Attendees at the meeting were:

<table>
<thead>
<tr>
<th>Board of Governors</th>
<th>Absent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Officers</td>
<td>Green, Jr., P.E.</td>
</tr>
<tr>
<td></td>
<td>Frank, R.</td>
</tr>
<tr>
<td>Decina, M.</td>
<td>Gitlin, R.D.</td>
</tr>
<tr>
<td>Friduss, M.J.</td>
<td>Milstein, L.</td>
</tr>
<tr>
<td>Frisch, I.T.</td>
<td>Murata, H.</td>
</tr>
<tr>
<td>Pickholtz, R.L.</td>
<td>Prasada, B.</td>
</tr>
<tr>
<td>Lof, C.</td>
<td>Rudin, H.</td>
</tr>
<tr>
<td></td>
<td>Skillen, R.P.</td>
</tr>
<tr>
<td>Division III</td>
<td>Tashiro, S.</td>
</tr>
<tr>
<td>Andrews, F.T.</td>
<td>Tosco, F.</td>
</tr>
<tr>
<td>Directors</td>
<td>Invited Guests</td>
</tr>
<tr>
<td>Daigle, J.N.</td>
<td>de Marca, J. R.</td>
</tr>
<tr>
<td>Desmond, C.L.</td>
<td>Dodd, R.</td>
</tr>
<tr>
<td>Plevyak, T.J.</td>
<td>Freeman, H.</td>
</tr>
<tr>
<td>Skillen, R.P.</td>
<td>Kugler, J.</td>
</tr>
<tr>
<td></td>
<td>Ledbetter, G.A.</td>
</tr>
<tr>
<td>Recording Secretary</td>
<td>Lee, L.</td>
</tr>
<tr>
<td>Swaim, C.M.</td>
<td>LoCicero, J.</td>
</tr>
<tr>
<td></td>
<td>Miki, T.</td>
</tr>
<tr>
<td></td>
<td>Weinstein, S.B.</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

1. Welcoming Remarks -- Green
Green convened the Board at 8:30 a.m. welcoming all present and inviting M. Decina as incoming President to announce his new team of officers. The three vice presidents are: R.J.B. de Marca, International Affairs; C.B. Desmond, Member Affairs; S.B. Weinstein, Technical Affairs. The four directors are: T. Miki, Chapters; J.N. Daigle, Education; R.P. Skillen, Meetings and Conferences; T.J. Plevyak, Publications. The four new members at large for 1994-1996 are H.A. Freeman, L. Lee, J.L. LoCicero, and R.K. Snelling (also appointed to OpCom). G.A. Ledbetter has been appointed Treasurer and J. Ryan has been elected Division III Director.

2. Review and Adoption of Agenda -- Green (Attachment 1)
Frisch requested the Technical Affairs Report be first in the Reports; all approved.

3. Consent Agenda -- Green (Attachment 1--Agenda)
Rudin moved "that the Board of Governors minutes of May 26, 1993, be approved." All approved. Rudin moved "that the Board of Governors OpCom minutes of October 4, 1993, be approved." All approved.

4. Action Items
A. Publications Report -- Plevyak (Attachment 2)
   • Plevyak reviewed the marketing strategy for the Society's new magazine, IEEE
     Personal Communications, and moved "that the Board of Governors approve a budget
     of $34,700 for a 1994 marketing campaign for IEEE Personal Communications." Lof
     amended "that the Board approve $34,700 and that a revised production budget be
     prepared and approved by the President and OpCom." All approved.
   • Plevyak will work with Lof, the Communications Society staff and Hamid Ahmadi
     (Editor-in-Chief) to effectively implement /launch this plan. (action)

B. Financial Report -- Friduss (Attachment 3)
   • After the Board's motion in May to increase the Society's investment in the IEEE long-
     term investment option by $300,000, Society reserves are now $774,000.
   • Total Society surplus for 1993 is $62,200. The Publications surplus is $543,700;
     Meetings & Conferences will come in higher than $27,100.
   • Budget changes by the Board in May to reduce a projected $178,000 loss have turned
     Society finances around to a 1994 projected surplus of $227,100.
   • In 1993 the Society's Advertising Sales Department (under Eric Levine) brought in
     advertising revenue of $725,000; it is the sixth consecutive record-breaking year for
     this department.
   • Total cost to run the Society office in 1993 was $1,300,000. Friduss noted that a
     continued drop in volunteer support drives Society costs up.
   • Frank moved "that the 1994 budget as proposed to the Board of Governors be approved
     as presented". All approved.
   • Green requested a round of applause for Friduss and his fine work as Treasurer of the
     Society.

C. Chapters -- Desmond (Attachment 4)
   • Desmond moved "that a Chapter of the Year Award be established to be awarded two
     times each year to Chapters best meeting the set criteria as evaluated by the Chapter
     Award Committee". All approved.
   • Desmond will notify chapters regarding this award. (action)
   • Miki, as Director of Chapters, will receive nominations, convene this committee, and
     select and notify winners. (action)

D. Constitution, Bylaws, Policies & Procedures Manual -- Dodd (Attachment 5)
   • The IEEE Communications Society Constitution is approved; the draft of the Bylaws
     has been distributed to the Board for approval; a Policies & Procedures Manual outline
     is complete and a draft of the manual is in progress.
   • Dodd moved "that the Board of Governors approve the Bylaws, as provided to the
     Board on December 2, 1993, with two modifications: a) removal of section 9.2 dealing
     with the annual management retreat and all references to this retreat (and inclusion of
     this material in the Policy & Procedures Manual); and b) revision of section 5.3.1 as
     follows: "...the twelve members will be appointed every two years by the incoming
     Vice President, International Affairs with...." All approved.
   • Green requested a round of applause for Dodd and Diane DeMarzo (IEEE
     Communications Society staff) for their excellent work in putting this major Society
     document together.

E. Overseas Offices -- Green
   • Tosco reported the conclusion of the Europe/Africa/Mid East Committee (EAMEC)
     regarding the IEEE proposal of an overseas office in Brussels. EAMEC feels such an
office will: a) result in better communication with members of the region; b) provide easier access (Brussels is a frequently visited city); c) improve distribution of information (conferences, etc.); d) improve relationships with national professional societies in Europe; and e) improve distribution regarding direct marketing of materials (books, etc.)

- Decina moved "that $25,000 be allocated from the Vice President, International Affairs, budget to cover expenses of the IEEE Brussels office for services rendered to the Communications Society members in the EAMEC region". All approved.
- de Marca will create the description of services to be rendered by this office. (action)
- Tosco will report back to the Board of Governors on behalf of EAMEC in December, 1994, regarding the success of this venture. (action)
- The International Activities Council (IAC) has requested more time to study a similar offer by the IEEE regarding the Communications Society sharing an overseas office in Singapore; de Marca will report back to the Board of Governors at ICC or GLOBECOM, 1994. (action)

5. Reports

A. Technical Affairs -- Frisch (Attachment 6)
- To date $3000 of the $20,000 budgeted for 1993 has been spent.
- Green asked Weinstein to talk to Craig Partridge about revitalizing the Data Communications Systems Technical Committee. (action)
- Green asked Weinstein and Daigle to evaluate the Distinguished Lecturers list for quality. (action)

B. Globalization -- Murata (Attachment 7)
- Murata viewed that establishing a branch of the IEEE Communications Society in Asia would be difficult at this time and needs further consideration. Problems include technology and economic differences between countries, Asians seeking direct contact with American and European engineers, organizations and key people in Asian countries not being clear cut.
- Murata emphasized promoting participation of members from countries worldwide and encouraging interaction of technical groups between Asia and America.
- Kuroyanagi said the Asian Pacific Committee (APC) feels regionalization will discourage young Japanese engineers' involvement in the Society and will diminish its transnational image. Kuroyanagi recommended enhancing technical-based activities and conference-based activities globally rather than "regionalization" which "contains" people within particular areas.
- Green said the issue will be centralized or decentralized globalization. In 1994 Decina will establish a strategic planning group with representatives from each area to define a long-term plan. (action) Decina stated that centralized technical activities is key in motivating people to work for the society but that decentralizing management of the Society is also appropriate; both must be considered and agreement reached.
- Green asked that names of potential Communications Society leaders be submitted to him for the Communications Society Talent Bank.

C. Education -- Daigle (Attachment 8)
Daigle noted that the development of a "vision statement" for the Education Department was underway and a draft targeted for completion in January, 1994. The Society's goal to internationalize will be considered. Green emphasized that Daigle had
the Board's vote of confidence to determine strategy and make the appropriate appointments.

D. Chapters -- Desmond (Attachment 9a and 9b)

The number of Communications Society chapters now totals 97.

E. Meetings and Conferences -- Skillen (Attachment 10)

As a means to achieve globalization, the proposed reorganizing of the Meetings & Conferences Department will regionalize the distribution channels for all major Communications Society conferences.

- An International Conference Policy Board (ICPB) would establish policy and direction for all meetings and conferences.
- Three Geographic Conference Boards (for the Americas, Europe/Middle-East/Africa, and Asia Pacific) would develop regional conferences for each geographic sector.
- Four Product Organizations would develop business plans for tutorials, applications and systems engineering, product system development and fundamental research-type sessions. Hal Sobol, Larry Milstein and Irving Ebert will act as Business Primes; Skillen will pass on to them suggestions from the Board.

F. Publications -- Plevyak (Attachments 11a and 11b)

- Production problems and backlog with the transactions have been resolved; authors will be notified.
- The camera-ready 1994 three-volume issue of *IEEE Transactions on Communications* for February/March/April will be mailed to subscribers as one package in April.
- The electronic abstract experiment has been concluded; Weinstein and Plevyak will establish a planning group to examine electronic publication and dissemination.
- W. Tranter will head up a one-time electronic access experiment with a *JSAC* issue entitled "Global Internet".
- Weinstein suggested a possible new Director of Information Services to take responsibility for implementing electronic dissemination and teleconferencing.

G. Member Affairs -- Personick (Attachment 12)

6. New Business

- Andrews said the Communications Society should be represented on the three TAB Councils, suggesting himself for Products Council, Ryan for Meetings Council, and that Plevyak choose a representative for Periodicals Council.
- Andrews and Green requested that the Vice President of Technical Affairs look into whether the Communications Society should continue to support the Neural Networks Council and, if affirmative, to suggest two representatives to the Council, which would be officially appointed by Decina. (action)
- Milstein requested Board approval for J. Limb to look into setting up an award for *IEEE/ACM Transactions on Networking*; approved. (action)

7. Next Meetings

- The next OpCom is scheduled for March 7, 1994, in Piscataway, New Jersey.
- The Board of Governors will convene in New Orleans, Louisiana, May 4, 1994.

10. Adjournment

At 12:45 p.m. Green moved "that the meeting be adjourned." All approved.
LIST OF ATTACHMENTS
Attachment 1  Agenda
Attachment 2  Marketing Plan for IEEE Personal Communications
Attachment 3  Financial Report
Attachment 4  Chapter of the Year Award
Attachment 5  IEEE Communications Society Bylaws
Attachment 6  Technical Activities Report
Attachment 7  Globalization
Attachment 8  Education Report
Attachment 9a  Chapters Report
Attachment 9b  Videotape Series
Attachment 10  Meetings & Conferences Report
Attachment 11a  Publications Report
Attachment 11b  IEEE Electronic Information Service Report
Attachment 12  Member Affairs Report

LIST OF MOTIONS WHICH PASSED

93:14. Board of Governors Minutes
"that the Board of Governors minutes of May 26, 1993, be approved."

93:15. OpCom Minutes
"that the Board of Governors OpCom minutes of October 4, 1993, be approved."

93:16. IEEE Personal Communications Budget
"that the Board of Governors approve a budget of $34,700 for a 1994 marketing
campaign for IEEE Personal Communications."  Lof amended "that the Board approve
$34,700 and that a revised production budget be prepared and approved by the President
and OpCom."

"that the 1994 budget as proposed to the Board of Governors be approved as presented."

93:18. Chapter of the Year Award
"that a Chapter of the Year Award be established to be awarded two times each year to
the Chapters best meeting the set criteria as evaluated by the chapter award committee."

93:19. The IEEE Communications Society Bylaws
"that the Board of Governors approve the draft of the Bylaws, as provided to the Board
on December 2, 1993, with two modifications:  a) removal of section 9.2 dealing with the
annual management retreat and all references to this retreat (and inclusion of this material
in the Policy & Procedures Manual); and b) revision of section 5.3.1 as follows: '...the
twelve members will be appointed every two years by the incoming Vice President,
International Affairs with...."

93:20. Overseas Office
"that $25,000 be allocated from the Vice President, International Affairs, budget to cover
expenses of the IEEE Brussels office for services rendered to the Communications
Society members in the EAMEC region."

LIST OF ACTION ITEMS
93:25. **Plevyak** will work with Lof, the Communications Society staff, and Hamid Ahmadi (Editor-in-Chief) to effectively implement /launch this plan.

93:26. **Desmond** will notify chapters regarding a Chapter of the Year Award.

93:27. **Miki**, as Director of Chapters, will receive nominations, convene the committee to select the winning chapters, and notify winners.

93:28. **de Marca** will create the description of services to be rendered by the Brussels office.

93:29. **Tosco** will report back to the Board of Governors on behalf of EAMEC in December, 1994, regarding the success of the Brussels office venture.

93:30. **de Marca** will present IAC's report to the Board of Governors regarding an overseas office in Singapore during ICC or GLOBECOM, 1994.

93:31. **Weinstein** will talk to Craig Partridge about revitalizing the Data Communications Systems Technical Committee.

93:32. **Green** asked Weinstein and Daigle to evaluate the Distinguished Lecturers list for quality.

93:33. **Decina** will establish a strategic planning group in 1994 with representatives from each area to define a long-term plan.

93:34. **Weinstein** will look into whether the Communications Society should continue to support the Neural Networks Council and, if affirmative, to suggest two representatives to the Council, which would be officially appointed by Decina.

93:35. **Milstein** will notify J. Limb to look into setting up an award for *IEEE/ACM Transactions on Networking*.

Respectfully submitted,

Carol Lof
Secretary