Attendees at the meeting were:

**Officers (voting)**
- Bhargava, Vijay
- Benedetto, Sergio
- Chan, Vincent
- Cimini, Len
- Fonseca, Nelson
- Gelman, Alex
- Jamalipour, Abbas

**Members-at-Large (voting)**
- Ansari, Nirwan
- Bregni, Stefano
- Fettweis, Gerhard
- Foisel Hans-Martin
- Galli, Stefano
- Hartmann, Merrily
- Lozano, Angel
- Michelson, David

**Directors (non-voting)**
- Aguilera, Pedro
- Bush, Stephen
- Cai, Yi-Yang
- Gorshe, Steve
- Hartmann, Merrily
- Lee, Kwang Bok
- Lu, Kevin
- Mehta, Neelesh
- Michelson, Dave
- Moyer, Stan
- Takawira, Fambirai
- Saracco, Roberto
- Stuttgen, Heinrich
- Ulema, Mehmet
- Wilson, Sarah Kate

**Officers (non-voting)**
- Avni, Micha
- Cimini, Len
- Howell, Jack
- Letaief, Khaled

**Invited Guests**
- Pape, John
- Kramer, Gerhard
- Ward-Callan, Mary
- Worthman, Bruce

**IEEE Div. III Dir. (voting)**
- Zuckerman, Doug
- Freeman, Harvey

**Absent Officers**
- Moyer, Stan

**Recording Secretary**
- Swaim, Carole
- Cronin, Carol

1. **Opening Remarks – Vijay Bhargava (Attachment – Agenda)**

   Vijay called BoG1 to order at 1 p.m. introducing invited guests, Mary Ward-Callan, Managing Director Technical Activities, and Gerhard Kramer, President, IT Society. The consent agenda was approved after the removal of motions 13:02, 13:03, and 13:08. The meeting agenda was approved with modifications; minutes of BoG2 (Anaheim, CA) and OpCom1 (Newark, NJ) were approved. Meeting quorum was established at 20.

   Unresolved differences among ComSoc volunteers are currently in the hands of the TAB Conflict Resolution Committee. Since this is a legal issue, Mary Ward-Callan stated that it is now in the hands of IEEE Legal and no further action should be taken by ComSoc or any individual without advice from a lawyer. Governance Committee is to recommend policies to prevent future occurrences immediately. (action:13:02, new).

2. **Officer Reports**

   **A. President-Elect – Sergio Benedetto (Attachment)**

   Sergio emphasized his goal for transparency in Board decisions; he plans to have an open call for standing committee member positions. Sergio will approach IEEE New Initiatives Committee for start-up seed money to initiate a large (OFC-level) conference on wireless (with expo) communications within the next 2-3 years.

   **B. Division III – Doug Zuckerman (Attachment)**
The following Consent Agenda motions approved at OpCom1 were removed for discussion and vote:

- “that Board of Governors meetings shall take place at ICC and GLOBECOM during the afternoon of the second technical papers day and continuing on the morning of the following day, starting with ICC 2013 in Budapest.” After further discussion, **motion 13:02** failed.
- “that ComSoc Management Retreat shall be held as an in-person meeting in either January or in early February by no more than one week before the IEEE Meeting Series takes place.” After further discussion, **motion 13:03** failed.

Doug moved “that the BoG approve a revision to Bylaws 7.7: ‘Ad Hoc Committees may be established by the President in consultation with the Board of Governors…’”  **(motion 13:09)** Approved; 19 in favor. This goes to IEEE for final approval.

C. Technical Activities – Len Cimini (Attachment)

**Awards:** Paper award eligibility requirements were recently modified from “publication specific” to “any journal financially sponsored or co-sponsored by the Communications Society.” The following motions from the Awards Committee revert to the former procedure: (each paper award—Abraham, Rice, and Bennett – being aligned to a specific journal or magazine):

Len moved “that the proposed changes (shown below) be made to the eligibility requirements for the Abraham, Bennett, and Rice Prize Paper Awards.”  **(motion 13:10)** Approved.

**ABRAHAM**

Title: The Communications Society Leonard G. Abraham Prize
Eligibility: Publication of an original paper published in the *IEEE Journal on Selected Areas in Communications* in the previous 3 calendar years; author need not be an IEEE member.

**BENNETT**

Title: The Communications Society Stephen O. Rice Prize
Eligibility: Publication of an original paper published in the *IEEE/ACM Transactions on Networking* or the *IEEE Transactions on Network and Service Management* in the previous 3 calendar years; author need not be an IEEE member.

**RICE**

Title: The Communications Society Stephen O. Rice Prize
Proposed Eligibility: Publication of an original paper published in the *IEEE Transactions on Communications* in the previous 3 calendar years; author need not be an IEEE member.

For consistency with other paper awards, the Awards Committee moved “that the dates for nominations for the IEEE Marconi Prize Paper Award in Wireless Communications be modified from 1 January through 31 January (rather than 15 February).”  **(motion 13:11)** Approved.

**Technical Committees:** policies & procedures are being revised, and Alex Gelman is establishing a guide for standards liaisons; committees to be recertified, abolished, or merged (HS/OC) will be announced at GLOBECOM.
Cloud Communications, Smart Grid, and Situation Management have been moved under ETC; the GreenComm TC subcommittee may be elevated to full technical committee.

Representing TCRC, Len moved “that the Tactical Communications & Operations Technical Committee be dissolved.” (motion 13:12) Approved. Len recommended creating a ComSoc steering committee for MILCOM with Ken Young as initial chair to ensure a continuing structure.

D. Conferences – Abbas Jamalipour (Attachment)

The following bylaws revision (approved via consent agenda) goes to IEEE for final approval: “7.3.15 Industry Content & Exhibition – This committee is responsible for promoting the strategic vision and management of programs attractive to members from or with an interest in industry in the Society’s activities, including assuring high quality and value.” (motion 13:06)

The following Consent Agenda motion was removed for further discussion and vote:

- “that the Vice President of Conferences and Conferences Directors cannot add themselves to any new or existing Conference Standing/Steering Committees during their term of office as Vice President Conferences or Conferences Directors”. After discussion, motion:13:08 was withdrawn; approved; 20 in favor. The Conferences Council/(3 Conference Boards) revised the Steering Committee Charter template which eliminates the need for this motion.

E. Publications Council – Vincent Chan (Attachment)

Online Content Board: Vijay appointed Elena Neira Director to fulfill the 2012-13 term.

In order to engage/involve the industry community in publications, Vincent will recruit associate editors from industry; and appoint co-EICs with industry background.

F. Member Relations – Nelson Fonseca (Attachment)

An EMEA Regional Chapter Chairs Congress will be held this week at ICC, Budapest.

Regional Webinars are being set up to promote technical services to chapters.

Nelson is working on a business plan with John Pape to deliver ComSoc content through a mobile app.

Marketing Update:

- ComSoc membership is up 16% over April of 2012 (partially due to depressed results in April 2012.)
- ComSoc social media activity continues: 260,000+ likes on Facebook
- Chapters begin to use WebEx webinar software (25 chapters have accounts)
- Preliminary business plans are being formulated for Career Centers at conferences and smartphone apps for ComSoc tutorials and online services.
- Marilyn Catis joined the staff as Manager of Certification and Professional Education

Approved via consent agenda, 13:07 bylaws revision goes to IEEE for final approval:

7.3.15 Women in Communications Engineering – This committee is responsible for encouraging the participation and membership of women communications engineers in the Society. The Chair is appointed by the President and reports to the Vice President - Member Relations. Members are appointed by the Chair to a three-year term upon approval of the Vice President Member Relations with one third of the
members appointed each year. The committee will meet at least once year at ICC or GLOBECOM. It will provide an annual written report, which will be distributed to the Society President, Vice Presidents, and Technical Committee Chairs prior to each ICC. Bylaws 7.1 will be revised to include aligning WICE with the Vice President Member Relations reporting to the Vice President of Member Relations.”

G. Standards Activities – Alex Gelman (Attachment)

Alex reported the Development Board (CSDB) statuses of Standards Committees (DySPAN, PLC, TAOS and project statuses of the Working Groups.

Standardization Programs Development Board (CSPDB) is working to acquire/modify an existing journal to be renamed IEEE Journal on Information and Communication Technologies Standards and Standardization Research.

Another initiative - Software Defined Networks – is an effort to establish an IEEE wide comprehensive program based on a broad vision of SDN. A proposal will be submitted to IEEE New Initiatives and Future Directions committees in June.

Alex moved “that the BoG approve the following revision to the ComSoc Constitution: adding to Member Services Article 7: ‘7.4 Standards - The Society sponsors standards development in accordance with the process defined and approved by IEEE Standards Associations. It also organizes standards-related activities that comply with applicable IEEE/ComSoc and/or IEEE-SA policies.’” (motion 13:13) Approved. This goes to IEEE for final approval and then to the ComSoc membership for approval via IEEE Communications Magazine.

Alex moved “that the BoG approve a revision to Bylaw 6.4.12 by deleting the last sentence “If no Director – Standards Development is appointed, the Vice President – Standards Activities shall fill that role.” (motion 13:14) Approved. This goes to IEEE for final approval.

H. CIO – Micha Avni (Attachment)

Projects completed for 2013 include moving conference websites to the Drupal platform; replacing Parity with Drupal, automating the awards website, and establishing a disaster recovery plan (ComSoc was not included in IEEE’s plan when their data center crashed).

Digital Bookshelf for Communications, Network and Wireless magazines was launched; a proposal was sent to Technical Activities for use across all societies is pending.

I. Nominations & Elections (NEC) – Byeong Gi Lee (Attachment)

2013 election is in progress; voting reminders are sent bi-weekly; voting ends July 26.

The 2014 nomination process has begun; the online recommendation form is posted and recommendations will be accepted through August 15.

Policies/procedures for the NEC have been reviewed and a draft of updates prepared. NEC will develop recommendations in regard to the overall P&Ps as well as the following specific issues/motions (below) from BoG1 2009. NEC will work with Governance to resolve policy issues. (action 13:03, new)

Ballot – Vote Counts motion - 09:08 “the BoG approve that vote counts should be published on the ComSoc website for President-Elect and Vice Presidents, but not for the Members-at-Large.”
Ballot - Petition Candidates motion - 09:09 “the BoG approve that petition candidates should not be identified as such on the ballot.”

President-Elect motion - 09:11 “that the BoG approve in principle the process described in this meeting for BoG involvement in the selection of a President-Elect candidate” (namely having the BoG reduce the short list to 2-3 names for the final ballot less any petition candidates).”

J. Finance – Khaled Letaief (Attachment)

Khaled presented the final financial results from 2012. He updated the BoG on the initial forecast for 2013 showing a deficit of $755K heading into OpCom1 including a mitigation plan with numerous items for consideration. Khaled presented the outcome of those discussion items from OpCom1 lowering the deficit to $525K currently.

Khaled presented the assumptions for the 2014 budget which mainly includes:
   a) $2 dues increase to $28 (for those receiving CommMag in Digital Delivery format)
   b) 2-6% price increase for all member subscriptions
   c) Average of 7% price increase for all non-member subscriptions
   d) Program spending as outlined in presentation

The most significant impact to the 2014 budget is IEEE's overhead/infrastructure algorithm change; the net effect for ComSoc amounts to over $800K positive. Khaled reported the 2014 overall budgetary surplus to be currently at $99K.

Nirwan “moved that the Board approve a $2 dues increase (to $28) and to $62 when adding print.” (motion 13:15) Approved.

Nirwan moved “that the BoG approve the members subscription price increase from 2% to 6% increase for various publications.” (motion 13:16) Approved.

Jack moved “that the BoG approve the non-member subscription of a 7% average price increase (as per the price list).” (motion 13:17) Approved.

Khaled moved “that the BoG approve revisions to Bylaw 9 Finance Section as shown in the document presented in this meeting.” (motion 13:18) Approved; (see below). This goes to IEEE for final approval.

9.1 Officers will prepare budgets for the coming calendar year in the first half of each year to be approved by the BoG at its mid-year meeting. Actuals will be reviewed throughout the year, and forecast reported at each meeting.

9.2 Dues and fees are set by the BoG in accordance with IEEE and Society guidelines and are based upon proposals by the Treasurer to the BoG. Billing and receipt of annual dues are part of the IEEE dues billing process.

9.3 Budget

9.3.1 Each year the Society produces a budget which must be approved by the BoG.

9.3.2 The annual budget may include funding for unplanned expenses; funding levels will be set by the BoG and disbursements made at the discretion of the President.

9.3.3 The Treasurer is responsible for the development of the Society annual budget, for preparing Society inputs, and delivering to IEEE Technical Activities for consolidating with other societies, and ultimately to the IEEE for their consolidated budget. The Treasurer monitors revenues and expenses, providing interim budget, budget, forecast, actuals reports at each BoG and OpCom meeting. A complete financial report, including actual versus budget, net assets, and reserves is presented by the Treasurer annually.

9.4 Finance

9.4.1 The Treasurer has oversight responsibility for all Society financial matters.
9.4.2 Funds will be handled as designated by the Treasurer and will be deposited with IEEE or with external financial institutions, as approved by the BoG, IEEE Executive Committee and/or IEEE Board of Directors.

9.4.3 The Treasurer, or Staff Director, will follow orderly procedures for disbursement of funds, providing sufficient checks and balances and appropriate record keeping. A budgeted expenditure requires no further approval beyond approval of the Treasurer.

9.4.4 Non-budgeted expenditures up to $25,000 may be approved by the President and must be accounted for at the next BoG or OpCom meeting.

9.4.5 OpCom can approve expenditures that do not exceed .5% each (or 2% total) of the expense budget for the year.

9.4.6 The Treasurer will periodically review the Society finances and recommend adjustments needed to insure financial stability of the Society.

9.4.7 The Treasurer will cooperate with Society and IEEE officials to accomplish financial audits when requested. The results of these audits will be presented to the BoG.

K. Operations & Facilities – Jack Howell (Attachment)

Jack asked that the (committee-approved) OFC P&Ps be posted on the appropriate web page and briefed the Board on the staff’s temporary relocation facilities and costs.

Mary Ward Callan presented the unification plan in IEEE Information Technologies; namely, consolidating all of IEEE IT under the IEEE CIO. Jim Prendergast will arrange a meeting with impacted societies to socialize and discuss the business plan and to address objections. ComSoc staff members (7) will be (potentially) affected. Jack, Vincent, Alex, Doug, Harvey, Vijay will work on a strategy to approach/socialize their concerns with IEEE and report back to the BoG. (action 13:04, new)

L. Education Board – David Michelson (Attachment)

David moved “that the Director of Education be renamed Director of Education & Training and that the Education Board be renamed the Education & Training Board. Bylaws 6.4.4 responsibilities will be revised to say ‘This Board is responsible for the oversight of all Society education and training activities, including administration of the Society’s programs on continuing education, incorporating tutorials, short courses, lectures, etc…’” (motion 13:19) Approved. It goes to IEEE for final approval. It makes the Education Board’s dual role in serving both academia and industry more apparent.

Education and Training will be a new feature series appearing twice yearly in Communications Magazine.

In conjunction with GITC/GIMS, David is working to identify education and training activities that can be offered on a recurring basis at ICC and GLOBECOM.

M. Governance – Len Cimini (for Chair, Mark Karol)

To address the ongoing issues in ComSoc, Mary Ward Callan and the BoG developed and proposed the following statement for BoG approval: “The Board of Governors resolves that the ComSoc Governance Committee will work with staff to define a ‘Remove from Office and/or Suspension’ clause which would be added to the IEEE ComSoc Bylaws. This new clause will be reviewed with the IEEE Governance Committee and the IEEE Vice President of Technical Activities. In September or October, a special meeting of the IEEE Communications Society Board will be called in accordance with the ComSoc Bylaws to consider this Bylaw change. If the Bylaw is
passed, it will be considered by the IEEE VP of TA and, if approved, will go into effect immediately.” (motion 13:20) Approved.

Des Taylor has been approved by the BoG to be ComSoc’s first Ombudsman (see consent agenda). Regarding the timeline for the Ombudsman position (motion 12:15), ComSoc is awaiting IEEE final approval; policies and procedures are already in place.

N. Strategic Planning and 2020 Vision – Roberto Saracco

Roberto emphasized “strategy without execution is moot” and that Vice Presidents must be an integral part of the strategic plan and held responsible for the execution of the plan via Directors aligned with a particular strategic plan; i.e., developing new education courses, creating a communications service network and information reference database, and strengthening online revenues.

Roberto asked for direction on ComSoc 2020 as revisions are needed; President-Elect, Sergio, proposed more time be devoted to strategic planning in BoG meetings and that strategic planning be discussed in detail at Management Retreats.

3. Closing Remarks – Vijay Bhargava

Vijay thanked officers/staff, and Sergio closed by commending the officers on a fruitful meeting which brought resolutions to important issues. Fambirai announced the RCCC beginning at 12:00 noon with a shared BoG/RCCC luncheon. Meeting adjourned 11:05 a.m.

4. Future Meetings for 2013 – Vijay Bhargava

- OpCom2: eMeeting, September TBD
- BoG2: Atlanta, Georgia, December 11 (afternoon) - 12 December (morning) with GLOBECOM

Respectfully submitted,

Carole Swaim

ATTACHMENTS

See Agenda Tool and BoG 2013 Community Site

CONSENT AGENDA

Life Sciences Technical Committee/Council
13:01 “that ComSoc contribute $15k per year for 3 years starting in 2014 to ensure that Life Sciences Technical Committee/Council gets a solid start.”

BoG Meetings - removed from Consent Agenda
13:02 “that Board of Governors meetings shall take place at ICC and GLOBECOM during the afternoon of the second technical papers day and continuing on the morning of the following day, starting with ICC 2013 in Budapest.” motion failed.

Management Retreat meetings - removed from Consent Agenda
13:03 “that ComSoc Management Retreat shall be held as an in-person meeting in either January or in early February by no more than one week before the IEEE Meeting Series takes place.” motion failed.
Officer Travel Reimbursement

**13:04** ComSoc shall reimburse BoG members for travel expenses associated with participation at ICC and GLOBECOM events and meetings.

Ombudsman – awaiting decision from IEEE

**12:15** the Board tabled a motion at BoG2 to create the position of ombudsman within ComSoc. It was approved subsequent to the BoG via e-mail vote (**motion 12:15**): “that BoG2 create an ombudsman position within ComSoc by adding the following text to ComSoc Bylaws Section 3.8 Operations:

1.8.10 **Ombudsman:** The Ombudsman shall be the first point of contact for reporting a dispute or complaint related to ComSoc activities and volunteers, and/or staff. The Ombudsman will investigate, provide direction to the appropriate IEEE resources if necessary, and/or otherwise help settle these disputes at an appropriate level within the Communications Society. Nominations & Elections Committee will nominate two candidates for the position of Ombudsman who are not currently on the Board and have not been on the Board for at least two years. The BoG will then select one of the two candidates to serve for a two-year term beginning the second year of the President’s term. The term of the first ComSoc Ombudsman shall begin 1/1/13.)”

Ombudsman

**13:05** OpCom1 approved Des Taylor to be ComSoc’s first Ombudsman.

ICEC Standing Committee goes to IEEE for final approval

**13:06** “that OpCom1 approve creating a Standing Committee on Industry Content & Exhibitions (ICEC) and that Section 7.3 of the bylaws be modified by adding the following and reflecting this in 7.1 of the bylaws as reporting to the president:

7.3.15 Industry Content & Exhibition – This committee is responsible for promoting the strategic vision and management of programs attractive to members from or with an interest in industry in the Society’s activities, including assuring high quality and value.”

WICE Standing Committee goes to IEEE for final approval

**13:07** “that the following statement of responsibilities be included in the Bylaws describing the functions of this new standing committee:

7.3.15 Women in Communications Engineering – This committee is responsible for encouraging the participation and membership of women communications engineers in the Society. The Chair is appointed by the President and reports to the Vice President - Member Relations. Members are appointed by the Chair to a three-year term upon approval of the Vice President Member Relations with one third of the members appointed each year. The committee will meet at least once year at ICC or GLOBECOM. It will provide an annual written report, which will be distributed to the Society President, Vice Presidents, and Technical Committee Chairs prior to each ICC. Bylaws 7.1 will be revised to include aligning WICE with the Vice President Member Relations reporting to the Vice President of Member Relations.”

Conference Committee Members - removed from Consent Agenda

**13:08** “that the Vice President of Conferences and Conferences Directors cannot add themselves to any new or existing Conference Standing/Steering Committees during their term of office as Vice President Conferences or Conferences Directors.” **motion withdrawn.**
MOTIONS PASSED THIS MEETING

Ad Hoc Committees
13:09 “that the BoG approve a revision to Bylaws 7.7: ‘Ad Hoc Committees may be established by the President in consultation with the Board of Governors…….’”

Paper Awards
13:10 “that the proposed changes (shown below) be made to the eligibility requirements for the Abraham, Bennett, and Rice Prize Paper Awards.”

ABRAHAM
Title: The Communications Society Leonard G. Abraham Prize
Eligibility: Publication of an original paper published in the IEEE Journal on Selected Areas in Communications in the previous 3 calendar years; author need not be an IEEE member.

BENNETT
Title: The Communications Society Stephen O. Rice Prize
Eligibility: Publication of an original paper published in the IEEE/ACM Transactions on Networking or the IEEE Transactions on Network and Service Management in the previous 3 calendar years; author need not be an IEEE member.

RICE
Title: The Communications Society Stephen O. Rice Prize
Proposed Eligibility: Publication of an original paper published in the IEEE Transactions on Communications in the previous 3 calendar years; author need not be an IEEE member.

Paper Awards
13:11 “that the dates for nominations for the IEEE Marconi Prize Paper Award in Wireless Communications be modified from 1 January through 31 January (rather than 15 February).”

Technical Committees
13:12 “that the Tactical Communications & Operations Technical Committee be dissolved.”

Standards
13:13 “that the BoG approve a revision to the ComSoc Constitution adding the following to the Member Services Article 7: 7.4 Standards - The Society sponsors standards development in accordance with the process defined and approved by IEEE Standards Associations. It also organizes standards-related activities that comply with applicable IEEE/ComSoc and/or IEEE-SA policies.”

Standards
13:14 “that the BoG approve a revision to Bylaw 6.4.12: deleting the last sentence “If no Director – Standards Development is appointed, the Vice President – Standards Activities shall fill that role.”

Finance
13:15 “that the Board approve a $2 dues increase (to $28) and to $62 when adding print.”

Finance
13:16 “that the BoG approve the members subscription price increase from 2% to 6% increase for various publications.”

Finance
13:17 “that the the BoG approve the non-member subscription of a 7% average price increase (as per the price list).”
that revisions to Bylaw 9 Finance Section be approved as shown in the document presented in this meeting.”

9.1 Officers will prepare budgets for the coming calendar year in the first half of each year to be approved by the BoG at its mid-year meeting. Actuals will be reviewed throughout the year, and forecast reported at each meeting.

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9.4.5 OpCom can approve expenditures that do not exceed .5% each (or 2% total) of the expense budget for the year.

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9.4.7 The Treasurer will cooperate with Society and IEEE officials to accomplish financial audits when requested. The results of these audits will be presented to the BoG.

Education

“that the Director of Education be renamed Director of Education and Training and that the Education Board be renamed the Education & Training Board. Bylaws 6.4.4 responsibilities will be revised to say “This Board is responsible for the oversight of all Society education and training activities, including administration of the Society’s programs on continuing education, incorporating tutorials, short courses, lectures, etc…”

Governance

“that the Board of Governors resolves that the ComSoc Governance Committee will work with staff to define a ‘Remove from Office and/or Suspension’ clause which would be added to the IEEE ComSoc Bylaws. This new clause will be reviewed with the IEEE Governance Committee and the IEEE Vice President of Technical Activities. In September or October, a special meeting of the IEEE Communications Society Board will be called in accordance with the ComSoc bylaws to consider this bylaw change. If the Bylaw is passed, it will be considered by the IEEE VP of TA and, if approved, will go into effect immediately.”
**ACTION ITEMS**

13:02 **new:** Governance Committee is to establish policies to prevent future unresolved differences among volunteers.

13:03 **new:** Byeong and Merrily (NEC) will work with Governance to correct policy conflicts from BoG1 2009 and submit recommendations on each issue to BoG2 for approval.

- **Ballot – Vote Counts motion - 09:08** “the BoG approve that vote counts should be published on the ComSoc website for President-Elect and Vice Presidents, but not for the Members-at-Large.”

- **Ballot - Petition Candidates motion - 09:09** “the BoG approve that petition candidates should not be identified as such on the ballot.”

13:04 **new:** Jack, Vincent, Alex, Doug, Harvey, Vijay will work together to develop a strategy on IT consolidation to approach/socialize with IEEE and will report back to the BoG.

13:01 **new:** Steve Weinstein requested that ComSoc restart a former initiative to create a Chinese interface on our Web site--having front pages in Chinese and back pages in English.

12:02 **closed:** Jack will take the lead regarding an advertising strategy to include a market analysis and detailed comparison with other IEEE units and societies, along with an implementation plan being prepared for online/mobile” within 30 days. (Completed on 13 July 2012 as directed, however follow up reports will be expected so this item remains open.

12:04 **continuing:** Sergio and the VPs will work with Governance Committee to review/update their individual council/boards policies/procedures as well as those for committees reporting to them.

12:05 **closed:** Jack will share with OpCom1 a proposal for submission to the IEEE New Initiatives Committee for funding support to develop an online advertising strategy that may be used in ComSoc and other Societies.

12:06 **closed:** Roberto proposed areas of focus for 2013, requesting Vice Presidents to address and work to implement the actions specific to their areas.