

**IEEE COMMUNICATIONS SOCIETY BOARD OF GOVERNORS MEETING
PHOENIX, ARIZONA
DECEMBER 5, 1991**

MINUTES

Attendees at the meeting were:

Board of Governors

Officers

Pickholtz, R.L.
Green, Jr., P.E.
Claasen, T.A.C.M.
Milstein, L.B.
Solomon, D.L.
Lof, C.

Parliamentarian

Slayton, R.

Recording Secretary

Swaim, C.M.

Members at Large

Daigle, J.N.
Dodd, D.
Estes, G.H.
Frank, R.
Glenner, E. J.
Murata, H.
Skillen, R.P.
Tashiro, S.
Tosco, F.

Directors

Friduss, M.J.
Glenner, E. J.
Mosher, R. E.
Ucci, D.R.
Weinstein, S.B.

Absent

Acampora, A.S.
Frisch, I.T.
Lawrence, V.B.
McDonald, J.C.

Invited Guests

Jaeger, R.J.
Kugler, J.

Observers

Anderson, R.
Decina, M.
Desmond, C.
Fire, P.
Froehlich, F.
Kuroyanagi, N.
Laane, R.
Lemp, J.
Manders, C.

Observers

May, P.
Miki, T.
Noller, W.
Rappaport, S.
Ryan, J.
Shinji, M.
Varetoni, T.

1. Opening Remarks and Approval of Minutes (Attachment 1 Agenda)

Pickholtz convened the Board at 8:55 a.m. announcing the new officers for 1992: Vice President, Member Affairs--S. Personick; Vice President, Technical Affairs--I. Frisch; Vice President, International Affairs--T. Rowbotham; and Members-at-Large--R. Laane, R. Gitlen, A. Cherin, R. Skillen.

Desmond presented results of the Nominations and Elections Board meeting. A slate has been chosen to run for Board of Governors and President-Elect. Nominations and Elections is concerned about balancing international and North American candidates and a suggestion to have co-vice presidents to represent both the North American and international arenas is

being considered. Also under consideration is a change in the ballot to include a photograph along with written information about each candidate.

Green moved "that the June 26, 1991, minutes be accepted." Skillen seconded; approved unanimously. Daigle moved "that the minutes from the September 6 1991, OpCom be approved." Milstein seconded; approved unanimously.

2. Information Items -- Pickholtz

A. Appointments -- (Attachments 2a and 2b)

Pickholtz has appointed Dr. Ferdo Ivanek , President of the Microwave Theory and Techniques Society, as the "Society Liaison for Standards" to act as the IEEE standardization facilitator at conferences and for inter-society and national/international affairs.

B. Staff Move

The staff has moved to the 11th floor at 305 East 47th Street in New York.

C. Dues and Fees

Pickholtz cited the Society's high costs noting only a small amount of income is brought in by membership dues. Dues and fees lag behind inflation.

D. Communications Society Logo (Attachment 3)

- Pickholtz announced a new and modern Communications Society logo--simple, recognizable, but containing the Society's full name.
- A Fortieth Anniversary Logo was also presented for use on all publications in 1992 emphasizing the Communications Society's stability and longevity. Slayton noted the Communications Society's origins with IRE forty years ago and its establishment as a separate society twenty years ago in 1972.

E. Growth

As the second largest and second fastest growing society in IEEE, the Communications Society has experienced an annual growth rate of 8% growing from 17,000 members in 1982 to 32,000 in November, 1991.

F. Income (Attachment 4 from Pickholtz)

In 1991 actual income exceeded budgeted income and actual expenses fell below budgeted expenses placing the Society in a favorable position to take risks and try new ventures.

G. TAB/IEEE Report

Pickholtz reported that a motion that TAB contribute \$750,000 to help the general fund includes a Communications Society contribution of \$35,000 to the Magazine Council as "giveback" from the All Periodicals Package.

F. Distinguished Lecturers' Handbook

An IEEE Distinguished Lecturers' Handbook is now available along with the Chapters Manual published in June.

3. Consent Agenda (Attachments 5,6,7,8,9, 10 and 11)

- Pickholtz said that small amounts of money should be highlighted and incorporated into future consent agendas.
- The following reports were included in the Consent Agenda: Treasurer's, Meetings and Conferences, Staff Committee , International Affairs , Membership Development, Student Affairs , and Chapters . A motion by Green to approve the consent agenda was

not voted upon as some reports were missing. Pickholtz encouraged use of the consent agenda in future meetings as an expedient and time-saving tool.

4. Action Items

A. Staff Business Plan -- Lof (Attachment 12)

Lof summarized the year's staff achievements and previewed future projections:

- Headquarters will have an 800 telephone number next year and be interactive with IEEE New Jersey computers.
- The Communications Magazine has been redesigned and is being produced in house via desktop publishing. In January, 1992, all three magazines will be produced in house via desktop.
- Advertising has brought in \$625,000 net dollars and finished more than 35% over projections.
- The staff has moved into new quarters with its own conference room at 305 East 47th Street.
- Additional staff is being recruited as per plan; two more positions will be filled in January, 1992.
- The Society is working on budgets and expenses with IEEE.
- The Society attended Telecomm, beginning a new outreach to regions 8-10.
- A chapters manual has been sent to all chapters and is being updated for June, 1992.
- Membership continues to increase. The trend over the last ten years has been that the percentage of US members decreases while the percentage of European and Asian members increases.
- The Society grew tenfold from 1980 to 1990.
- Conferences brings in an average of \$122,000 in revenue per conference.
- The Society has doubled in size while conference registrants remain static; approximately 1685 registered for GLOBECOM '91.
- The Communications Society is underconferenced with more focused conferences needed, as this is a major source of revenue and new membership.
- Publications bring a 9 per cent profit. New magazines are projected for 1994-1995 to offset the income from libraries which is expected to decline.
- A membership development plan is in place which is expected to bring an 8% growth; implementation of the plan will cost \$44,000.
- A conference plan will be implemented to analyze all budgets and "price" donated labor. Negotiating commissions into hotel contracts will be investigated.
- Adequate staff is now in place to handle chapters and chapter workshops.
- Lof will investigate management firms and exhibit management and report her findings to the Board of Governors and GICB. **(action)**
- Lof will bring a detailed five-year conference plan including prices and expenses to the Board of Governors in June. **(action)**

Skillen requested that Lof include in the business plan short summaries of the services the staff would be providing. **(action)** Lof suggested a subcommittee to determine what services should be provided by headquarters. Pickholtz pointed out several new initiatives which utilize staff, including the scholarship program, students, and the chapters manual.

B. Financial Report and TAB Overhead Status -- Kugler, Powers, Engelson (Attachments 13 and 14)

- Kugler reviewed the financial report. Publications are healthier and revenues will come in higher than budgeted--rates have been raised and page charges are up. Meetings and conferences are better than budget . Staff expenses are higher.
- The Society will finish the year close to the budgeted surplus of \$300,000 with reserves of \$2.1 million. Reserves as a percentage of expense is 56 per cent.
- **Kugler asked for all budget requests for 1993 projects by the first quarter of 1992. (action)**
- The TAB overhead charge was for IEEE services that had never been charged previously. Questions remain as to whether the Communications Society is paying twice for certain services and whether this overhead is required. OpCom's decision in September to remove the Communications Society from TAB overhead supervision and to assign supervisory functions currently performed by the TAB staff directly to the Communications Society staff will be delayed until 1993 as proper procedures must be followed.
- Powers reviewed the various ways corporate overhead gets dispersed emphasizing his concern that this be issue understood and an agreement in place by the next budget cycle.
- Pickholtz charged Kugler to continue working with Powers and Engelson. A subcommittee was formed consisting of Kugler, Friduss, Green, Pickholtz and Lof to work with Powers and Engelson and to present a report that the Board could accept by next OpCom. **(action)**
- Pickholtz emphasized his concern that these issues be handled correctly so the Board's financial planners can make accurate decisions as to how the Society should spend its money.

C. Abbreviated Constitution/Bylaws--Draft -- Slayton (Attachment 15)

- Green motioned "that the new Constitution, in the form accompanying the letter from R. Slayton, dated November 5, 1991, be approved." Skillen seconded; all approved.
- Lof will publish the Constitution in the *IEEE Communications Magazine* giving the membership opportunity to respond. **(action)**
- Engelson is to bring the new Constitution to the Executive Committee of the IEEE Board for approval. **(action)**

D. Publications Report -- Weinstein (Attachment 16a and 16b to be sent by Steve)

- Weinstein reviewed measures being taken to correct backlog and delays.
- Weinstein motioned "that all publications be allocated the same page counts in 1992 as in 1991: *IEEE Transactions on Communications*--1900; *JSAC*--1700; *IEEE Communications Magazine*--1000; *IEEE Network Magazine*--400; *IEEE LTS Magazine*--400." Daigle seconded; all approved.
- A new publication *IEEE /ACM Transactions on Networking* will fill the need for a journal on networking. This is a joint venture with Communications Society, Computer Society and ACM. A direct marketing campaign to launch the journal is this year's major initiative for publications.

- A second initiative is electronic dissemination of information. Chaired by Lawrence, some members will be offered abstracts of papers accepted but not published and technical group newsletters on a trial basis via Internet .
- A third initiative will be the new book series targeting original hot topical issues in monograph format.
- A marketing plan for *IEEE LTS* will include a direct mailing campaign (25,000 pieces to be sent out), selective advertising, and more aggressively promoting the magazine at trade shows. Weinstein motioned "that \$12,000 be allocated for a marketing effort in 1992 for *IEEE LTS Magazine*." Milstein seconded; all approved.

E. Hotel Contracts -- Lof

Lof expressed concern over the serious trend in hotel contracts regarding exorbitant and punitive cancellation charges. Lof will work with IEEE and other societies to determine a reasonable set of ground rules. **(action)**

I. Eastern Europe -- Tosco

- Phil Fire had suggested that a mechanism be set in place for retired members willing to contribute their *IEEE Transactions on Communications* to Eastern Europe. Pickholtz said this project could be handled through the Chapters Department. **(action)**
- Membership dues continue to take a big percent of an Eastern European's income. Andrews will look into IEEE's minimum income provision of "half dues." **(action)** Pickholtz said "affiliate membership" is an alternative to paying full dues and asked Tosco to suggest these ideas to the task force set up by Claasen. **(action)**
- Lof suggested that new tutorials and videos could be used as a means of "bringing the conference to Europe."
- Tosco motioned "that International Activities Council (IAC) requests the Board of Governors to assign an amount not exceeding \$10,000 to allow a minimum of six persons per year to be assisted in traveling for presenting papers at Communications Society conferences. Allocation of the money will be made by the Vice President of International Affairs based on indications of the chairmen of the regional committees (IAC, APC, and EAMEC) of the urgency and amount needed." Tashiro seconded. Pickholtz cautioned the Board that this would be difficult to publicize and administer fairly. After discussion, the motion passed with one opposed.

L. Strategic Plan -- Glenner (Attachment 17)

Glenner presented a draft of the Strategic Plan to the Board for review and asked that comments be sent to Dodd by the end of the year. Pickholtz suggested that a follow up fax be sent out to the Board as a reminder. **(action)**

H. New Appointment -- Green

Green thanked Glenner for his outstanding performance as Director of Meetings and Conferences over the years . Green appointed Glenner Director of Intersociety Affairs to handle the increasing complexity within the IEEE and outside. The new directorship which will require attendance at TAB meetings will encompass a general range of contacts, topics and areas including meetings, publications, etc.

I. Education -- Ucci (Attachment 18)

- The Education Board met for the first time in Phoenix and established the following goals: to augment and enhance the education of the members and to enhance society visibility via live and video-taped presentations.
- Daigle motioned "that the Board of Governors authorize an amount not to exceed \$10,000 to the Tutorials Committee of the Communications Society Education Board for the purpose of supporting the development of a tutorials program including live and video presentations." Frisch seconded; all approved.

J. Membership Development -- Lof (Attachment 19)

- Lof reviewed the Membership Marketing three-year financial plan.
- The total estimated cost of 1991 membership is \$16,000.
 - The total estimated cost of 1992 membership marketing is \$143,850.
 - The total estimated cost of 1993 membership marketing is \$126,130.
- Total estimated cost of 1991-93 membership marketing comes to \$285,980.

K. Sponsorship of Conferences -- Pickholtz (Attachment 20)

The Board will come up with a policy statement to be included in the procedures manual to resolve any questions about sponsorship of conferences. **(action)**

L. Making ICC/GLOBECOM More International -- Murata, Kuroyanagi (Attachment 21)

- Kuroyanagi presented considerations for making the Communications Society more international. Green stated that one of his objectives as President of the Communications Society would be to make greater efforts in international affairs and to help IAC, APC, and EMAC achieve their goals.
- Tosco brought the following recommendation to the Board: the International Activities Council (IAC) recommends to the Department of Meetings and Conferences that a third major annual Communications Society conference of the same stature as ICC and GLOBECOM be established. The Council further recommends that every year one of the three conferences be held outside of North America, co-sponsored with a local technical organization.
- Green would like to see ICC or GLOBECOM from 1995 and onward always held outside the US. Green suggested IAC propose to Meetings and Conferences that, starting in 1995 with Singapore, GLOBECOM be held outside the US. He emphasized that the Board views the statement that "the Communications Society is underconferenced" to mean that more special topics and more variety should be provided via meetings, symposiums, etc. outside the umbrella of ICC/GLOBECOM and not necessarily to mean there is a need for another major conference. Skillen suggested rotating conferences.
- Pickholtz strongly encouraged all interested Board members to attend the next GICB meeting in June regarding this important issue. **(action)**

M. China -- Pickholtz (Attachment 22)

Pickholtz reviewed our stand regarding China; namely, in October of 1989, OpCom voted "that conferences now scheduled to be held in that country (China) be deferred until the situation improves." In March of 1991 Opcom decided that the

Communications Society should not get involved in political judgments. **The second resolution applies, negating the first resolution.**

N. Technical Committee Planning -- Joseph (Attachment 23)

- Joseph reviewed the objectives of the Technical Planning Committee to improve technical program planning processes, placing special emphasis on improving the quality of the paper review process and upon broadening the opportunities for participation at our conferences via workshops and tutorials conferences and more balanced global participation and leadership. He emphasized that authors want to know reasons why their papers are not accepted.
- Pickholtz applauded the unifying direction of this report, since fairness in paper reviews and technical committees vying against each other for sessions are always issues.

O. Recertification -- Milstein

Milstein motioned "that the Communication Systems Engineering Technical Committee be recertified." Ucci seconded; all approved.

P. Division III Director a Voting Member -- Pickholtz

Daigle motioned "that the Division III Director be designated a voting member of the Communications Society Board of Governors." Tashiro seconded; all approved.

Q. Gigabit -- Skillen

- The Gigabit Workshop, scheduled for June 16-17 in Chicago, is an experiment to attract large network administrators to Communications Society membership.
- It is a standalone event but colocated with ICC'92/SUPERCOMM, scheduling morning workshops with afternoons open and free access to ICC'92 technical sessions and exhibits.
- Part of the advertising will include two special issues on gigabit networking in *IEEE Communications Magazine* and *IEEE LTS Magazine*.

R. Database Management System -- Pickholtz

The Communications Society is evaluating database management systems and has considered two proposals. Lof requested the formation of a subcommittee to help write specifications and evaluate systems. Skillen cautioned against using a non-commercial product.

5. New Business

Mini Conferences -- Cherin

Cherin asked that a value system be established for technical committees creating their own mini conferences. Pickholtz emphasized that mini conferences were experimental but emphasized that each mini conference should submit a budget and justify the cost involved by making a profit or at least "breaking even."

As this is his last meeting as President, Pickholtz thanked all outgoing members of the Board--Estes, Frisch, Glenner, and Skillen--for their work in behalf of the Society. He

welcomed all incoming members, and thanked Green, McDonald Lof, and her staff for all their support. The meeting was adjourned at 3:15 p.m.

LIST OF ATTACHMENTS

Attachment 1	Agenda
Attachment 2 a	IEEE as Standardization Facilitator
Attachment 2b	Restructuring of Standards Activities
Attachment 3	Communications Society Logos
Attachment 4	Income
Attachment 5	Treasurer's Report
Attachment 6	Meetings and Conferences Report
Attachment 7	Staff Committee Report
Attachment 8	International Activities Report
Attachment 9	Student Affairs Report
Attachment 10	Membership Development Report
Attachment 11	Chapters' Report
Attachment 12	Staff Business Plan
Attachment 13	Communications Society Financial Report
Attachment 14	IEEE Overhead Charges
Attachment 15	Constitution
Attachment 16a	Publications Report
Attachment 16b	IEEE/ACM Transactions on Networking Journal
Attachment 17	Strategic Plan
Attachment 18	Education Report
Attachment 19	Membership Marketing Financial Plan
Attachment 20	Sponsorship of Conferences
Attachment 21	Making ICC/GLOBECOM more International
Attachment 22	China Policy Statement
Attachment 23	Technical Committee Plan

LIST OF MOTIONS WHICH PASSED

1. Abbreviated Constitution

"That the new Constitution, in the form accompanying the letter from R. Slayton, dated November 5, 1991, be approved."

2. Publication's Page Counts

"That all publications be allocated the same page counts in 1992 as in 1991: *IEEE Transactions on Communications*--1900; *JSAC*--1700; *IEEE Communications Magazine*--1000; *IEEE Network Magazine*--400; *IEEE LTS Magazine*--400."

3. Publications Marketing Effort

"That \$12,000 be allocated for a marketing effort in 1992 for *IEEE LTS Magazine*."

4. Travel Grant

"International Activities Council (IAC) requests the Board of Governors to assign an amount not exceeding \$10,000 to allow a minimum of six persons per year to be assisted in traveling for presenting papers at Communications Society conferences. Allocation of the money will be made by the Vice President of International Affairs based on indications of the chairmen of the regional committees (IAC, APC, and EAMEC) of the urgency and amount needed."

5. Tutorials Program

"That the Board of Governors authorize an amount not to exceed \$10,000 to the Tutorials Committee of the Communications Society Education Board for the purpose of supporting the development of a tutorials program including live and video presentations."

6. TAC Recertification

"That the Communication Systems Engineering Technical Committee be recertified."

8. Division III Director

"That the Division III Director be designated a voting member of the Communications Society Board of Governors."

LIST OF ACTION ITEMS

1. Lof will include in the business plan short summaries of the services the staff will be providing.
2. All budget requests for 1993 projects should be given to Kugler by first quarter of 1992.
3. A subcommittee consisting of Kugler, Friduss, Green, Pickholtz and Lof will work with Powers and Engelson and will present a report to the Board of Governors by Next OpCom.
4. Lof will publish the Constitution in the *IEEE Communications Magazine*.
5. Engelson will bring the new Constitution to the Executive Committee of the IEEE Board for approval.
6. Lof will work with IEEE and other societies regarding hotel contracts.
7. Board members are to send their comments about the Strategic Plan to Dodd by the end of 1991.
8. Board members should attend the next GICB meeting in June regarding the possibility of establishing another major conference.

Respectfully submitted,

Carol Lof
Secretary