IEEE COMMUNICATIONS SOCIETY BOARD OF GOVERNORS
June 21, 1995
Seattle, Washington
MINUTES

Attendees at the meeting were:

<table>
<thead>
<tr>
<th>Officers</th>
<th>Members-at-Large</th>
<th>Invited Guests</th>
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<tbody>
<tr>
<td>Decina, Maurizio</td>
<td>Freeman, Harvey</td>
<td>Bose, Ron</td>
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<tr>
<td>Weinstein, Steve</td>
<td>LoCicero, Joe</td>
<td>Watanabe, Kojiro</td>
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<td>De Marca, Roberto</td>
<td>Milstein, Larry</td>
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<td>Desmond, Celia</td>
<td>Plevyak, Tom</td>
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<td>Ledbetter, Allan</td>
<td>Prasada, Birendra</td>
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<td></td>
<td>Rudin, Harry</td>
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<td></td>
<td>Tosco, Federico</td>
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<td></td>
<td>Zuckerman, Doug</td>
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<td>Ryan, Jack</td>
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<tr>
<th>Directors</th>
<th>Division III Director</th>
<th>Recording Secretary</th>
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<tbody>
<tr>
<td>Plevyak, Tom</td>
<td></td>
<td>Swaim, Carole</td>
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<td>Skillen, Dick</td>
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<td>Miki, Tetsuya</td>
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<td>Daigle, John</td>
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1. Opening Remarks -- Maurizio Decina (Attachment 1 - Agenda)
Maurizio called the meeting to order at 8:35 a.m. welcoming Board members and visitors.

2. Review of Minutes
The minutes of the Board of Governors meeting held December 1, 1994, and the OpCom meeting held via conference call April 3, 1995, were approved by unanimous consent.

3. Financial Report -- Allan Ledbetter (Attachments 2a, 2b, 2c)
- The post-audit 1994 actuals show a surplus of $1.8M.
- Reserves for 1994 stand at $3.9M (2/3 of next year’s expenses).
- Harry moved that “the 1995 budget be approved”. All approved.
- Allan proposed that the Treasurer develop capital budgeting procedures paralleling the society’s financial budgeting procedures. (Action Item 95:10, new)
- No change was recommended and no action taken regarding the business plan dollar amount approved in the December meeting. (Action Item 94:52, closed)
- Tom moved that “the Board increase the IEEE Communications Magazine page budget by 100 pages in 1996, retroactive to 1995, the IEEE Transactions on Communications page budget by 100 pages in 1996, and The Global Communications Newsletter budget by 24 pages in 1996”. All approved.
- Nonmember subscriptions (including libraries) have declined over the years. Roberto moved that “the nonmember publications rates not be raised for 1997”. Approved.
- Steve moved that “the intent of the Board of Governors is to offer university subscribers a subsidy in 1996 equal to the difference between the 1995 and 1996 nonmember rates; the Executive Director is directed to look for a mechanism to accomplish this at an acceptable cost”. Approved. (Action Item 95:11, new)
- Birendra will head a task force including Steve, Roberto and Celia to establish a ComSoc policy for library subscription fees. (Action Item 95:12, new)
4. Operating Plans Progress Reports -- Officers and Directors

A. President -- Maurizio (Attachment 3)
   • Major concerns to-date have been globalization (involving an outreach to potential sister societies) and electronic mechanization (headed by Steve). Sustaining the global technical leadership of the society will be the President’s focus during the next six months; a contingency fund is included in the 1995 budget for new technical initiatives.
   • Allan Ledbetter was appointed Executive Director of the Society (March, 1995) and Ross Anderson was appointed Treasurer (June, 1995). (Action Item 95:2, closed)
   • The IEEE Board of Directors was notified of ComSoc’s rejection of the $10 society membership trial proposal. (Action Item 94:51, closed)
   • Maurizio will assign younger volunteers to the Strategic Planning Committee and broaden its directives/goals. (Action Item 94:55, continuing)

B. Technical Affairs -- Steve (Attachments 4a, 4b, 4c, 4d)
   • Technical committees are active with at least 27 workshops and conferences and are active in the global arena.
   • The Board of Governors approved the Data Communications Systems Technical Committee’s name change to “Technical Committee on Information Infrastructure” (TCII), reflecting its focus on global information infrastructure; Harry will act as mentor.
   • Two technical committees--the Committee on Computer Communications and the Communication Theory Technical Committee--were recertified.

C. International Affairs -- Roberto (Attachment 5)
   • Twenty-three student travel grants have been approved to-date representing 15 countries--9 from Asia/Pacific, the remainder from Europe/Africa/Middle East (EAMEC).
   • The Brussels regional office is gaining attention, but the inability to access IEEE’s membership data base is presenting difficulties.
   • The Asia/Pacific regional office in Singapore will be operational mid-July.
   • Meetings have been set up in July with sister societies from England, France, and Germany; meetings in Korea and China are scheduled for September.
   • Maurizio signed the sister-society agreement with Sociedade Brasileira de Telecomunicacoes (SBT) June 19.
   • Membership on the International Affairs Council (IAC) is affected by the controls on travel funds.

D. Member Affairs -- Celia (Attachment 6)
   • Celia is working with IEEE to get statistics from the membership database; she is also pursuing the establishment of a ComSoc database. (Action Item 95:7, continuing)
   • A distinguished lecture tour with Dave Falconer was successfully completed in March. The Membership Council is planning 5-6 lectures in the fall for Region 9 and a lecture tour in early December for Region 8.
   • Celia recommended closing the action item on Student Scholarships since no adequate criteria have been developed to-date. (Action Item 94:50, closed)
• Comments were requested from Board members on the guidelines for distinguished lecture tours; the guidelines will become part of a policies and procedures manual.

E. Publications -- Tom (Attachments 7a, 7b, 7c)
• Tom is working with Tom Chen on a proposal for Global Communications Surveys to publish and/or point to high-quality survey papers on the World Wide Web (WWW).
• Tom and Zeke Bar-Ness will bring a proposal to the Board on “Communication Letters” providing immediate information on late-breaking issues.
• ComSoc has signed a side letter on publications with the new AEI sister society (Italy). Each will advertise the other’s publications in their respective society magazines. (Action Item 95:1, closed)
• Tom moved that “the Board approve the Communications Publications Package (CPP) and an $11k marketing budget”. All approved. CPP will be presented at the TAB Products Council for approval later this week. Roberto will represent the Society. (Action Item 94:53, closed)
• Curtis Siller steps down as Editor-in-Chief of IEEE Communications Magazine July 31 and will be replaced by Hussein Mouftah. Simon Lam replaces Jim Kurose as Editor-in-Chief of IEEE/ACM Transactions on Networking July 1.

F. Meetings and Conferences -- Dick (Attachments 8a, 8b)
• Dick asked for Board approval “that given the IEEE goal of actively increasing its global character, the GICB asks that IEEE direct and finance a study of the optimum tax solution for GLOBECOM ‘96 and for all other IEEE conferences to be held in the UK”. Approved by unanimous consent.
• Dick reviewed the Geographic Conference Boards’ overall responsibilities, principles, and views towards reduction of micromanagement. He outlined the financing of “new” geographic workshops and conferences activities, and the protocols for sister societies. For these meetings there is no single protocol; case-by-case decisions will be based on partner contributions. (The protocols were agreed to by the ICPB and brought to the Board of Governors for information only.)
• Maurizio summarized the conference protocols as follows:
  > Each new geographic workshop or conference is negotiated between ComSoc and the partner society on a case-by-case basis that determines the percentage division of surplus or loss.
  > Each party must support the new meeting with up-front funding (loan) that is proportional to this percentage. The percentage can be any value between 1% and 99%, and each party will co-sponsor the event, accepting the liability for the event in the same proportions.
  > To pay for ComSoc geographic staff support for each region, each new geographic workshop or conference will budget a line item for services support from the geographic staff commensurate with the workshop or conference needs. It is expected that these needs will be approximately $125k per geographic location by the year 2000.
  > New geographic workshops and conferences will generally budget for a zero surplus, especially in early years. Any ComSoc portion of the surplus will flow in accordance with the percentage in the agreement to the funding for the geographic headquarters location.
> The total funding from services and surplus will determine the level of conference service capability for each geographic headquarters location.
> For “existing” ComSoc meetings and conferences (Major Conferences and Directed Growth Workshops and Conferences) held in a sister society location the protocol will be a sharing of revenue from surplus for those meetings in accordance with a case-by-case meeting agreement based on individual society participation. For these meetings ComSoc will establish guidelines for the surplus, approve the overall budget, and receive 50% to 80% of the surplus (with the sister society receiving 20% to 50%).

G. Education -- John (Attachment 9)
   • The Lecturers’ Program boasts about 20 distinguished speakers in 13 areas of expertise.
   • John plans to produce 3 taped tutorials by year end. (Action Item 95:9, continuing)
   • Allan is looking into the finances and estimates a price of $200 per 2-hour tape (containing three lectures).

H. Chapters -- Tetsuya (Attachments 10a, 10b)
   • Chicago and Oakland-East Bay chapters were selected to receive Chapter of the Year awards for 1995.
   • Personalized banners have been provided to interested chapters.
   • A free subscription package of four ComSoc publications will be mailed monthly (beginning year end) to interested chapters for a cost of $14,415. Active chapters currently total 93. (Action Item 94:54, closed)
   • Doug moved that “the IEEE Communications Society Board of Governors believes that all organizers of IEEE activities (such as conferences, publications, etc.) should be sheltered from financial and civil liability; accordingly, the Board requests that IEEE report to the President of the IEEE Communications Society by August 31 on all questions relating to the liability of those engaged in undertaking the work of IEEE”. Approved. Maurizio will refer this matter to Dick Schwartz, IEEE Acting General Manager. (Action Item 95:13, new)

I. Executive Director -- Allan (Attachment 11)
   • ComSoc is in the process of hiring a new membership marketing and circulation development manager. (Action Item 95:3, closed)
   • The Executive Directory has been produced in new format and retitled “Volunteer Leaders and Staff of the IEEE Communications Society”. It will be published annually, about mid-year; suggestions and updates are welcomed.
   • A preliminary model of a new policies and procedures manual is ready for review. This manual should be considered a living document. Allan requested that each officer/director prepare departmental policies/procedures for submission and proposed that formal approval from the Board be obtained for new entries. (Action Item 95:14, new)
   • Allan proposed advertising periodically in IEEE Communications Magazine to recruit young members for potential volunteer positions.

5. Information Items
   A. Electronic publishing and on-line initiatives -- Ron Bose (Attachment 12a, 12b)
• An electronic trial making the October issue of *JSAC* available on WWW is scheduled.
• The details for a trial to make past issues of *IEEE/ACM Transactions on Networking* available on WWW are being negotiated.
• Conference Proceedings for ICC ’96 will be available on CD-ROM. (Action Item 95:4, closed)
  • The following business plans will be presented to OpCom in September and subsequently to the Board in Singapore:
    > A business plan for a library of past ComSoc publications
    > A business plan to make short, late-breaking technical/business/regulatory developments available on the WWW
  • A business plan for on-line advertisements will be drafted by November.

B. Strategic Plan  --  Kojiro Watanabe (Attachment 13)
  • A sister-society agreement between IEICE and ComSoc should reach conclusion in November.
  • A new chair will be appointed to head Strategic Planning; Maurizio asked the Board to recommend young volunteers to participate on the committee.
  • Maurizio thanked Kojiro for his excellent work as chair and for his efforts in strengthening ComSoc ties with national organizations such as IEICE.

C. IEEE Organizational Improvement Plans  --  Allan
  Allan reviewed three alternatives being considered for restructuring IEEE.
  • A traditional model decreases members of the Board of Directors from 32 to 24, and provides an evolutionary rather than revolutionary change.
  • The federation model eliminates the TAB and RAB (Technical Activities and Regional Activities Boards) and forms federations of societies and geographic entities. Chapters would belong to the societies; members could opt to join technical or geographic entities and pay dues accordingly.
  • The matrix model is similar to the federation model but more complex, establishing assembly representatives with both technical and geographical constituencies.

6. Old Business (Action Items 95: 5, 6, 7, 8)

A. Director of Electronic Services Position  --  Steve (Attachment 14)
  • The Society has need for a new department of electronic services (with volunteer director) to provide guidance in the electronics arena, enhance existing systems, and to initiate new/creative directions.
  • Although the Board was not asked to approve a new department at this time, Steve recommended hiring a staff person knowledgeable in electronic processes/media to report to Allan and to the future Director of Electronic Services.
  • The EPSG committee will continue its function, and its chair will report regularly to the Board.  (Action Item 95:5, closed)

B. ComSoc Restructure Proposal  --  Doug (Attachments 15a, 15b)
  • Doug presented a preliminary proposal for a Society architecture designed to distribute the increased workload funneled up to the president.
  • Discussion centered on increasing the number of vice presidents (elected officers) to offload the president.
Maurizio requested that Celia, Doug, and Roberto report to OpCom in September with an updated structure. They expect to present their final proposal (with implementation plan) at GLOBECOM in November. (Action Item 95:6, continuing)

C. ComSoc Database Proposal -- Celia
Celia presented a proposal for a ComSoc database to assist with member development (statistics, membership drives, queries), to stimulate conference attendance, and allow for advertising and product sales. The proposal encompasses the following:
> build one central database
> download member information from IEEE
> populate additional fields of members with appropriate information
> add new entries for conference attendees as they occur
> enter conference information on-line from conferences to a central file
> utilize feedback discrepancy information (notifying IEEE to update data).

• A full-time staff person will be required to build and maintain the system.
• Celia will head a task force consisting of Steve, Dick, Allan, Tom, and Dale Armor (secretary of CNOM) to address this issue.

Celia moved that “the Board approve the expenditure of $40k to establish Phase I of a central Communications Society database to be used for membership development, conference attendance and administrative purposes. This expenditure will be taken from the $200k already allocated within the budget for new initiatives”; approved. An approximate breakdown of the cost is as follows: $12-15k for database design/requests analysis, $8-10k for the license, and $8-10k for a server. (Action Item 95:7, continuing)

D. ComSoc Travel Expense Reimbursement Proposal -- Dick (Attachment 16)
Joe moved that “the Board approve the ComSoc travel expense reimbursement policy with the amendment that all requests for travel expenses must be submitted in writing to the appropriate officer or director”. Approved. (Action Item 95:8, closed)

7. New Business -- Standards Activities -- Maurizio
• The Board agreed that, as standards is not a primary focus for the Society currently, ComSoc will forgo participation in the standards arena at this time. Maurizio will report to Ivor Knight, ComSoc’s representative for IEEE Standards.

8. Future Meeting Plans
• OpCom, September 8, 1995, New York City
• Board of Governors, November 16, 1995, Singapore
• Management Retreat, January 5-6, 1996, Tucson, AZ

The Board adjourned at 4:10 p.m.

ATTACHMENTS
Attachment 1   Agenda
Attachment 2a  Financial Report
Attachment 2b  1994 Budget Report
Respectfully submitted,

G. Allan Ledbetter
Secretary

MOTIONS

95:3 the 1995 budget be approved.

95:4 the Board increase the IEEE Communications Magazine page budget by 100 pages in 1996, retroactive to 1995, the IEEE Transactions on Communications page budget by 100 pages in 1996, and The Global Communications Newsletter budget by 24 pages in 1996.

95:5 the nonmember publications rates not be raised for 1997.

95:6 the intent of the Board of Governors is to offer university subscribers a subsidy in 1996 equal to the difference between the 1995 and 1996 nonmember rates; the Executive Director is directed to look for a mechanism to accomplish this at an acceptable cost.

95:7 the Board approve the Communications Publications Package (CPP) and an $11k marketing budget.

95:8 that given the IEEE goal of actively increasing its global character, the GICB asks that IEEE direct and finance a study of the optimum tax solution for GLOBECOM ‘96 and for all other IEEE conferences to be held in the UK.”
The IEEE Communications Society Board of Governors believes that all organizers of IEEE activities (such as conferences, publications, etc.) should be sheltered from financial and civil liability; accordingly, the Board requests that IEEE report to the President of the IEEE Communications Society by August 31 on all questions relating to the liability of those engaged in undertaking the work of IEEE.

The Board approve the expenditure of $40k to establish Phase I of a central Communications Society database to be used for membership development, conference attendance and administrative purposes. This expenditure will be taken from the $200k already allocated within the budget for new initiatives.

The Board approve the ComSoc travel expense reimbursement policy with the amendment that all requests for travel expenses must be submitted in writing to the appropriate officer or director.
ACTION ITEMS

94:50 (closed)
94:51 (closed)
94:52 (closed)
94:53 (closed)
94:54 (closed)

94:55 (continuing) Maurizio will appoint a new representative from North America in the Strategic Planning Committee. (A new chair and additional members will also be needed.)

94:56 (closed)
95:1 (closed)
95:2 (closed)
95:3 (closed)
95:4 (closed)
95:5 (closed)

95:6 (continuing) Celia, Doug and Roberto will develop a proposal for restructuring the Communications Society (final proposal in November).

95:7 (continuing) Celia, Steve, Allan, Dick will provide Maurizio with a Communications Society database proposal by April 30 (final proposal in November).

95:8 (closed)

95:9 (continuing) John will provide a written report by April 30 on the video self-teaching tutorial program (implementation by year end).

95:10 (new) Ross will develop capital budgeting procedures paralleling the society’s financial budgeting procedures.

95:11 (new) Allan will look for a mechanism to offer university subscribers a subsidy in 1996 at an acceptable cost.

95:12 (new) Birendra will head a task force including Steve, Roberto and Celia to establish a ComSoc policy for library subscription fees.

95:13 (new) Maurizio will refer the matter of protection for IEEE organizers from financial and civil liability to Dick Schwartz, requesting an answer by August 31.

95:14 (new) All officers and directors will prepare departmental policies/procedures for submission to the Board.