Attendees at the meeting were:

**Officers (voting)**
- Siller, Curtis
- Desmond, Celia
- Cheung, Nim
- Freeman, Harvey
- Gelman, Alex
- Zuckerman, Doug

**Members-at-Large (voting)**
- Bhargava, Vijay
- Blank, Howard
- LoCicero, Joe
- Moyer, Stan

**Absent**
- De Marca, Roberto

**Officers (non-voting)**
- Blank, Howard
- Howell, Jack
- Taylor, Des

**Recording Secretary**
- Swaim, Carole

**Directors & CIO (non-voting)**
- Goyal, Shri
- Hong, James
- Karol, Mark
- LoCicero, Joe
- Ohta, Naohisa
- Perra, Pierre
- Sasase, Iwao
- Tranter, Bill

**Invited Guests**
- Bigalke, Brian
- Kero, Terry
- Pape, John (for Jack Howell)

1. **Opening Remarks – Curtis Siller (Attachment 1 - Agenda)**

   Curtis called OpCom to order at 2:00 p.m., welcoming officers to his first meeting as ComSoc President and introducing incoming officers and their responsibilities. Meeting agenda was approved.

2. **Officer Reports and Issues**

   A. **Management Retreat – Celia Desmond (Attachment 2)**

   Celia reviewed strategic directions coming out of the January Management Retreat, reviewing action items being tracked and to be reported on at OpCom-1.

   B. **Membership Development Council – Alex Gelman (Attachment 3)**

   **Automatic Affiliates (Friends of ComSoc) Program** – an emergency measure to offset declining ComSoc membership by “automating” a member fee within conference registrations. The consensus of OpCom was to institute mandating fully-owned M&C events to introduce a $30 surcharge for non-member registrations for a 6-month Affiliate membership. (action 04:01) If approved, this will go to IEEE legal for review.

   **Corporate Membership Value Proposition** – a measure to “bring industry back” through a corporate membership program. Alex will bring a proposal to the June BoG. (action 04:01) If approved, this will go to IEEE legal for review.

   **Customizing our Value Proposition to Industry** - offering “customized services” to various industry segments to stimulate industry participation in ComSoc activities/membership. Brian, Alex and Curtis will develop a strategy.
Alex, Curtis, and Brian will meet with Ralph Justice to discuss future relationships with CCNC; Alex will write a synopsis on the Consumer Electronics meeting for Joe LoCicero.  \textit{(action 04:02)}

\textbf{Chapter Incentive Program} – a program based on performance to encourage and stimulate chapters to promote membership activities.

\textbf{ComSoc Staffing}

\textit{IT Outsourcing} – a proposal to economically increase IT staff’s productivity by hiring an IT professional via a software consultant company or university (from Russia) reporting to David Alvarez. Jack, David, Alex, and Mark Karol will evaluate the proposal (independently of Staff & Facilities) and prepare a business case by the end of March on potential IT outsourcing. \textit{(action 04:03)}

\textbf{M&C Department} - Jack and Brian will present a full business case for overall ComSoc staffing (including M&C) to Staff & Facilities by the end of March. \textit{(action 04:04)}

\textbf{Asia/Pacific Region – Iwao Sasase}

Iwao will seek BoG-1 approval to allocate funds for the second Asia Pacific Young Researcher Awards (presentation at ICC’05 in Seoul). Award honorariums are $500 for Best Young Researcher and $250 each for four Outstanding Young Researchers.

An AP Sister Society Summit is planned for ICC 2005 (Korea) as well as a Regional Chapter Chair Congress. Iwao will request an additional $10K in the 2005 budget to cover the RCCC.

Iwao accepted an invitation to join the 2004-05 M&C Board as a member-at-large.

\section*{C. Society Relations – Nim Cheung (Attachment 4)}

Nim reports a positive trend in increased OFC attendance, and is working with IEEE LEOS and Optical Society of America pursuing opportunities for cooperation with NFOEC (a conference with predominantly service providers and industry participation).

Nim moved “that the BoG approve a new standing committee on IEEE/ComSoc Coordination.” \textit{(motion 04:01)} All approved; 6 in favor. This committee will work towards improving relations with ComSoc/IEEE, advise the President/BoG on enhancing ComSoc’s standing/reputation, and recommend appropriate volunteers for IEEE positions. This motion will go to the BoG in June for final approval.

\textbf{Sister Societies Board – Naohisa Ohta}

Naohisa and Nim are enhancing relationships with sister societies beginning with an e-mail greeting to all society leaders. Sister Societies are invited to participate in an “information exchange” trial via a sister-society column in \textit{ComSoc e-News} – starting with IEICE in April.

The status of all agreements was reviewed and contact made with those needing renewal. Naohisa will target potential sister societies in South Asia and Latin America.

REV (Vietnam) has requested ComSoc co-sponsorship (not financial) for REV2004.

\textbf{Related Societies- Joe LoCicero}

Joe reported on recent issues of plagiarism (3), outlining corrective actions taken, and the recommendation of a published apology.
Joe will follow up on discussions with related societies on conference collocation (initiated by Curtis and Alex). He has re-opened discussions with MTT (Microwave Theory & Techniques Society) on possible conference/workshop collaboration.

Joe is reviewing existing MOUs (memos of understanding) with ComSoc and related societies.

D. **Technical Activities – Harvey Freeman (Attachment 5)**

Harvey highlighted activities among the 20 technical committees and standing/ad hoc committees under him. Nelson Fonseca was appointed TAC liaison to GIICC. Kazem Sohraby was appointed TAC liaison to M&C.

Emerging Technologies is currently “incubating” three potential technical committees; design and development will be added; several others are in the pipeline.

Distinguished Lecturers Selection Committee will evaluate our current speaker list – covering topics, number of lecturers, and on-line lectures.

Raouf Boutaba (Standards Chair) is preparing a strategy document – to provide an environment to complement/support existing standards activities and, ultimately, start an IEEE ComSoc 802-type series.

Raouf has revised the Standards policies and procedures. He is contacting key people in organizations/forums/sisters societies to determine areas of mutual interest.

E. **Membership Services – Doug Zuckerman (Attachment 6)**

**Journals and Magazines**

Editor-in-Chiefs have been selected; 2005 page budgets are being finalized for presentation to BoG-1; the *Radio Communications Supplement* launched in March.

Issues of plagiarism are being addressed via IEEE Guidelines (see section 2.E).

Andrzej Jajczycyk (Director-Magazines) requested $1500 to add Surveys & Tutorials to the CommOntology for 2005. This will be a continuing request and James moved “that a financial allocation for IEEE Communications Surveys & Tutorials be part of the ComSoc budget in ongoing years. (motion 04:02) All approved; 6 in favor.

**On-Line Content**

James reported the activities of his On-Line Content Board (formerly On-Line Services). He will study the overall architecture of the CommOntology (32 topics in top 2 levels) to ensure a hierarchal view of established keywords, be sure users can view top levels, and inform clients of this availability. (action 04:05)

**E-Publication on Network & Services Management - eTNSM Trial**

During GLOBECOM’03 the BoG passed motion 03:35 “that the BoG approve in principle publishing an e-publication addressing network management topics…….”

Subsequent to the meeting was an executive decision by Curtis “approving up to $10K for a marketing trial to determine subscriber interest and viability for an all-electronic publication for dissemination of intellectual property covering network and services management”.

With input from Raouf Boutaba (main proponent of the new e-publication), James
presented the schedule and progress to date for introducing \textit{eTNSM}, starting at NOMS 2004. Criteria will be identified for evaluating trial results. James will report to the Board no later than the BoG-2 meeting with a recommendation on whether or not to continue the e-publication. \textbf{(action 04:06)}

Doug will work with Des, Andrzej, and James (who chairs this effort) on a process/guide for incubating and launching e-publications – i.e., “incubator policies and procedures” for future e-publications. \textbf{(action 04:07)}

\textbf{Meetings & Conferences – Shri Goyal}

\textit{Design & Development Forum & ComExpo}

Terry Kero, Chair of the Design & Development Forum attended OpCom representing the D&D Forum/ComExpo (see motion 03:13 passed in May 2003).


Despite the GICC decision to move ahead with ComExpo’06, San Francisco hotel contracts are on hold while other venues are being considered. OpCom reaffirmed D&D/Expo should go forward, and Doug moved “that OpCom approve staying with the original plan to go with a Design & Development Forum (2004) and ComExpo in San Francisco (2006) as originally stated by GICC.” \textbf{(motion 04:03) Approved; 6 in favor, 2 abstained (Celia and Howard). In 2006 a decision will be made whether to continue with Expo in future years. (Future locations would not necessarily be restricted to recommended locations, and not necessarily coupled with Globecom.)}

\textit{M&C Paper Presenter Registration Fees}

Due to difficulties with conference registration fees for ICC 2004, OpCom was asked to clarify the GICC decision (approved in December):

“Every paper accepted for an IEEE ComSoc financially-sponsored M&C event (with a profit/loss investment of 50% or greater) must have attached to it at least one full/limited conference registration at either the member or nonmember rate”

Doug moved “that the current policy of requiring at least one full/limited registration per presented conference paper be replaced with the following: ‘For an IEEE ComSoc financially sponsored M&C event with a profit/loss investment of 50% or greater

- Each accepted paper must have a least one registration at the full or limited registration member/nonmember rate even if all co-authors of that paper are students.
- One (full or limited) registration is sufficient for multiple accepted papers by one author (even if the papers have co-authors) as long as the (full or limited) registered author presents all the papers. If a co-author is to present the paper, the co-author must register at the full or limited rate.
- No author/co-author needs to register more than once.’”\textbf{(motion 04:04) Approved; 6 in favor; 2 abstained (Howard, Celia).}

\textbf{Education Board – Bill Tranter}

The Education Board is functioning with 3 education programs under development: Tutorials Now, short courses (CD-ROM), and possible Distinguished Lectures online.
The goal is to add one new on-line tutorial per month and to develop 4 short courses yearly (managed via committees from Education Board members):

- Tutorials Now Implementation Committee – charged to continue/enhance this program.
- Short Course Implementation Committee – charged to implement short courses on fundamental and emerging technologies.
- Distinguished Lecture Implementation Committee – Celia, Harvey, James, Len, David, (including Pierre Perra) - charged to select and implement the DL program on-line. (action 04:08)
- Future Opportunities and Long-Term Strategy Committee – charged to “look ahead” at what programs and partnerships are needed, etc.

**Third-Party Online Courses**

In December the BoG agreed in principal to partner with University of Washington and authorized negotiation of a contract. (See motion 03:36) The contract submitted by University of Washington did not meet original RFP requirements. Pierre moved “that ComSoc continue negotiations with University of Washington.” (failed motion) Not approved; 4 in favor, 5 opposed (president breaking tie).

Howard moved “that ComSoc terminate the process of negotiations with the University of Washington RFP.” (motion 04:05) Approved; 6 in favor; 1 opposed (Alex).

Jack will notify University of Washington that ComSoc will explore other alternatives at this time. (action 04:09) With IEEE moving towards more support of education programs, Bill will investigate IEEE efforts in this area. (action 04:10)

**F. Finance – Howard Blank (Attachment 7)**

During the Retreat Howard was charged to find ways of cutting costs to improve the 2004 forecast and/or the 2005 budget. He presented highlights from the Retreat, a preliminary 2004 forecast ($1.034 million deficit), an analysis on the revenue effects from price increases for 2004, an analysis of possible/potential items for expense cuts or reduction, and pricing proposals for 2005.

Howard analyzed 77 expense categories concluding that only a few areas could be restructured to reduce costs without consequences. (Total from these areas is significantly less than what is needed to eliminate deficit.) All other areas have significant consequences. Howard recommended continuing to focus on generating revenue rather than reducing expenses to eliminate/reduce the deficit; this proposal met little or no resistance. Initial pricing proposals for 2005 were endorsed by OpCom (highlighting that no dues increase would be scheduled for 2005).

Subsequent to OpCom, additional financial meetings have occurred:
- Discussions are underway to decide whether to increase dues (possibly up to $15).
- More aggressive pricing for member combo subscriptions (print & electronic), between $5-12 per publication, is being considered.
- ComSoc will inform TAB of its financial situation for 2004/2005 and the probability that ComSoc will not break even in 2004 or 2005; ComSoc has agreed to improve its 2004 forecast by $175K.

Membership has swung from academia/large research organizations to smaller companies, yet ComSoc is not reaching 80% of industry. Steve Weinstein will work with Alex, Harvey, James, Celia, and John Pape reviewing the earlier Mainspring Executive
Summary (that evaluated ComSoc services and recommended improvements); Steve will bring recommendations for going forward to BoG-1 for discussion. **(action 04:11)**

Bill and Des Taylor will consolidate positive suggestions for increasing financial success of conferences for Doug/Shri to review. This will include the apparent disconnect between an increasing number of paper submissions and the declining numbers of conference attendees). Shri will report to BoG-1. **(action 04:12)**

Board officers were requested to submit 2005 budget requests by the end of April. Bruce will distribute a budget template to the President/VPs; VP’s will work with their directors to obtain all funding proposals (including editor-in-chief funding). **(action 04:13)**

BoG-1 must agree on a “bottom line” for the 2005 operating budget (surplus or deficit) and send IEEE their recommendations for 2005.

John Pape will notify the BoG when IEEE “terminator” runs, providing accurate numbers on member attrition; he will undertake a geographic analysis to determine why/where ComSoc lost members and at what member level. **(action 04:14)**

G. Certification Committee – Pierre Perra (Attachment 8)

A Certificate of Communications Expertise Program (CCEP) would provide a way of measuring knowledge/competence of engineers in various communications technology specialties via passing an examination. Pierre presented a full outline including applicant qualifications, exam overview, and preliminary business plan. He noted that $30K was added in 2003 to the Membership Development budget for 2004 to launch this initiative. He will move ahead with the program, bringing his funding proposal to BoG-1. **(action 04:15)**

H. Chief Information Officer (CIO) – Mark Karol (Attachment 9)

Mark updated OpCom on the move of staff/computer equipment to 3 Park Avenue with production servers (web, email, database, Digital Library) set up at Piscataway.

Mark outlined projects for 2004, cautioning officers to watch for any potential “push” to combine our IT projects/services with IEEE and for overlaps/conflicts between ComSoc/IEEE projects.

Mark presented the new IT project request form (on our web site) to better utilize IT resources for implementing new Board-approved projects.

IEEE Tab Periodical Packages Committee proposes an online IEEE Press Reprint Series; Mark encourages ComSoc to take the lead developing such online periodicals.

I. Marketing – John Pape (Attachment 10)

Although there is no direct evidence that the telecommunications industry malaise is ending, there are indications of improvement and also concerns:

- Recruitment at OFC this year increased to 120 (from 80 last year).
- Apparent low 2004 renewal figures need more analysis.
- Concerns over OFC revenue, advertising revenue, infrastructure charges, and the slow pace of incorporating IEL usage in periodicals revenue distribution.
- Digital library “threatens” membership; new online offerings have not “taken off”.
J. Bylaws Committee – Doug Zuckerman (Attachment 11)

Doug, Celia, and Roberto are proposing revisions to the ComSoc Bylaws. Doug will send a second draft to the BoG for comments. *(action 04:16)* He targets bringing a revised set of Bylaws to BoG-1 for approval.

K. Volunteer and Staff Relations – Shri Goyal (Attachment 12)

With volunteer contributions driven by personal/professional fulfillment and staff charged to bring financial viability, infrastructure, and support for volunteers, the challenge is keeping volunteers motivated, while moving ComSoc towards profitability.

The Boards (and everyone’s) responsibility is to ensure a positive working relationship between staff/volunteers. Delays caused by relocation, workload, and the economic downturn are factors to be considered. Celia will visit the office on behalf of Curtis to address concerns. *(action 04:17)*

3. New Business – Curtis Siller

ComSoc is due for an IEEE five-year Society Review including all periodicals. Jack will notify the BoG of their responsibilities in this review and the timetable. *(action 04:18)*

4. Future Meetings – Curtis Siller

BoG-1 – Tuesday (p.m.) – Wednesday (a.m.), 22 - 23 June 2004 – Paris, France.
OpCom-2 – dates and location TBD.
BoG-2 – Wednesday (p.m.) – Thursday (a.m.), 1 - 2 December 2004 – Dallas, TX, USA.

Closing Remarks – Curtis Siller

Curtis thanked OpCom-1 members for their diligence and work during this transition period to new leadership. Meeting adjourned at 1:20 p.m. followed by lunch.

Respectfully submitted,

Carole Swaim

**ATTACHMENTS**

Attachment 1a-b  
Agenda, President Report

Attachment 2a-e  
Management Retreat - Report/Action Items

Attachment 3a-g  
Membership Development Council, AP Region, Friends of ComSoc Proposal

Attachment 4a-h  
Society Relations Council/Sister Societies/Related Societies

Attachment 5a-b  
Technical Activities

Attachment 6a-m  
MOTIONS PASSED THIS MEETING

Executive Decision re E-Pubs (January): “In accord with our policies and procedures (www.comsoc.org/socstr/documents/pp/pp_3_1.html), I am approving up to $10K for a marketing trial to determine subscriber interest and viability for an all-electronic publication, for dissemination of intellectual property covering network and services management.”

IEEE ComSoc Coordination Committee
04:01 “that the BoG approve a new standing committee on IEEE/ComSoc Coordination.”

Communications Surveys & Tutorials
04:02 “that a financial allocation for Communications Surveys & Tutorials be part of the ComSoc budget in ongoing years.”

D&D Forum & ComExpo
04:03 “that OpCom approve staying with the original plan to go with a Design & Development Forum (2004) and ComExpo in San Francisco (2006) as originally stated by GICC.”

Author Registration Fees
04:04 “that the current policy of requiring at least one full/limited registration per presented conference paper be replaced with the following:
  ‘For an IEEE ComSoc financially sponsored M&C event with a profit/loss investment of 50% or greater:
  • Each accepted paper must have a least one registration at the full or limited registration rate even if all co-authors of that paper are students.
  • One (full or limited) registration is sufficient for multiple accepted papers by one author (even if the papers have co-authors) as long as the (full or limited) registered author presents all the papers. If a co-author is to present the paper, the co-author must register at the full or limited rate.
  • No author/co-author needs to register more than once.’”

University of Washington
04:05 “that ComSoc terminate the process of negotiations with the University of Washington RFP.”

ACTION ITEMS

04:01 new: Alex will bring a proposal to the June BoG on Corporate Membership.
04:02 new: Alex and Curtis and will meet with Ralph Justice to discuss future relationships regarding CCNC; Alex will write a synopsis on the Consumer Electronics meeting for Joe LoCicero.

04:03 new: Jack, David, Alex, and Mark Karol will evaluate the IT outsourcing proposal and prepare a business case by the end of March.

04:04 new: Jack and Brian Bigalke will present a full business case for overall ComSoc staffing (including M&C) to Staff and Facilities by March end.

04:05 new: James will make sure users can view top levels of the CommOntology and inform clients of this availability.

04:06 new: James will report to the Board no later than the 2004 BoG-2 meeting with a recommendation on whether or not to continue the proposed new e-publication.

04:07 new: Doug will work with Des, Andrzej and James on a process/procedures for incubating and launching e-publications.

04:08 new: Celia, Harvey, James, Len, David, Pierre will select and implement DL programs on-line.

04:09 new: Jack will notify University of Washington that ComSoc will explore other alternatives at this time.

04:10 new: Bill will investigate IEEE efforts in the education area.

04:11 new: Steve Weinstein will work with Alex, Harvey, James, Celia, and John Pape evaluating the earlier Mainspring Executive Summary; Steve will bring recommendations for going forward for the BOG-1 for discussion.

04:12 new: Bill and Des Taylor will consolidate positive suggestions to increase the financial success of conferences for Doug and Shri to review; Shri will report to BoG-1.

04:13 new: Officers will submit their 2005 budget requests by the end of April. VP’s will work with their directors to obtain all funding proposals including editor-in-chief funding.

04:14 new: John will notify the BoG when IEEE “terminator” runs, providing accurate numbers on member attrition and will undertake a geographic analysis to determine why/where ComSoc lost members and at what member level.

04:15 new: Pierre will bring his funding proposal for the Certification Program to BoG-1.

04:16 new: Doug will send the second draft of the bylaws revision to the BoG for comments.

04:17 new: Celia will visit the office on behalf of Curtis to address concerns.

04:18 new: Jack will notify the BoG of their responsibilities in the IEEE five-year Society Review and the timetable.

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03:13 continuing: Bill will bring a revised charter to the BoG reflecting the scope of the Technical Committee on High-Speed Networking.

03:15 continuing: Going forward, the new VP - Membership Development (Alex) and his Council will reassess which conferences should have STG assistance and revise the policies and procedures accordingly.
03:18 continuing: Pierre will work with Brian Bigalke (staff) on a ComSoc Executive Round Table program to determine a topics, speakers, etc., reporting to the BoG in December.

03:20 closed: Doug Zuckerman, as incoming VP-Membership Services, will follow up and report back to the BoG on the e-journal on network management.

03:21 closed: Howard will bring regular status reports to the BoG on all online education products.

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

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