IEEE COMMUNICATIONS SOCIETY BOARD OF GOVERNORS MEETING
CHICAGO, ILLINOIS
JUNE 17, 1992

MINUTES

Attendees at the meeting were:

**Officers**
Green, Jr., P.E.
Frisch, I.T.
Personick, S.D.
Rowbotham, T.R.
Pickholtz, R.L.
Lof, C.

**Treasurer**
M.J. Friduss

**Division III**
Andrews, F.T.

**Parliamentarian.**
Slayton, R.

**Recording Secretary**
Swaim, C.M.

**Invited Guests**
Decina, M.
Engelson, I.
Kugler, J.

**Board of Governors**
Members-at-Large
Daigle, J.N.
Dodd, D.
Frank, R.
Gitlin, R.
Laane, R.R.
Lawrence, V.B
Murata, H.
Tashiro, S.
Tosco, F.

---

**Directors**
Desmond, C.L.
Glenner, E. J.
Laane, R.R.
Ucci, D.R.
Weinstein, S.B.

**Absent**
Acampora, A.S.
Cherin, A.H.
Skillen, R.P.

---

**Observers**
Carassa, F.
De Marco, J. R.
Doyle, E.J.
Greer, B.
Hiroasaki, B.
Kobayashi, T.
Kuroyanagi, N.
LoCicero, J.L.
Moghe, D.
Murano, K.

---

**Observers**
Oberto, P.
Plevyak, T.
Rappaport, S.
Shippee, R.
Solomon, D.
Stevenson, T.
Vaman, D.
Varetoni, T.

---

1. Opening Remarks and Approval of Minutes (Attachments 1, 2 and 3)

   Green convened the Board at 8:35 a.m. Tosco announced CSELT’s new policy to give its engineers IEEE membership, bringing 60 new members into the Society. Green asked that the President’s Plan be added to the consent agenda. New officers for 1992: Vice President, Member Affairs—S. Personick; Vice President, Technical Affairs—I. Frisch; Vice President, International Affairs—T. Rowbotham; Treasurer, M. Friduss; Director, Chapters—C. Desmond; Director, Intersociety Relations—E. Glenner; Director, Meetings and Conferences—R. Laane; and Board Members-at-Large—A. Cherin, R. Gitlin, R. Laane, R. Skillen.

   • Frisch moved “that the December 5, 1991, minutes be accepted with an amendment that there be no additional staff added until 1995.” Tashiro seconded; approved unanimously.

   • Green moved “that the minutes from the March 2, 1992, OpCom be approved.” Frisch seconded; approved unanimously.

   • Green commended the five-year strategic plan (Attachment 2) presented to the Board by the Strategic Planning Committee consisting of E. Glenner, A. Acampora, M. Decina, D. Dodd, G. Estes, T. Claasen, R. Skillen, R. DeWitt and C. Lof. Future strategic plans will be determined at the annual retreat of the Board’s top officers and will follow the guidelines outlined in this document. January’s retreat covered three main topics: globalization, reorganization of Board officers, and the future of strategic planning. (Attachment 3)

   • Two proposals concerning USAB came out of the IEEE Technical Activities Board meeting:
a.) that any policy statement sent out by USAB be identified as such by incorporating the phrase (or similar statement): "Position of USAB only, and does not necessarily reflect the positions of the entire IEEE;"

b.) that TAB initiate the formation of a joint TAB/USAB Ad Hoc Committee to address the roles and relationships between USAB and TAB relative to technology policy positions. Green was appointed to the committee and will bring a full report to the Board of Governors in December. (action)

- Ivor Knight has been appointed Communications Society representative to the IEEE Standards Board. R. Pickholtz, K. Watanabe and J. Jaffe were appointed to the Nominations and Elections Committee. J. McDonald will chair a committee on the future of past presidents and report to the Board in December. (action) A. Cherin was appointed to the TAB subcommittee on new technical directions.

- The ballot has been mailed and results are due August 3. The Nominations and Elections Committee must present the ballot to the Board of Governors prior to mailing. (action)

- Green appointed Maurizio Decina to chair a committee, which includes Frisch, to assess ways to enhance technical committees. Decina will address the next Board meeting on the future role of technical committees. (action)

2. Consent Agenda (Attachments 4, 5, 6a, 6b, 7, 8a, 8b, 9, 10)

- Andrews moved "that the consent agenda items be approved with the exception of reports from Member Affairs, Chapters, and Publications." Frisch seconded; all approved.

- The following reports/operating plans were included in the consent agenda: President's Plan, International Affairs, Technical Affairs, Education, Intersociety Relations, and Meeting and Conferences.

3. Executive Director's Report -- Lof (Attachment 11)

Lof reported the progress of the Society during its two years with an Executive Director and summarized the state of the Society today, highlighting the Society's strengths, weaknesses, opportunities and threats; then proposing a series of action items to strengthen the Society and minimize its weaknesses.

- Lof will come to the Board in June, 1993, with an integrated and strategic operating plan, bringing the operating plans into a common framework and tying them into the budget. (action) As part of this plan, the Treasurer would review budget goals and the President and Executive Director would review operating goals prior to their presentation to the Board.

- Lof moved "that the Society adopt and implement an integrated operating planning and budget process, based on format and timeframe illustrated in Executive Director's report." Laane seconded; approved unanimously.

- Lof moved "that the Executive Director proceed with tactics designed to achieve a fully integrated operating plan/budget by 1994 cycle." Pickholtz seconded; approved unanimously.

- Lof moved "that the 1993 budget contain a line item (budget account) for new venture/research & development fund." Andrews seconded; approved unanimously.

- Green stated that "it is the sense of the Board that the Communications Society begin exploratory discussions with the Computer Society regarding offering them a nonvoting seat on the IEEE Communications Society Board of Governors with the Communications Society possibly seeking a reciprocal seat." Green and Lof will meet with Bruce Shriver, President of the Computer Society, and will report back to the Board in December. (action)

- Pickholtz affirmed the sense of the Board "that it is in the best interests of the Communications Society to work together and interact with the IEEE parent organization when issues and opportunities arise."
4. Action Items

A. Financial Report -- Friduss (Attachments 12a and 12b)
- 1992 surplus figures are ahead of 1991 surplus figures at this time and the Society will likely exceed the 1992 budget surplus.
- Nonmember rates for publications have been increased for 1993 although the rates remain below comparable IEEE rates: IEEE Communications Magazine--$125; IEEE Network--$105; IEEE Transactions on Communications--$235; Transactions on Networking--$235; IEEE JSAC--$205.
- The IEEE Transactions on Communications, JSAC and IEEE Communications Magazine budgets are on track.
- Publications prices for members have been increased: IEEE Communications Magazine--$18; IEEE Network--$20; IEEE Transactions on Communications--$22; Transactions on Networking--$22; IEEE JSAC--$20.
- The Communications Society will have lost $400,000 on IEEE LTS by the end of 1992 and have spent $697,000 by the end of 1992.
- Meetings and Conferences are healthy with a $270,000 surplus.
- Communications Society staff will assess status of smaller conferences and workshops.
- Pickholz emphasized that the Board understand and be cognizant of fluctuations that continually occur in budget cycle.

B. Revised Constitution (draft) -- Slayton -- (Attachment 13)
- Slayton reviewed the status of the constitution as voted upon by the Board in December, 1991. The revised draft distributed during the meeting incorporates suggestions from Frisch and Ucci and is parallel in structure to the constitutions of IEEE and the Computer Society.
- A committee consisting of Green, Slayton, Andrews and Personick will finalize the wording of the text and incorporate needed changes. (action)
- A mail ballot will be sent to the Board of Governors before December for final vote. (action)
- Green emphasized the legal necessity of getting this document to the membership for a vote.

C. IEEE Standards Board -- Andrews (Attachment 14)
- Andrews moved "acceptance of the proposal on Standards Development in the Communications Society with the understanding that its implementation is contingent on the development of viable standards projects and a long-term funding plan to support a standards secretariat. Progress will be reported at GLOBECOM '92 by Ivor Knight." Green seconded and clarified his position that nothing should be done to put a new standards creation structure in place until someone comes to the Board with a formal request that the Society do a specific standard.
- Personick pointed out that standards are corporately political and the Communication Society's energies should not be diverted from technical development and education into political issues. Dodd emphasized that efforts should be directed more towards the facilitation of standards than their creation.
- It was noted that the Constitution states that one function of the Communications Society can be to initiate and propose standards.
- Rowbotham proposed that Knight meet with the heads of the European Telecommunications Standards Institute (ETSI), Telecommunication Technology Committee (TTC), and Committee T1 which are all heavily involved with standards to determine what they think the Communications Society can do to facilitate the standards process. (action)
- Frisch proposed that the motion be tabled and that Knight report on his findings to the Board in December. Daigle seconded; all approved. (action)
D. Meetings and Conferences Report -- Laane

- The Conference Advisory Committee will meet the first evening of each GLOBECOM and ICC conference.
- A major focus at future conferences will be on tutorials and workshops as significant numbers of conference attendees attend workshops, bringing in substantial revenue.
- Paul Hartman, Technical Program Chair for GLOBECOM '89, will be the liaison between TAC and GICB.
- Procedures should be set up to connect local chapters with the Meetings and Conferences Department.
- Rowbotham would like workshops established in different areas of Eastern Europe, noting that this effort would need appropriate steering and financial assistance.
- Laane expressed the advisability of developing stronger ties with other societies.
- Meetings and Conferences will look into exhibit-related communications conferences that are broad-based and international. (action)
- Lof proposed that Laane initiate discussions with International Telecommunication Union (ITU) to see whether there would be interest in hosting, on a periodic basis, a technical conference and trade show with the Communications Society. (action)
- At GLOBECOM in December, Meetings and Conferences will discuss how much emphasis should be placed on mini conferences.
- Internationalizing the Communications Society by establishing more conferences in developing countries will be costly; Lof, Rowbotham and Laane will do a cost/analysis study to determine how to manage international conferences in a cost-effective manner. (action)

E. Publications Report -- Weinstein (Attachments 15a and 15b)

- Weinstein moved "that $79,000 be allocated for the Publications Department administrative, publicity, and experimental expenses." Green seconded.
- Kugler broke down the cycle from June to January and from January to January in order to keep the publications allocations in line with the rest of the departments. Kugler then amended the motion to state "that $41,500 in 1992 and $67,500 in 1993 be allocated for the Publications Department administrative, publicity, and experimental expenses." Personick seconded; all approved.
- Weinstein moved "that 1993 publications prices be set as proposed in the Report of the Director of Publications." Frisch seconded; all approved.
- Weinstein is exploring the possibility of a potential catalog and ordering service for Communications Society publications. Lof and Green will discuss possible mechanisms with the Computer Society. (action) Lof, Green and Weinstein will report back to the Board in December. (action)
- Weinstein will discuss a possible new letters journal with Tom Giallorenzi of LEOS. (action) Personick recommended using only "hot topics."
- Weinstein moved "adoption of a proposal for a new paper awards structure tied to particular publications." Tashiro seconded. It was amended to "take out the reference to 'not awarding a prize if no adequate candidate is proposed' and that the cash award is up to $500 per author, with a maximum of $1,000 per winning paper." Approved unanimously.
- An Electronic Information Services trial with 500 test users will commence January, 1993. A Communications Society appropriation of $12,000 has been matched by the Computer Society.
- IEEE Transactions on Communications editorial and publishing backlog delays are getting under control. Page allocations for 1993 remain at 1900; a member and nonmember price increase will go into effect.
• Association for Computing Machinery (ACM) has agreed on the financial formula and the Communications Society can now move ahead with the IEEE/ACM Transactions on Networking.

• Weinstein moved "that, responding to OpCom's request for a two-year program to revive IEEE LTS or end it, in 1993 LTS be made bimonthly, reinvigorated in its staff, and advertised aggressively, and that the Director of Publications report to the Board at GLOBECOM '93 with a recommendation to either continue or end LTS." Personick seconded; motion denied.

• After much discussion, Personick moved "that LTS be discontinued as expeditiously as possible." Dodd seconded; majority approved, Green opposed.

G. Technical Affairs Report -- Frisch (Attachment 16)

• Frisch proposed the formation of four new technical committees: Data Communications Software and Protocols, Cable Television Systems, Personal Communications Systems, and Gigabit Networks.

• Approval process involves formulating a charter, circulating to technical committee chairmen and Technical Committee Recertification Board, and bringing it to the Board of Governors for approval. Frisch received Board approval to move ahead.

• Dhawal Moghe, Chairman of the 1992 International Conference on Universal Personal Communications (ICUPC), reviewed the several conferences that are competing on personal communications and suggested merging them together. Desmond suggested one conference in the spring and one in the fall. (Attachment 16)

• Moghe will draw up a charter for the Personal Communications Technical Committee and have it circulated to the technical chairmen for consensus. (action)

• Green will chair a task force consisting of Frisch, Pickholtz, Weinstein, Laane, Moghe and Lof to discuss the Society's future in personal communications systems. A planning meeting will be held in July and the conclusions circulated to the appropriate technical committee chairmen and others to evaluate the Society's future in PCS. (action)

• The Technical Activities Committee (TAC) asked the Board of Governors that future SUPERCOMM /ICC conference activities be held in one centralized location.

• Frisch passed on a request from TAC that $2,000 be allocated to the chairmen of each technical committee for discretionary spending. This is a pending action item for the Board of Governors in December. (action)

• The Distinguished Lecturers' Program currently has twenty-five speakers available; the objective is a total of sixty from which to choose.

H. International Affairs Report -- Rowbotham (Attachment 17)

• Rowbotham moved "that every third ICC and GLOBECOM be held outside North America starting with GLOBECOM in 1995 and ICC in 1997." Desmond seconded; all approved.

• On behalf of the International Activities Council (IAC), Rowbotham stated "the IAC recommends that the Board of Governors initiate contacts with appropriate people in the technical activities area and the Computer Society in order to establish a Communications Society staff presence in the Computer Society offices in Brussels and Tokyo. A resolution should be taken in the ICC '92 meeting of the Board of Governors to have a proposal (including budgetary aspects) discussed and, hopefully, an agreement reached by the GLOBECOM '92 meeting of the Board of Governors." Lof will bring a business plan for establishing a Communications Society presence overseas to the Board in December. (action)

• Rowbotham moved "that $20,000 be budgeted for contributions to travel for students attending Communications Society conferences on the basis of $800 per student. The awards shall be at the discretion of the Vice President, International Affairs." Frisch seconded; all approved. This will include all Communications Society conferences
outside the region for students presenting papers. Lof suggested that Rowbotham put policies regarding student awards in writing. (action)
- Reduced rates for engineers report (Attachment 17)

I. Member Affairs Report  --  Personick (Attachment 18, 19, 20a, 20b)
Personick submitted reports on Membership Development by D. Shippee, on the Education and Tutorials Program by D. Ucci (see Consent Agenda Attachment 8b), and on Chapters by C. Desmond.

5. New Business
- Glenner, as Director of Intersociety Relations, offered to attend the International Switching Symposium in Japan scheduled in October and to provide assistance in talking with Tokyo regarding a Communications Society regional presence in that area.
- The next OpCom meeting will be held in New York City, Friday, September 11, 1992.

Lof moved "that the meeting be adjourned." Green seconded; meeting adjourned at 4:15 p.m.

LIST OF ATTACHMENTS
Attachment 1  Agenda
Attachment 2  Five-Year Strategic Plan
Attachment 3  Annual Retreat
Attachment 4  President's Plan
Attachment 5  Financial Planning Objectives
Attachment 6a  International Affairs Operating Plan
Attachment 6b  International Affairs Report
Attachment 7  Technical Affairs Operating Plan/Report
Attachment 8a  Education Operating Plan
Attachment 8b  Education Report
Attachment 9  Intersociety Affairs Operating Plan/Report
Attachment 10  Meetings and Conferences Operating Plan
Attachment 11  Executive Director's Report
Attachment 12a  Financial Report
Attachment 12b  Financial Supplement
Attachment 13  Revised Constitution
Attachment 14  Standards Development in the Communications Society
Attachment 15a  Publications Operating Plan
Attachment 15b  Publications Report
Attachment 16  Conferences on Personal Communications
Attachment 17  Reduced Rates for Engineers
Attachment 18  Member Affairs Operating Plan/Report
Attachment 19  Membership Development
Attachment 20a  Chapters Operating Plan/Budget
Attachment 20b  Chapters Report

LIST OF MOTIONS WHICH PASSED
92:3. Board of Governors Minutes
"that the December 5, 1991, minutes be accepted with an amendment that there be no additional staff added until 1995."

92:4. OpCom Minutes
"that the minutes from the March 2, 1992, OpCom be approved."

92:5. Consent Agenda
"that the consent agenda items be approved with the exception of reports from Member Affairs, Chapters, and Publications."
92:6. Integrated Operating Plan
"that the Society adopt and implement an integrated operating planning and budget process, based on format and timeframe illustrated in Executive Director's report."

92:7. Integrated Operating Plan/Budget
"that the Executive Director proceed with tactics designed to achieve a fully integrated operating plan/budget by 1994 cycle."

92:8. New Venture Fund
"that the 1993 budget contain a line item (budget account) for new venture/research & development fund."

92:9. Publications Expenses
"that $41,500 in 1992 and $67,500 in 1993 be allocated for the Publications Department administrative, publicity, and experimental expenses."

92:10. 1993 Publication Prices
"that 1993 publications prices be set as proposed in the Report of the Director of Publications."

92:11. Paper Awards Structure
"adoption of a proposal for a new paper awards structure tied to particular publications, taking out the reference to 'not awarding a prize if no adequate candidate is proposed' and that the cash award is up to $500 per author, with a maximum of $1,000 per winning paper."

92:12. IEEE LTS Discontinued
"that IEEE LTS be discontinued as expeditiously as possible."

92:13. Internationalizing GLOBECOM and ICC
"that every third ICC and GLOBECOM be held outside North America starting with GLOBECOM in 1995 and ICC in 1997."

92:14. Travel money for Students
"that $20,000 be budgeted for contributions to travel for students attending Communications Society conferences on the basis of $800 per student. The awards shall be at the discretion of the Vice President, International Affairs."

LIST OF ACTION ITEMS

92:16. Green will report to the Board in December on the joint TAB/USAB Ad Hoc Committee.
92:17. McDonald will report to the Board in December on the future of past presidents.
92:18. Nominations & Elections Committee will present the ballot to the Board at December meetings.
92:19. Decina will address the Board in December on the future role of technical committees.
92:20. Lof will bring an integrated and strategic operating plan to the Board in June 1993.
92:21. Green and Lof will have exploratory discussions with B. Shriver, President of the Computer Society, and report to the Board in December regarding offering the Computer Society a nonvoting seat on the Board of Governors with the Communications Society possibly seeking a reciprocal seat.
92:22. A committee consisting of Green, Slayton, Andrews and Personick will finalize the wording of the text and incorporate needed changes.
92:23. Lof will send a mail ballot to the Board on the new constitution before December.
92:24. Knight will meet with the heads of ETSI, TTC, and T1 regarding facilitating the standards process and report to the Board in December.
92:25. Meetings & Conferences will look into exhibit-related communications conferences that are broad-based and international.
92:26. Laane will initiate discussions with International Telecommunication Union (ITU) to determine whether there would be interest in hosting, on a periodic basis, a technical conference and trade show with the Communications Society.
92:27. Lof, Rowbotham and Laane will do a cost/analysis study to determine how to manage international conferences in a cost/effective manner.
92:28. Lof and Green will discuss with the Computer Society possible mechanisms for a potential catalog and ordering service for Communications Society publications; and Lof, Green and Weinstein will report back to the Board in December. (action)

92:29. Weinstein will discuss possible new letter journal with T. Giallorenzi of LEOS.

92:30. D. Moghe will draw up a charter for the Personal Communications Technical Committee and circulate it to the technical chairman for consensus.

92:31. A task force consisting of Green, Frisch, Pickholtz, Weinstein, Laane, Moghe and Lof will discuss the Society's future in personal communications systems. A planning meeting will be held in July and the conclusions circulated to the appropriate technical committee chairmen and others to evaluate the Society's future in PCS.

92:32. Frisch will bring TAC's request that $2,000 be allocated to the chairmen of each technical committee for discretionary spending to the Board in December.

92:33. Lof will bring a business plan for establishing a Communications Society presence in Brussels and Tokyo to the Board in December.

92:34. Rowbotham will put policies regarding student awards in writing.

Respectfully submitted,

[Signature]
Carol Lof
Secretary
IEEE COMMUNICATIONS SOCIETY BOARD OF GOVERNORS  
WEDNESDAY, JUNE 17, 1992  
CHICAGO, ILLINOIS  
8:00 A.M. - 3:30 P.M.  
AGENDA  

8:00 a.m.  Breakfast and Official Portrait  

8:30 a.m.  1. Opening Remarks and Approval of Minutes  
A. New Officers for 1992  
B. Board of Governors Minutes, December 5, 1991  
C. OpCom Minutes, March 2, 1992  
D. Report on Annual Retreat (Attachment 1)  
E. TAB Report  
F. Appointments  
G. Ballot  

9:00 a.m.  2. Consent Agenda (Attachments 2 - 10)  
Vice Presidents/Directors' 1992 Operating Plans and Reports  
- Treasurer (Attachment 2)  
  Friduss  
- International Affairs (Attachment 3a, 3b)  
  Rowbotham  
- Member Affairs (Attachment 4)  
  Personick  
- Technical Affairs (Attachment 5)  
  Frisch  
- Chapters (Attachment 6)  
  Desmond  
- Education (Attachment 7a, 7b)  
  Ucci  
- Intersociety Relations (Attachment 8)  
  Glenner  
- Meetings and Conferences (Attachment 9)  
  Laane  
- Publications (Attachment 10)  
  Weinstein  

9:45 a.m.  3. Executive Director's Report (Attachment 11)  
  Lof  

10:15 a.m.  4. Action Items  
A. Executive Director Action Items  
  Lof  
B. Financial Report  
  Friduss  
  - 1993 budget  
  - New approval procedures  
  - Periodical pricing  
  - Dues and fees  
C. Constitution (Attachment 12a, 12b)  
  Slayton  
  - Final review of constitutional draft  
  - Bylaws and Policies & Procedures Progress Report  
  - Student on Board of Governors  
D. IEEE Standards Board  
  Knight  
E. Publications Report  
  Weinstein  
  - Merchandising  
  - Electronic Information Services  
  - Transactions on Networking  
  - LTS Marketing  
  - New paper awards structure  
F. Meetings and Conferences Report  
  Laane  
  - Staff management of conferences  
  - Conference surplus distribution  
  - Student grant issues  
  - Exhibits  
  Lof
G. International Affairs Report
   - Expanding geographic scope of conferences
   - Boards and committees composition

12:30
Lunch

1:15
4. Action Items (continued)
   H. Technical Affairs Report: technical committee activities Frisch
   I. Member Affairs Report
      - Membership Development
      - Education/Tutorials Program funding
      - Chapters
   K. Overseas
      - Communications Society office in Asia
      - Reduced rates for overseas engineers

3:00 p.m.
5. New Business

3:30 p.m.
6. Adjournment