Many committees recognize annual activities such as the paper review coordination, session development or web development/maintenance. However, it is also important to recognize the small actions that make a committee more of a community. One committee recognized the member who always introduced new members or friends to the group and helped those new members become involved in the committee. This example points to another important recognition best practice – it should be a celebration and it should be fun. Recognizing a member who serves as the “Welcome Wagon” with the appropriate welcome bag, material and certificate may seem a bit hokey, but that type of recognition means a lot to volunteers. They need to know that you recognize what they add to the group. Finally, recognition should be given frequently, consistently, for all types of achievement, and on a timely basis. The TRB Annual Meeting is commonly used to recognize great service, but that is not the only opportunity. Committee web pages, teleconferences, summer meetings, specialty conferences, and many other opportunities exist for recognition.

Recognizing Individual Volunteers or Volunteer Teams

The recognition of individuals or teams mainly takes place at the committee level, although it is possible the Section or Group might want to occasionally recognize individual work done at that level. There are no specific awards that must be given out each year, no overall award process, and no requirement to develop a consistent set of awards to be given each year. The goal of the TAC and TRB staff is simply to recognize great volunteers in a fun consistent manner. Therefore the following lists of potential awards and type of recognition are provided for your consideration. Committee Chairs have many tasks, so involving the committee leadership to identify volunteers worthy of recognition, or even asking the committee membership for suggestions, may help to increase recognition.

What to recognize – The following is a long list and will be added to over time. Please remember these are just examples and each committee is welcome to develop recognitions that suite their activities.

- Years of service to the committee
- Innovative product
- Mentoring activity (the welcome wagon)
- Community building
- Best poster
- Best paper at TRB Annual Meeting
- Best paper or presentation at specialty conference organized by the committee
- Best paper by a young author (not necessary that all authors are under 35 as is the case for the Burgraff awards)
- Best “practice ready” paper or presentation
- Most paper reviews
- Demonstrated commitment to the betterment of the committee’s interest
- Most active new Member
- Most active Friend of the committee

Where and/or how to recognize contributions – again the examples below are just starting points.

- Recognize during a committee meeting. A certificate, small gift, or other item could be presented. Maybe a pair of reading glasses for the member that reviewed the most papers or a framed copy of the conference program they worked on?
- Committee webpage recognition - maybe a photo of the volunteer with a description of their contribution.
- Summer Meeting – the ideas listed under the committee meeting could be used here. In addition, often committee members go out to dinner during the summer meeting – the dinner could be in honor of the volunteer. Since these meetings are typically fairly small, an announcement during the opening or closing session might also be possible.
- Specialty conference – the ideas above could work at a specialty conference. Additional ideas might be mentioning the volunteer in the printed program or on the conference webpage.
- Press release - with the permission of the volunteer, a press release could be developed for their local paper and/or their agency newsletters.

Recognitions or awards should not be named in honor of individuals, as this detracts from the TRB-wide awards named in honor of TRB leaders that must be approved by the TRB Executive Committee.

Groups or Section Recognition of Committee Achievements

Group and Section Executive Board members are ideally suited to recognize the achievements of their committees. This recognition can not only reward the committee for their achievement but it can also highlight “best practices” and help committees learn from each other. Again, the lists below are just examples.

Group and Section Executive Board members are annually given the opportunity to nominate committees for the [TAC Blue Ribbon Committee Awards](#). In addition, Group and Section Executive Board members may wish to consider the following:

- What to recognize
 - Innovative product
 - Best paper in the Group
 - Best poster in the Group
 - Contribution to the Group or Section topic area
 - Mentoring activity
 - Community building
 - Contribution to larger TRB community
 - Most creative or extensive use of volunteer involvement (giving Members and Friends an opportunity to help)
- Where to recognize
 - TRB Annual Meeting or other committee meeting – Group or Section chairs could announce the committee award during the committee meeting. Candy for everyone?
 - Committee webpage and/or newsletter

The TAC members and TRB staff would welcome any other ideas you might have about individual and committee recognition. These ideas could be ones you have seen at TRB or maybe during other volunteer activities. Please pass along additional ideas to Kim Fisher at kfisher@nas.edu.

General Hints on Recognizing Volunteers

- When a volunteer does something really great, remember to write down the impact, so that when you write a card or give a speech to recognize that volunteer, you will have different messages for each volunteer, instead of using the same language for each one.
- Be aware of volunteers' interests through conversations and observation. That way, when it comes time to give them recognition gifts you can get them something that they will really appreciate, and they will also know that you are interested in them.
- A personal note - It's not earth shattering, but volunteers really appreciate and respond to the personal notes sent out periodically. Remind the volunteer how important his/her efforts are to the organization. Mention a recently accomplished task or project is emphasized and shown how it affected the organizations operation.
- Volunteers Certificate - A certificate will promote good practice, and raise the status of volunteering.
- Photo of Volunteer – The photo can be of the volunteer with award, the individual and the TRB committee.
- Framed Quotes - A quote relating to volunteerism that is framed so they can put it on their desk or hang on the wall. Many volunteers have expressed thanks for the gift because every time they look at it they can reflect on the service they have been providing. A list of potential quotes may be found below.

Webpages with examples of volunteer recognition

- <http://www.baudville.com/volunteer-recognition/rccategory/8/48/49>
- <http://academic.regis.edu/Volunteer/Ivan/sect16/sect16f.htm>
- <http://www.washington.edu/admin/hr/roles/mgr/ee-recognition/award-ideas>
- <http://www.101rewards.com/>
- http://www.teambuildinginc.com/article_recognition.htm
- http://www.ehow.com/about_6702347_value-team_member-recognition.html
- <http://www.boyscouttrail.com/square-knots.asp>

Hints on Recognizing Volunteers - TRB Specific Suggestions

- Where to Recognize TRB Volunteers
 - TRB Annual Meeting at committee, section, or group meetings
 - Conferences or workshops
 - On committee webpage or in e-newsletter
- Recognition when a Volunteer Joins TRB
 - Send a letter of welcome
 - Provide a good role description
 - Provide an orientation
 - Connect the volunteer with TRB leadership and other volunteers who could help them
- Recognition on a Daily or Weekly Basis
 - Informal thank you from TRB staff
 - On the job praise - with specific comments
 - Seek feedback from volunteer (suggestions / improvements)
 - Take time to talk with the volunteer
 - Tell about the volunteer projects and individual volunteer accomplishments

- Praise the volunteers to others
- Recognition at the Completion of a Special Project or When Completing Term
 - Say "thank you"
 - After a conference, a framed conference agenda is a nice thank you and reminder
 - Send letter of thanks to the volunteer and their supervisor
 - Promotion, give the volunteer more responsibility
 - Give a certificate of appreciation
 - Purchase a small item in the National Academy of Sciences bookstore
 - Have an exit interview

Resource 6. Committee Meetings and Conference Calls

When Held

It is customary for committees to meet during the TRB Annual Meeting at a time and place agreed on by the Chair and TRB staff.

Midyear and other meetings or conference calls of committees are encouraged when they can facilitate the committee's purposes and goals. Activities for such meetings must be carefully planned and directed toward specific purposes and goals. TRB staff will assist with arrangements for the meeting and may arrange for a meeting room and other logistics. The committee Chair, however, must work closely with TRB staff on such matters and is not authorized to commit TRB to the payment of expenses not previously approved. Committees are encouraged to conduct joint midyear meetings with other TRB committees to facilitate interaction and coordination and to share in the development and delivery of joint programs in conjunction with the committee meetings.

Committee Chairs are also encouraged to facilitate the participation in committee meetings of those individuals who may not be able to attend a face-to-face meeting. Teleconferencing can be used in place of a face-to-face meeting or to involve those who cannot attend the face-to-face meeting. TRB staff can make the necessary arrangements for teleconferencing in conjunction with committee midyear meetings. Teleconferencing normally cannot be accommodated for meetings held in conjunction with the TRB Annual Meeting.

Quorum and Rules of Order

Two-thirds of the members shall constitute a quorum for the adoption of motions concerning scope of committees, work programs, committee reports, and other motions that express the will of the committee. If a quorum is not present, those present should operate as a subcommittee, and their motions shall be put as a mail or email ballot to the committee. Favorable action by two-thirds of the committee members shall be required for approval of any ballot. Meetings are open unless the Chair designates an executive session. Visitors may take part in discussion but may not propose motions or vote. Committee members who are unable to participate in a committee meeting may designate proxies who shall have all the rights and privileges of members. The committee Chair may require proxy designations in writing.

Minutes

Minutes should be prepared to record the actions approved by the Chair and members and distributed to all committee members, the Section or Group Chair, and TRB staff.

Expenses of Those Attending

It is the policy of TRB to help defray transportation and subsistence expenses of Chairs⁴ of committees for either the TRB Annual Meeting or the committee's midyear meeting when they cannot obtain funds elsewhere and to the extent funds are available in the TRB annual budget. These expenses are reimbursed in accordance with federal per diem rates. Funds are not available to cover the expenses of committee members. Miscellaneous expenses (mailings, phone calls, copying) in doing committee business are ordinarily not covered by TRB. Chairs

⁴ Reimbursement is limited to one trip per committee per year. In cases where a committee has co-Chairs, only one may request reimbursement for a trip in the April to April timeframe.

may request reimbursement for one committee meeting between April 15 and the following April 14 - either the midyear meeting or the Annual Meeting.

The TRB Executive Director will communicate with committee Chairs before each annual meeting regarding the nature and extent of reimbursement available for that meeting.

In all instances, written approval of TRB must be obtained before reimbursable expenses are incurred.

Tips for Conducting Face-to-Face Meetings:

- Prepare an agenda and distribute with the meeting notice
 - Notice and agenda should make it clear why this meeting is important
 - Agendas for face-to-face meetings should focus on substantive action and discussion items
 - Participants have dedicated considerable time and expense to attend. They don't want their time spent on administrative details.
 - Routine committee administrative items are better left for conference calls held between face-to-face meetings
 - Generally, large, active committees could consider a "Pre-Annual Meeting Conference Call" to handle committee administrative matters, such as subcommittee reports. At the Annual Meeting, the chair can then briefly summarize the results of business handled in that conference call before the committee proceeds to more interesting and more interactive committee topics and issues.
 - Set a target time schedule for each item on the agenda
 - Stick to this schedule as closely as possible during the meeting
 - Schedule the most important items for early in the agenda to assure that there is enough time to adequately cover these items
 - Include time for "owners" of action items generated during the previous meeting to report on their progress
- Designate someone to take notes/minutes
 - Preferably, this should be done in advance of the meeting
 - For each agenda item, the minutes should contain a summary of key points, and any resulting action items
 - Notes/minutes that chronicle entire discussions are usually unnecessary, and can detract from the key points and action items
 - Action items should contain a clear description of the action, who the "owner" is, and a due date
- Arrive at the meeting location at least 20 minutes before the scheduled start to assure that everything is in order
 - Designate someone to assist in checking the committee meeting room set-up and other pre-meeting logistics (e.g., placing place cards with the names of committee members at seats on the table to hold places at the table for the committee members as they arrive).
- Start the meeting precisely on time
 - Designate a time keeper to advise the chair of how the meeting is proceeding related to the "suggested" agenda times
- Review agenda, objectives and ground rules
 - If new agenda items are proposed during the meeting, consider putting them in a "parking lot" to address at the end of the meeting if time permits
- Introductions

- Be judicious in how much time will be spent on self introductions
- For meetings with a large number of guests/observers, it may be preferable to limit self-introductions to committee members
 - Others can introduce themselves if and when they speak
- Pass around a sign-in sheet that allows attendees to provide/update their basic contact information
- If participants do not know each other well, remind participants to identify themselves when speaking
- Be sure to welcome new attendees at the beginning of the meeting and tell them who to see to get involved
- Limit the acronyms and US jargon to avoid creating barriers for international or new professionals participation
- Stick to the agenda
 - When discussion strays from the topic at hand, gently steer them back to the agenda with, "Let's take that issue off-line and return to the...."
- Summarize decisions and actions after each agenda item
- Review all action items at the end of the meeting
- Schedule the next meeting
- Review and distribute the meeting notes and action items as soon as possible after the meeting
- Ask participants to review while the meeting is fresh in their memory
- Provide a clear listing of action items, along with "owners" and due dates

Tips for Conducting Conference Calls:

Some tips from the experts on how to make your conference call meetings more efficient:

- Distribute an agenda with the meeting notice. Notice of the meeting goes out in the form of a phone call, memo or most commonly an e-mail. It should include the date and time of the call (make sure the agenda denotes the time zone used as a basis for the "time" of the call), the conference call-in number, the conference PIN or access code and an agenda for the meeting. If participants are expected to contribute to a portion of the meeting or give a report, it should say so in the notice. If nothing else, developing an agenda will help you answer the question, "Is this meeting really important?"
- Start the meeting precisely at the appointed hour, even if there are a few who have not yet signed onto the call. Those who arrive late will make a point of being on time for the next call.
- Take roll. It is important for all participants to know who is in the meeting, so start the meeting by taking roll. For a large group, read through the list of expected participants and ask those who are on the call to respond accordingly. Keep the list of participants in front of you so that you can draw individuals into the discussion by name.
 - As an alternate, proceed on the conference call roll call alphabetically by the first letter of the last name (which eliminates most of the chaos associated with callers just speaking up; the chair just announces successive letters, going through the alphabet, as callers in that group identify themselves).
- Provide participants with information on how to reconnect if disconnected.
- Review agenda, objectives and ground rules. This will remind everyone what is expected of them in terms of participation and feedback.
- During the meeting, stick to the agenda. When discussion strays from the topic at hand, gently steer them back to the agenda with, "Let's take that issue off-line and return to the...."

- Remind participants to identify themselves when speaking. Not everyone will recognize a speaker by his or her voice, and no one wants to admit that they can't tell who that is asking questions. If someone forgets to say who they are, it is most appropriate for the call host or moderator to ask for a name (even when you recognize the speaker yourself.)
- Summarize decisions, actions and key points. Too many conference calls run too long because the participants fail to bring the discussion to closure. The best way to steer a meeting to a comfortable close is to summarize any decisions that have been made and to assign action items to specific individuals.
- Nail down the next meeting, if necessary. If you had to set up this meeting yourself, then you already know how hard it is to get everybody to agree on a date, time, and place. The conference call itself is the perfect place to decide when to have the next meeting.

[Above from: CONTACTPOINT HINTS & TIPS (formerly at <http://www.contactcall.com/Vol2No8.htm>)]

For Meetings Involving Some Participants Meeting Face-to-Face Supplemented by Call-in Participants:

- Follow above meeting guidelines
- Provide agenda, attachments, and presentations to ALL participants in advance of the meeting
- Provide print-outs of any PowerPoint presentations in advance to call-in participants (or provide on the web and inform participants of webpage address)
- Plan for and pre-test speakerphone:
 - Order conference speakerphone along with remote mikes
 - Become acquainted with speakerphone operation
 - Pre-test before meeting begins
 - Arrange remote mikes so those around the table don't have to shout
- Have speakers address comments to ALL those participating, not just to those on speakerphone or those at the table

Resource 7: Fostering and Nurturing Research Agendas for TRB Standing Committees

Goal:

The goal of this initiative is to provide TRB standing committees with the knowledge and tools they need to 1) identify research needs within their scope of coverage, 2) increase the probability that research addressing these needs will be conducted, and 3) disseminate information on relevant ongoing and completed research in a timely and effective manner.

Vision:

Previously, each committee was for the most part left to its own devices to foster and nurture needed research. Success therefore varies greatly among committees, and even from year to year within a committee. It is envisioned that, as a result of this initiative, a “typical” TRB standing committee will be doing the following on a systematic and continuing basis:

- Developing and maintaining a set of peer-reviewed research needs statements within the committee’s scope of coverage that is robust, up-to-date, and reflects the committee’s research agenda
- Using an enhanced version of the TRB Research Needs Statements database to manage its set of research needs, set priorities, and coordinate needs with other committees
- Assuring that organizations and individuals that manage and conduct research are aware of the TRB Research Needs Statements database and how to use it
- Educating individuals on the deadlines and requirements for submitting research proposals to appropriate research organizations and programs
- Continuously monitoring the status of research that is being conducted within the committee’s scope of coverage, especially those projects it initiated or supported, and disseminating relevant project information to the committee’s members and stakeholders
- Using a variety of communication tools to make its stakeholders aware of the availability of recently completed research, and fostering discussions on the implications to practice and future research needs

Implementation:

This initiative consists of two main strategies:

- 1) Enhancing the Research Needs Database and other tools to help committees achieve the above vision, and
- 2) Providing ongoing guidance and training through a community of Committee Research Coordinators - similar to the model that is being successfully used for the Committee Communications Coordinators.

Each committee is invited to appoint a Committee Research Coordinator to manage its research portfolio. In addition, the Research Coordinators of all of the committees collectively receive training, share experiences and good practices, and provide recommendations to TRB to help achieve the objectives of this initiative on an ongoing basis.

CRC Job Description:

The committee Chair appoints the Committee's Research Coordinator (CRC). The CRC is the point person in the fostering and nurturing of the committee's research agenda.

The CRC takes the lead role in:

- Developing and maintaining an up-to-date set of peer-reviewed research needs statements within the committee's scope of coverage, and assuring that these are included in the TRB Research Needs Statements database⁵
- Coordinating these with other committees as appropriate
- Regularly submitting proposals addressing these research needs to organizations and individuals that manage and conduct research in accordance with the deadlines and requirements of those research programs
- Serving as the committee's representative to the community of Committee Research Coordinators to receive training, share experiences and good practices among the committees, and provide recommendations to TRB

In addition, the CRC works with other committee members to:

- Continuously monitor the status of research that is being conducted within the committee's scope of coverage, especially those projects it initiated or supported, and disseminate relevant project information to the committee's members and stakeholders
- Use a variety of communication tools to make the committee's stakeholders aware of the availability of recently completed research, and foster discussions on the implications to practice and future research needs

⁵ Most standing committees currently have a Research Needs Statements coordinator who serves this function. The Committee Chair may choose to expand the role of the existing Research Needs Statement coordinator by appointing that individual as the Committee Research Coordinator, or appoint a different individual to oversee the broader and more strategic duties of a Committee Research Coordinator.

Resource 8. Limitations on Providing Advice, Recommendations, or Advocacy; and Official Communications

The generation of advice or recommendations to individuals or organizations outside of the National Research Council (NRC) is NOT included in the functions prescribed by TRB for its standing committees. It is outside the scope of a TRB standing committee to advocate positions on public policy issues, other than recommendations of topics or areas for research. Any reporting of consensus views of committee members or of participants in committee-sponsored events, or of individuals in their role as Chair or as members of the committee, falls outside the role of standing committees.

In any committee publication or communication, it should be made clear that comments on public policy issues by individual committee members represent the views of that individual, not the committee or TRB. In TRB standing committee publications, individually authored articles or papers should focus on the mission of the standing committee. Where an article or paper includes an individual's views on public policy issues for perspective, the committee should also include articles or papers reflecting alternate views for balance. It is acceptable to include information describing issues and/or different points of view related to a particular topic, but advocating a position must be avoided.

Such advice can only be provided by special NRC-appointed committees that must satisfy specific requirements. These requirements include approval of the project by the TRB Executive Committee and the Executive Committee of the NRC Governing Board, a clear definition of the task and its scope, conscientious effort in committee formation to include all required viewpoints and expertise, and careful attention to the subject of bias and balance among the members. Statements of potential bias and conflict of interest are required as a condition of appointment to NRC-appointed committees. Although TRB standing committees may not generate advice themselves, they may propose that an NRC-appointed committee be established for this purpose.

Given the nature of the functions that are prescribed to TRB standing committees, formal bias and conflict-of-interest requirements do not apply. Nevertheless, standing committee Chairs and members need to be aware that these are always a concern in the selection and rotation of committee membership and in the committee's conduct of all of its prescribed activities.

Consistent with the above, use of TRB letterhead stationery is limited to TRB staff.

Official Communications

Official TRB correspondence to organizations or individuals outside TRB must normally be restricted to the TRB Executive Director acting on authority from the Executive Committee. This is especially true with *sensitive correspondence*.

Sensitive correspondence is defined as any written communication to or from members of Congress, associate administrators or above in the executive branch of the federal government, state chief executive officers, heads of trade associations or their equivalent, or any correspondence with the media. Such correspondence must be handled through TRB staff, who are required to follow procedures that involve the leadership of TRB and, to the extent necessary, the National Research Council. In all correspondence, committees must exercise care to avoid the impression that the committee is representing TRB on policy matters or that it is in any way committing TRB to any course of action not previously approved by the TRB Executive Committee.

The use of TRB letterhead stationery is limited to the TRB Executive Director and TRB staff.

Verbal communications with officials and the media regarding TRB reports and activities should, to the extent possible and reasonable, be treated similarly to sensitive correspondence.

Resource 9: Formation of New Committee

Proposals for new committees may be developed by the TRB Executive Committee, the TRB Executive Director, the Group Executive Board, the Section Executive Board, other committees, or staff. Proposals should be submitted to the responsible TRB staff, who forwards the proposal for evaluation to the Section and Group Chairs and the Group's designated committee for reviewing new proposals. If approved by the Group Executive Board, the proposal must also be approved by the TRB Executive Director and the Technical Activities Council. Proposals should not be more than five pages in length, not including endorsements, and should address each of the criteria for new committees listed below.

Approval Criteria and Proposal Guidelines

Proposals will be evaluated using the following criteria:

1. **Clarity of mission and scope:** A specific and concise description is needed, clearly defining the purpose and interest areas of the proposed committee. Exceedingly broad statements should be avoided. The proposal should provide evidence that the mission and scope have been well planned.
2. **Evidence of uniqueness:** The proposal should demonstrate that the new activity is not duplicative or competitive with the activity of another TRB committee. Scope statements from related committees should be included in the proposal, along with specific information on how the activities of the new committee would not unduly overlap the activities of existing committees. The endorsement of Chairs of related standing committees and Section Chairs should also be included. The committee's relationships to organizations outside of TRB should also be addressed, clearly indicating the unique role of the TRB committee.
3. **Evidence of demand and potential accomplishment:** Requests should be accompanied by tangible indications of demand for the new activity and evidence that the activity will provide significant advances in research and/or practice. Requests should also state what other alternatives were considered for this activity, and why the formation of a standing committee is the preferred alternative.
4. **Previous activity:** Requests for the establishment of standing committees are expected to show significant accomplishments in a lower organizational status (i.e., a task force or subcommittee). Though not a rigid requirement, evidence of previous productivity and interest is very desirable.
5. **Clear indication of planned activities:** Specific activities within which the committee intends to operate to achieve its stated mission should be described. Activities might include sponsorship of sessions at the annual meeting, specialized workshops, publication of TRB circulars, or development of problem statements for cooperative research programs.

Resource 10: Committee Chair Appointments and Reappointments

The term of a committee Chair is three years. Chairs may serve up to two three-year terms.

New Appointments

1. Various approaches are used to identify candidates—including, but not limited to, nomination from committee/Section/Group Executive Board members, wide or targeted solicitations, and nominating committees.
2. Committee members are advised of the anticipated opening during the preceding year and during the committee's business meeting at the TRB Annual Meeting, and requested to advise staff and/or the current chair of personal interest or other candidates. The request for expressions of interest and/or nominations is included in the meeting minutes.
3. The current committee Chair and staff consider all committee members and others who have expressed interest or are believed to be good candidates. All qualified candidates are considered based on the following criteria:
 - a) Ability and willingness to perform the requisite duties in an unbiased manner
 - b) Knowledge of and interest in the committee's field
 - c) Interest and capability to advance activities within the committee's scope
 - d) Past accomplishments for the committee
 - e) Leadership qualities
 - f) Available resources, including time, employer support, and ability to attend committee meetings (TRB provides travel reimbursement for one meeting each year if the budget allows)
 - g) Diversity among committee chairs (gender, race, affiliation)
4. Staff discusses two or three leading candidates with the Group and Section Chair (or just the Group Chair in Groups with no Sections)
5. Staff reviews the candidate(s) with the Technical Activities Division Director
6. The leading candidate is contacted by the current committee Chair or staff to determine his or her level of interest, views on committee directions and activities, and resources (time, employer support, and ability to attend committee meetings)
7. Staff submits an appointment request to the Technical Activities Division Director, who forwards the request to the chair of the TRB Subcommittee on NRC Oversight (SNO) and appropriate Group Chair for approval
8. Following approval in Step 7 and concurrence of the Executive Director, the individual is appointed by the TRB Executive Director on behalf of the Executive Committee for a 3-year term or, in the event of a vacancy, for the remaining time in the current 3-year term

Reappointments

1. Committee members are advised during the preceding year and at the January business meeting that the chair is completing his or her first term, and feedback to staff related to reappointment is requested.
2. Chairs are eligible for two 3-year terms. Reappointment to the second term is based on the above criteria for new appointments and the following:
 - a) Performance and timeliness in accomplishing committee tasks
 - b) Success in attracting new participants to committee activities
 - c) Other factors that may be identified during the committee's triennial review
3. TRB staff discusses reappointment with the Group and Section Chair (or just the Group Chair in Groups with no Sections).

4. With the concurrence of the Executive Director and Technical Activities Director, the individual is reappointed by TRB staff for a second 3-year term

Resource 11. TRB Paper Peer Review Process

The Transportation Research Record: Journal of the Transportation Research Board publishes approximately 20-25% of the more than 5,000 papers that are peer reviewed each year. The mission of the Transportation Research Board (TRB) is to disseminate research results to the transportation community. The Record series contains applied and theoretical research results as well as papers on research implementation.

The TRB peer review process for the publication of papers allows a minimum of 30 days for initial review and 60 days for re-review, if needed, to ensure that only the highest-quality papers are published. A minimum of three reviews are required for a publication recommendation. The process also allows for scholarly discussion of any paper scheduled for publication, along with an author-prepared closure.

The basic elements of the rigorous peer review of papers submitted to TRB for publication are described below.

Paper Submittal: June 1–August 1

Papers may be submitted to TRB at any time. However, most authors use the TRB web-based electronic submission process available between June 1 and August 1, for publication in the following year's Record series.

Initial Review: August 15–September 15

TRB staff assigns each paper by technical content to a committee that administers the peer review. The committee chair assigns at least three knowledgeable reviewers to each paper. The initial review is completed by mid-September.

By October 1, committee chairs make a preliminary recommendation, placing each paper in one of the following categories:

1. Publish as submitted or with minor revisions;
2. Reconsider for publication, pending author changes and re-review; or
3. Reject for publication.

By late October, TRB communicates the results of the initial review to the corresponding author. Corresponding authors communicate the information to coauthors. Authors of papers in Category 1 (above) must submit their final manuscripts to TRB by November 15th so that the paper can be prepared for publication. Authors of papers in Category 2 (above) must submit a revised version addressing all reviewer comments, along with an explanation of how the comments have been addressed, by November 15th.

Re-review: November 20–January 31

The committee chair sends the Category 2 revised papers to the initial reviewers for re-review. After re-review, the chair makes the final recommendation on papers in Category 2. If the paper has been revised to the committee's satisfaction and ranks among the best papers, the chair may recommend publication. The chair communicates the results of the re-review to the authors.

Discussions and Closures: February 1–May 15

Discussions may be submitted for papers that will be published. TRB policy is to publish the paper, the discussion, and the author's closure in the same Record.

Many papers considered for publication in the Transportation Research Record are also considered for presentation at TRB meetings. Individuals interested in submitting a discussion of any paper presented at a TRB meeting must notify TRB no later than February 1. If the paper has been recommended for publication in the Transportation Research Record, the discussion must be submitted to TRB no later than April 15. A copy of this communication is sent to the author and the committee chair.

The committee chair reviews the discussion for appropriateness and asks the author to prepare a closure to be submitted to TRB by May 15. The committee chair reviews the closure for appropriateness. After the committee chair approves both discussion and closure, the paper, the discussion, and the closure are included for publication together in the same Record.

Final Manuscript Submittal: March 15

In early February, TRB requests a final manuscript for publication for Category 2 papers that have been accepted—to be submitted by March 15—or informs the author that the paper has not been accepted for publication.

Paper Awards: April to January

The TRB Executive Committee has authorized annual awards sponsored by Groups in the Technical Activities Division for outstanding published papers:

- Charley V. Wootan Award (Policy and Organization Group);
- Pyke Johnson Award (Planning and Environment Group);
- K. B. Woods Award (Design and Construction Group);
- Patricia F. Waller Award (Safety and System Users Group);
- William Millar Award (Public Transportation Group);
- D. Grant Mickle Award (Operations and Preservation Group); and
- John C. Vance Award (Legal Resources Group).

Other Groups also may nominate published papers for any of the awards above. In addition, each Group may present a Fred Burggraf Award to authors 35 years of age or younger.

Peer reviewers are asked to identify papers worthy of award consideration. Each Group reviews all papers nominated for awards and makes a recommendation to TRB by September 1. TRB notifies winners of the awards, which are presented at the following TRB Annual Meeting.

Resource 12. Questionnaires/Surveys

Use

Questionnaires/surveys can be quite helpful to certain types of committee work. However, there are some serious drawbacks to their use. For this reason, the use of questionnaires should be held to a minimum, and they should be carefully designed to elicit the desired response.

Procedures

All questionnaires are to be approved by the Technical Activities Division Director before distribution. The committee Chair should furnish the following information to the Technical Activities Division Director through the appropriate TRB staff representative and the appropriate Section Chair:

1. A copy of the questionnaire, together with an indication that it has been pilot tested whenever such testing is feasible;
2. The name of the committee, organization, or individual soliciting the information;
3. The need for the information or the purpose of the questionnaire;
4. The use to which the information will be put, including how the information derived from each of the questions will be used;
5. Any necessary instructions concerning the preparation of the answers;
6. The availability of secondary sources of the same information;
7. Definitions of terms, if needed;
8. The deadline date for the return of the questionnaire;
9. Benefits to be derived by those completing the questionnaire; and
10. The name and address (or email) of the person or organization to whom the questionnaire is to be returned (questionnaires should normally be returned to the committee Chair or his or her designee).

Resource 13: Committee Communications Portfolio

General Guidelines

Delivering effective communications is one of the most important tools a committee has for developing and achieving its objectives. Each committee should therefore have a communications portfolio that does the following:

- Maintains timely communications on a regular basis
- Supplements general TRB communications (e.g. *TR News*, TRB e-Newsletter, Twitter, Facebook) with communications of specific interest to committee members, friends, and others in its community
- Communicates the committee's scope, objectives, programs, activities, schedules, and responsibilities
- Enables interaction on activities involving multiple members and friends; and involving other committees with common research interests
- Permits the committee chair as well as subcommittee chairs and project leaders to communicate with members and friends to keep activities on track and on schedule
- Enables committees to exchange ideas and information with other committees related to subject areas of common or intersecting interest
- Reminds volunteers that they are part of TRB and the larger community
- Provides announcements for new services and finished products

The [TRB online directory](#) includes a web page for each committee that contains the title, scope, and membership roster of the committee. In addition, each committee should employ a combination of tools in its communications portfolio that achieves the objectives listed above in a manner best suited to its audience. These tools may include websites, email announcements, newsletters, discussion areas, social networking, conference calls, and/or others. Communications tools and contact lists should be used for TRB committee business only, and should not be used to advertise outside products, to promote the accomplishments of an individual or group, or to solicit applications for job openings.

Committee Communications Coordinators

Committees may designate one member to be the Committee's Communications Coordinator. The role of the Communications Coordinator is to work with TRB staff and other committees to help accomplish the following:

- Identify existing tools that have been, or can be, applied by committees and TRB
- Identify how communication tools can encourage broader participation in TRB and committee activities
- Determine how the committee can support members' and friends' communications and facilitate increased information exchange in support of committee and TRB activities
- Share and evaluate experiences with other committees
- Identify communications options that are most appropriate for different audiences
- Identify and evaluate new options that may be available in the future; and how committees and TRB should be preparing for them
- Develop and deliver a portfolio of communications options are the most appropriate for a specific committee
- Identify possible TRB actions that can help to facilitate committees' communications portfolios

Committee Chairs should email Brie Schwartz at TRB (bschwartz@nas.edu) to appoint a new or to replace an existing Communications Coordinator.

Committee Websites and Online Forums

Committees may establish websites and/or online forums, but they are responsible for their maintenance and the accuracy of the information. TRB will provide a link from the committee description in the TRB online directory to the committee homepage and/or online forum. Please contact Brie Schwartz (bschwartz@nas.edu) to update your committee website link to TRB's online directory.

The content of committee websites and online forums should relate to the committee's purpose and should encourage and facilitate the committee's activities and projects. Committee outputs or products, in draft or final form, are desirable components and discussions related to committee topics and activities may also be helpful. The committee chair should establish how the site will be maintained and monitored.

Free services such as Google Sites & Apps (<http://www.google.com/apps>) provide an interactive website that allows for storing documents and posting discussion threads, task lists, and calendars.

The committee Chair and/or Communications Coordinator are responsible for assuring the committee website complies with the following provisions:

1. Items for first page: (a) a standard "disclaimer" statement indicating that the information is that of the committee, not endorsed by TRB/NRC (Disclaimer Logo: <http://onlinepubs.trb.org/onlinepubs/archive/committees/web/web-logo.gif>); (b) heading — the committee will be identified first (most prominently), then TRB; (c) the date of last update; and (d) website's owner/administrator.
2. Avoid acronyms and organization-speak. Refer to committees by their full names, not their alpha-numeric codes.
3. Basic items include the following options:
 - (a) Committee scope statement
 - (b) List of committee members (include contact information only if committee members agree)
 - (c) List of friends of the committee
 - (d) TRB staff representative
 - (e) Committee's strategic plan and related information
 - (f) Instructions on how to become involved in committee activities
 - (g) Meeting minutes
 - (h) List of committee-sponsored publications
 - (i) Annual Meeting sessions conducted by the committee
 - (j) Calls for papers
 - (k) Conference and open meeting announcements
 - (l) Newsletter (if any)
 - (m) Committee research needs statements
 - (n) Committee millennium paper
4. Items that may be included but require advance TRB staff approval include the following:

- (a) Links to other websites (acceptable links would be sources of general information in the committee's area of interest but would not include commercial organizations, e.g., consultants working in the area)
 - (b) Questionnaires/surveys
 - (c) Committee reports (e.g., as an alternative to a circular)
5. Items *not* allowed:
- (a) TRB logo
 - (b) Commercial/advertising information
 - (c) Copyrighted material, including graphics, without stated permission to use
 - (d) Unreviewed reports or papers (publically displayed)
 - (e) Computer software

Social Networking

Committees may develop their own social networking e.g. Twitter, Facebook, Linked-In). All guidelines for TRB committee websites (see above) also apply for TRB committee social networks. The disclaimer logo or a similar statement must be clearly displayed on the homepage of any TRB committee social network. For further inquiries, please contact Brie Schwartz (bschwartz@nas.edu) or your committee's Communications Coordinator.

Please note that TRB has its own Twitter and Facebook accounts. For more information, go to www.twitter.com/TRBofNA and www.trb.org/ElectronicSessions/Twitter.aspx.

Resource 14: Committee Members – Categories and Appointments

Appointments

The TRB Executive Director, on behalf of the Chair of the TRB Executive Committee, appoints the committee members for a 3-year period. Reappointments are limited by the National Academies' requirements for substantial rotation of membership. Interim appointments are for a period designated by the TRB Executive Director. Membership on committees is on an individual basis. Members do not represent their organizations on a committee. Chairs should be constantly alert to potential conflicts of interest.

Members of a committee are selected on the basis of their interest in and ability to contribute to the scope of the committee. When recommending the appointment or reappointment of committee members, a committee Chair should ensure that all appropriate disciplines are represented. Consideration should be given to enhancing racial and gender diversity. A reasonable balance in the employment or professional connections of members should be sought. A balanced committee might be composed of research and operating personnel from state transportation departments and representatives of federal and local government, industry, consulting firms, universities, and other appropriate agencies or organizations especially interested in the committee's scope and objectives. Depending on the scope of the committee, representatives from various transportation modes should be appointed. Appointment of more than one member from an organization is not usually considered conducive to balance and diversification of interest but may be justified when the additional members bring needed additional talents and viewpoints to the committee, or when one member of an organization can serve as a mentor for a [Young Member](#) from the same organization.

A committee Chair should be alert to developments in related fields that might make additional appointments desirable. The committee membership should be reviewed annually to see that appropriate balance is being maintained. Official committee rosters are those maintained by and at the TRB offices. Chairs are encouraged to review official rosters to ensure correctness. Official rosters can be accessed at any time through www.MyTRB.org.

Guidelines for committee members are provided by TRB to new committee members as part of their appointment packet. These [guidelines](#) can also be viewed and downloaded from the committee leadership section of the TRB webpage.

Committees Limited to 25 Members

Committees are normally limited to 25 members, including the Chair. Permission to exceed this limit is granted only in exceptional cases and then only for the remainder of the appointment period. There are three categories of members who are not counted against the 25-member limit: 1) Younger Members, 2) International Members, and 3) Emeritus Members. In addition, up to two additional members employed by state DOTs may be appointed without it counting against the 25 member limit. These are further explained below.

On an exception basis, a committee Chairs may request from one to five additional regular committee members (total of 26-30 regular members). Committees with sustained membership at the 25 member limit and a robust and active "friends" list are eligible. Justification should include why additional members are needed to effectively carry out committee activities. This may include the need for adequate representation from sectors covered by the committee scope,

providing reviewers for a large number of papers, etc. The committee Chair should send any such requests for additional members along with justification to the TRB staff officer. The TRB staff officer reviews and provides with recommendation to TRB Director of Technical Activities for final action.

State DOT Employees

Up to two additional members employed by state DOTs may be appointed without it counting against the 25 member limit. However, committees may NOT move *existing* committee members from state DOTs to this category in order to make room to appoint members from other employer types. The purpose of this exception to the usual 25-member limit is to encourage additional participation from state DOTs, not to increase the size of the committee.

Friends of the Committee

Desire for membership will frequently exceed this numerical limitation. Many TRB committee Chairs take advantage of this popularity by designating individuals as "Friends of the Committee." This can afford those who are excluded by the numbers an opportunity to be informed of and to participate in the committee's work. Such Friends often review papers, serve as subcommittee members, offer papers of their own, and in other ways demonstrate their willingness to contribute their time and talent. This kind of service is taken into consideration the next time the committee Chair must meet turnover requirements. However, the Friends arrangement is not given formal recognition in TRB's membership rolls. Individuals can sign up as Friends of committees and committee Chair can manage their committee's Friends list by using www.MyTRB.org.

Younger Members Category

Persons aged 35 years and younger at the time of their appointment are eligible to serve as Young Members of standing committees. Up to four such appointments per committee are allowed without counting them against the 25 member limit. Terms are until the next committee membership rotation cycle. After this term expires, they may of course be considered for one of any vacant committee Member slots within the 25 member limit, or for reappointment as a Young Member if they still qualify. Committee chairs are encouraged to:

- Review [Resource 16](#) containing guidelines to enhance the participation by international and young members
- Assign substantive tasks to younger members during and outside committee meetings
- Appoint mentors for Young Members. Good candidates for mentors include current and past committee members, Emeritus members, or members of other committees
- Provide experiences and best practices of their committees on involving new and young members and share them with other committees

International Members Category

There is no limit on the number of committee members from outside the United States who can be appointed to the 25-member roster of a committee. In addition, there is an International Members category which may include as many as five members from outside the United States. This International Members category allows appointments to a committee above the usual 25-member limit. This provides the opportunity for increased international participation, even if on a limited basis, due to travel constraints. See [Resource 16](#) containing guidelines to enhance the participation by international and young members.

Rotation of Committee Membership

The National Academies requires a substantial turnover in the membership of committees and other appointed elements. TRB is committed to a one-third turnover in the membership of each committee every third year. In general, this means that one-third of the membership must be retired and one-third of the names on the roster must be new every third year. Normal attrition will influence the required turnover. Inactive members should not be re-appointed.

In addition, special justification is needed for a member to serve more than 9 years if there is a “Friends list” or waiting list for committee membership.

Committee Chairs can manage their committee member rotation process using www.MyTRB.org.

Membership in More Than One Committee

An individual may be a member of more than one committee. The ability of the appointee to attend meetings and carry on other committee activities should be taken into account during the processes leading to recommendation and approval of appointments. Some individuals are fully capable of excellent service on three or four committees; others are sometimes strained by a single assignment.

Committee Liaisons

Effective communication among committees and Sections is strongly encouraged. A committee member of one Section may be appointed to a committee of another Section for liaison purposes. The objective is to keep committees informed on activities of mutual interest.

Emeritus Members

This category of committee membership recognizes outstanding individuals who have participated as members of Technical Activities Division’s committee structure, have volunteered and shown their dedication to the TRB standing committees, and have made significant leadership contributions to these committees over a sustained period of time. The selection to Emeritus Membership is intended to 1) recognize the most outstanding individuals for their past and current dedication and efforts, and 2) facilitate their continued involvement at the individual committee level, which is the mainstay of TRB Technical Activities Division activities. It is expected that Emeritus Members will perform all duties associated with committee memberships. Emeritus members are not included in the limit of 25 members per committee.

Selection Process: The selection process is initiated within the committee, where knowledge of potential candidates resides. A high order of selectivity will provide a limited number of Emeritus Members. A committee may have up to three⁶ active Emeritus Members at any one time. Emeritus Members are not included in the limit of 25 members per committee.

The candidate must meet each of the three following minimum criteria:

1. Demonstrated long-term service to TRB’s Technical Activities Division, including all of the following:

⁶ This limit was adopted in 2009. Committees that had more than three Emeritus Members in 2009 may “grandfather” these, but may not add more until their number of active Emeritus Members is fewer than three. This limit does NOT include Emeritus Members who have been placed in “At-Large” status.

- At least 12 years of active participation on the committee submitting the nomination
 - At least nine years as a Member of the committee submitting the nomination (years as a Young Member, International Member, and/or Committee Chair may be counted)
 - At least 18 years of the candidate's career⁷ spent actively participating on one or more of the Division's standing committees (examples of "active participation" can be found in the "Duties of Committee Members" in this Leadership Guide).
2. Served in leadership positions of the TRB standing committee submitting the nomination, including several or all of the following:
- Chair of the committee
 - Led organization and development of major specialty conferences (especially those that are international or national in nature)
 - Led development of significant publications in the committee's domain
 - Led the development or enhancement of the committee's Triennial Strategic Plan, leading to new or enhanced activities by the committee
 - Led the development of procedural or operating changes affecting the committee, and positively impacting other TRB Groups, Sections and Committees
 - Chaired one or more subcommittees of the committee
 - Other leadership positions commensurate with the above.
3. Has been an effective ambassador of the committee submitting the nomination by accomplishing some or all of the following:
- Authored significant papers or reports published by TRB , that impacted the nominating committee's portion of the transportation field
 - Made keynote addresses or important presentations at TRB sessions or other conferences and meetings, on the subject matter covered by the nominating committee
 - Planned and moderated TRB or other conference sessions, where the session significantly impacted transportation research and was on the subject matter covered by the nominating committee
 - Served on TRB panels or other committees addressing the subject matter covered by the nominating committee,
 - Other outreach activities commensurate with the above

Nomination and Appointment Process:

1. All Emeritus Member nominations will be submitted to the Chair of the appropriate committee. Nominations can be submitted at any time of the year. The submittal should address the above criteria using the template in this Resource and include other supporting information. To the extent possible, the nominee should NOT be informed of his/her nomination to Emeritus Member.
2. The committee Chair will forward the nomination to the TRB staff serving the committee. The TRB staff will review the nomination and evaluate whether the candidate meets the above criteria and purpose of the Emeritus program. If needed, the TRB staff may request the committee to submit additional information to support the nomination. All nominations must be approved by the Director of the TRB Technical Activities

⁷ Example: An individual serves on two committees concurrently for nine years. This individual has *nine* career years toward the minimum 18-year requirement

- Division before they can move forward. The TRB staff will inform the committee Chair whether or not the nomination may proceed.
3. The committee Chair will submit the nomination information to the Section Chair (if the Group has Sections), and to the Group Chair.
 4. The Section Chair and Group Chair will review the nomination and inform the committee Chair of their approval/disapproval, with explanation for any disapproval.
 5. After receiving notice to proceed, the committee Chair will distribute a ballot to appointed committee Members (not "friends" of the committee). Eligibility will require two-thirds affirmative vote of the committee membership (not merely two-thirds of those voting).
 6. The committee Chair will forward the results to the Section Chair, Group Chair and the TRB staff. If a two-thirds vote is satisfied, the TRB staff will ballot the Group Executive Board.
 7. If approved by a two-thirds vote of the Group Executive Board, the recommendation shall be forwarded to the TRB Executive Director for final action. (Note: This step should be completed by August 1 to facilitate the preparations necessary to recognize the nominee at the upcoming TRB Annual Meeting.)

Tenure: The appointment to Emeritus Member will be indefinite, concurrent with the member's active participation in TRB. The intention of this membership is to keep the Emeritus Member active.

Active Participation: A summary of each Emeritus Member's active participation during the previous three years will be submitted by the committee Chair as part of the committee's triennial membership rotation, along with a recommendation on whether the individual's term as an active Emeritus Member should be extended. Examples of "active participation" can be found in the "[Duties of Committee Members](#)" in this Leadership Guide. Emeritus Members who have not actively participated in the committee during the previous three years will be placed in Emeritus At Large status.

(Note – A committee Chair may request that an Emeritus At-Large member be returned to active Emeritus Member status, providing that this action would not result in the committee exceeding the maximum number of active Emeritus Members allowed. Any such request shall be accompanied with justification showing a return to "active participation" by the individual.)

Nomination through Exception to the Criteria:

Proposed New Emeritus Member

The Technical Activity Council recognizes that occasions may arise where these criteria may not adequately assess the unique contributions of a standing committee candidate for emeritus membership. For example, an individual might make substantial contributions to transportation research in multiple standing committees within TRB's Technical Activities Division but not meet the minimum long-term service requirement for any one standing committee. Where a nominator can document the significant nature of this or similar contributions that might be considered equivalent to the stated criteria for emeritus membership consideration, a nomination might be considered as an exception to these criteria. The nomination may be submitted following the normal nomination process, but clearly labeled as a "Nomination through Exception to the Criteria." If a lead or primary standing committee is not apparent, such

nomination would be at the Section or Group level following the procedure for nominations at the standing committee level.

Existing Emeritus Member

Likewise, an existing emeritus member who is no longer active in the standing committee to which the Emeritus Member was appointed but who continues to be active in multiple standing committees in the Section or Group might merit consideration as an “Active” Emeritus Member of a Section or Group. Committee Chairs evaluating the status of Emeritus Members might wish to discuss this exception consideration with their Section or Group Chair.

Section or Group Emeritus Members

Section or Group Emeritus Members hold equivalent status as standing committee Emeritus Members. The maximum number of three Emeritus Members applies to Sections and Groups, and continued active participation in multiple TRB standing committees is required. The appropriate Section or Group Chair will provide the active/inactive evaluation on a basis similar to committee membership rotation. “Nomination through Exception to the Criteria” will not go beyond the Section or Group level.

Recognition: The Emeritus Member will be recognized with the following:

First Year Following Appointment:

1. Certificate of appointment
2. Gold “TRB Emeritus” pin
3. Complimentary registration to attend the first TRB Annual Meeting following initial appointment
4. Complimentary ticket to the first TRB Chairman’s Luncheon following initial appointment (if requested)
5. Listing of the new Emeritus Members in the TRB Annual Meeting program
6. Recognition of the new Emeritus Members collectively at the Chairman's Luncheon
7. Listing the new Emeritus Members in the *TRNews* in the annual meeting issue with names and committee affiliation

Ongoing Recognitions for Emeritus Members in Active Status:

1. Reduced TRB Annual Meeting registration fee
2. Reserved group seating for Emeritus Members at TRB Chairman’s Luncheon
3. Complimentary subscription to *TRNews*
4. Complimentary TRB Individual Affiliate membership
5. Inclusion in the list of Emeritus Members on the Emeritus Members page in the TRB on-line directory
6. Inclusion in the list of committee members on the committee page in the TRB on-line directory
7. Summary of contributions and photo of Emeritus Members on committee web pages that provide this

Ongoing Recognitions for Emeritus At-Large Members:

1. Inclusion in the list of Emeritus Members on the Emeritus Members page in the TRB on-line directory
2. Summary of contributions and photo of Emeritus Members on committee web pages that provide this

EMERITUS MEMBER NOMINATION FORM

The selection to Emeritus Member is intended to 1) recognize the most outstanding individuals for their past and current dedication and efforts, and to 2) facilitate their continued involvement at the individual committee level.

Part 1: Qualifications of the Nominee for Emeritus Member

Please document how the nominee meets each of the following three minimum criteria. Include dates whenever possible.

Criteria	Nominee Qualifications
<p>1. Long-term service to TRB's Technical Activities Division, including all of the following:</p> <ul style="list-style-type: none"> • At least 12 years of active participation* on the committee submitting the nomination • At least nine years as a Member of the committee submitting the nomination (years as a Young Member, International Member, and/or Committee Chair may be counted) • At least 18 years of the candidate's career** spent actively participating on one or more of the Division's standing committees 	
<p>2. Served in leadership positions of the TRB standing committee submitting the nomination, including several or all of the following:</p> <ul style="list-style-type: none"> • Chair of the committee • Led organization and development of major specialty conferences (especially those that are international or national in nature) • Led development of significant publications in the committee's domain • Led the development or enhancement of the committee's Triennial Strategic Plan, leading to new or enhanced activities by the committee • Led the development of procedural or operating changes affecting the committee, and positively impacting other TRB Groups, Sections and Committees • Chaired one or more subcommittees of the committee • Other leadership positions commensurate with the above. 	
<p>3. Has been an effective ambassador of the committee submitting the nomination by accomplishing some or all of the following:</p> <ul style="list-style-type: none"> • Authored significant papers or reports published by TRB , that impacted the 	

<p>nominating committee's portion of the transportation field</p> <ul style="list-style-type: none"> • Made keynote addresses or important presentations at TRB sessions or other conferences and meetings, on the subject matter covered by the nominating committee • Planned and moderated TRB or other conference sessions, where the session significantly impacted transportation research and was on the subject matter covered by the nominating committee • Served on TRB panels or other committees addressing the subject matter covered by the nominating committee, • Other outreach activities commensurate with the above 	
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* Examples of "active participation" can be found in the "Duties of Committee Members" in this Leadership Guide).

** Example: An individual serves on two committees concurrently for nine years. This individual has *nine* career years toward the minimum 18-year requirement.

Emeritus Member Nomination Form (cont.)
Part II. Documentation of Nomination and Appointment Process

Step	Date Completed	Result (Approval, Vote Results, etc.)
1. Nomination form completed and submitted to TRB staff		
2. TRB staff (including Director of Technical Activities) review and return to Committee Chair		
3. Committee chair submit nomination form to Section and Group Chair(s)		
4. Section/Group Chair(s) review and return to Committee Chair		
5. Committee Chair ballots committee Members		
6. Committee Chair forward ballot results to Section/Group Chair(s) and TRB staff. TRB staff ballots Group Executive Board.		
7. Recommendation forwarded to TRB Executive Director for final action.		

Resource 15. Committee Triennial Strategic Plans

Purpose of the Triennial Strategic Plan

Each TRB committee critically evaluates itself with a written report completed every three years. The TSP process is designed to help the Chair and members to set a course for the next three to seven years, identify successes and areas where the committee can make improvements, and the steps to make those improvements. In addition, the process provides the Group and/or Section Chair with an overview of the health, relevancy, and issues facing the committees within the Group/Section. The TSP process also provides an opportunity to review committee scopes in light of emerging issues, highlights cross-cutting topics (topics that fall within the scope or interest of more than one committee), and identifies opportunities that committees can consider. TSPs are an opportunity to record a committee's accomplishments while charting its course for the future, assuring that valuable TRB volunteer time is being used in the best way possible.

TSP Design

TRB leadership revised the TSP format in 2012. The over-riding goal of this change is to streamline the process and the resulting TSPs. TSPs have often been considered an intimidating activity that requires committees invest excessive time and effort yielding long, complex reports. TRB leadership would like committees to use more of that volunteer energy to advance research and practice in transportation and less on administrative activities.

The revised format limits the length of TSPs and focuses on future committee activities, while including only a limited discussion of committee history.

The Basics

The Committee Triennial Strategic Plan (TSP) process assists committees in developing:

1. a future outlook statement with a seven-year horizon;
2. a plan to guide and focus the committee activities, products, and membership composition during the next three years; and,
3. a summary of the committee history over the past three years.

The first two components of the TSP (future outlook statement and plan) should not exceed 1,500 words in total (approximately 2 to 3 pages). The committee history may be included in the TSP or may be posted on the committee's webpage with a link provided in the TSP.

Elements of the Triennial Strategic Plan

1. Committee Future Outlook Statement

The committee future outlook statement should include the committee scope along with a discussion of the primary factors influencing the transportation community within the committee's scope over the short- (one to three years) and long-term (four to seven years). This statement should include cross-cutting developments or issues (such as changes in laws, regulations, rulings, new technologies, new materials, new equipment, technology transfers from other fields, and/or new or changing operations and procedures) that serve to focus the committee's planned activities and may be addressed through liaison or collaborative efforts with other TRB Committees or other organizations.

Committees are advised to review the latest versions of the *TRB Critical Issues in Transportation* (<http://www.trb.org/Publications/PubsCriticalIssuesinTransportation.aspx>), the *TRB Strategic Plan*

(http://onlinepubs.trb.org/onlinepubs/general/trb_strategic_plan.pdf.) and the *Technical Activities Council Strategic Plan* ([Resource 2](#)) as a part of the TSP development process.

2. Committee Plan

The committee plan is a short, focused statement of where the committee wants to go and how to get there. The committee plan may include, but is not limited to:

- identification of emerging, critical, and cross-cutting issues **within the committee scope** (these issues could have been identified by the committee, Section, Group, Technical Activities Council, TRB Executive Committee, or other transportation committees and organizations);
- identification of emerging, critical, and cross-cutting issues **outside but related to the committee scope** that provide opportunities for liaison and collaborative efforts (these issues could also come from a wide range of sources);
- projects, activities and products that the committee will undertake during the next three years to address the emerging, critical, and cross-cutting issues identified above;
- strategies for attaining/maintaining balanced diverse membership and how this composition will reflect issues identified above;
- strategies to encourage significant involvement by the committee's Young Members, state DOT members, and other key constituents, both during committee meetings and at other times;
- committee's communication activities, and efforts to provide assistance and technology transfer to the transportation community;
- research – for the TRB committees, “research” is a very broad concept that can begin with providing the user perspective on research needs, writing research needs statements, tracking research, understanding the funding available for research in their topic area, developing case studies, lessons learned, disseminating research, technology transfer, and other activities that will advance the state of the practice. Potential research activities are:
 - research directions, results, and needs or gaps;
 - plan for maintaining and augmenting the Research Need Statements (RNS) database (<http://rns.trb.org/>);
 - efforts to address research implementation and user needs, and ways to identify research use and implementation; and,
- any proposed changes in the committee's name and/or scope, based on the committee's future outlook statement and plan.

TRB Groups have different characteristics, needs, and focus areas. Therefore each Group, and for that matter each committee, may choose to augment the basic TSP with additional products. These additional products would not be a part of the basic TSP and would not be included in the 1,500 word limit.

Additional products could be:

- discussion of critical and cross-cutting research areas/topics (for example see the Millennium Papers developed in 1999);
- literature review of the seminal research or research that has been published in the last few years;
- summary of on-going research efforts;
- assessment of how to disseminate research results and advances in practice beyond the TRB audience.

Reminder: The first two components of the TSP (future outlook statement and plan) should not exceed 1,500 words in total.

3. Committee History

Each Group will define the specific information that should be a part of their committee history reports. The committee history section should emphasize the activities that support the committee, Section and Group's focus and scope. The committee history portion of the TSP provides a permanent record of what the committee has accomplished in the last triennium. The committee history may include, but is not limited to:

- committee membership characteristics including:
 - numbers (regular, international, young, emeritus);
 - distribution (geographic, organizational, gender/race);
 - number of friends;
 - liaisons with other committees;
- descriptions of subcommittees and joint subcommittees and their activities;
- number of papers reviewed, presented, and published;
- number of Annual Meeting events (meetings, workshops, lectern sessions, and poster sessions, numbers of posters or presentations);
- attendance at committee meetings (Annual Meeting, mid-year meeting, other events);
- circulars or other reports published;
- sponsor or co-sponsor specialty conferences, workshops, webinars, or other committee activities;
- communications tools used;
- research statements developed (RNS, synthesis, NCHRP, etc.) with information on title, date submitted, and date last reviewed;
- research statements funded – by which organizations, what portion of the original statement has been covered, and how the research is being reviewed or vetted; and
- Other areas of involvement with research – as described in the committee plan section, the committee's involvement in research can range very broadly.

Committees can obtain much of the historical data described above from their TRB staff.

Note: The committee history report does not count against the 1,500-word limit. This information may be included in the TSP or posted on the committee's webpage with the link in the TSP.

Committee Triennial Strategic Plan Submission and Review

The leadership structure within the individual TRB Groups vary widely – depending on the number of committees, the topic areas covered and Group preference. This makes a specific description of the TSP review process difficult – but each TSP will be reviewed by some version of Group leadership. This leadership can be the Section chair; the Group's executive board; or a Group's subcommittee on scope, organization, and function (SOF); or by some combination of these.

The general process for completion of TSP is described below, keep in mind that each Group may make minor modifications to this process. Committees prepare TSPs once every three years. The draft version of the TSP will be submitted by December 15th. This version will be reviewed by Group leadership and feedback will be provided to the committee. The final version will be submitted March 1. The Group leadership will provide written comments to the committee by June 1. The reviews will focus on committee operation, innovations, and accomplishments achieved at the committee level that

can be shared at the Section or Group level for the potential benefit of all committees. Specifically the TSP review will include:

- future outlook statement;
- plan of activities and products;
- research activities;
- committee innovations;
- liaison and collaborative efforts;
- communication tools employed;
- activities and products reported in the history portion of the TSP; and,
- relevance and appropriateness of the committee's name and scope, or any proposed changes.

Each Group will develop a summary report covering all the TSPs submitted. The summary report includes each committee's future outlook statement and plan, and a link to the committee's history; feedback provided to the committees; and, a summary of proposed actions and changes. Discussions on the TSP summaries will be held at the Group, Section and committee level to assure that all committees benefit from the accomplishments and innovations uncovered in the TSP development and review process

Triennial Strategic Planning Process and Review Schedule

Date	Unit Responsible	Action
December 15 (<i>Reporting Year – 1</i>)	Committee	Provide draft TSP to committee members, Group leadership (the Section Chair, or Group sub-committee if no Sections), and staff for review and comment. Group leadership will work with the committee to improve the TSP, and provide comments to reviewing unit.
March 1 (<i>Reporting Year</i>)	Committee	Submit final TSP to Group leadership.
June 1	Group leadership	Review each committee TSP; prepare written feedback and send to committee
September 1	Group leadership	Prepare summary report of TSPs
January (<i>Reporting Year + 1</i>)	Group Chair of Groups with Sections	Discuss summary report with Section chair either face-to-face or via teleconference.
January (<i>Reporting Year + 1</i>)	Section Chair, or Group chair if no Sections	Discuss committee TSP and summary report with individual committee chairs either face-to-face or via teleconference.

Checklist for Evaluating Committee Triennial Strategic Plans (TSPs)

TRB has prepared a document that outlines the key elements of the strategic plan. It is expected that the submission of each committee will follow that outline.

For review purposes, consider the following:

- Does the committee serve a vital role in supporting transportation research?

- If the committee ceased to exist, could the research area be readily handled by another committee?
- Is the committee forward-facing or firmly entrenched in the present/past?
- Is the committee forging alliances with other committees?
- **Is the committee itself vibrant and encouraging dialogue, with particular outreach to international and young members?**
- Is the committee developing the next generation of committee leadership?
- **Is the committee identifying research needs?**
- Has the committee taken credit for its successes?

With respect to the particulars:

- Future outlook statement
 - Does it cover the next 7 years?
 - Is there a focus on the next 3 years?
 - Are new regulations, new equipment, technology enhancements, etc., anticipated?
- Plan of activities and products
 - Are new horizons within the scope of the committee identified?
 - Plans for a balanced membership?
- Research activities
 - Have research gaps been identified?
 - Are Research Needs Statements updated/added to the Research Needs Database?
 - Are there submissions for TCRP syntheses and projects?
 - Is there a research coordinator?
- Committee innovations
- Liaison and collaborative efforts
 - How has the committee reached out to other committees within the Public Transportation Group or other groups with allied interests?
- Communication tools employed
 - Is there a communications coordinator?
 - Is there an active web presence?
- Activities and products reported in the history portion of the TSP
- Relevance and appropriateness of the committee's name and scope, or any proposed changes

Resource 16: Guidelines for Enhancing Participation by International and Young Members

Background and Purpose: Participation by international and young persons in TRB is valuable and important, especially in TRB committee meetings. Yet it can be difficult for these participants to follow the discussion (as when acronyms are freely used) and easy for them to get sidelined. The following suggestions are offered to committee chairs, to (a) enable international young participants to gain as much as possible from TRB participation; and (b) enable committees to benefit from the perspectives and input of these individuals.

1. **Introductions and Welcomes:** Be particularly sure that international and young participants are introduced and welcomed at committee meetings. A little extra effort may open the doors to fuller participation. This is valuable for both international and young members of committees and for friends of committees.
2. **Acronyms:** Acronyms are often unfamiliar to international and young participants. Be alert for use of acronyms that may be unfamiliar to participants, and stop the discussion to briefly explain them. Possibly put together a one-page bulleted summary of acronyms frequently used in your committee, and have them on hand to provide to participants.
3. **Positioning in the Room:** Try to seat international and young participants in the middle of things, and avoid their marginalization in the back rows or far corners of the room. In better locations, these participants may more easily engage in discussions and will also be able to hear the discussion better, which is especially important for those international participants for whom English is not a primary language.
4. **Managing Committee Discussions:** Make special efforts to draw international and young participants into discussions, to tap into their knowledge and perspectives.
5. **Committee Agendas:** It may be useful to have specific agenda items to draw out perspectives of international and young participants or discuss international opportunities for collaboration, etc.
6. **Role on Committee Agenda:** Consider putting an international and/or young member on the formal agenda, as this may help them obtain approval for travel.
7. **Committee Membership:** Make every effort to populate the committee with representatives of non-U.S. organizations and with younger members. Remember that up to five international and up to four young committee members do not count against the ceiling on committee members.
8. **Subcommittees, Task Forces, and Work Groups:** Look for opportunities to include international and young representatives on subcommittees, task forces, and work groups.
9. **Time Zones:** When scheduling committee conferences or webinars, be mindful of time zone differences, in order to accommodate as many participants as possible. Because of the range of time zones, it isn't possible to avoid scheduling calls at non-business hours for some.
10. **Collaboration Wikis and Social Networking:** TRB committees have begun using "collaboration wikis," and social networking to enhance the ability of international and young representatives to participant in committee activities.

Resource 17. Principles for Working With Volunteers

Volunteers have long been the backbone of the TRB and especially the Technical Activities Division. Their commitment and enthusiasm are critical to our continuing success. During any given year, thousands of volunteers serve TRB in some capacity. Their contributions range from reviewing papers to conference development to authoring reports. TRB staff and leaders are therefore urged to keep the following ten principles of TRB volunteerism in mind at all times.

- 1. Volunteers are our owners, our workers, AND our customers, and should be treated accordingly**
 - Treat each volunteer member as all three all the time
 - Mid-level people in a member organization are just as important as top executives
 - Staff recognizes that we are NOT the organization – our members are
 - All of the following principles flow from this basic premise
- 2. Successful volunteer committees are not really committees, they are COMMUNITIES**
 - Longer term standing committees should evolve into communities of practice
 - Our standing committees spawn relationships, friendships, familiarity
 - Professional/social networks are formed that can last a lifetime – well beyond any term of appointment
 - Short term task forces can be part of larger committee, Section, Group or TRB Division
 - Standing committees provide long term involvement interspersed with shorter term “events”
 - The primary attraction to attend meetings is the opportunity to mix with one’s peers
- 3. People have less TIME to donate to volunteer activities than ever – so don’t waste it**
 - This is a long term national trend for ALL volunteer organizations
 - Time spent therefore must be meaningful to the volunteer
 - Benefits need to be conveyed from the volunteers’ perspective (and their employer’s perspective), not the organization’s
 - We must emphasize those things that make us unique from other organizations
 - The role of volunteers has changed
 - Today’s volunteer will provide input and review products, but few have time for product development
 - Don’t burn up valuable volunteer time in ADMINISTRIVIA
 - Most of volunteer time should be dedicated to stuff THEY are interested in doing
 - Paid staff and consultants should handle as much administration as possible
 - Meeting agendas should focus on substance of topic, not logistics/administration
 - Provide easy to use guidelines and tools for volunteers
 - Keep guidelines simple and flexible – start with objective and find ways to achieve
 - Link dates, guidelines, and samples
 - Send reminders in advance
 - Make full use of technology
 - Remember, volunteers have a day job
 - Having some fun is NOT a waste of time
- 4. BARRIERS to participation must be identified and OVERCOME**
 - Travel funding is the barrier that is cited most often

- Find other ways for volunteers to participate besides attending meetings. It is not our mission to run meetings. Options include:
 - Teleconferencing (TRB has developed guidelines, see [Resource 6.](#))
 - Webcasting: high tech and “low/high” tech
 - Off-line tasks (review of products, provide input, etc.)
 - Schedule staff visits to key members
 - TRB staff field visits to sponsors is an example of “us” going to “them”, rather than vice versa
- 5. One of biggest reasons potential volunteers don’t get involved is that NO ONE ASKED THEM**
- National studies document this
 - Seek out key people and ask them to get involved
 - Provide travel support for key participants, if necessary
 - Don’t forget younger, diverse participants
 - Part of long term community building
 - Can provide a broader perspective and blending of ideas
- 6. Strong effective committee chairs are not just important, they are NECESSARY**
- Don’t be afraid to replace – in many cases chair will be relieved
 - Always have defined terms for chairs
 - Keep eyes open to identify future leaders in advance
- 7. Involve EVERYONE in identifying issues and setting priorities**
- Involve board members, volunteer committee members and staff
 - Priorities match up more often than not, and involvement promotes ownership and buy-in
 - Set up mechanisms to identify and address cross-cutting issues across committees, Sections, and Groups
 - Link committee activities to TRB goals and critical issues, and vice versa
 - Facilitate committee self assessments and peer reviews
- 8. In a volunteer organization, all INITIATIVES are NOT created EQUAL – focus on those that we can’t afford to let fail**
- Don’t need to treat all projects the same
 - Staff and leaders need to focus resources on those that we can’t afford to let fail
 - Encourage flexible approaches targeted to meet the need
 - First determine the objective, and then the best process to meet the objective, rather than the other way around
- 9. Always give volunteers the CREDIT, and make them feel appreciated**
- Even if volunteers didn’t contribute that much, try to give them as much credit as possible
 - Make volunteers feel appreciated
 - Certificates
 - Complimentary copies of products
 - Names in reports
 - Advancement tracks
 - Awards
 - Reduced meeting registration fees
 - These are small prices to pay for “cheap” labor
- 10 Communicate, Communicate, COMMUNICATE!**
- Not just at meeting times, but on a regular basis
 - Remind volunteers that they are part of the organization & community

- General TRB communications (TRNews, e-newsletter) should also be supplemented with interest-specific communications
- Websites should be organized by customer interest area rather than by organizational structure
- Big splashes for new services and finished products
- Avoid acronyms and organization-speak
 - Keep organizational structure simple and understandable
 - Refer to committees by their names, not their alpha-numeric codes
 - Avoid multi-dimensional matrices, codes, etc.
- Be timely: “The perfect is the enemy of the better”

Resource 18: Discussions of Papers to be Published in the Transportation Research Record

GUIDELINES FOR DISCUSSIONS

Published in the

Transportation Research Record – Journal of the Transportation Research Board

Professional journals typically allow individuals to respond to papers that have been published in a previous issue, or in the case of the Transportation Research Board, papers that are scheduled to be published in upcoming volumes of the *Transportation Research Record – Journal of the Transportation Research Board*. These “Discussions” should be written in a professional manner and in a way that adds to the general contribution of the paper that is to be published. It is TRB’s policy that the TRB committee/task force Chair review the Discussion to determine its appropriateness and to communicate to the discussant the publication decision. If it is decided to publish the Discussion, TRB provides the author(s) of the original paper an opportunity to publish a closure in response to the discussant. Attendees interested in submitting a Discussion of any paper presented at the TRB Annual Meeting must notify TRB no later than February 1. If the paper has been recommended for publication in the *Journal*, the Discussion must be submitted to TRB no later than April 15. A copy of this communication is sent to the author and the committee chair.

This document has been prepared by the Transportation Research Records Publication Board to provide guidance on the determination of appropriateness for Discussions. It is important that the quality of the Discussion be commensurate with the quality of the *Journal*. Accordingly, committee and task force Chairs should consider the following criteria when determining the appropriateness of Discussions.

1. A Discussion may not exceed 1,250 words, less 250 words for each figure and table.
2. A Discussion should be written in a professional and respectful manner, focusing on key points and issues raised by the paper. Comments on the authors, their qualifications, or their background are inappropriate.
3. A Discussion should succinctly identify the key issues being raised by the discussant, and in the committee/task force chair’s opinion be relevant to the paper being reviewed. Identifying issues that are not discussed by the paper’s author(s) and that have no bearing on the credibility of the paper’s findings is inappropriate.
4. A Discussion should not be self serving nor advocate an approach that benefits the discussant; requests to cite the discussant’s work, accusations of misconduct, or personal comments to an author will not be published.
5. A Discussion should not replicate the peer review process. To the extent possible, a Discussion should contribute to the understanding of a particular issue by identifying how alternative approaches, methods or research designs might have achieved the same or different result, or expanded our understanding in a different way.
6. References in the Discussion to literature or other research should be supported by citations.

The following two examples illustrate the difference between an inappropriate Discussion and one that would be appropriate.

Inappropriate Discussion

Discussion for
Analysis of Truck Driver Characteristics*
by *N.D. Smith, S. Turner, and M. Johnson*

This paper examines truck driver behavior in New Mexico and the factors that influenced travel patterns by interviewing drivers at border crossings. The paper then extrapolates the results of the survey to all truckers in New Mexico even though it is clear that such an extrapolation does not make sense. What justification is there for doing this? I am not aware of any other study that has made such a leap of faith in generalizing the results to a broader population. This makes no sense at all.

On page 5 of the paper, the authors state “the truck driver sample was expanded to the total number of truck drivers passing through the border to represent the total population.” The expansion factor was not provided and who is to say that other border crossings don’t have a different truck driver population? Other studies have shown that this is not the case.

In its second half, the paper presents a multivariate analysis of the survey results, where they repeatedly attribute a cause and effect relationship between the dependent and independent variables where they have only shown a correlation. What justification do the authors have in asserting cause and effect?

The authors repeatedly engage in speculation in trying to explain various results they found. For instance, the paper contains speculative statements prefaced by the word “perhaps” 5 times, “suggest” 4 times, “may be because” 10 times, and “likely” 6 times. Unfortunately, the same words are also used to describe quantitative results of the analysis. Would the authors be willing to more clearly label each instance of speculation in the paper? The paper should clearly have used the truck driver survey to identify different strategies for improving truck movements.

This paper is terrible and should not be published.

Appropriate Discussion

Discussion for
Analysis of Truck Driver Characteristics*
by *N.D. Smith, S. Turner, and M. Johnson*

This paper examines truck driver behavior in New Mexico and the factors that influenced travel patterns by interviewing drivers at border crossings. The paper then extrapolates the results of the survey to all truckers in New Mexico. Understanding the behavior of truck drivers at border crossings is an important issue with respect to providing border infrastructure and in understanding the movement of goods across the Mexico-U.S. boundary. As noted by Miller (2007), however, deriving generalized conclusions from a sample of a population must be undertaken with great care in order to provide a strong statistical rationale for conclusions. The authors of this paper note that the sampling strategy has

important implications for the analysis, but do not provide sufficient information on the actual sample expansion methodology to understand the true nature of the phenomena under investigation.

Cause and effect relationships are often difficult to establish from survey results. Several survey texts (e.g., see Wilson (2006) and Washington (2007)) provide specific recommendations on how statistically significant relationships can be established from a survey database. This is a particular concern when distinguishing between simple correlation among independent variables versus causal relationships. This paper makes several conclusions about the relationship between driver age, years of driving experience, type of commodity carried, and age of the truck. With the limited number of surveys collected from the drivers, and given the types of questions asked, the authors should be more circumspect with respect to the validity of the survey analysis.

References

- Miller, J. "Survey methodology and deriving conclusions," *Journal of Statistics*, vol.4, no. 5, June, 2007
- Washington, M. *Statistics and Experimental Design*, Wiley & Sons, 2006
- Wilson, E. *Statistical Reasoning*, New York: McGraw-Hill, 2006.

*NOTE – This fictional paper might not have survived the original peer review process for publication in the Transportation Research Record. The paper is for sample purposes only.

Resource 19: Circulars

TRB Circulars are useful standing committee documents for publishing information with a limited shelf life. As such, they do not undergo the same level of editing as TRB Transportation Research Records. Most often Circulars are the product of a self initiated ad hoc task force of one or more standing committees. The author(s) of a Circular or of its papers/chapters must be named individuals, not the standing committee. The Circular may be reviewed by the committee Chair(s) and/or standing committee members. With few exceptions, Circulars are published electronically and posted to the TRB Web site as part of the E-Circular series.

Examples of typical Circular content are:

- a compilation of research needs statements produced from an event, which may include an introductory narrative and appending background papers;
- a synthesis on how new technology or practices are being used, possibly including a summary of the state-of-the-art;
- a collection of presentation papers from a TRB organized technical session, workshop or conference.

There are several key items to consider when embarking on an effort to produce a Circular. First, the responsible TRB staff officer must be consulted with regard to the appropriateness of the content envisioned, including length, format and timing for delivery; and to be certain that it can be accommodated within production schedules and budgets. If printed copies are desired, the Technical Activities Division Director must provide prior approval, and funding may need to be secured in advance to obtain approval.

In addition, the following guidelines must be consulted prior to commencing work:

- Circulars cannot provide guidelines, specifications or recommendations. Because they are not products of TRB administered research, they can only cite other research and report conclusions from the research cited.
- Author attribution is required for the entire Circular, or for each paper or chapter. The standing committee cannot be the author.
- Absolutely no endorsement of proprietary technologies or products is allowed. If a proprietary technology or product is mentioned, it should be done so using generic terminology, or be referenced from the literature, excluding company generated literature.
- Comparisons between proprietary technologies or products should be avoided, if possible. If comparisons must be made, the author should make every effort to report on all such technologies and products in that specific industry. These efforts need to be documented.
- Circulars are a publication of the Transportation Research Board and its parent body, The National Academies; therefore, unsubstantiated statements and opinions are prohibited.
- The “shelf life” of a Circular should be about one to three years.

Resource 20: TRB Annual Meeting – Program Development

The Transportation Research Board's annual meeting attracts more than 11,000 transportation administrators, engineers, practitioners, researchers, consultants, educators, industry personnel, and journalists. Participants view this meeting as one of the largest neutral forums and one of the greatest mechanisms worldwide for the exchange of transportation information and research findings.

The annual meeting typically includes approximately 750 sessions and 100 workshops, offering more than 4,000 papers and presentations. In addition to these formal sessions, TRB committees and task forces also hold more than 400 meetings that are open to annual meeting attendees. Affiliated organizations also use the TRB annual meeting to conduct over 150 additional meetings. TRB Annual Meetings are held each January in Washington, D.C. A Compendium containing over 2,500 papers is distributed at the meeting and to the state DOTs. Many of the papers presented are subsequently formally published in the peer-reviewed Transportation Research Record series.

Up-to-date information on the TRB annual meeting can be found on the TRB Annual Meeting page at www.TRB.org. Chairs should also refer to the [Annual Meeting Resource Pages](#) for specific instructions.

Annual Meeting Calendar

DATE	ACTION	Group Chairs	Section Chairs	Committee Chairs
January	TRB Annual Meeting: Workshops, sessions and meetings of Group and Section Executive Boards, committees, task forces, subcommittees, Technical Activities Council, and Executive Committee	✓	✓	✓
May	If committee wishes a Call for Papers to be posted on TRB website, submit by May			✓
	Submit proposal for at least one cross-cutting (cross-Group) issue session for annual meeting	✓		
June	Website for submittal of papers opens			
	TRB website for planning and development of sessions opens			✓
	Enter following information for workshops: title, day/date preference, length (half day/full day, morning or afternoon, hotel preference, paragraph description, and attendance estimate)			✓
August 1	All formal papers are submitted by authors to TRB by this deadline			

DATE	ACTION	Group Chairs	Section Chairs	Committee Chairs
August 15	Committee Chair (or designated paper review coordinator) appoints and notifies three or more reviewers for each paper via the TRB paper submission/review website			✓
Summer	List of proposed conference sessions due to TRB staff. Include session type, topic, and the sponsoring committee(s) or groups.			✓
September 15	Reviewers complete paper reviews via the TRB paper submission/review website			✓
October 1	All committee recommendations for papers to be presented, speakers to be invited, and sessions to be conducted at the Annual Meeting are due to be entered by this date for review and approval by TRB staff. Any remaining workshop details also due. Recommendations not entered by October 1 will not be programmed at the Annual Meeting.	✓	✓	✓
October 15	Following review of committee recommendations by TRB staff, Committee Chair notifies authors of paper status and provides reviewers' comments. The notification is generated automatically on the TRB paper submission/review website.			✓
November 1	TRB staff notifies authors whose papers have been accepted.			
November 15	Paper authors submit any required revisions to papers via the TRB paper submission/review website, and a summary of how the reviewers' comments were addressed to the committee Chair. Committee Chair begins the paper re-review process for these papers			✓
December 1	If, in the opinion of the committee Chair, a revised paper is not acceptable, the committee Chair will notify TRB staff.			✓
	Chair submits to TRB staff any requests for special room set-ups and special AVs for committee meetings to be held in conjunction with TRB Annual Meeting.	✓	✓	✓

Sessions

Lectern Paper Sessions

Lectern paper sessions are formal program sessions with presentation of up to four committee-reviewed papers relating to a specific field or to interrelated fields of activity. Final organization of paper sessions are subject to approval by TRB staff working in cooperation with Section and committee Chairs. Additional information on the development process for paper sessions, including the paper submission and review procedures, is provided later in this section.

Meet the Author Poster Sessions

Meet the Author Poster sessions provide a greater opportunity for interaction between paper authors and meeting participants than is possible in a formal presentation. Papers are assigned to poster sessions based on various factors, including the nature of the subject matter (i.e., presentable in a poster format), the status of the research, and the value of direct interaction between author and audience. Selection of a paper for presentation in a poster session is considered by TRB to be of equal stature to a presentation in a lectern paper session or conference session.

Approximately 60 percent of the papers accepted for presentation are presented in meet the author poster sessions.

Invited Speaker Conference Sessions

Conference sessions consisting of invited speakers have a different purpose from paper sessions. Conference sessions:

1. Do not usually rely on the preparation of formal papers;
2. Will often consist of short and more informal presentations;
3. May involve reports of research that is in progress but that has not advanced to the point at which formal final reports can be written;
4. Will often involve conceptual discussions and discussions on transportation issues;
5. May involve discussions of problems to determine if research is needed and to seek possible ways of finding solutions;

The committee, subcommittee, or individual responsible for organizing a conference session or panel discussion at any TRB meeting should ensure that the subject is treated fairly. Different viewpoints should be appropriately represented. If a statement that may be taken as a criticism of any organization will be introduced, the organization should be so advised before the meeting and given a formal opportunity to respond. The entire session must be kept on a professional level. Neither personal nor commercial promotion is permitted; it should be eliminated in advance or interrupted by the presiding officer during the session. To ensure compliance with these standards, the organizer of the session or panel is expected to obtain an outline, abstract, or draft of each presentation in advance.

Plans for a conference session should be formulated and submitted to TRB during the summer preceding the next Annual Meeting. The Chair shall enter the details for all proposed sessions in the online session planning tool by **October 1**. The Chair's recommendations should include the name of the person recommended to preside at the session and a detailed program showing all speakers and subjects, contact information for each participant, total time requested, and a schedule of the allotment of time within the sessions. Information not entered by October 1 will not be able to be accommodated in the annual meeting program.

Hybrid Sessions

Hybrid sessions are a combination of a paper and a conference session. The applicable guidelines for both paper and conference sessions should be followed in planning mixed sessions.

Number of Sessions

TRB staff will inform committee Chairs of the maximum number of sessions that they will be allowed to sponsor. Committees may leverage the number of sessions for which they are listed as sponsors by co-sponsoring sessions with other committees (i.e., if two committees co-sponsor a session, that session will count as 0.5 sessions against each committee's allotment). Poster sessions sponsored by multiple committees will not count against committees' allotments.

“Big Issue” Cross-Cutting Sessions:

Task forces, committees, Section or Group Executive Boards can propose sessions that address “big issue” and cross-cutting topics. These can address any of the Critical Issues identified by the TRB Executive Committee or the Technical Activities Council (see [Resource 4](#)), or other topics that are of interest to more than one Group. Group Chairs will provide proposals for such sessions to TRB staff by May 15 for consideration at the June meeting of the Technical Activities Council. The proposals should include the session title, a brief description, and what other Groups would be involved. Sessions selected will *not* count against any committee's session allotment.

Workshops

Committees may sponsor ½-day or full-day workshops on the Saturday or Sunday at the beginning of the TRB annual meeting, or on Thursday at the end of the meeting. Proposals for a workshop should be entered into the online planning tool in June. This information should include workshop title, day/date preference, length (half day/full day, morning or afternoon, hotel preference, paragraph description, and attendance estimate). Additional workshop details, including agenda program and speakers, must be entered by October 1.

Submission of Papers

Papers may originate in any of the following ways:

1. Committee Chairs and members offer their own papers
2. Committee Chairs and members who know of reportable research suggest that potential authors offer their papers to TRB
3. Authors on their own initiative may offer their papers to TRB
4. Activities of a committee may produce a report suitable for presentation
5. Reports of special conferences or workshops may be suitable for presentation
6. TRB's Cooperative Research Program or SHRP2 studies may be sources of papers

Calls for papers may be developed by committees and task forces. These should be submitted by **May 1** for posting on the web. Calls for papers for individual sessions are not normally permitted in *TR News* or in the TRB weekly e-newsletter.

An author who wants to offer a paper for presentation at an annual meeting must submit via TRB's web-based paper submission/review website. Authors without web access should contact TRB staff for instructions.

All papers for the upcoming annual meeting and/or Transportation Research Record (TRR) publication in the following year must be received by **August 1**. The August 1 deadline is firm, and papers received after August 1 will not be reviewed for presentation/publication in the following year. They may be resubmitted in the subsequent year if the information is still current. Adherence to the deadline is essential to allow adequate time to conduct the peer review process, to develop the annual meeting program, and to publish the papers in a timely fashion.

The objective is to better serve the overall transportation community, and the cooperation of the committees in supporting this objective will be greatly appreciated.

Paper Review

The review of a technical paper is a most important matter and must be done completely, competently, honestly, and fairly. Careful selection of reviewers and careful review and screening of papers by committees are necessary to maintain and improve the quality of papers presented at the annual meeting. This is a demanding and time-consuming process.

TRB staff will finalize the assignment of papers to committees during the first week in August. The committee Chair has responsibility for selecting persons to review and evaluate papers, although this may be delegated to a paper review coordinator. TRB policy requires each paper to be reviewed by a minimum of three reviewers, following the criteria given in [Resource 11](#). Difficulties may arise if authors learn the names of reviewers. Chairs and reviewers are reminded to keep this information confidential.

Committee Chairs often choose to submit papers themselves; in such cases, they should not select the reviewers for that paper. The Section Chair or the appropriate TRB staff should select the reviewers, appraise the results, and forward recommendations through appropriate channels.

TRB staff and/or Committee Chairs may recommend papers for “early rejection” for one or more of the following reasons:

- Paper is unlikely to be of interest to very many people in the TRB community
- Paper is incomplete or of such obvious poor quality that a full review is not necessary
- Similar or identical paper has been submitted by the same author(s) and rejected in previous years
- The length of the paper significantly exceeds the 7500 word limit
- The paper does not meet minimum criteria for editorial quality

Any recommendation for an early rejection of a paper must be approved by the TRB Technical Activities Division Director.

The following steps are carried out using the TRB web-based paper submission/review process. More details can be found in [Resource 11](#) and on the TRB website at www.TRB.org.

- ❑ By **August 15**, the Chair (or designated paper review coordinator) will select three to five reviewers (one may be the Chair) who will agree to review the paper and the abstract within the agreed time limit. Those chosen should be the best qualified to review that particular paper; usually, but not necessarily, they will be members of the committee. The Chair or staff may arrange for a joint review by a second committee if the topic makes this advisable. (The TRB on-line directory may be a helpful tool in making such contacts.)
- ❑ Each reviewer should comment on the paper and suggest revisions, additions, or deletions that would improve the paper. Recommendations against presentation or TRR publication must be explained. More detailed instructions for reviewers can be found at www.TRB.org.
- ❑ Complete reviews should be submitted as early as possible, but not later than **September 15**. On the basis of reviews received, the committee Chair will recommend the disposition of the paper. It may be recommended for (1) presentation at the annual meeting and TRR publication by TRB, (2) presentation only or TRR publication only, or (3) rejection. Recommended acceptance of a paper for TRR publication may be conditioned on specific

revisions to be made by the author. Each year, TRB staff will provide Chairs with a target percentage of papers that can be recommended for TRR publication.

- ❑ Whether the Chair's recommendation is favorable or unfavorable, the Chair will make available to the author appropriate comments that are received from reviewers. In submitting review comments to the author, the committee Chair will specify if a favorable recommendation for TRR publication will require revision of the paper. **If revision is required, the committee Chair must obtain a review of the revised paper and make a final recommendation on TRR publication to TRB.**
- ❑ Recommendations of each committee Chair regarding each paper should be provided to TRB staff by October 1.
- ❑ Authors whose papers are recommended for TRR publication with minor or no revisions should submit their final manuscript by November 15 so that TRB can prepare the paper for publication
- ❑ Authors whose papers are recommended for TRR publication contingent upon certain revisions should submit any required revisions to their paper by **November 15**, along with a summary of how reviewers' comments were addressed. The paper may be programmed on the basis of promised revision. If the revised paper is not received by November 15, or if the revision is not acceptable, the committee Chair will, by **December 1**, notify TRB staff.
- ❑ The committee should complete its re-review of revised papers and submit final recommendations on papers to be published in TRR by **February 1**.

Lectern Paper Session Development

Most sessions will be scheduled for a 1¾-hour time period. A maximum of four presentations should be included in a single session to allow time for discussion. Topics that require more than a single session may be programmed in multiple sessions (i.e., Part 1, Part 2). It may be necessary, because of time and space restrictions, to limit the number of sessions and papers that can be presented and published. If so, ratings established by reviewers will help determine which papers will be programmed for presentation or publication, or both. In the event that the number of papers recommended for acceptance cannot be conveniently accommodated within the sessions assigned, a "reporter-type" session may be organized in which a qualified reporter reviews and presents the gist of the findings. This review is followed by open discussion.

The Chair's recommendations for paper sessions should include a list of the papers and authors and the order in which they are to appear in the final program, the total time requested, the allotment of time for each paper and its discussion, the name of the person recommended to preside at the session, and any other suggestions about ways to enhance the quality of the program.

When considering for presentation and/or publication papers that take a policy position, treat controversial issues, or comment on actions of public agencies, the Chair should ensure that individuals who have different views are invited to discuss the paper at the session and to submit a discussion for publication in the appropriate *Transportation Research Record*. This guideline is intended to promote discussion rather than constrain expression. Authors are encouraged to express opinions based on their research. However, different points of view should be expected, and Chairs have an obligation to ensure that these are made apparent.

The TRB staff will notify authors regarding the acceptance of their papers by **November 1**. If a paper is accepted, the author will be sent a copy of the session description and will be requested to submit any paper revisions by November 15.

Discussion of Papers

TRB encourages the submission of written discussions of papers presented at the annual meeting sessions. These discussions are important not only to the audience at the time of presentation but also to those who will read the printed version in years to come. Discussions provide a forum for other viewpoints on the subject, may benefit the author by broadening their perspective, and have the general effect of improving the quality of all papers.

For written discussions to be acceptable for publication along with the paper in the TRR series, they must be appropriate and pertinent to the paper under discussion. Discussions that are promotional, commercial, or stray from the subject of the paper will not be accepted. An offer to provide a written discussion is due to TRB on February 1, and the discussion manuscript is due by April 15. The Chair of the committee that reviewed the original paper determines whether or not the discussion is appropriate, following the criteria in [Resource 18](#).

The paper author will be given an opportunity to prepare comments on all written discussions accepted for TRR publication. Discussions and closures will appear in the same TRR publication as the paper being discussed.

Publication of Papers in Transportation Research Records (TRR)

Papers for all types of sessions, including those presented at committee meetings, may be published in TRB's peer-reviewed TRR provided they meet the acceptance requirements under the review procedures established by TRB. The review process for these papers is largely coincidental with the review for TRB annual meeting presentations. A more complete description is contained in [Resource 11](#).

The TRB staff will notify authors whose papers will be published and request the final manuscript. In the case of rejection, the committee or Group Chair who first determines that a paper is not suitable for publication should notify the author.

Resource 21. Conferences, Webinars, and Virtual Conferences

Types of Conferences

In addition to the Annual Meeting, TRB frequently conducts seminars, conferences, and workshops. In general, these are special-purpose meetings covering one particular subject or field.

As stated in our mission, the purpose of TRB Technical Activities Division conferences is “to provide a forum for transportation professionals to identify research needs and to share information on research and issues of interest.” Depending on a number of criteria, these conferences will be processed under one of the two following categories:

- A. TRB Technical Activities Division Standing Committee
- B. National Research Council (NRC) Oversight

A. TRB Technical Activities Division Standing Committee Conferences

Conferences under this category usually involve the fewest number of procedural steps. They also usually result in the lowest cost and the quickest delivery of the available options. Under this process, TRB staff and one or more standing committees work together to plan and deliver the conference and any resulting products. An NRC-approved project prospectus is not required, and a separate conference planning committee subject to NRC appointment requirements is not usually necessary. Written products (if any) are usually subject only to internal TRB staff review.

However, for a conference to qualify under this process, it must meet ALL of the following criteria:

- ☐ Purpose of conference must fall under normal mission of standing committees (to identify research needs and to share information on research and issues of interest)
- ☐ No outside funding, or only minor funding support, from outside sponsors
- ☐ Written products (if any) will consist of individually attributed papers and/or summaries, which may be prepared by an individual committee member, consultant, or rapporteur; or collections of research problem statements or compilations of technical information
- ☐ TRB standing committees MAY NOT be listed as author of all or part of the written product, except in the case of collections of research problem statements or compilations of technical information
- ☐ No language will be included in any written products that can be construed as consensus findings or recommendations on the part of conference participants or a TRB standing committee or committees
- ☐ Topics addressed at the conference will be primarily technical in nature, as opposed to sensitive policy, institutional, or funding issues
- ☐ The TRB Executive Committee must approve the proposed conference in advance

B. NRC Conferences

Conferences that do not satisfy all of the above criteria for standing committee conferences will be subject to the NRC process requirements. NRC conferences typically cost more and take a longer time to complete than Standing Committee conferences. An NRC-approved project prospectus will be required, and the NRC committee appointment process must be followed in assembling the conference committee. Written products (if any) generated from the conference will take the form of a rapporteur-

prepared summary of the conference and/or a conference report consisting of a collection of individually authored papers or presentations. Publication as a TRB Circular is not appropriate for conferences of this type. If the report contains only peer-reviewed individually attributed papers/presentations with no unattributed judgments or summary statements, a formal review by independent reviewers may not be required.

In no case shall conferences be used as a basis for developing committee consensus findings or recommendations, nor should the conference report contain any consensus findings or recommendations from the committee or participants.

The remainder of this section will focus on conference type A. Standing Committee Conferences. TRB staff should be consulted for more details on NRC conferences.

Conference Committee Type and Role

One or more existing TRB standing committees will usually comprise the conference planning committee. A separate conference planning committee subject to NRC requirements is not usually necessary for this type of conference. The role of the committee is to plan the conference. It may or may not be involved in the preparation of any conference reports. Early involvement of TRB staff is essential.

Obtaining Advance Approval for Conferences

Conferences sponsored by TRB or any of its units must be approved in advance by the TRB Executive Committee. The following criteria are to be used in evaluating proposals for conferences, workshops, and similar activities. In general, an activity should not be proposed unless it draws a favorable response to all applicable criteria.

1. Is the proposed activity consistent with TRB's mission?
2. Does it have a high probability of producing worthwhile results?
3. Is the purpose of the activity objective and noncommercial? (Might the undertaking of the activity or the potential result give TRB an image of bias in an area in which it must remain neutral?)
4. Are the available time and funding adequate to conduct it in a proper manner and to carry it to a logical conclusion?
5. Is it within the existing staff capability of TRB or a capability that can reasonably be established?
6. Can committee members necessary to guide it be identified and their services obtained?
7. Does TRB retain the requisite control? Alternately, in case where TRB is not the lead organization, will TRB be involved in developing the program, and will TRB receive appropriate recognition?
8. Does it duplicate other efforts? Has the subject received all of the attention that is justified for the present time?
9. Is there a more appropriate organization, within the National Research Council or elsewhere, to handle it?

Conference Cost/Funding

Conferences must always be completely self-supporting. Most of the funding for this type of conference will be generated by registration fees. Any outside funding support should typically be limited to helping subsidize travel costs for those who might not otherwise be able to attend, covering some direct on-site costs such as AVs to help reduce registration fees, and/or printing/dissemination of additional copies of the conference report. The amount of outside funding should not be enough to drive the decision on

whether or not to conduct the conference, and should not significantly affect the size and nature of the conference. Although there is no specific dollar limitation, funding from outside sponsors totaling more than \$50,000 will be subject to greater scrutiny as to whether a conference will be subject to NRC/FACA processes.

Committees and task forces do not have any fiduciary or contract authority on behalf of TRB. In other words, neither committees nor their Chair or members are authorized to enter into contracts (e.g., with hotels and vendors) on behalf of TRB or to directly hold TRB funds. Individuals entering into contracts or holding any funds on behalf of the committee are personally responsible.

Registration fees from committee-sponsored meetings, workshops and conferences, as well as funds from any other sources, should not be held by an individual(s) or the committee. These funds should be held by an organization: either TRB or the organization that is sponsoring/hosting the activity (e.g., a state DOT).

Non-Governmental Support for TRB Conferences

TRB can accept funding for support of conferences from a wide variety of sources, including both federal and non-federal government agencies, academic institutions, business and industry, industrial organizations, philanthropic foundations and registration fees. In the case of non-government sponsors, TRB and the NRC recognize that some may have a direct financial stake in the outcome of a specific conference that they fund. This places a special responsibility on TRB and the NRC to ensure balance, independence, and integrity. The following guidelines therefore apply to the solicitation and acceptance of contributions from non-governmental organizations to TRB sponsored conferences:

- Because of legal implications and NRC rules, any support from non-governmental organizations shall be coordinated by the TRB staff.
- When approval for a new conference is sought from TRB, the intention to seek support from non-governmental sources must be made explicit, together with an estimate of the percentages of total support for the conference that will be sought from such sponsors.
- Non-governmental contributions may be used to support the general conference or project. In addition, non-governmental contributions may be used to support non-technical events such as receptions or other social functions. However, employees of some public agencies may be prohibited from attending receptions or social functions that are financially supported by private organizations.
- On a case-by-case basis, TRB may limit the percentage of total funding that may be obtained from non-governmental sponsors.
- In each circumstance where a potential non-governmental sponsor may have a direct financial stake in the outcome of the conference, TRB will determine the percentage of total support that may be contributed by such sponsors. Among the factors to be considered in determining the appropriate percentage of funding that may be accepted from these sources will be the relationships between the proposed conference and the actual or perceived interests of the sponsor(s).
- In any conference programs or reports emanating from the conference, the sources of financial support for the conference shall be identified.
- When soliciting contributions from non-governmental organizations, every effort shall be made to provide all known interested organizations with an opportunity to contribute.
- Neither TRB committees nor the TRB staff shall have any involvement in tours, hospitality suites, and other events paid for by nongovernmental organizations held at the same time and

place as the TRB sponsored conference. Such events are not eligible for inclusion in the conference program provided by TRB.

Exhibits at Conferences

The rental of exhibit space by governmental and non-governmental organizations may be offered as part of TRB conferences provided that the exhibits are educational in nature, targeted to the technologies/activities that are the topic of the conference, and are essential to achieving the conference objectives. Fees may be charged to exhibitors. Exhibits shall be coordinated through the TRB staff.

Conference Reports

A Standing Committee conference may or may not generate a report. If a report is generated, it will be subject to the following:

Report Content: Written products (if any) will consist of individually attributed papers and/or summaries, which may be prepared by an individual committee member, consultant, or rapporteur; or of committee developed collections of research problem statements or compilations of technical information. No language will be included in any written products that can be construed as consensus findings or recommendations on the part of conference participants or a TRB standing committee or committees. TRB standing committees MAY NOT be listed as author of all or part of the written product. *The one exception to this is that the standing committee may be listed as the author for collections of research problem statements or compiled technical information. However, recommendations may not be included as to who should do the research or who should provide funding.*

Report Review: Any written products generated from the conference generally require only review by the responsible staff officer, the TRB Technical Activities Division Director, and the Subcommittee for NRC Oversight (SNO) before publishing and/or posting to the website. (The TRB Associate Executive Director acts for the SNO in reviewing all [Circulars](#).)

Report Format/Series: The conference report may be published as a TRB e-[circular](#) or as a TRB conference report.

Time to Complete: The time from conception of the conference idea to completion of the final reports (if any) should typically be less than six months. Controlling factors will usually be the time of the year that the standing committee wishes to conduct the conference, and the availability of venues. To expedite rapporteur-authored summaries, the rapporteur should be required to deliver the summary within one month of the conference.

Meeting Space Locations/Accessibility

The TRB Meetings Department is available to assist in developing requests for proposals to identify a property in which to hold the event, review of contracts, and/or logistical arrangements. Conferences and workshops sponsored by TRB must be accessible to all participants with disabilities and held at properties that are in compliance with the provisions of the Americans with Disabilities Act. The facility in which a public meeting is held must be physically accessible to permit access to the meeting rooms and other public areas of the facility (e.g., exhibit areas, restaurants, restrooms, elevators, telephones, and drinking fountains). Therefore, an inspection of the facility prior to its selection is strongly advised.

Cosponsoring Conferences Led by Others

TRB is often invited to become a participating organization in, or cosponsor of, a conference or workshop for which some other organization has the primary responsibility. Advance approval by the TRB Executive Committee is required in any case where TRB or any of its units is listed as a co-sponsoring organization.

The following criteria are to be used in evaluating proposals for TRB to cosponsor conferences, workshops, and similar activities. In general, an activity should not be proposed unless it draws a favorable response to all applicable criteria.

1. As a cosponsor, will TRB play a meaningful role in the development and delivery of the conference program? (Note-TRB does not typically allow its name to be listed as a cosponsor if our primary responsibility is to only market the conference to our members.)
2. Is the proposed activity consistent with TRB's mission?
3. Does it have a high probability of producing worthwhile results?
4. Is the purpose of the activity objective and noncommercial? (Might the undertaking of the activity or the potential result give TRB an image of bias in an area in which it must remain neutral?)
5. Are the available time and funding adequate to conduct it in a proper manner and to carry it to a logical conclusion?
6. Is TRB's role within the existing volunteer and/or staff capability or a capability that can reasonably be established?
7. Can committee members necessary to help plan the conference be identified and their services obtained?
8. Will TRB receive appropriate recognition?
9. Will the conference duplicate other efforts? Has the subject received all of the attention that is justified for the present time?

Webinars

Committees may also propose webinars to be conducted by TRB and sponsored by one or more TRB committees. Webinars, or web-based seminars/sessions are typically 90 minutes to two hours in length. Webinar proposals submitted by November 1 will be considered for presentation in the first half of the following year. Proposals submitted by March 1 will be considered for presentation during the second half of that year.

To propose a webinar, click in the link below to fill out a webinar request form.

<http://www.trb.org/ElectronicSessions/Public/SuggestAFutureWebinar.aspx>

Virtual Conferences

Virtual conferences are conferences presented over the internet rather than face-to-face. They can be scheduled for an entire day(s), or can be presented in shorter segments spread over multiple days or weeks. Virtual conferences do not provide the advantage of face-to-face interactions. However, virtual conferences do have the following advantages:

- Do not require travel by participants
- Flexibility in scheduling
- Do not require contracts with hotels for sleeping rooms, food & beverage, and function rooms
- Are generally less expensive and have lower financial risk than face-to-face conferences

Those interested in presenting a TRB-sponsored virtual conference as an alternate to a more conventional face-to-face conference should work directly with TRB staff.

Resource 22. MyTRB and Other Tools for Committee Chairs

MyTRB

In April, 2014, TRB launched “MyTRB” – the web-based software tool to administer TRB committees and volunteers. MyTRB can be accessed at www.MyTRB.org. The services that are available through MyTRB include the following.

Individual Self-Service (Everyone)

- Maintain contact information and profile
- Self nomination as a “Friend” of a Technical Activities Division (TAD) standing committee or task force
- Standing committee and task force membership acceptance

Technical Activities Division Volunteer Leadership Services (Based on Role)

- Committee Chair Self-Service
 - View and initiate changes to committee membership roster and scope
 - Manage committee membership rotation process—includes demographics reporting (beginning with the next rotation cycle)
 - View, create, and expire subcommittees
 - Manage committee’s list of Friends
- Subcommittee Chair Self-Service
 - View and manage participants list and scope
- Task Force Chair Self-Service
 - View and manage membership roster and scope
 - Manage task force’s list of Friends
- Group, Section, committee, task force, and subcommittee members/participants
 - Discussion forum access

Detailed instructions for using MyTRB can be found at <http://www.mytrb.org/help.aspx>. Any questions or comments regarding MyTRB should be emailed to MyTRB@nas.edu, or by calling 202-334-1783.

TRB Overview Materials

Heads of units (Groups, Sections, committees, subcommittees, and task forces) may obtain copies of the following materials for distribution to committee members, potential authors, and other interested persons from TRB or by visiting the TRB website (www.TRB.org):

1. The Transportation Research Board—Mission, Services, and Organization (brochure) (http://onlinepubs.trb.org/onlinepubs/general/trb_mission_brochure.pdf)
2. Technical Activities Resources for Chairs (<http://www.trb.org/AboutTRB/BeingChair.aspx>)

TRB On-Line Directory:

Technical Activities Division leaders have been provided with a password that gives them access to the address, terms of appointment, and other contact information for the members of TRB committees that are contained in the TRB on-line directory (<https://www.mytrb.org/DirectorySearch.aspx>). In addition, the password provides access to the combined email address list for all members of a committee (click on “committee email list”). This information is continuously updated. If you do not have a password, click on “log-in” and follow the instructions.

Others can access the TRB on-line directory by going to the TRB website and clicking on "Directory". They are able to view the scope, up to date membership list, and link to the committee webpage (if one exists) for every TRB committee and panel. Clicking on the name of a standing committee Chair or secretary will open an email window addressed to that person. This website can be searched by committee number, committee name or person.

TRB e-Newsletter:

TRB distributes a complimentary weekly electronic newsletter (<http://www.trb.org/Publications/Public/PubsTRBENewsletter.aspx>) which provides timely information on TRB reports and activities, as well as other news and information of interest to the transportation community. In addition, the e-Newsletter search page allows easy searches of items that have appeared in the newsletter by major topic area that closely match our Groups and Sections.

Other Tools:

- **Conference Call** numbers (ask your Staff Representative)
- **Online Meeting (GoToMeeting)** for 26 people or less (ask your Staff Representative)
- **Virtual Conference (GoToWebinar)** up to 1000 people (ask your Staff Representative)
- **Webinars (90-minute online session)**
 - o Official Webinar Series – registration fee for attendees (contact Lisa Marflak, lmарflak@nas.edu)
 - o Technical Activities Sponsored – no registration fee (contact Brie Schwartz, bschwartz@nas.edu)
- **Recorded sessions** onsite collection of audio/PPT merged for specialty conferences (ask your Staff Representative; cc Brie Schwartz, bschwartz@nas.edu)
- **Online Paper Review** for specialty conferences (ask your Staff Representative; cc Brie Schwartz, bschwartz@nas.edu)
- **Online Conference Session Planner** for specialty conferences (ask your Staff Representative; cc Brie Schwartz, bschwartz@nas.edu)
- **Survey Monkey** to create surveys/forms for committee needs (ask your Staff Representatives)
- **FTP** to download files - for PCs only – no upload (contact Brie Schwartz, bschwartz@nas.edu)
- **Customized Email Accounts** for mass distribution – special reasoning required – example: TRBTechnicalActivitiesDivision@nas.edu (contact Brie Schwartz, bschwartz@nas.edu)
- **eGroups** – social media platform for discussion threads, blogs, announcements, file storage (contact Brie Schwartz, bschwartz@nas.edu)
- **Committee information distributed on www.TRB.org** (ask your Staff Representative)
 - o Scope
 - o Contact Information
 - o Membership Roster
 - o Independently Supported Website Link (if applicable)
 - o Strategic Plan (if available)
 - o Committee Newsletter (if available)
 - o Searchable List of TRB Subcommittees
 - o Searchable List of Communications Coordinators

- Searchable List of Research Coordinators
- About TRB's Technical Activities Division
- How to Get Involved
- Publications
- Conferences
- Meetings
- News/Announcement updates related to committee
- Research
- Projects