Attendees at the meeting were:

**Officers (voting)**
- Desmond, Celia
- Siller, Curtis
- Clarkson, Trevor
- Gelman, Alex
- Saracco, Roberto

**Members-at-Large (voting)**
- Anderson, Ross
- Freeman, Harvey
- LoCicero, Joe

**Directors & CIO (non-voting)**
- Blank, Howard
- Cohen, Robbie
- Fonseca Nelson
- Harris, Dale
- Hedderwick, Jorge
- LoCicero, Joe

**Division III Director (voting)**
- Freeman, Harvey
- Howell, Jack

**Officers (non voting)**
- LoCicero, Joe

**Invited Guests**
- Zuckerman, Doug

**Absent**
- Bhargava, Vijay
- Tranter, Bill

1. **Opening Remarks** - Celia Desmond (Attachment 1--Agenda)

Celia called the ComSoc Operating Committee (OpCom) to order at 9:00 a.m., welcoming members and guests and noting a joint meeting with the Latin America Regional Chapter Chairs Congress was scheduled that afternoon.

Action items from the January Management Retreat were assigned for discussion; the meeting agenda was approved.

2. **Officer Reports and Issues**

A.  **IEEE and TAB Meetings-- Celia Desmond** (Attachment 2)

At the February IEEE meeting series, Celia noted the spirit of cooperation and reported that IEEE’s overall 2003 financial projection had turned around, while ComSoc’s 2003 financial projection continues to deteriorate.

IEEE Meetings & Services Committee: The total number of TIP (Technical Interest Profile) codes has been reduced for implementation next renewal cycle.

**TAB Products Committee. – Robbie Cohen**

IP pricing consistency strategy: Pricing units will be changed from journals/pages to technical papers; there will be continued movement toward market pricing.

TAB (Technical Activities Board) will propose a more equitable net revenue distribution for products and services at the November IEEE BoD (Board of Directors), possible weight factors: base/content/usage.

A strategy for tiered academic pricing is being evaluated with TAB investigating a strategy for small businesses.
TAB FinCom Watchlist Meeting – Harvey Freeman

TAB accepted the 2003 ComSoc budget with a ($800K) deficit. Since the November meeting ComSoc’s deficit projection has increased to ($1.6M). Harvey anticipates ComSoc being back on track with a balanced budget by December 2004.

Harvey reported to TAB that ComSoc would implement “revenue-producing projects” rather than rely on the traditional approach of cutting expenses.

Comsoc will move toward Internet delivery of new/existing/modified services offering technical content in a “suite of products”.

Division III Report – Steve Weinstein/Roberto de Marca

Determining a proper cost allocation for Xplore continues. TAB/PSPB (Products & Services Policy Board) endorsed allocating IEEE Xplore costs directly to Societies/Councils/ joint publications based on a flat fee per publications.

With US government restrictions on embargoed countries, TAB endorsed the International Traffic in Arms Regulations (ITAR) restriction of no publications support to authors (reviewing, editorial services, etc) in those countries; however, organizations are permitted to distribute publications.

IEEE Executive Director, Dan Senese, responded on the status of “efficiency/cost saving recommendations” from the BDO Seidman Report; specifically, increasing staff/management ratio, charging salary/fringe benefits on actual time incurred, assigning costs directly to all Operating Units, simplifying IEEE accounting structure/cost-allocation process, and reducing corporate infrastructure.

B. Finance – Dues and Pricing Proposal – Harvey Freeman (Attachment 3)

In modernizing ComSoc business and services, Harvey suggested putting all publications online (not merely “switching” to on line, but adding different/enhanced services).

ComSoc will (must) identify new revenue items - prioritizing by “highest revenue generators” and/or “fastest implementation time tables”.

Dues/member subscriptions must increase to narrow the budget gap. ComSoc will propose another non-member price hike effective 2004. (ComSoc non-member prices increased in 2003 to match IEEE.)

With a 2004 IEEE requirement of $2,008M from our Society, the BoG must agree on: major expense reductions; pricing for 2004 (fine-tune budget numbers); the “potential” deficit for 2004(or preferred bottom line); and solicit TAB’s concurrence.

C. Technical Activities – Curtis Siller for Bill Tranter (Attachment 4)

Robbie moved “that OpCom approve Bill Tranter’s recommendation that the following technical committees be re-certified for a period of three years (through 12/31/05):

- Communications Quality and Reliability
- Communications Software
- Communications Switching and Routing
- Communications Systems Integration and Modeling
- Communication Theory
- Computer Communications
• Enterprise Networking
• Gigabit Networking
• Information Infrastructure
• Internet
• Multimedia Communications
• Network Operations and Management
• Optical Networking
• Personal Communications
• Radio Communications
• Satellite and Space Communications
• Signal Processing and Communications Electronics
• Signal Processing for Storage
• Tactical Communications
• Transmission, Access and Optical Systems”

(motion 03:01) All approved.

Robbie moved “that OpCom approve Bill Tranter’s recommendation that the Interconnections in High-Speed Digital Systems Technical Committee be decertified effective July 1, 2003; HSDS chooses to align themselves with LEOS (better reflecting their focus and operations).” (motion 03:02) All approved.

Robbie moved “that OpCom approve Bill Tranter’s proposal that the VP-TA and Chair of Emerging Technologies adopt the policies and procedures (Appendix A - attachment) to guide the formation of new technical committees using Emerging Technologies Committee as an incubator.” (motion 03:03) All approved.

Robbie withdrew a motion “that OpCom approve the VP-TA and Distinguished Lecturers Selection Committee Chair adoption of policies and procedures in Appendix B (see attachment) to guide the selection of Distinguished and Expert Lecturers”. (motion withdrawn). OpCom consensus is to remove the Fellow Grade requirement for a distinguished lecturer; Curtis will inform Bill of the Board’s recommendation; Bill will respond to the BoG in May. (action 03:01, new)

D. Membership Development – Trevor Clarkson (Attachment 5)

Three Regional Chapter Chairs Congresses are scheduled in 2003 (with Latin America occurring this week). Asia/Pacific is scheduled for 2004.

Trevor will work with John Pape developing a membership package for member recruitment at the chapter level to include a flyer, posters, and a CD with sample publications, tutorials and web content.

Trevor will review responses from a recent mailing and recommend selective mailing to members with over 5 years membership explaining how to upgrade to Senior Member.

E. Membership Services - Roberto Saracco (Attachment 6)

Roberto summarized activities within the Membership Services arena:

**Education:** Activity in Membership Services is focused on education (4 courses being provided by Stevens Institute). Additional proposals will be presented later.

**Meetings & Conferences:** M&C is considering new formats for technical sessions to attract a more varied constituency to address the decline in conference attendance
Roberto cautioned that enforcing the Board decision (motion 01:39) that conferences must show a 20% profit margin will impact (close down) several conferences.

**Magazines:** “Optical Communications Supplement” (within *IEEE Communications Magazine*) was launched successfully in February.

To offset plagiarism by authors, Roberto will send a message emphasizing the importance of protecting intellectual property.

**Online Services:** Work to expand on-line and products services continues, primarily with personalization and more educational content.

**Journals – Joe LoCicero**

Joe moved “that OpCom approve co-publication of the *Journal of Communications and Networks (JCN)* by ComSoc and KICS (as detailed in the attachment) and bring the recommendation to the BoG at ICC for final approval. (motion 03:04) Approved.

Joe will bring a business plan for *JCN* co-publication to the Board in May (action 03:02, new). Technically co-sponsored by ComSoc, in 2004 *JCN* will become a joint publication with shared financial interest between ComSoc and KICS. (*JCN* will migrate to being web based with editorial production handled in Korea and with paper version for Korean distribution managed separately by KICS during this period.)

**F. Society Relations – Alex Gelman (Attachment 7)**

Alex plans a Consumer Communications & Networking workshop. Dates will coincide with a Consumer Electronics Conference or Trade Show. Alex will form/ finalized a committee and bring a proposal to the BoG in May. (Steering committee will include Alex, Stan Moyer, and K.C. Chen). (action 03:03, new)

**G. Latin America Regional Chapter Chairs Congress/OpCom (Attachment 8)**

OpCom officers summarized benefits to chapter chairs, encouraging them to “benefit professionally” through the Society as future officers, to “take charge” of special conference sessions, and to provide input/feedback/suggestions to the BoG.

Chapter suggestions include:
- publishing “trends” in the January issues of *IEEE Communications Magazine* and following up with appropriate articles.
- considering how member dues impacts total membership in low-income areas.
- considering support for chapter formation in nearby countries.

**H. Online Services – Nelson Fonseca (Attachment 9)**

- Nelson is defining potential services for the education portal.
- He and Chih-Lin I are evaluating the feasibility of “live web-cast conference sessions”.
- An *IEEE Communications Magazine* special January issue on “Review of Communications Trends - Preview” is under consideration.
- Personalization tools for the digital library will be implemented in 3 modules.

**I. North America Region – Pierre Perra (Attachment 10)**

Pierre will bring a recommendation to the May BoG on a ComSoc Foundation; establishing the fund under IEEE may reduce flexibility. (action 02:28, continuing)
He reported that the IEEE Membership Development Retreat recommends establishing Membership Development officers in chapters when possible.

Pierre proposed “that ComSoc dues be adjusted to reflect the country (or set of countries) where members reside and that a committee be appointed to develop the most practical way to implement.” Not approved; 4 in favor, 6 opposed.

Alex then moved “that the ComSoc dues amount be adjusted to reflect the income level of the member, and a committee be appointed to develop the most practical way to implement this motion and report back to the BoG in May.” (motion 03:05) Approved. Celia will appoint a committee (to include Pierre). (action 03:04, new)

J. Sister Societies – Algirdas Pakstas (Attachment 11)

- Croatia and Slovenia signed sister-society agreements with us in Taiwan.
- Czech Republic and Hungary are prepared to sign this year; Belarus and Ukraine are negotiating.
- Renewal of eight existing sister societies is in progress.
- Our first Global Sister-Society Summit will take place during Globecom in San Francisco (although it was originally scheduled for Croatia in June).
- Alex will send a letter to sister societies about the use of the ComSoc logo.

With ComSoc’s objective of reaching societies in underdeveloped countries, Joe recommended documentation describing what constitutes a “sister society”.

K. Related Societies (Attachment 12)

Doug Zuckerman and Bill Tranter seek to co-sponsor a conference at The Hawaiian Village, Honolulu, Hawaii with Pacific Telecommunications Council.

USA Committee on Communications & Information Policy (CCIP) has requested our support. ComSoc responded affirmatively but restated our prior position that ComSoc cannot endorse regional-specific policies.

L. Education – Dale Harris, Howard Blank, Harvey Freeman (Attachment 13 - 15)

Harvey outlined ongoing activities: 3 groups working in parallel on different ways to provide “revenue relief” and “cost reductions” via on-line educational products (each addressing specific and critical needs).

Online Tutorials/Lectures/Courses - Dale Harris (Attachment 13)

Dale presented 3 online education initiatives, requesting approval to move forward.

- Online tutorials: offering a selection of tutorials on line; the first (via Stevens trial agreement) is scheduled for March and the second in April. With Board approval, Dale will issue an RFP to all institutions offering professional development online; contract should be for 10 tutorials a year (from 2004 –2006). (motion 03:08 below)

- Online lectures: ComSoc will put the lectures of Distinguished Lecturers and Fellows on line. Lecturers could do a live web cast to one or two locations (i.e., local chapters). These would be digitally recorded and put on the web for “on-demand” access (average one per month). This service would pay for itself and be a means of testing online lectures as a product. (motion 03:09 below)
• Sponsorship of online telecommunications programs: Humber College invited ComSoc to sponsor a web-based certificate program for skilled workers in telecommunications (would entail use of the ComSoc logo). The consensus of OpCom is not to proceed at this time.

Revenue-Generating Potentials - Financial Challenges - Harvey Freeman

Harvey determined ComSoc’s deficit is too large to be managed by a traditional cutting of expenses; he proposed going forward with initiatives “having both risk and a potential to create large revenues”.

Harvey will seek agreement on which projects are viable, get pricing, and bring recommendations to the May BoG. (action 03:05, new) Initiatives may include:
  - Record lecturers giving conference tutorials;
  - Develop tutorial short courses
  - Raise subscriptions prices
  - Convert publications to online (no print) - except IEEE Communications Magazine
  - Conference proceedings in CD format only
  - Advance programs - e-mail only version

Harvey plans to contact tutorial authors/presenters, get input, “line presenters up” and (with OpCom approval) will target “delivery” in July. (see motion 03:07 below)

CD-Rom Short Courses - Curtis Siller/Bill Tranter (see Attachment 12a)

Curtis presented a proposal for a CD-ROM based educational module (self-study short courses in wireless communications). Two courses are possible (one on fundamentals and the other on software-defined radios) using voice-over PowerPoint with possible “introductory” video clips on CD-ROM. Courses would be generated through an agreement with a production house or by ComSoc purchasing software that would allow an instructor to develop the course as a package.

Bill and Curtis will bring a business case (including costs of production, etc.), to the Board of Governors. (action 03:06, new)

Electronic Dissemination Committee (EDC) - Howard Blank

Howard recommended a team with authorization to oversee portal technology and content areas. Technology can be managed by CIO/staff, but content is more complex. He requested “conceptual approval” by OpCom to form the Electronic Dissemination Committee (EDC) consisting of Howard (chair), Nelson, Dale, Curtis, Bill (for content), Joe, Roberto S., Robbie (for technology), and staff (Alvarez/Worthman/Pape).

Tutorial Proposal - Harvey Freeman/Howard Blank (Attachment 15)

Howard moved “that ComSoc develop a business case including concept, governance, and financials to address all forms of electronic dissemination of ComSoc products. The products (at a minimum) will include: conference proceedings, conference tutorials, published journals, magazines and transactions, various lecture series, educational initiatives, and Internet portal development. The Electronic Dissemination Committee (EDC) will bring an initial plan to the BoG in May.” (motion 03:06) All approved.

Harvey moved “that ComSoc identify, develop, price, and distribute electronically appropriate tutorials from this year’s WCNC, IM and INFOCOM. The tutorials will be advertised and available for sale by July 2003. They will be promoted as the ‘ComSoc
Enhanced Conference Tutorial Series’’.  (motion 03:07) All approved. The EDC will present a budget for approval to the BoG in May. (action 03:07, new)

Dale moved “that OpCom approve proceeding with the RFP to produce and co-market ComSoc online tutorials.” (motion 03:08) Approved (6 in favor, 2 opposed).

Dale moved “that ComSoc proceed with a trial of on-line web casts using Distinguished Lecturers to chapters; the sessions will be digitally recorded and made available online; budget $2K.” (motion 03:09) All approved.

Dues/Publications increase for members/nonmembers/packages - Harvey Freeman

Harvey recommended waiting till ICC before voting on price “changes”; when revenue ideas are all in place, the Board will see the “big picture”.

Harvey will bring a motion to the Board in May. A budget forecast will be prepared (based on incoming figures) and circulated to the Board by May 1. (action 03:08, new) After reviewing the forecasts, the Board can then focus on expense reductions; (a “straw man” budget forecast goes to TAB in June.)

M. Executive Jack Howell - (Attachment 16)

Jack presented a ComSoc “snapshot prospective” for 2010.

Our core business will remain unchanged: attracting, aggregating and disseminating the world’s best IP in communications technology.

ComSoc’s staffing model should remain roughly the same though the current 24 full time equivalents may increase by 3-4 depending upon new business requirements, outsourcing decisions, and work managed for other IEEE entities.

Staff headquarters location will remain in New York City based on continued viability of the original rationale, though ComSoc is facing IEEE pressure to consolidate facilities and IT groups.

3. Future Meetings - Celia Desmond

BoG – Tuesday (p.m.) – Wednesday (a.m.), 13 - 14 May 2003, Anchorage, Alaska
OpCom – Thursday (p.m.) – Friday (a.m.) 18 - 19 September 2003 – Venice Italy
BoG – Wednesday (p.m.) – Thursday (a.m.), 3 - 4 December 2003 – San Francisco, CA, USA
Management Retreat – January 2004 (date and location TBD)

5. Closing Remarks - Celia Desmond

Celia emphasized the benefits derived from OpCom interfacing with RCCC’s. When dual meetings are held, two full days are needed to complete OpCom business. Celia closed OpCom by thanking Jorge Hedderwick for arranging the RCCC and by thanking OpCom for their participation and efforts in a difficult/uncertain economic environment. The meeting adjourned at 3:00 p.m.

Respectfully submitted,

Carole Swaim
ATTACHMENTS

Attachment 1a-b  Agenda, President’ Report
Attachment 2a-e  IEEE, TAB, Division III Reports
Attachment 3a-c  Finance
Attachment 4     Technical Activities
Attachment 5a-d  Membership Development/Membership Programs Dev.
Attachment 6a-c  Membership Services/Magazines/Journals
Attachment 7a-b  Society Relations/Consumer Networking
Attachment 8a-b  Latin America RCCC
Attachment 9     Online Services
Attachment 10a-c North America Region
Attachment 11    Sister Societies
Attachment 12a-c Related Societies
Attachment 13a-e Education – Online Tutorials/Lectures/Courses
Attachment 14a-e Education (continued)
Attachment 15    Marketing – Portal Strategy
Attachment 16a-c Executive

MOTIONS PASSED

Recertification

03:01  “that OpCom approve Bill Tranter’s recommendation that the following technical committees be recertified for a period of three years (through 12/31/05):

- Communications Quality and Reliability
- Communications Software
- Communications Switching and Routing
- Communications Systems Integration and Modeling
- Communication Theory
- Computer Communications
- Enterprise Networking
- Gigabit Networking
- Information Infrastructure
- Internet
- Multimedia Communications
- Network Operations and Management
- Optical Networking
- Personal Communications
- Radio Communications
• Satellite and Space Communications
• Signal Processing and Communications Electronics
• Signal Processing for Storage
• Tactical Communications
• Transmission, Access and Optical Systems”

Recertification
03:02 “that OpCom approve Bill Tranter’s recommendation that the Interconnections in High-Speed Digital Systems Technical Committee be *decertified* effective July 1, 2003; HSDS chooses to align themselves with LEOS (which better reflects their focus and operations).”

Emerging Technologies – Policy/Procedure
03:03 “that OpCom approve Bill Tranter’s proposal that the VP-TA and Chair of Emerging Technologies adopt the policies and procedures (Appendix A) to guide the formation of new technical committees using Emerging Technologies Committee as an incubator.”

Journals – JCN Co-Publication
03:04 “that OpCom approve co-publication of the *Journal of Communications and Networks* (JCN) by ComSoc and KICS (as detailed in the attachment) and bring the recommendation to the BoG at ICC for final approval.

Dues – Low Income
03:05 “that the ComSoc dues amount be adjusted to reflect the income level of the member, and a committee be appointed to develop the most practical way to implement this motion and report back to the BoG in May.

Electronic Dissemination
03:06 “that ComSoc develop a business case including concept, governance, and financials to address all forms of electronic dissemination of ComSoc products. The products (at a minimum) will include: conference proceedings, conference tutorials, published journals, magazines and transactions, various lecture series, educational initiatives, and Internet Portal development. The committee will bring an initial plan to the BoG in May.”

Tutorials – ComSoc Enhanced Conference Tutorial Series
03:07 “that ComSoc identify, develop, price, and distribute electronically appropriate tutorials from this year’s WCNC, IM and INFOCOM. The tutorials will be advertised and available for sale by July 2003. They will be promoted as the ‘ComSoc Enhanced Conference Tutorial Series’”.

RFP – Online Tutorials
03:08 “that OpCom approve proceeding with the RFP to produce and co-market ComSoc online tutorials.”

On Line Web Casts – Distinguished Lecturers
03:09 “that ComSoc proceed with a trial of on-line web casts using Distinguished Lecturers to chapters; the sessions will be digitally recorded and made available online; budget $2K.”

ACTION ITEMS

03:01 new: Curtis will inform Bill of the Board’s recommendation concerning Distinguished Lecturers Selection Committee procedures; Bill will respond to the BoG in May.

03:02 new: Joe will bring a business plan business plan for ComSoc/KICS JCN co-publication to the Board in May.
03:03 **new:** Alex will finalize his steering committee for a Consumer Communications & Network workshop and will bring a proposal to the BoG in May.

03:04 **new:** Celia will appoint a committee (including Pierre Perra) to work on adjusting the dues to reflect a member’s income level.

03:05 **new:** Harvey will seek agreement on which revenue-generating potential projects are viable, get pricing, and bring to the May BoG.

03:06 **new:** Bill and Curtis will bring a business case to the BoG for the CD-Rom education module (including costs of production, etc.).

03:07 **new:** Howard and the new EDC will present a budget to the Board for approval in May for a new “ComSoc Enhanced Conference Tutorial Series”.

03:08 **new:** Harvey will prepare a draft budget forecast and circulate to the Board by May 1 and will bring as a budget motion to the Board at ICC.

02:28 **continuing:** Pierre will bring a recommendation to the May BoG on a ComSoc Foundation; *Celia will appoint members to the Foundation ad hoc committee.*

02:16 **continuing:** Because the area of multi-societies lacks structure, Alex and Curtis will review the issues involved and report to Celia (who will bring the concerns to TAB).

02:18 **closed:** A task force (Roberto Saracco, Curtis, and Steve) will look into conference tutorials for sale (adapting the Computer Society’s business model); Roberto will report to Spring OpCom.

02:20 **continuing:** Bill will work with Standards Chair, Ray Hapeman, and bring a mission statement and charter identifying a potential standard to be pursued.

02:21 **continuing:** The Allocations Task Force (chaired by Roberto Saracco) will look into the allocation of money from IEEE to Societies for Society material included in the IEL and prepare an “allocation algorithm” for Celia to bring to appropriate TAB committees.

02:22 **continuing:** The Product Content Task Force (chaired by Nelson Fonseca) will bring a business proposal to the Spring OpCom recommending what ComSoc legacy content should be made available to the IEL.

02:23 **continuing:** Directors will review their existing Policies and Procedures and include “generic procedures” covering “loopholes”.

02:11 **continuing:** Joe will look into “recognition” for reviewers to help “speed up” the review process and encourage quick turnaround; Joe will report back to the BoG.

02:2 **continuing:** Trevor will work with Regional Directors and bring a proposal to the BoG to increase ComSoc Senior membership.

02:07 **continuing:** Robbie will recommend to the BoG whether to continue with ExpoTrack or consider an alternate route.

02:08 **continuing:** Robbie will present to the BoG an IEEE/ComSoc strategic plan based on Howard Blank’s strategy/business proposal as well as input from Strategic Planning.

01:15 **continuing:** Robbie will check IEEE’s Affiliate rule, working with Larry to revise Article 1.1

02:25 **closed:** Harvey will bring proposals to increase revenues to the Management Retreat in January.
02:26 closed: Alex, Joe, Algirdas, and Steve will work with KICS and bring a business plan to the Board on JCN being made a joint publication with KICS.

02:27 closed: Carole will incorporate Editor-in-Chief policy & procedures into ComSoc’s Policies & Procedures.