1. Welcoming Remarks -- Decina
   Decina called the meeting to order at 8:30 a.m. welcoming members of the IEEE "Global" Communications Society.

2. Review and Adoption of Agenda -- Decina (Attachments 1a-Agenda, 2a-Order of Reports)
   It was moved "that the agenda be adopted." All approved.

3. Consent Agenda -- Decina
   De Marca moved "that the Board of Governors minutes of May 4, 1994, and the Board of Governors OpCom minutes of August 25, 1994, be approved." All approved.

4. Action Items/Operating Plan Progress Reports
   A. Progress of President's Operating Plan -- Decina (Attachments 2a, 2b, 2c, 2d)
      • Computer facilities in NY office are greatly improved with entire staff accessing email; group email aliases reflecting the management structure of the society have been established.
      • Decina thanked officers/directors for their support and expressed appreciation for the efficiency and support of the staff despite an increasing workload.
• The IEEE Communications Society Bylaws are in place and a Policies and Procedures manual is targeted for 1995.
• Improvements in budgeting procedures have resulted in the most comprehensive budget to date; a multiyear financial plan has been developed; implementation of a short-term budget and accuracy in forecasting will be priorities in 1995.
• D. Sincoskie and T. Claasen join R. Aaron and K. Watanabe as new members of the Fellow Evaluation Committee. Two additional members are needed.
• The Communications Society is the strongest IEEE society in international growth and also overall; cost of globalizing especially with regard to conferences is being monitored; a reliable budget is a goal for 1995.
• Interaction with IEEE will be divided among Society volunteers to make best use of volunteers' time.
• IEEE recommended that publication fees for sister societies be 1.4 times the member fee. Communications Society fees to be adopted by the Society for each publication will be brought to OpCom and then emailed to the Board of Governors for approval before ICC in June. (action)
• It was moved "that the Board of Governors approve the Cooperation Agreement between the IEEE Communications Society and Associazione Elettrotecnica ed Elettronica Italiana (AEI)." All approved. Decina will sign the agreement and forward to IEEE for approval.

B. Progress of Technical Affairs Operating Plan -- Weinstein (Attachments 3a, 3b, 3c, 3d)
• 20 technical committee charters/scopes have been submitted; copies of the charters will be made available in the New York office.
• The Technical Affairs Council (TAC) has a developing matrix organization, with applications-oriented committees cutting across a number of in-depth disciplines committees.
• The Enterprise Networking Technical Committee, created last June and chaired by D. Zuckerman, is active with a workshop tentatively proposed for 1996.
• The Data Communications Software and Protocols Technical Committee was dissolved for lack of activity.
• Two issues of the Technical Affairs Bulletin have been distributed via email.
• Mbone multicast experiment was conducted from Brazil via satellite data link in August with 60 remote viewers.
• Priorities for 1995 include:
  * Continued internationalization (two technical committee chairs are currently from outside North America);
  * Charter revisions and development of TAC long-range plan;
  * Improved handling of conference papers;
  * Enhanced interaction between departments, other IEEE organizations and boards; and
  * Electronic meetings
• Weinstein moved "that the name of the Communications Systems Engineering Technical Committee be changed to Communication Systems Integration and Modeling." All approved.
• Weinstein moved "that the Board approve a new Internet Technical Committee and a negotiation with the Internet Society to make it a joint technical committee of both societies." All approved.
• Weinstein moved "that the Communications Society remain a member of the IEEE Neural Networks Council no longer than up to January, 1996." All approved.

C. Progress of International Affairs Operating Plan -- de Marca (Attachments 4a, 4b, 4c)

Internationalization is progressing satisfactorily forward toward a true globalization of the IEEE Communications Society.

• Brussels office opened in June; a means to advertise the existence of this European office and its services must be implemented and difficulties regarding information flow to Brussels addressed.
• The opening of a Communications Society office in Singapore is targeted for the first quarter of 1995; tax implications concerning non-profit status are being investigated.
• Criteria for the student travel grants program were outlined and should be incorporated into the conference manual.
• De Marca moved "that the Board of Governors approve ICC, GLOBECOM, INFOCOM, ICUPC and NOMS/ISINM as the set of conferences where students with accepted papers are eligible for travel grants." All approved.
• De Marca moved "that the Board of Governors approve $25,000 for 1995 to establish the Asian-Pacific office of the IEEE Communications Society in Singapore." All approved.
• De Marca moved "that the Board of Governors reinstate the program of Professional Travel Grants to be offered to professionals of low-income countries. The amount of the grant will be related to the travel expenses to attend the conference and, in general, should not exceed $1,000. The person receiving the grant should also receive free registration at the conference. Candidates for the grant will be identified by the Regional Committee Chairmen and final decision will rest with the Vice President, International Affairs. The following criteria will be followed to select the recipient in this order: a) authors with accepted papers who present their papers at the conference; b) persons having to chair a session, in particular, if they have organized it; c) Communications Society chapter chairs having to attend meetings during the conference. The same person should not receive more than one grant in a two-year period." All approved.
• De Marca moved "that the Board maintain the program of Free Subscriptions, but now aiming to benefit recipients in countries other than Eastern Europe, for another two-year period. Candidates will submit a proposal stating how the periodicals will be used to benefit the communities around them. A budget of up to $5,000 a year for two years is required." All approved.

D. Progress of Member Affairs Operating Plan -- Desmond (Attachments 5a, 5b)

• Membership reminder letters were not mailed this year due to problems in IEEE in processing membership applications; the Member-Get-A-Member program, was advertised in the September issue of IEEE Communications Magazine.
• A short distinguished lecture tour to three chapters in Region 6 took place in May; plans are underway for a European tour in 1995.
• The survey replies in 1994 indicated that the only significant cause for member attrition was a change in the needs of the members due to changes in their interests.
• Peter May wrote a PACE column to be published in the January IEEE Communications Magazine. Desmond will submit a quarterly column to the magazine to describe PACE issues and to address the professional needs of members.
• Desmond moved "that the student scholarship program be reinstated, that $15,000 be budgeted for 1995 and that a committee be assigned to implement the program, conditional upon an acceptable definition of a 'fair' evaluation mechanism." All approved. (action)

E. IEEE/Technical Activities Board Report -- Ryan
   Ryan reported on IEEE activities affecting Division III.
   • IEEE election results were announced and the Board was updated on the IEEE reorganization.
   • A large societies retreat was held encouraging informal discussion of concerns/specific needs, and a similar retreat is planned for small-medium societies.
   • A three-year trial was proposed to TAB to allow Russian members one society membership at $10 per year. Publications would be bulk-shipped to Moscow and distributed at Popov expense. Region 8 would pay for administrative help. Decina will contact the IEEE Board of Directors advising that the Communications Society Board of Governors finds the proposal unacceptable due to potential cost. (action)

F. Progress Report of Executive Director -- Lof (Attachment 6)

G. Progress of Treasurer Operating Plan -- Ledbetter -- (Attachments 7a, 7b, 7c, 7d, 7e, 7f)
   • The projected surplus for the Society in 1994 is $1,004,000.
   • Recognition was given to E. Levine, Advertising Sales Manager, for the large advertising revenue.
   • It was moved "that the Board of Governors accept the 1995 budget as it stands, with the provision that it go to the Management Retreat for fine-tuning and be brought to the Board of Governors in June for final approval." All approved.
   • A preliminary five-year financial plan was presented to the Board to be used as a basis for developing globalization and other initiatives within the Society. Projected surpluses can provide additional monies to promote the globalization vision.
   • It was moved "that the Board of Governors approve the procedures for business plans for initiative proposals as stated in Attachment 7d. They should be considered as minimum requirements for proposals that require previously unplanned financial resources greater than $20,000." All approved. The dollar amount will be reviewed in six months and these policies and procedures will be incorporated into the Policies and Procedures manual. (action)
   • It was moved "that the Board of Governors approve the travel expense reimbursement policies and procedures as stated in Attachment 7e." Majority approved; Skillen opposed.

H. Progress of Publications Operating Plan -- Plevyak (Attachments 8a, 8b, 8c, 8d, 8e, 8f)
   • C. Partridge will step down as Editor-in-chief of IEEE Network and will be replaced by D. Feldmeier; Plevyak commended Partridge's efforts in turning this magazine around.
   • Plans are being made for another IEEE Transactions on Communications printoff in 1995 to further reduce the paper backlog.
   • Plevyak reviewed the Electronic Publications Study Group's operating plan, budget, and six-month plan for 1995. A goal is to improve member services and internal operations via use of electronic communication and information technologies.
• The newly formed Publications Operating Committee will meet twice yearly during ICC and GLOBECOM; each publication leader will submit operation plans and goals.
• Plevyak introduced the proposal for a non-member publications package (Attachment 8e); the Board of Governors requested that the proposal be reformulated in order to minimize the number of partner IEEE societies in marketing this package. (action)
• It was moved "that the Board of Governors approve $20,000 for six issues (bimonthly) of Global Communications Newsletter in 1995 to be broken down into: a) $5,600 to the editor for administrative expenses and b) $14,400 for page costs (six issues, four pages each at $600 per page)." All approved.
• It was moved "that the Board of Governors approve a rolling fund in the 1995 Publications Department budget of $50,000 for marketing, which will become a blueprint for an annual, on-going publications marketing program. In 1995, the program will target IEEE Network and IEEE Personal Communications and the proposed non-member publications package product." LoCicero amended, that "a business plan must be submitted by ICC, 1996, to support this allocation for the marketing of publications." All approved.
• It was moved "that the Board of Governors approve $6155 to be distributed over the next three years' budgets to participate in an IEEE program that will provide three-year subscriptions to IEEE Transactions on Communications, JSAC and the IEEE Communications Magazine and ten years of back issues (on microfiche) to twenty selected libraries in Eastern Europe." All approved.
• It was moved "that the Board of Governors approve $15,000 for staff training, equipment upgrades and a T1 line, in support of the Communications Society electronic processes development in 1995; the sum to be allocated: $5,000 to publications and $10,000 to conferences." All approved.

I. Executive Session -- Decina
The Board of Governors met briefly in Executive Session for special announcements.

J. Progress of Meetings & Conferences Operating Plan -- Skillen (Attachments 9a, 9b)
Skillen reviewed the conference structure and purpose/direction of each area. The Geographic Conference Board (the distribution channel) will determine how to stimulate conferences in the far reaches of the world, with plans to focus on Asia-Pacific in 1995.

K. Progress of Education Operating Plan -- Daigle
• The status of the distinguished lecturers program was reviewed; a list of 20 topics has been identified.
• A video tutorials program will provide individual IEEE Communications Society members with educational materials on specific disciplines at low cost; tutorials will be advertised in IEEE Communications Magazine as they become available.

L. Progress of Chapters Operating Plan -- Miki (Attachment 10)
• Communications Society chapters/joint chapters total 107; ten were founded in 1994 (mostly outside the US).
• Miki proposed banners for each of the chapters, using funds from 1994; all agreed.
• Decina instructed Miki to include in his budget request at the Management Retreat special funding for mailing publications, conference proceedings and other appropriate information to chapters on a regular basis and monies to help sponsor lecture tours. (action)
• Decina encouraged a more proactive involvement with chapters, especially in providing information and products.

M. Strategic Planning Report -- K. Watanabe (Attachment 11)
• Actions targeted for completion by June, 1995, were presented and progress-to-date reviewed.
• Decina called for a new representative from North America to replace D. Dodd. (action)
• Weinstein will provide Watanabe with a list of representatives worldwide from TAC to be used as part of the human database. (action)

N. Information Infrastructure Report -- J. McDonald (Attachment 12)
McDonald led the Board in a discussion of actions which should be taken by the Communications Society regarding the evolving NII/III/GII (National/International/Global Information Infrastructure). Recommendations include:
• Participating in IEEE Task Force on III;
• Weinstein's contacting Technical Committees and Publications editors to encourage workshops, special issues on III;
• Continuing to implement NII/III/GII ideas as a test bed;
• Providing panel sessions, symposiums and workshops at Communications Society conferences;
• Decina expressed the sense of the Board that the IEEE Communications Society is interested in these areas and that active participation should be encouraged.

N. Faraday Lecture -- Desmond
IEEE has a product which helps convey information on communications and enhances the image of communications engineering. The Faraday Lecture was presented to the Board via a video tape, is available from IEEE headquarters (email: faraday@ieee.org) for $15 for members and schools, $25 for non-members.

5. NEXT MEETINGS (Attachment 13)
A. Management Retreat, January 12-14, 1995, Tucson, Arizona
B. OpCom, Teleconference, April 4, 1995
C. Board of Governors, Seattle, Washington, June 21, 1995
D. OpCom, New York City, September 8, 1995
E. Board of Governors, Singapore, November 16, 1995 (tentative)

6. ADJOURNMENT
De Marca moved "that the meeting be adjourned at 4:00 p.m.." All approved.

LIST OF ATTACHMENTS
Attachment 1a Agenda
Attachment 1b Order of Reports
Attachment 2a President's Progress Report
Attachment 2b Management Diagram
Attachment 2c Sister Societies Cooperation Agreement (Generic)
Attachment 2d Cooperation Agreement with AEI
Attachment 3a Technical Activities Progress Report
Attachment 3b Technical Committees' Charters
Attachment 3c Internet Technical Committee Draft Charter
Attachment 3d Technical Activities Overview
Attachment 4a International Affairs Progress Report
Attachment 4b Professional Travel Grants
Attachment 4c Brussels Office Report
Attachment 5a Member Affairs Progress Report
Attachment 5b Student Scholarship Program
Attachment 6 Executive Director Report
Attachment 7a Treasurer's Report
Attachment 7b Communications Society Budget Report
Attachment 7c Communications Society Preliminary Five-Year Financial Plan
Attachment 7d Business Plans for Initiative Proposals
Attachment 7e Travel Expense Reimbursement
Attachment 7f Office/Personal Budget
Attachment 8a Publications Department Progress Report
Attachment 8b Office/Personal Budget
Attachment 8c Libraries for Eastern Europe Report
Attachment 8d Electronic Processes Study Group (ESPG) Report
Attachment 8e Non-member Sale of Publications
Attachment 8f 1995 Publications Marketing Proposal
Attachment 9a Meetings & Conferences Department Report
Attachment 9b Meetings & Conferences Department Structure
Attachment 10 Chapters Progress Report
Attachment 11 Strategic Planning Committee Report
Attachment 12 Ad hoc Committee Report on NII/III/GII
Attachment 13 Future Communications Society Board meetings
Attachment 14 Motions Passed
Attachment 15 Action Items

Respectfully submitted,

G.A. Ledbetter
Interim Executive Director
MOTIONS PASSED

94:14 "that the agenda be adopted."
94:15 "that the Board of Governors minutes of May 4, 1994, and the Board of Governors OpCom minutes of August 25, 1994, be approved."
94:16 "that the Board of Governors approve the Cooperation Agreement between the IEEE Communications Society and Associazione Elettrotecnica ed Elettronica Italiana (AEI)."
94:17 "that the name of the Communications Systems Engineering Technical Committee be changed to Communication Systems Integration and Modeling."
94:18 "that the Board approve a new Internet Technical Committee and a negotiation with the Internet Society to make it a joint technical committee of both societies."
94:19 "that the Communications Society remain a member of the IEEE Neural Networks Council no longer than up to January, 1996."
94:20 "that the Board of Governors approve ICC, GLOBECOM, INFOCOM, ICUPC and NOMS/ISINM as the set of conferences where students with accepted papers are eligible for gravel grants."
94:21 "that the Board of Governors approve $25,000 for 1995 to establish the Asian-Pacific office of the IEEE Communications Society in Singapore."
94:22 "that the Board of Governors reinstate the program of Professional Travel Grants to be offered to professionals of low-income countries. The amount of the grant will be related to the travel expenses to attend the conference and, in general, should not exceed $1,000. The person receiving the grant should also receive free registration at the conference. Candidates for the grant will be identified by the Regional Committee Chairmen and final decision will rest with the Vice President, International Affairs. The following criteria will be followed to select the recipient in this order:
   a): authors with accepted papers who present their papers at the conference;
   b) persons having to chair a session, in particular, if they have organized it;
   c) Communications Society chapter chairs having to attend meetings during the conference.
   The same person should not receive more than one grant in a two-year period."
94:23 "that the Board maintain the program of Free Subscriptions, but now aiming to benefit recipients in countries other than Eastern Europe, for another two-year period. Candidates will submit a proposal stating how the periodicals will be used to benefit the communities around them. A budget of up to $5,000 a year for two years is required."
94:24 "that the student scholarship program be reinstated, that $15,000 be budgeted for 1995 and that a committee be assigned to implement the program, conditional upon an acceptable definition of a 'fair' evaluation mechanism."
94:25 "that the Board of Governors accept the 1995 budget as it stands, with the provision that it go to the Management Retreat for review and be brought to the Board of Governors in June for final approval."
94:26 "that the Board of Governors approve the procedures for business plans for initiative proposals as stated in Attachment 7d. They should be considered as minimum requirements for proposals that require previously unplanned financial resources greater than $20,000."
94:27 "that the Board of Governors approve the travel expense reimbursement policies and procedures as stated in Attachment 7e."
94:28 "that the Board of Governors approve $20,000 for six issues (bimonthly) of Global Communications Newsletter in 1995 to be broken down into: a) $5,600 to the editor for administrative expenses and b) $14,400 for page costs (six issues, four pages each at $600 per page)."

94:29 "that the Board of Governors approve a rolling fund in the 1995 Publications Department budget of $50,000 for marketing, which will become a blueprint for an annual, on-going publications marketing program. In 1995, the program will target IEEE Network and IEEE Personal Communications and the proposed non-member publications package product; a business plan must be submitted by ICC 1996 to support this allocation for the marketing of publications."

94:30 "that the Board of Governors approve $6155 to be distributed over the next three years' budgets to participate in an IEEE program that will provide three-year subscriptions to Transactions on Communications, JSAC and the Communications Magazine and ten years of back issues (on microfiche) to twenty selected libraries in Eastern Europe."

94:31 "that the Board of Governors approve $15,000 for staff training, equipment upgrades and a T1 line, in support of the Communications Society electronic processes development in 1995; the sum to be allocated: $5,000 to publications and $10,000 to conferences."
ACTION ITEMS

94:49 Decina will bring the issue of Sister Societies publications fees to be adopted by the Society for each publication to OpCom and email the Board of Governors for approval before ICC in June.

94:50 Desmond will assign a committee to implement the Scholarship Program.

94:51 Decina will contact the IEEE Board of Directors advising that the Communications Society Board of Governors finds the proposal for a special three-year $10 society membership trial unacceptable due to its cost-prohibitive potential.

94:52 Ledbetter will review the dollar amount for the business plan proposal and these policies and procedures will be incorporated into the Policies and Procedures manual.

94:53 Plevyak will reformulate the non-member publications package proposal in order to minimize the number of partner IEEE societies in marketing this package.

94:54 Miki will request special funding in the Chapters budget for mailing publications, conference proceedings and other appropriate information to chapters on a regular basis and monies to help sponsor lecture tours.

94:55 Decina will appoint a new representative from North America in the Strategic Planning Committee to replace D. Dodd.

94:56 Weinstein will provide Watanabe with a list of representatives worldwide from TAC to be used as part of the human database.
Student Scholarships

In past years Communications Society awarded scholarships to students in June, for the following school year. Either two awards of $7.5K or three awards of 5K were awarded each year.

An ad was run for four months in Communications Magazine requesting applications. John Dougherty was the Executive Secretary of the committee which selected the winners, and he selected the members of the committee. This committee operated under the Director of Education. The award was presented at by the Awards Chair.

No money was budgeted in 1993 and 1994 for scholarships.

We propose the scholarship program be reinstated, that we budget $15K for 1995, and that a committee be assigned to implement.


**Business Plans for Initiative Proposals**

The following should be considered as minimum requirements for proposals that require previously unplanned financial resources greater than $20,000:

1. What is the intended purpose? (Why should we do this, and what do we expect to accomplish?)
2. What are the financial requirements? (Show expected cash outflows and their timing for at least three years).*
3. What are the expected financial impacts on the Society? (Show revenue and/or net surplus projections for at least three years).*
4. What data supports the above cash flow projections?

* Optimistic, realistic, and pessimistic scenarios would be very helpful if significant variations are possible.
Travel Expense Reimbursement

Since the Communications Society is an association of professionals managed by volunteers for the benefit of its members, its activities are primarily supported by volunteer time, talent, and resources—corporate and/or personal. There may be times, however, when special needs and circumstances make it appropriate to supplement volunteer efforts with Society financial support for travel expenses. In those cases the following policies and procedures should be followed.

1. Officers and Department Directors should forecast travel expense reimbursement needs and include them in their annual budget proposals. As a rule, these proposals should itemize the expenses by trip. Approved budgets will serve as authorization for expense reimbursement for the specified trips.

2. For trips within budgeted levels but not explicitly identified in the budget, the appropriate Officer or Director should provide authorization in writing to the Executive Director for the trip and the estimated expenses.

3. Unbudgeted trips should be approved in writing by the President (with a copy to the Executive Director). This approval must also meet the Bylaws requirements for unbudgeted expenditures (over $1500 requires OpCom approval).

4. Upon completion of an authorized trip, the individual requesting reimbursement should submit an expense report to the Executive Director. If the expenses exceed the authorized level by more than 15%, concurrence of the President and/or Treasurer must also be obtained.

5. Procedures for completing the expense forms are included in the IEEE Travel Reimbursement Procedures Manual available from the New York Communications Society office.