Attendees at the meeting were:

<table>
<thead>
<tr>
<th>Officers</th>
<th>Directors</th>
<th>Invited Guests</th>
</tr>
</thead>
<tbody>
<tr>
<td>Plevyak, Tom</td>
<td>Armor, Dale</td>
<td>Cheung, Nim</td>
</tr>
<tr>
<td>Weinstein, Steve</td>
<td>Bose, Ron</td>
<td>De Marca, Roberto</td>
</tr>
<tr>
<td>Horn, Ron</td>
<td>Desmond, Celia</td>
<td>Pape, John</td>
</tr>
<tr>
<td>Miki, Tetsuya</td>
<td>Suda, Tatsuya</td>
<td>Worthman, Bruce</td>
</tr>
<tr>
<td>Siller, Curtis</td>
<td>Tranter, Bill</td>
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<td>Zuckerman, Doug</td>
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<tr>
<td>Anderson, Ross</td>
<td>Members-at-Large</td>
<td>Bessai, Horst</td>
</tr>
<tr>
<td>Howell, Jack</td>
<td>Kurose, Jim</td>
<td>Clarkson, Trevor</td>
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<tr>
<td></td>
<td>Sobol, Hal</td>
<td>Glisic, Savo</td>
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<td></td>
<td>Secretary</td>
<td>Hartmann, Paul</td>
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1. **Opening Remarks - Tom - (Attachment 1--Agenda)**

Tom called the Operating Committee to order at 8:35 a.m., welcoming members to the first OpCom meeting held at the newly renovated ComSoc headquarters. This location gives officers an opportunity to visit staff and view the facilities.

Starting with this OpCom, ComSoc has progressed to a logical chronology where 1999 operating plans/budgets reflecting strategic directions are presented for approval.

OpCom approved the meeting agenda. The consent agenda, comprising all 1999 operating plans, will be approved late in the meeting to allow for questions at any time.

2. **Reports and Issues**

A. **President - Tom (Attachment 2)**

Tom will work with the Vice Presidents to develop draft operating procedures by the end of 1998.

Tom moved “that OpCom approve the President’s budget for 1999 as presented (total $25,850).” *(motion 98:22)* Approved.

ComSoc’s travel policy will be modified and reviewed in April, reconsidering the 1-in-3 rule for future elected/appointed officers while retaining the rule for existing officers.

B. **Past President - Steve - (Attachment 3)**

Steve, incoming Chair of Nominations & Elections, will focus on increasing the percentage of members who cast votes. He will work with Maurizio Decina to draft policies and procedures, including procedures for budgeting and reporting.

Steve moved that OpCom approve the Past President’s 1999 budget but amended the motion as follows: “that OpCom approve $5K to be added to the President’s 1999 budget in a discretionary fund for Nominations & Elections (total President budget $30,850).” *(motion 98:23)* Approved. *(Reference motion 98:22)*
C. **President-Elect - Roberto** (Attachment 4)

Roberto will focus on preparing for the Presidency and identifying critical issues to be addressed during his term.

Doug moved “that OpCom approve the President-Elect’s budget for 1999 as modified during this meeting (total $9,800).” **(motion 98:24)** Approved.

D. **Strategic Planning Committee - Nim Cheung** (Attachment 5)

Nim/Dale will work with staff to register ComSoc with “search engines” to increase website visibility.

Nim, Doug, Curtis, Bill, Steve, and Henning Schulzrinne will work with staff to create links between “hot communications topics” and our committees.

Curtis, Nim, Doug, and Ron Horn will develop procedures to improve online technical references on our web site.

Nim will work with Curtis, Ron, and Dale on procedures to build conference and tutorial video archives for our web site.

Nim moved “that OpCom approve the Strategic Planning budget for 1999 as presented (total $8,000).” **(motion 98:25)** Approved.

E. **Membership Development - Ron Horn** - (Attachment 6)

Ron will focus on the new member retention target of 50% of those who joined through the ½-year free member campaign. John Pape will track categories of members (½ year free membership versus paying membership) for meaningful retention statistics.

Visit with Chapters - ComSoc officers will visit 10-12 chapters in connection with travel to/from Globecom ‘98. (A similar program is planned for Globecom ‘99.)

Strategic Planning will consider the broad scope of membership (business, research, academia) to ensure that products and services match member needs.

Ron allocated $7K this summer for our Peru Chapter to fund a facility in Lima, providing chapter members and other professionals/students local access to ComSoc periodicals.

Ron moved “that OpCom approve the Membership Development budget for 1999 as presented (total $370K - including $85K for V.P. Membership Development, $20K for Membership Programs Development, and $265K for 4 Regional Directors).” **(motion 98:26)** Approved. (Motion was originally tabled pending the Marketing presentation, and then approved.)

F. **Information Services Development - Dale** (Attachment 7)

Dale will work with staff to pursue electronic commerce capabilities on the web, including a bank account that accepts multiple currencies, and procuring a commerce server to support “pay-per-view” of intellectual property.

Dale will work with the Awards Chair on awards recognizing creative uses of Chapter web pages.

Curtis, Ron, and Dale will look into a standardized conference registration module. The module will include a data import gateway for standardized data import from major conference registration programs in use by ComSoc. ComSoc will continue working towards a conference registration module with IEEE and the Computer Society.
Dale moved “that OpCom approve the Information Services Development budget for 1999 as modified during this meeting (total $159,200).” (motion 98:27) Approved (Doug and Curtis abstained).

G. Membership Services - Curtis (Attachment 8)
Curtis, Celia, Ron Horn, Dale, and John Pape will work on simulcasts and post-conference use of recorded material; Curtis will bring a draft proposal, including a cost/benefit analysis (as appropriate), to the April ‘99 OpCom. (action 98:9)

Doug moved “that OpCom approve the Membership Services budget for 1999 as modified during this meeting, totaling $9,800 (less election process support).” (motion 98:28) Approved.

Ross moved “that OpCom approve allocating $26K for the 1999 ComSoc election process, which includes $4K for an incentive for ballot returns.” (motion 98:29) Approved. The additional $4K will go towards a “raffle” encouraging members to vote. Jack and Ross determined (subsequent to OpCom) that funding for elections would fall under Staff budget.

H. Education - Ron Bose - (Attachment 9)
The CD-ROM (Eloquent software) tutorial on Network Management will be available in December and put on the ComSoc server.

Ron moved “that OpCom approve the Education budget for 1999 as modified during this meeting (total $51,100).” (motion 98:30) Approved. An earlier motion on approval levels (motion 98:13) passed at the June BoG covers how to handle unexpected expenses.

I. Journals and Magazines - Bill (Attachment 10)
Bill will complete the Keywords initiative by mid-1999.

Bill and Hussein Mouftah will update the IOPP (Integrated Online Publications Plan) with an in-depth policy on intellectual property in the context of electronic publishing.

Steve has been named Editor-in-Chief of the *Journal of Communications and Networks (JCN)*, published by The Korea Institute of Communication Sciences (KICS). Curtis moved “that, in the spirit of inter-Society cooperation and collaboration, OpCom approve ComSoc as a technical cosponsor of KICS *Journal of Communications and Networks (JCN).*” (motion 98:31) Approved. Continued technical cosponsorship for *JCN* will be reevaluated in three years (2001).

A trial promotion introducing ComSoc to engineers in certain countries will be initiated with selected foreign magazines (beginning with Poland) publishing feature articles taken from *IEEE Communications Magazine*.

Jim moved “that OpCom approve the Journals budget for 1999 as presented (total $4,500).” (motion 98:32) Approved.

Curtis moved “that OpCom approve the Magazines budget for 1999 as presented (total $3,000).” (motion 98:33) Approved.

J. Meetings and Conferences - Celia (Attachment 11)
Celia will work with Ross and Bruce closing conferences in accordance with IEEE conference-closing guidelines, establish procedures for consolidated banking, and set up guidelines for budgeting/tracking categories of conference expenses.
Celia moved “that OpCom approve the Meetings & Conferences budget for 1999 as modified during this meeting (total $27,600).” (motion 98:34) Approved.

K. Technical Activities - Doug (Attachment 12)
Doug will evolve the technical committee (TC) infrastructure with constructive reviews of existing TC’s, establish new committees, and encourage TC “clusters”.

Policies and procedures will be developed for each TC, as well as Awards, Fellows Evaluation, Standards, and Technical Committees Recertification committees.

Doug moved that OpCom approve amending Article 8 on Society Representatives as follows (added text is in italics):
Employees are appointed by the Vice President - Society Relations for a one or two-year term in consultation with the President when appropriate. They represent the Society in other Society organizations such as IEEE-sponsored councils and committees, steering committees of inter-Society publications and conferences, and other Societies and organizations. The Vice President - Society Relations may yield appointment authority to the Vice President - Technical Activities when the appointment is primarily of a technical nature.”

Steve amended as follows: “that OpCom approve amending Bylaw Article 8 on Society Representatives to read (amended text in italics):
Employees are appointed by the President for a one or two-year term in consultation with the Vice President - Society Relations when appropriate. They represent the Society in other Society organizations such as IEEE-sponsored councils and committees, steering committees of inter-Society publications and conferences, and other societies and organizations. The Vice President - Society Relations may yield consultative authority to the Vice President - Technical Activities when the appointment is primarily of a technical nature.” (motion tabled)

Doug and Tetsuya will redraft the proposal for e-mail discussion by Vice Presidents before the November BoG. (action 98:10)

Doug moved “that OpCom approve the Technical Activities budget as modified during this meeting (total $51,500).” (motion 98:35) Approved.

L. Marketing - John Pape (Attachment 13)
Our new member campaign generated 10,000+ responses, with membership reaching 50,947 (in August); member retention poses the challenge for 1999.

The Marketing plan for 1999 covers publications, membership, exhibit participation, advertising acquisition support, and conference development support.

- Publication marketing includes launching an Electronic Periodicals Package (EPP), a complete ComSoc product catalog, an IEEE-wide promotion for Network Magazine, and special ½- year subscription promotions targeting other members. (EPP offers members on-line only access to all optional ComSoc periodicals - $69/member, $40/student member.)
- Membership marketing focuses on recruiting new members in cooperation with IEEE’s membership campaign, repeating the 1998 ½-year campaign, and continued recognition programs.
Jack moved “that OpCom approve the Marketing budget for 1999 as presented (total $435,600).” (motion 98:36) Approved.

M. Society Relations - Tetsuya (Attachment 14)
Tetsuya is negotiating renewal of sister-society agreements with ISOC, SEE, and Popov. Discussions are underway to establish agreements with societies in Australia and Israel.

Tetsuya is investigating dual memberships (one annual fee entitles a member to both societies) and group memberships (one annual affiliate fee entitles a group to certain benefits).

Tetsuya moved “that OpCom approve the Society Relations budget for 1999 as modified during this meeting (total $30,300 including $14,000 for VP Society Relations, $8,000 for US & IEEE Societies, and $8,300 for International Societies).” (motion 98:37) Approved.

N. U.S. & IEEE Societies - Tatsuya (Attachment 15)
Tatsuya’s study team is considering all aspects of collaboration between ComSoc and the Vehicular Technologies Society. Tatsuya will update the BoG in November (following the VTS Board meeting in October).

O. Executive Director - Jack (Attachment 16)
Jack will implement a staff compensation plan based on group/individual performance-based metrics.

He will evolve our product development process and increase event-related partnerships.

P. Treasurer - Ross/Bruce Worthman (Attachment 17)
Jack moved “that OpCom approve the Treasurer’s 1999 budget covering office/travel expenses as presented (total $12,000).” (motion 98:38) Approved.

Bruce Worthman presented the Society budget for 1999 after all modifications agreed to during the meeting were incorporated. Jack moved “that OpCom approve the ComSoc budget for 1999 as modified during this meeting.” (motion 98:39) Approved. The budget goes to the BoG for final approval in November.

Q. Division III - David (Attachment 18)
David will chair an IEEE TAB (Technical Activities Board) committee charged with reviewing sources and protection of intellectual property within IEEE and its entities.

David moved “that OpCom approve ComSoc’s portion of his 1999 Division III budget as presented (total $5,700).” (motion 98:40) Approved.

R. IPAC (International Professional Activities Committee) - Tom (Attachment 19)
Tom moved “that OpCom approve the IPAC budget for 1999 as modified during this meeting (total $5,000).” (motion 98:41) Approved. Mehmet will add 1-3 initiatives to his Operating Plan and submit an updated plan for the BoG in November. (action 98:12)

3. Consent Agenda - Tom
OpCom approved the consent agenda. All 1999 operating plans, approved motions, and the OpCom minutes will proceed to the November BoG as part of the consent agenda. Updated operating plans submitted after this meeting for advance reading and understanding by BoG
members will also be part of the BoG consent agenda. Updated budgets will be considered by the BoG as motions for approval.

4. Future Meetings - Tom
Board of Governors, Sydney, Australia, November 11, 1998.
Board of Governors, Vancouver, Canada, June 10, 1999 (tentative).
OpCom, September - date and place TBD.

5. Closing Remarks - Tom
Future OpCom meetings will be conducted with directors in attendance only at the invitation of the President with consultation by the appropriate Vice President. Operating plans and budgets are required, as per meeting procedures, whether or not Directors are in attendance.

Tom thanked OpCom members for their “effective team effort and professionalism in bringing ideas to the table”.

The meeting adjourned at 12:30 p.m.

Respectfully submitted,
Carole Swaim

ATTACHMENTS
Attachment 1 Agenda
Attachment 2a-b President - OpPlan, Budget
Attachment 3 Past President - OpPlan
Attachment 4a-b President-Elect - OpPlan, Budget
Attachment 5a-c Strategic Planning - OpPlan, Budget, Overviews
Attachment 6a-c Membership Development - OpPlan, Budget
Attachment 6a-g Membership Programs Development - OpPlan
Attachment 7a-b Information Systems Development - OpPlan, Budget
Attachment 8a-b Membership Services - OpPlan, Budget
Attachment 9a-b Education - OpPlan, Budget
Attachment 10a-f Journals - OpPlan, Budget, Overview
Attachment 11a-c Meetings & Conferences - OpPlan, Budget, 1998 Report
Attachment 12a-f Technical Activities - OpPlan, Budget
Attachment 13a-b Marketing - Plan, Budget
Attachment 14a-c Society Relations - OpPlan, Budget, Overview
Attachment 15a-d U.S. and IEEE Societies - OpPlan, Budget
Attachment 15a-c International Societies - OpPlan, Budget
MOTIONS PASSED

98:22 “that OpCom approve the President’s budget for 1999 as presented (total $25,850).”

98:23 “that OpCom approve $5K to be added to the President’s 1999 budget in a discretionary fund for Nominations & Elections (total President budget $30,850).”

98:24 “that OpCom approve the President-Elect’s budget for 1999 as modified during this meeting (total $9,800).”

98:25 “that OpCom approve the Strategic Planning budget for 1999 as presented (total $8,000).”

98:26 “that OpCom approve the Membership Development Budget for 1999 as presented (total $370K - including $85K for VP Membership Development, $20K for Membership Programs Development, and $265K for 4 Regional Directors).”

98:27 “that OpCom approve the Information Services Development budget for 1999 as modified during this meeting (total $159,200).”

98:28 “that OpCom approve the Memberships Services budget for 1999 as modified during this meeting, totaling $9,800 (minus election).”

98:29 “that OpCom approve allocating $26K for the 1999 ComSoc election process, which includes $4K for an incentive for ballot returns.”

98:30 “that OpCom approve the Education budget for 1999 as modified during this meeting (total $51,100).”

98:31 “that, in the spirit of inter-Society cooperation and collaboration, OpCom approve ComSoc as a technical cosponsor of KICS Journal of Communications and Networks.”

98:32 “that OpCom approve the Journals budget for 1999 as presented (total $4,500).”

98:33 “that OpCom approve the Magazines budget for 1999 as presented (total $3,000).”

98:34 “that OpCom approve the Meetings & Conferences budget for 1999 as modified during this meeting (total $27,600).”

98:35 “that OpCom approve the Technical Activities budget as modified during this meeting (total $51,500).”

98:36 “that OpCom approve the Marketing budget for 1999 as presented (total $435,600).”

98:37 “that OpCom approve the Society Relations budget for 1999 as modified during this meeting (total $30,300 including $14,000 for V.P. Society Relations, $8,000 for U.S. & IEEE Societies, and $8,300 for International Societies).”

98:38 “that OpCom approve the Treasurer’s 1999 budget covering office/travel expenses as presented (total $12,000).”

98:39 “that OpCom approve the ComSoc budget for 1999 as modified during this meeting.”
“that OpCom approve ComSoc’s portion of the 1999 Division III budget as presented (total $5,700).”

“that OpCom approve the IPAC budget for 1999 as modified during this meeting (total $5,000).”

**ACTION ITEMS**

98:9 **new:** Curtis, Celia, Ron Horn, Dale, and John Pape will work on simulcasts and post-conference use of recorded material; Curtis will bring a draft proposal, including a cost/benefit analysis (as appropriate), to the April OpCom.

98:10 **new:** Doug and Tetsuya will redraft the proposal for amending Bylaw Article 8 on Society Representatives for e-mail discussion by vice presidents before November BoG.

98:11 **new:** Mehmet will add 1-3 initiatives to his Operating Plan an submit an updated plan to the BoG in November.

98:7 **continuing:** Jack will investigate current funding of our awards (including IEEE) and bring a recommendation to OpCom.

98:2 **continuing:** Ron Horn will request BoG approval of the rotational management approach for the International Activities Council (making director terms sequential) and a name change to International Development Board.

97:5 **continuing:** Roberto will work with Marketing Department on a promotional brochure for the Distinguished Lecturers Program, cataloging products and services, outlining our lectures and possibly providing speaker biographies/abstracts.)

97:27 **continuing:** Curtis and Bill will contact our sister societies to exchange articles for publication.

97:4 **closed:** Roberto will investigate ways to obtain regional support for Latin American activities (e.g., shared support costs with other societies).

97:21 **closed:** Tom will arrange a meeting between ComSoc (Steve, Tom, Doug, Curtis, and himself) and the President of Internet Society (ISOC), Don Heath.

98:3 **closed:** Celia will work with the Peru chapter evolving a means to access ComSoc periodicals and bring a plan to the BoG.

98:8 **closed:** Tatsuya will report to OpCom in September on the Vehicular Technology/ComSoc study group.