Attendees at the meeting were:

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

**Members-at-Large (voting)**
- Blank, Howard
- Freeman, Harvey

**Directors & CIO (non-voting)**
- Blank, Howard
- Fonseca Nelson
- Harris, Dale
- Perra, Pierre
- Siller, Curtis

**Officers (non-voting)**
- Perra, Pierre
- Saracco, Roberto
- Freeman, Harvey
- Tranter, Bill

**Recording Secretary**
- Swaim, Carole

**Invited Guests**
- John Pape

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

   Celia called the Operating Committee to order at 1:00 p.m., welcoming officers and stating the main focus of this meeting would be new/enhanced revenue streams. Meeting agenda was approved.

2. **Officer Reports and Issues**

   **A. ComSoc Budget Overview – Harvey Freeman (Attachment 2)**

   ComSoc continues on IEEE’s “watch list”; ComSoc’s solution for balancing the budget is increased revenues-- offering technical content via electronic delivery of new/existing/enhanced services and new conferences--rather than decreasing expenses.

   The decision to move ComSoc headquarters saves $250K annually. IEEE infrastructure is now reduced by $500K as staff will be moving into currently-leased (but vacant) IEEE space. Currently projecting a $109K net loss, Harvey anticipates ComSoc will break even in 2004.

   IEEE investments are up 7.64% part of which will be returned to organizational units with reserves. (Harvey’s past two years as Treasurer saw ComSoc reserves drop from $15M to $5M.)

   **B. Education Report – Dale Harris/Harvey Freeman/Bill Tranter (Attachment 3)**

   **Developing “Third-Party” Online Courses** (Dale)

   **Instructor-Led Online Courses**
   Stevens/ComSoc courses are instructor-led with information posted on the web along with web discussions. Two courses are available (14 subscribers thus far), four more scheduled, and three under development.

   **Self-Study Online Courses**
   A related initiative offers “self-study” tutorials (minimizing dependence on instructors). They would be primarily “recorded live” at conference sessions. Two vendors are being
considered. (After evaluating the RFP responses --and after OpCom--the University of Washington was selected.)

Instructor-led courses could produce $16K yearly; self-study courses could bring $130-$220 per enrollment. The University of Washington proposes a targeted marketing study among ComSoc members. Bill recommends a comprehensive database for marketing.

**Enhanced Conference “Tutorials Now”** (Harvey)

Currently available on line, *Tutorials Now* utilizes recent conference tutorials, 2 ½-5 hours intermediate level instruction, delivered via voice-over PowerPoint. The tutorials cost $200-$250 each (10 will be developed).

**Short Course Modules (CD-ROM)** (Bill)

The first course will be software radio (lecturer, Jeff Reid). These are longer tutorials (8 hours) on CD-ROM, intermediate level, and voice-over PowerPoint (with notes). Cost to develop one course is $19,300 (reference motion 03:11).

Bill moved “that OpCom authorize Curtis and Bill to develop four tutorial short courses (8 hours of instruction). The courses will be developed using new materials, rather than material previously developed for conference tutorials.” (motion 03:28) All approved.

Harvey stated (from findings of an IEEE 2003 Survey) that 60% of ComSoc members are in private industry; members join to obtain technical information, keep informed, and get publications; and, *members are interested in education offerings via CD-ROM/DVDs.*

**Electronic Tutorials & Lectures (ETL)** (Bill)

Celia established an ad hoc committee on Electronic Tutorials & Lectures (ETL) to deal with all products on a broad level. The members are Howard (chair); Dale, Nelson, Bill Pierre, Curtis, Harvey, and David Alvarez (staff). Celia charged them to bring a recommendation to the next BoG covering "online education products", development and delivery – and to include marketing within the "big picture". (action 03:10, new)

**Online Tutorials/Courses - Discussion**

The sense of OpCom was that Dale should proceed with the RFP to produce/market on line tutorials/select vendor (including risks/benefits); the Board could then ascertain how/whether this “tutorial product” would coexist with Tutorials Now.

Dale moved “that OpCom drop the RFP process and not seek a vendor.” Not approved. (failed motion 3:29) Dale, therefore, will continue with the RFP, developing a business case for the ad hoc committee to review including recommendations as to vendor, costs, and a plan to move forward. (action 03:11, new)

Curtis requested a summary of the RFP and a recommendation from the ad hoc committee as to how to proceed. The committee will bring their business plan and content recommendation to the BoG. (action 03:12, new) OpCom found merit in multiple-delivery mechanisms/initiatives working simultaneously.

C. **President Report, IEEE Update, Staff Move - Celia Desmond, Jack Howell**  
(Attachment 4 – 5)

Howard initially recommended to TAB FinCom that ComSoc purchase facilities in NYC; this proposal was presented to the IEEE Infrastructure Committee and a compromise agreed to. The proposal was never presented to the IEEE Board of Directors.
ComSoc will move to 3 Park Avenue by November end and pay rent under the IEEE umbrella (reference motion 03:27 below passed via e-mail in August).

Moved “Based on the site inspection and other negotiations by Howard and Celia, that the attached sublease agreement be approved as drafted; and that the SFC be delegated approval authority for leasehold improvements and other expenses associated with the relocation, subject to a maximum of US$ 150,000.00 in total relocation costs. If there is a need for a relocation budget overrun, SFC will ask the BoG for the additional authorization.”

D. Technical Activities – Bill Tranter (Attachment 6)

Bill moved “OpCom approve that the Technical Committee on Gigabit Networking be renamed to the Technical Committee on High-Speed Networking.” (motion 03:30) All approved. This is a bylaws change and will go to the BoG for final approval in December. Bill will bring a revised charter to the BoG. (action: 03:13, new)

Bill will work with the TCs and Standards Committee selecting a standards initiative for ComSoc in 2005 and make a recommendation by year end.

Emerging Technologies is looking at new areas for potential technical committees: Computer Network Security, Consumer Networking, Powerline Communications, and Applications of Nanotechnology to Communications.

E. Membership Services – Roberto Saracco (Attachment 7)

Education

*Online Courses available through Stevens:*
- Turbo Codes and Iterative Decoding
- Joint Physical & Network-Layer Optimization of Wireless Communications Systems
- Last-Mile Wireline Access

*Tutorials Now*
- Mobile Ad Hoc Networking
- The Wireless Mobile Internet – Architecture, Protocols & Services
- Internet Traffic Monitoring & Analysis: Methods & Applications
- Engineering for QoS: Applying Traffic Theory to the Internet.

Meetings & Conferences

WCNC 2004 will provide Proceedings on line to attendees during the conference; afterwards, they may request Proceedings (free) via the web. John Pape will assist with marketing.

On Line Services

*Notification modules scheduled* for implementation in October:
- Notification of Table of Content -- subscribers automatically notified of journal/magazine TOCs when uploaded to the Digital Library
- Notification of Published Articles -- subscriber are notified of published articles in their areas of interest.

*Virtual Consultant:*
IEEE members can register (for $75) as consultants into an on-line database via IEEE’s Alliance of Consultants Networks. The consensus of OpCom is that Nelson continue the initiative to implement a “virtual consultant area” at our web site.

**Patent Module**


**F. Membership Development – Trevor Clarkson (Attachment 8)**

The EAME RCCC was scheduled for September 22 and 23 in Rimini, Italy, to coincide with ECOC and OpCom. The North America RCCC will be held during Globecom in San Francisco.

Student Travel Grant funds for 2004 will be realigned so that $6K in grant money is earmarked for CCNC ‘04 to “assist” students with "accepted papers" to attend the conference--providing they reside outside the North America Region. This is a one-time exception to be coordinated by Bhaskar and Trevor, since the conference occurs early in 2004. (action 03:14, new) **

Going forward, the new Membership Development Council (Alex) will reassess which conferences should have STG assistance, revising the policies/procedures accordingly. (action 03:15, new) **

** Above actions transpired off line at the time of OpCom.

**G. Society Relations – Alex Gelman (Attachment 9)**

**Power Line Communications:** PLC initiatives aim to attract new members from power utilities; Alex is collaborating with Power Engineering Society on a possible workshop. *IEEE Communications Magazine* published a feature Article; a *JSAC* issue is under consideration.


A MOU is scheduled for signature in October; Roberto de Marca is ComSoc’s representative to the WWRF Board.

A joint wireless workshop is scheduled October 29 in NYC. Alex and Bill Tranter (who chairs the Internet Impact & Visibility ad hoc committee) agreed to allocate $3K for the WWRF workshop out of the $9K budgeted for Bill’s committee. (action 03:16, new) A meeting scheduled October 30 will address Next Generation Wireless standardization issues and possible IEEE/ComSoc/WWRF cooperation.

ComSoc’s first Global Sister Society Summit takes place during Globecom 2003; all sister societies are invited. New or renewed sister-society agreements will be signed at that time. (Popov Society recently renewed their agreement with ComSoc.)
H. New Revenue Sources – John Pape (Attachment 10)

**Integrated Marketing Plan 2004**
- Improve marketing integration of sales promotion, direct mail, advertising, exhibits, online/e-mail efforts.
- Increase emphasis on online methods (e-mail, www pages, pdf flyers).
- Implement “new tactics” (see slides)

**Access to ComSoc Intellectual Property** (John Pape for Steve Weinstein)
For a fee, ComSoc would provide our business customers (service vendors, etc.) links to specific pieces of our intellectual property from their web sites. These “clients” could then make ComSoc IP available to their own customers through their web sites. Steve projects this preliminary proposal, if implemented, could bring in significant revenue.

**International Communications Engineer Certification**
The Chinese government requested ComSoc support on a Certification Program. Celia, Pierre, Dale and Nelson will examine this opportunity and bring their recommendation to the December BoG **(action 03:17, new)**.

**New Conferences**
- Alex recommends CCNC 2005 remain in Las Vegas. Cooperation between ComSoc and Consumer Electronics Association (CEA) is critical with their large conference attendance (100,000).
- Harvey will follow up with Scott Marcus who is on the M&C steering committee for Internet conferences.
- Bill will work with Nim Cheung (Chair of Emerging Technologies) identifying “new technology” for future workshops.
- Business applications must be addressed at ComSoc conferences; Bill is seeking a volunteer to “champion” the area. Alex will include “Business Applications in Conferences” on the Sister-Society Summit agenda to involve interested societies.
- ComSoc’s Executive Round-Table program would provide opportunities for communications professionals globally to meet regularly and share information on crucial technical/business issues with well-known speakers (selected by ComSoc). A champion is needed to get started; Pierre will work with Brian Bigalke (staff) to determine a topics, speakers, etc., reporting to the BoG in December. **(action 03:18, new)**
- Nim (Chair - Emerging Technologies Committee) should work with the M&C Department on procedures to channel the fostering of ideas for new conferences. Curtis will appoint members to ETC who can liaison with M&C, publications, and TCs. Bill will ask Nim for a summary report on ETC findings/recommendations regarding new conferences and new technologies.

**ComSoc Online Lecture Series**
Procedures for distinguished lecturers now require lecturers to present a 45-minute DLT for the web online lecture series (if asked) utilizing voice over PowerPoint.
Bill moved “that OpCom move ahead with the Distinguished Lecture online tutorial initiative and that the committee on Electronic Tutorials & Lectures develop a format to facilitate this.” (motion 03:32) All approved. The committee chair (Howard) will report to the Board at Globecom. (action 03:19, new)

**Online Advertising:**
Celia and Curtis will discuss opportunities/options for online advertising with Eric Levine, deciding how to facilitate this within ComSoc’s Advertising/Sales Department


Technical co-sponsorship of sister-society journals is an opportunity to enhance ComSoc visibility/impact on the global communications community (note: success of ComSoc/KICS co-sponsorship of JCN).

Roberto presented a high-level set of procedures for co-sponsorships (from Joe LoCicero). The procedures will be brought to the Publications Board Meeting/Luncheon at Globecom for consideration.

**3. Future Meetings**
BoG – Wednesday (p.m.) – Thursday (a.m.), 3 - 4 December 2003 – San Francisco, CA, USA
Management Retreat – Friday (all day) – Saturday (morning.) 9 – 10 January 2004 – Las Vegas, Nevada, USA.
OpCom – Tuesday (p.m.) – Wednesday (morning), 9 – 10 March 2004, Hong Kong

**4. Closing Remarks - Celia Desmond**
After requesting all current officers to submit their Operating Plans prior to Globecom, Celia closed the meeting thanking officers for their participation. The meeting adjourned at 12:30 p.m. followed by lunch.

Respectfully submitted,

Carole Swaim

**ATTACHMENTS**

| Attachment 1 | Agenda |
| Attachment 2 | Financial Overview |
| Attachment 3 | Education Reports |
| Attachment 4 | President Report, IEEE/TAB |
| Attachment 5 | Executive *Operating Plan*, Headquarters Move/Sublease |
| Attachment 6 | Technical Activities |
| Attachment 7 | Membership Services, Online Services, Journals |
| Attachment 8 | Membership Development *Operating Plan*, Status |
Attachment 9  Society Relations: Total Operating Plans, Report
Attachment 10  Marketing Plan/Access to IP Proposal/IEEE Research Project
Attachment 11  Sister Society Technical Co-Sponsorship of Journals

MOTIONS PASSED

Headquarters Relocation
03:27 passed August 4 via e-mail: Moved “Based on the site inspection and other negotiations by Howard and Celia, that the attached sublease agreement should be approved as drafted; and that the SFC be delegated approval authority for the leasehold improvements and other expenses associated with the relocation, subject to a maximum of US$150,000.00 in total relocation costs. If there is a need for a relocation budget overrun the SFC will ask the BoG for the additional authorization.”

Tutorial Short Courses
03:28 “that OpCom authorize Curtis and Bill to develop four tutorial short courses (8 hours of instruction). The courses will be developed using new materials, rather than material previously developed for conference tutorials.”

RFP for Third-Party Courses
03:29 Not approved: “that OpCom drop the RFP process and not seek a vendor.”

Gigabit Networking TC Name Change
03:30 “that the Technical Committee on Gigabit Networking be renamed the Technical Committee on High-Speed Networking.”

Patent Module

DL Online Tutorials
03:32 “that OpCom move ahead with the Distinguished Lecture online tutorial initiative and that the committee on Electronic Tutorials & Lectures develop a format to facilitate this.”

ACTION ITEMS

03:10 new: Howard (Chair of ad hoc committee) will bring a recommendation to the next BoG covering "online education products", their development (across individual directorships) and delivery – and to include marketing within the "big picture".

03:11 new: Dale will continue with the RFP, developing a business case for the ad hoc committee to review including a recommendation as to vendor, costs, RFP, and a plan to move forward.

03:12 new: Howard chair of ad hoc committee will bring a business plan and content recommendation to the BoG with regard to the RFP for Self-Study Online Courses.

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

03:14 new: Student Travel Grant funds for 2004 will be realigned so that $6K in grant money is ear-marked for CCNC ‘04 (to "assist" students with "accepted papers" to attend the conference--providing they reside outside the North America Region. This is a one-time exception to be coordinated by Bhaskar and Trevor (conference occurring early in 2004).
03:15 new: 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.

03:16 new: Alex and Bill Tranter (who chairs the Internet Impact & Visibility ad hoc committee ) agreed to allocate $3K for the WWRF workshop out of the $9K budgeted for Bill’s committee for a joint wireless workshop.

03:17 new: Celia, Pierre, Dale and Nelson will examine a Chinese request that we support a Chinese certification program and bring their recommendation to the December BoG.

03:18 new: Pierre will work with Brian Bigalke (staff) on a ComSoc Executive Round Table program to determine topics, speakers, etc., reporting to the BoG in December.

03:19 new: moving ahead with the Distinguished Lecture online tutorial initiative and that the committee on Electronic Tutorials & Lectures develop a format for facilitating this.” The committee chair (Howard) will report to the Board at Globecom.

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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.

02:23 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.

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02:08 closed: 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.

03:09 closed: Joe will review each of the 2003 journal page counts to see if they can be reduced to help decrease the ComSoc budget deficit.

02:16 closed: 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).

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