Systems Council
Strategic Planning Session
December 3, 2007
Hyatt at Fisherman's Wharf
Jeremiah O'Brien Room

Attendees: George Friedman, Paul Gartz, Mo Jamshidi, Paul Croll, Jim Barbera,
Bob Rassa, Pilar Sobrevilla, Dr. Wai-Chi Fang, Bob Lyons, Judy Scharmann

1:00 Meeting called to order by Bob Rassa

There were short introductions, and then Bob turned the meeting over to Paul Gartz, President
Elect.

Paul's presentation: <u>Planning Our Future</u>
- Systems Council Scope & Situation
- Large-scale System Opportunities
- Top Board IEEE Directions
- Global Systems Markets

Sept. 2005 saw our first strategic planning meeting. Let's continue where we left off. Paul and
Bob agree that strategic planning is very beneficial. Let's build on a strategy. At least the next 5
years. Paul recognized Bob for getting us going. Bob said it was the work of a lot of people.
But, thank you.

Systems council Scope and Situation: where do we want to go beyond words and FOI?
Croll: we are dealing with 2 community sets:
1. Community of practice
2. Member societies who are paying real money to participate.

Our suggested top goals:
1. Stabilize and grow Systems Council
2. 2. Serve all constituencies
3. Develop a series of Action plans

Let's look at what we agreed to back in 2005:

 "Systems of Global and National Significance" – Mo came up with this and Paul latched on to
it.
- Implies Systems-of-Systems

We have to be sure and work in a domain that adds benefit to all member societies. We don't
want to be a threat.

We have to take a look at all systems aspects for a holistic look.

- "Living Systems" and HMI (Human-Machine Interface)
- Business, Economics, Politics, Marketing
- Industry, Academia, Government, Lay Public
- Management and Technical

There was discussion on the Management Society going to council status. Many are alarmed by this. Thinks we need Management. But, they can't be part of the Systems Council. It's a rule. We can still have a relationship. It was discussed that management talent lays other places also. Eng. Man. is in area 6. Those members need to have a place to go. Go find another society. We can have a liaison. It was suggested that we make an accommodation. We need a relationship. We have the ability to have a liaison. We are going to have overlap. We can have a similar liaison like George Friedman. We want the perception that we are taking care of management. Let's remove the dichotomy of engineering and management.

Back on topic:

Coordinates with member Societies
- Minimize overlap, seek win/win, and engage. Get societies more on board by giving them more value

The "council" is a mechanism to integrate across society lines. They still tend to be on their own in the way of conferences, pubs, etc. The whole purpose of member societies is to provide integration. The voting members are in the societies. When talking with Presidents of our member societies, their societies do not get a lot of value out of it.

3. A TAB Organizational unit (OU)
- Bottom line performance. Must operate it like a business. Must focus on financial planning.

We are an OU of "Practice".
We need the member societies to participate. You have to give the impression that we are not here to compete, we are here to help. Big Picture Point: if we are the only game in town, people will come and play.
We need to increase the value to our member societies. We must have theory and practice.
Formulate a Value proposition for our member societies.
How can we help you?
Out of the strategic plan: ACTIONS. Get the relationships established with our member societies. Paul G. said he is going to propose that our 2009 conference focus on one of these massive systems of systems.

How do we get industry more involved in IEEE? IEEE is interested in this. Systems council has an opportunity to get with the industry people. IEEE wants this.
IEEE has a committee on earth focus, Group on Earth Observation (GEO). Important topic. 66 countries involves in this thing. Finding systems that work and have them work together.

GEOSS (Global Earth Observation SoS) Coordinating societies is very important. The reps go back to the societies and report.   We need our reps to go back and sell the vision of our council.

3 levels of coordination with societies:

1. Presidents must be on board
2. Get into the board members
3. Get to the direct membership of the societies

We need more volunteers. We can't grow fast enough, so we need to get to the memberships of the member societies.

Only ½ of IEEE are members of societies. ½ is industry. What we do should not just be focused on IEEE. It should be focused on the world. Most conference attendees are not IEEE members. We can't just look at IEEE. Think beyond that. That's where the market is.

Theo: the first combined chapter between AESS/Systems Council has been established. They have already had 2 meetings. This is in Connecticut. There is a lot of momentum. There is a need for systems engineering.

Gartz: what Theo did is a best practice. As of 2006, councils can start chapters. Before 2006, they could not

There are still concerns about the Systems Council. Some societies still feel that we are competing. There is a fear of "upstarts". AES does not view this as friction. They are more forward thinking and not so worried about turf. George hears more concerns from SMC. Bob doesn't know how to address that. IEEE created the "council" for overlaps.   SMC is concerned because they have systems in their name.
Gartz: we just have to prove that we have value. Show that we are not a threat.

Emerging Systems-of-Systems (SoS)

    Plan, deliver, store material (Logistics sos)

    Transport people and cargo (Transportation sos)

    Observe (and take positive action) water, air, earth, space to predict climate and weather
Earth decisions sos (eg GEOSS)

    Assure human health (Health sos)

    Defend and secure country (Security sos)

This is just a partial list.

Gartz: one of the problems with AESS, we were not very global. We wanted to grow globally. Certain of these systems are more mature.

What sos do we want to concentrate on first? For sure GEOSS, Security, Health. Within these 3, we are going to pull in about 80% of our member societies.

GEOSS: Global Earth Observation SoS

Anything to do with the earth. Here is a scope of very important issues. A lot of discussion is occurring about a lot of these issues. IEEE committee on earth observation. Immediately 3 societies got on board. It hasn't matured yet.

Disasters affect everything.
Security affects everything.

IEEE/AESS Directions: Start with Subject key to Country/Region; bring industry, academia, government; use a sos context.

IEEE vision: "Advance Global Prosperity". Leah Jamison thinks it should say "Advance Humanity". IEEE is thinking along these lines!

IEEE has a list of New "Grand Challenges". MWC is working on this. Very progressive thinker. There are 15 challenges. You need to have bureaucracy to tackle some of these challenges. Perhaps the Systems Council is that bureaucracy. Our work is going to be very important.

IEEE has 38 societies and 8 councils plus the New Systems Council. TAB
This is our talent pool. We need to show value to all of them. 2009 is probably our first opportunity to put something into place.

There are business models with best practices. But, the process is going to be different for a product, versus a service.

Back to a discussion on our scope, sos. Everything is sos. We are a Systems council. Why are we so focused on putting together this massively complex thing like GEOSS? We are going to disenfranchise a lot of engineers that are focused on a small segment. We need to get back to our charter. Get back to smaller pieces so people can absorb and comprehend.

One of the ways we could add value is by delivering something like a set of best practices. What value can we deliver? Top level: sos. And on down. There is systems engineering on every level. What are the best practices for developing systems? Period. If we are going to survive, we are shooting too high. We have to get back to basics. Let's give them the guidelines, the benefits. There are a lot of engineers that are unaware of the big process of a Boeing, a Raytheon, etc. It was said that this has already been done. The focus should be on application.

That may not be a high priority for the Systems Council. We need to find an area of collaboration. They are looking for revenue. They would like exposure of their product lines. Societies would like the opportunity to collaborate to help them grow their membership. They all have TC's that they want to put out to everyone. We need to find ways to provide a showcase for what our societies are doing. All this other stuff is noble, but it will not be supported. Societies want tangible benefit. But, they can only take small chunks. If we are thinking this big, we are not doing a service. We need to first establish a solid base. Start with special issues of journal.
Who is our customer base? What are we delivering to them? We have this vast scope.

What is our near-term goal, mid-term goal, long-term goal? Our near term goal is to please our societies.

We have all these ideas, now we need to sort them out. We are still in the brainstorming phase. We have standards. However, when we talk about process, how do we ensure a safe product? We need a process for that.
180 degrees. We are a provisional council. We have 3-5 years to prove that we should continue to exist. How do we become a full blown council from provisional?

We need to keep our focus on this. Conferences bring revenue. But, we need to get our societies to come to our conference. It will become easier once we learn our customer base.

Sos is a major part of what we do, but not the whole thing. Our prime objective is not to satisfy our societies, but to get the practicing community involved in what we do. That would give us viability. We have to have a viable set of products to satisfy the community at large, not IEEE.

There was discussion on being disturbed by the going back to small systems. You don't want to miss the integration of the larger systems. We need to pay attention to primary customer, and also meet the needs to smaller nitch that may become a primary customer. We need to take a large view, not a small view. Because no one else is doing this.

There was agreement to a point. Do we have the resources, manpower to do the higher level at this point in our growth?

Gartz: we have to talk global. The world is in regions. Look at the size of region 8! There are different needs across the region. Money is parity, but Asia is taken off like a rocket.
The world is a vast place. We have to think in these contexts. Why are we looking at this?
Gartz: to figure out who are our customers, etc.

Fang said that China wants to bring in speakers and address their local needs. However, it was discussed that DL's cost money. We should be thinking, not how can we support our chapters, but how do we start chapters? Mechanically, how do we do it? A chapter is any 12 individuals with an interest in your field. Just to find DL's is no small task. Who are they? Where are they?

MGAB: Members and Geographic Activities Board. Used to be RAB.

Theo said that her next step is to go out to other chapters within the region and say, "can we have a combined meeting?" Going to individual chapters may be the answer to this. Our goal for 2008 might be: to form 10 new chapters.

Priorities:
1. Start 10 new chapters
2. Get best low cost delivery method. Poll the societies.
3. Start an AESS/Systems Council joint chapter in LA, Santa Clara (Mark Montrose will send the info to Santa Clara section)
4. Bob Lyons will look into chapter in Georgia (GTRI). Also Georgia Tech. Dayton, Seattle, south Texas, San Antonio, St. Louis.
5. Paul Gartz will meet with Society Presidents, PMI, and INCOSE and ask for money. What is the return for the societies? You have to let everyone know that there is a benefit. We have to make sure that a game plan or proposal goes back to the societies. The written report can be posted on the society websites. Will you be willing to take a document and post on your web sites?
6. Systems Council Sales package
7. Cross Marketing of Society products and services via web.
8. Work transnational with companies, MGAB, local societies. . .
9. Formal process to get technical sponsorships for conferences.

Dr. Fang: echo Theo. We can start doing more and more. People can start with our brand name. If we have small budget for chapter, that will be enough. People participate, they have admin power. Like start website. They can promote the Systems Council. Learn by doing. We can start small. Just do it! Chapter development is more of a discussion for AdCom.

Theo: we have to have collaboration with academia. Even the smallest school is interested in systems engineering. You can tap into existing resources in academia. We need to be more creative and reach out beyond IEEE. Also, reach out to corporations, not just academia. We can partner with many different people.

The Middle East is very active and is spending a lot of money on sos.

Systems Council Market-Technology Matrix

The glue that holds sos together is technologies. Where do these come from? The societies. To get societies on board, give them each a track at the conference.

2009: GEOSS
2010: Health

Bring the societies in, and then go transnational. Set up chapters. Then figure out how to fund. Go bottom up and top down at the same time.

Education is Key to Systems Council and IEEE.

"Expert Now" is expensive. AESS has the Video Education Program. Ship equipment around and have people do video tutorials. Much less expensive.
The Computer Society has Ready notes and podcasts. They are doing this very efficiently. Very successful. Also do a DL series. Standards Speaker Series is being re-vitalized.

There was discussion on standard curricula for undergrad, leads to ABET accreditation. The Systems Council would be the IEEE sponsor for this. Also, Systems accreditation.   This is a higher level. Has not taken place yet.   INARTE. They go around and give accreditation. Very extensive. Systems Eng. Certification with a 3rd party company.

It was feared that Don Brown's other activities are taking over his time away from accreditation.

EAB has a firm plan on how to do this.

Constraints to Growth & Issues

We need a Strategic Planning Committee.

Fear factor: we are a start up unit. Huge scope, no individual members, limited cash, limited volunteer pool.

If we look at these constraints, they are real. Look at our talent pool. We have to go into a sales campaign. Sell it when you can. Gartz will put together a marketing package. What is our message? Gartz will consolidate them all and help you market the Systems Council. Give feedback on what you are learning so we can adjust.

We can't just have you on the board, but have the society get some direct value from this. This is key. Value to the regions.
Gartz is going to tap the Presidents for some extra money to do some things. IEEE has money. Sections have some money. Get everyone working together.

We have to understand who are customers really are. We have to be careful about how we act. We cannot act like a society. Our purpose is not to be a society. Our purpose is to perform activities in areas where societies have overlap. We need to function for the benefit of the societies, but that is not our sole purpose.

If we have a working relationship with societies, we will be mutually beneficial. We need to involve the member societies to the maximum extent possible. It is important to what we do. It is rare for a society to ask for help. They ask for participation.

Key Strategic Questions:
Who are our customers?

What are our products and services?
Conferences, pubs

Which world regions 1st?

California is the most concentrated area for systems engineers, yet there is not an AESS chapter. We need a new chapter in California. Dr. Fang will work on that. He is in that area. Mark Montrose will help with Santa Clara. There is an area is Georgia that could use a chapter. GTRI. Bob Lyons will help with that.

The council role really comes in with synergies across societies. That adds value.

The big money generator, in IEEE's eyes, is conferences. Where do we go with conferences? 2009 we have one. Give our societies a track.

It is a great idea to put together a sales package for Systems Council. Each of us can be a leader and sell this. We need to prioritize. Are there people of influence (money) using the term sos? Where is the place that already has the traction where we can set up a conference?

The top 3 issues are Transportation, Health, and Security. Not GEOSS so much. Which one is going to attract the most people? There is a lot of systems thinking, but it is disjointed. We could help bring it together.

It was thought that for a big conference in 2009, it's getting late. Croll said it's never too late for Las Vegas.

Gartz: we are at risk and kind of in the dark here on planning this next conference (2009). We need to identify who the potential sponsors are. What we perceive as a priority, may not be with everyone else.

We need to be thinking 2009 and 2010. We have 5: (include disasters). We investigate the market and where do we want to go in the world. Then involve our societies.

What if we start planning a conference in each domain a year? Not in 09 or 2010, but maybe in 2012. If we find a hit, we create a TC. Then go to another one. If it takes off, add another TC. And so on.

Practically, we can run 2 conferences a year. You're never finished running a conference. You find yourself always moving. All areas of the world do things differently. In principle, it's good to have a lot of conferences, but practically, it's difficult with limited volunteers. We can have 4 conferences per year, but: we need to go to our societies and give presentations and ask for technical co-sponsorship. Once we get commitment, we engage the societies. We have to go through a formal process.

It was suggested that we have a strategy meeting before every Adcom meeting.

Strategy Process Check:

Good in general. More attendees need to come. Need more societies represented. In terms of conference expansion, it has to begin with our annual conference. We need off-shoots of our annual conference. We need focused conferences. The SoS conference has grown.

We need to bring it more to practical level. We need more actionable things. It's time to pick one or 2 things and go do it. We did a good job at outlining some of the strategy concerns, and that should have produced actions. We can't do this in ½ day. We need another ½ day to make it work.

There was concern about the conferences. There's always something that jumps up and bites you. The council is not in a position financially. We don't want to get in a bad position. We have not followed through on everything we've said we want to do. It's been sporadic. We got the journal going. We initiated our conference. We only had to pay penalty because the GEOSS people didn't show. We've done nothing on standards, workshops; we haven't focused on topics (disaster management conference, energy conference). It was discussed that we need to follow through on what we've already talked about before we go on to new things. We meet, we talk, and we're excited. Then we go home and do nothing. We start out with basic goals. We've met those. However, we're not running on all cylinders. We will mature. We need to learn how to work with each other. Our focus is incomplete. We need to figure out who we are, where are we going, and how do we get there? What baby steps do we need to take to evolve the council? We need to engage our members. Council members: don't just report back that you attended a meeting, but submit a written report. Focus on 2-3 strategic items and be good at it. We don't have the manpower. We need people that have a vested interest. Overall we have a good start. One of the main problems is that the societies are very different. It's difficult to put the proposals to work. We need to help the societies see the big picture.

With TC formulation, we need one person to take leadership. Invite a few people to participate in a TC. Identify 3 TC's and invite people to participate.

This has been a good meeting. Let's not look so far in the future that we loose site of the near future. Remember what we signed up to do 2 years ago.

This meeting was an attempt to do what we won't do tomorrow. All agreed that this meeting was useful. The council has to play a major role in the education of system of systems. That is the future.

Who would be interested in participating a strategic planning committee? George Friedman, Paul Gartz, Mo Jamshidi, Paul Croll, Bob Rassa, Pilar Sobrevilla, Dr. Wai-Chi Fang, Bob Lyons,

Meeting adjourned.

Respectfully submitted,

Judy Scharmann

Systems Council AdCom Meeting
Hyatt Regency Fisherman's Wharf
Jeremiah O'Brien Room
Dec. 4, 2007

Breakfast

Introductions

Attendees: Theodora Saunders, Paul Gartz, Mo Jamshidi, Paul Croll, Jim Barbera, Ian Hiskens, Bob Rassa, Mark Montrose, Pilar Sobrevilla, Bob Lyons, Jr., Steve Karlovic, Wai chi Fang, George Friedman, Henry Benitez, Judy Scharmann. Stephanie White participated by teleconference.

Approval of the Minutes

MOTION: Theo Saunders made a motion to approve the minutes. Bob Lyons 2nd. **Motion passed.** (M-0012)

Remarks from TAB-appointed Mentor

Tom Wiener could not attend the meeting.

Remarks from Division X Director, Bill Gruver

Bill found that there is not always a complete understanding of how IEEE works, so he began with an overview of IEEE. Highlights:

- IEEE Organization. Introduced Member & Geographic Activities Board (MGAB). Previously Regional Activities Board (RAB). Mission: "to serve the needs of members by maintaining, enhancing, and supporting the geographic units of IEEE" Sections report to MGAB.

- IEEE Membership by Region. Region 10 is growing the most.

- TAB is 61 voting members. Seems large, but things are going better. A lot more cooperation.

- Publication Services and Products Board (PSPB) - supports publication of transactions, magazine, newsletter, IEEE Xplore, etc. Spectrum is viewed as the most value in IEEE.

- Educational Activities Board (EAB) - Policies and programs to serve IEEE members in educational pursuits, the engineering and scientific community, and the general public.

- Standards Association

- IEEE-USA - Recommends policies and implements programs specifically intended to serve and benefit members, engineering professionals, and general public in USA.

- Division X: includes Systems Council, Sensors Council, Computational Intelligence Society, Control Systems Society, Engineering in Medicine and Biology Society, Lasers and Electro-Optics Society, Robotics and Automation Society, Systems, Man, and Cybernetics Society.

- Challenges: Globalization, Cost of IEEE membership (particularly affecting Regions 9-10, on-line publications from competitors, open access, hybrid models, ASPP distribution (favors downloads from Xplore), perceived lack of member value, cost/benefit.

Globalization Trend – China is growing. There is a new office in Beijing. It's a for-profit organization under IEEE. Sections are growing rapidly. About 10 new sections. These sections will have an important role in forming new chapters. 2004-present IEEE has increased from 0 to 15 chapters in China.

Top obstacle: cost of membership, especially in Regions 9-10. IEEE has been looking at alternative membership models. The model that will most likely move forward is Tiers of membership. Basically, for smaller amount of money, you receive fewer benefits. A lot of time has been spent dealing with the perception of lack of member value.

- Opportunities: Alternative sources of revenues to offset increases in dues and fees, alternative sources of revenues to offset increases in dues and fees, better fiscal control, improved process for negotiating hotel contracts to limit loss, technical committees, joint activities with member and non-member societies/councils, Chapters/affinity groups.

Discussed Expert Now – video tutorials.

A lot of time has been spent dealing with the perception of lack of member value.

Problem: The percent of IEEE members attending a conference is a very low. The majority of our money comes from conferences.

Discussion about the difference between IEEE and non-IEEE membership. Bob Rassa said that if you have paid the non-member rate, you get a voucher for an IEEE membership. We got 100 new members at AUTOTESTCON. The conference collects the vouchers, IEEE apps, and we send them in to IEEE with the fees. We retain about 70%.

Many sections are not hearing about conferences in their area. The IEEE Conferences Committee started a program that automatically sends out a notice to local people. It happens automatically with the Conference form. Bill thinks the conference chair should make personal contact with the section chairs to notify them of conferences in the area. We should take a more

proactive role in getting the section chairs to help the societies. Typically, if the local section agrees to support, they can get 10% to 30% of the surplus/loss.

Discussion about hotels and attrition clauses. With the drop in USD, and the increase in EURO and Pound, this is causing problems with attrition with hotels. The hotel has an attrition clause. It's getting harder to estimate room nights. We have to be more careful with attrition clauses. The Computer Society typically gets rid of the attrition clauses in their negotiation.

Bill addressed TC. He suggests that TC be put on conference committees.

Conferences – Jim Barbera

Jim is developing a conference planning guide.
1. Venue Selection Committee
2. Systems Council Conference Advisory Board

Bob suggested that we get to the point and keep things moving.

ACTION ITEM: Jim Barbera – Send OES Conference Guide to AdCom for comment. (AI-0027)

ACTION ITEM: Jim Barbera – Attempt to determine which key IEEE and external conferences to deconflict with the Systems Conference (AI-0028)

127 abstracts submitted for Montreal in April. There was discussion on the strong Canadian Dollar and the weak USD. The Canadian dollar is receding a bit. When you plan a conference, you can't plan around what you think the USD is going to do.

Discussion about 2009. Where do you want to go? Discussed the problems with last year's conference, many participants had visa problems. The US makes things difficult. Canada has an office that will help with this. All you have to do is list your conference with them, and they will issue visas. It was suggested that we go to Canada in 2009. USA is just getting too hard for non US to come in.

In Hawaii, we had very small percentage of overseas participants. But, we had bad dates.

Gartz: advice from Bill? What parts of the world can we go to have a stable conference? Many suggestions:
*   Europe, but there is the problem of the weak dollar.
*   Japan has very successful conferences.
*   Singapore, but it is hard and expensive to get there. And they won't let you lock in hotels 3-4 years in advance.
*   Mainstream Europe: Prague, Vienna, Brussells. Discussed VAT recovery. IEEE will have something in place by January. (for 6 countries). April is a good month for Italy. You have to work at it to go to Australia.

Gartz: System of systems is big in Rome, Europe, Berlin. This would bring mainly Europeans. There are so many different issues to look at. But, we need to be global.

Bill Gruver asked if it might make sense to have a smaller conference in Europe and keep your larger one in North America. Rassa – maybe, but it will be a start up. We only have a handful of volunteers. We need to do more workshops. We have one, and we are trying to start another. Let's see which workshops can grow into something bigger.

Rassa reported on the attrition issue from the 2007 conference (GEOSS didn't show). We had to pay several thousand.

Any new conferences and workshops? Mo is giving 20% of SoS.
We are sending call for papers to all members. That helps numbers go up.
Mo is very proactive in advertising the SoS conference. We need to do that with Systems Conference. Any suggestions from Mo would be good.
Mo: when you have 100 people coming to your conference, recruit them! Get them involved in the Council.

07 Sos: our share was net of $3,500.
07 Systems Conference: not closed yet.

It was discussed to move on from this attrition problem.
We still haven't made the decision about the attrition. Let's take it offline and make a decision.

Review of overall Technical Activities - Croll:

We didn't get anything from GEOSS after the mishap in 2007. Try and make that happen.
We've had a long list on the docket for consideration. Please go back to your societies and get interest. Gartz is going to set up a meeting with the Presidents. Discussion on how to get more participation. We need to get access to volunteers.
Mark: we keep talking about situations, but no solutions. In PSE, we have an in with NASA. I would like to recommend that a board member put on a workshop on systems safety, go or no go, etc. He said that he and Benitez will get in touch with someone at NASA to do a section at the conference.

George: GEOSS is an area of interest in INCOSE. Jim is treasurer of GEOSS, so George can talk with him.

Stephanie: we have someone that has been at NASA. We could probably get someone to speak at the conference. Paul Croll will contact him.

It was discussed that we don't communicate frequently enough. Croll will set up teleconference to talk about workshop topics.

ACTION ITEM: Paul Croll – Set up teleconference to talk about workshops. (AI-0031)

Safety Workshops: lost a couple hundred bucks.

ACTION ITEM: All – Send workshop ideas to Paul Croll. (AI-0032)

INCOSE: George reported: ABET has been restructured. 14 org. that had meeting with ABET. ABET decided to narrow the societies that could accredit undergrad level from 14 to 6. Don Brown is lead on this. There was concern that Don doesn't have time to do this. So, other considerations are Gerald Strasener or Andy Sage. Bob Rassa indicated that we need to move quickly. If we are not going to do it, EAB will look for someone else.

ACTION ITEM: Paul Croll – Determine if Don Brown can take on the Systems Engineering Curriculum task, and if not, find someone else. (AI-0033)

There was discussion on whether we want to put in an initiative to IEEE? Once you set it up, there is a cost to admin the certification test, but we would get the fee. There was concern about whether we want to really want to do this and then not be able to perform? Not enough resources? Do we want to wait a year? Bob Rassa thought we should get the ball rolling. The process will go slowly. Like any certification, it's a slow growth process. If we get into this, it will be a long-term effort, that requires care and feeding. Bob Rassa indicated that Raytheon is interested in certification.

MOTION: Paul Croll moved that we proceed with the development of certification for engineering professionals. Paul Gartz 2nd. **Motion passed**. (M-0013)

Standards
Paul Croll reported that each of our societies have standards that touch on systems. First step would be for us to have a harmonization among standards. We don't want standards that are in conflict. We need a survey of the existing standards in our member societies. Where are there gaps and where is there harmonization?

It has been suggested by a president of one of our member societies that the Council take over 1220. Do we want to offer our help to jointly with Computer Society?

ACTION ITEM: Paul Croll - Let the council know when activity begins again with 1220 and solicit participation. (AI-0034)

There was discussion that someone needs to do a roadmap of standards for systems engineers. Gartz wants to go offline and discuss more.

ICEO/GEOSS Report: Gartz. Let's take it all offline.

TC: There was discussion on starting up some Technical Committees. We should focus on disaster management, energy management. The trick is finding that one person that will chair a TC.   It was suggested that we go to a society that has the closest interest match and offer to do a joint TC.   Let's take it offline. If these TCs lead to conferences and workshops we would agree to take on technical co-sponsorship and share that. We need money, but we also need to share the revenue. This council cannot get greedy. We said we are going to help our member societies. We will dishonor ourselves if we go back on that.

ACTION ITEM: All - Send list of TC suggestions to Paul Croll. (AI-0035)

Systems Journal Review and Discussion – Mo Jamshidi:

The 2nd issue came out last week. The number of subscribers is a lot less than we thought. There was discussion on the apparent difficulty of buying our Journal on IEEE. It is available, we need to advertise it better.

Mo: we promised 2 issues in 2007 and we met our goal. 2008: promise 4 issues. Jay is really pushing special issue. 97 papers submitted to Journal. Some are special issue papers. Biggest challenge so far, set trend for journal. National Global Significance. Mo rejects papers if they do not have impact. It's not just going to be same ole, same ole. He is short papers. He is getting help from SoS conference. Overall it looks promising. Critics are now changing their opinions of the Journal. Some presenters from Systems Conference are not willing to write it up. He will have some assoc. editors in Montreal to go and chase some of these presenters. Rassa: asking someone to write a journal-quality article is difficult. Give Bob some topics and he will go and try to find authors.

Mo reduced the page counts in 2008. He was slightly below the 250 pages promised in 2007. We got almost 200 pages. He is trying to make sure the Journal has a different point of view. Make sure journal is available in electronic and journal format. Xplore has all our articles. Nothing else needs to be done.

There was a discussion on whether we need a VP of Marketing. If you do great things and nobody knows about it, what good is it? No other societies have such a position. What would it do? It would look across all opportunities and make sure we had visibility. Hold this to New Business.

We discussed asking member societies to put a one page ad for our journal in their journal. We also need a one page ad sitting at conferences. We have $10,000 available for advertising. We need to advertise not just the journal but the council.

We are currently upside down with cost/revenue.

The Council thanked Mo for the good work.

Collaboration Opportunities - All:

Discussed collaboration opportunities, including joint TCs, joint chapters (Theo's). Also discussed AFCEA. AFCEA in Rome is a good one. They are willing and they do want to collaborate. We could get AESS to help with that. Bob Lyons will follow up.

ACTION ITEM: Bob Lyons – Get in touch with Marina Ruggieri and AFCEA to investigate collaboration. (AI-0036)

ACTION ITEM: All – Send 3 suggestions for collaboration to Paul Croll. He will then bring them to the next strategy meeting. Suggest and offer solutions, contacts. Also volunteer to help with it. (AI-0037)

There was discussion on whether there had been any attempts to make contact with medical, especially Biomedical Society. There is a need here. Very ripe.

Chapters:

We have one joint chapter. There were suggestions to have joint chapter in LA. We discussed the need for a chapter coordinator. We need to add a position for that. That person can help increase chapter activity greatly. The chapter coordinator can work closely with transnational. Mark has developed 2 documents: a Distinguished Lecturer Program document and a Chapter Support Angel Program document.

Winston Fang, chair of the Regional Activities and Chapters Committee, gave a very detailed presentation. He has assigned a Director to each of our ten divisions, to head up each division. Bill G. said the term Regional Director can't be used. Come up with a new title. Gartz said, maybe you don't want to organize them by regions. China should be alone. India should be alone. Kind of like the AESS model.

Is there a chapter chair kit? Mark, send the chapter chair kit doc to Dr. Fang. Then Dr. Fang will send to everyone.

Winston has new chapters formulated in Taiwan, China, US (L.A.). The formal paperwork still needs to be completed.

It might be too late for a chapter award for 2008. Probably needs to be 2009. We could talk about it and vote at next meeting.

Mark reviewed his Chapter Support Program. It is for anything that a chapter might need. Once they become viable they might not need this any more. This is a process that we can put in. Then a formal report would be written. Gartz can't support this right now because we have no money. He liked more of what Winston proposed. Mark said we need to have the process in place for when we do have money. DL process was presented. Gartz said that this is way too involved for what we need. Take the process offline. Mark and Gartz work to streamline it a bit.

ACTION ITEM: Mark Montrose and Paul Gartz – Work to streamline the Chapter Support Program and the Distinguished Lecturer Program. (AI-0038)

The only area of income that we have are conferences and journal.

MOTION: Wai Chi Fang made a motion to form a Regional Activities & Chapters Committee. Paul Croll 2nd. **Motion passed.** Wai Chi will be chair. (M-0014)

Fang, as chapter coordinator, will take requests for new chapter startup and do it. He needs to set up a process. We have a chapter support process in place. President, Treasurer approves.

How do we appoint a chapter chair? There is a process on the IEEE to start a new chapter, then they elect their own chair.

Bill Gruver said to make sure that the chapter chairs are aware of the reporting requirements, reporting to the local sections. Chairs are invited to section meetings and they give a report there.

MOTION: Wai Chi Fang moved that we give a chapter award annually, with the specifics to be worked out by Awards Committee Chair and Regional Activities & Chapters Committee Chair. Mark Montrose 2nd. **Motion passed**. (M-0015)

Discussion: Ian, why not give a plaque instead of award? Henry said they got chapter of the year last year. He thinks a banner would be nice and more prestigious.

Finance – Ian Hiskens:

$107,000 surplus
54K surplus forecast for 2007. Bob Rassa is not sure the forecast is accurate.

2008 budget is $52,000 in the hole. Possible adjustments:

- we'll probably make more money (20K for conferences)
- not using Manuscript Central for 6K
- reduce journal by 150 pages will save us 10K
- increase number of journal subscriptions by 500 will bring in another 12.5K.

We can find 48K, so we're not in the hole as much as we thought. The main thing is to get people to conferences, and get more subscriptions. We need better promotion of our journal. We are publishing an electronic version of our journal and it is not listed. You have to work hard to figure out how to subscribe to a journal from a council. Rassa is going to get this fixed.

ACTION ITEM: Bob Rassa – Find out how to easily subscribe to our Systems Journal on IEEE and fix the obvious problems. (AI-0039)

There was discussion on ways to generate more money. We discussed not lowering the member dues. It started at $5,000 and after 3 years would lower to $2,500. However, it was written that it would lower only if we were self-sustaining. We are not, so we can keep them at the higher level for another year.

MOTION: Paul Gartz moved that the dues for 2008 remain at the $5,000 level. Ian Hiskens 2nd. **Motion passed**. (M-0016)

We have made zero promotion to get more societies to join. There are 5 or 6 that we should approach.

The 5.8 surplus from Systems Conference does NOT include the attrition.

Our financial picture really isn't too bad.

Council Website:

Discussed many suggestions for the web site. We need to put email address up. We have a cold link so you can't harvest email.

ACTION ITEM: All – Send your contact information to Judy for the web site. (AI-0040)

ACTION ITEM: Chris Dyer – Put presentations from past conferences and workshops on the conference page of the web site. (AI-0041)

ACTION ITEM: Chris Dyer – Fix Systems, Man and Cybernetics link on the Current Member Societies page of the web site. (AI-0042)

ACTION ITEM: Chris Dyer - Have a link on the journal page of the web site with a table of contents to first 2 issues and a link to subscribe to the journal. (AI-0043)

Bylaws & Constitution Update – Mark Montrose:

Governing documents: changes don't take effect until TAB approves it.

MOTION: Mark Montrose moved to change VP Services to VP Member Services. Paul Croll 2nd. **Motion passed.** (M-0017)

Discussion. We need more time to think about things. Gartz is not ready to make this a VP position. Winston said he doesn't need a VP to report to. He can report to the President. This is a separate issue. Vote on motion: 8 yes, 0 no, 1 abstain.

We have to send bylaws to TAB.

Paul Gartz expressed concerned about this VP position. Is anyone uncomfortable? Henry Benitez is also uncomfortable. Ian is concerned with the position description. Okay with the position, uncomfortable with the description. Gartz is uncomfortable with the whole thing.

MOTION: Paul Gartz moved that we remove the VP Member Services from the bylaw changes. Lyons 2nd. 4 yes, 5 no. (President broke tie) **Motion failed.** (M-0018)

Bob brought up changing officers at staggered times. The suggestion is to revert to a standard model of changing officers at the same time.

MOTION: Paul Croll moved that we have officers change at the same time and take out the "staggered" process. **Motion passed.** (M-0019)

Elections – Ian Hiskens:

VP Elect	Clyde Chittister
VP Pubs	Vincenzo Piuri
VP Member Services	Winston Fang
VP Conferences	Jim Barbera
VP Tech Ops	Paul Croll
Secretary	Theo Saunders
Treasurer	Ian Hiskens
VP Finance	

MOTION: Ian Hiskens moved that we accept the slate of nominations. Bob Lyons 2nd. **Motion passed.** (M-0020)

Paul Gartz appointed Bob Rassa as acting VP Finance as of Jan 1, until we elect someone to fill that slot.

There was discussion regarding the Council's purpose. Croll said this council is not about system of systems. That is just one part. It's more like "systems of global interest." Gartz wants to have more good recommendations for our board. We have to be careful not to disenfranchise our member societies. We'd like to bring on as much talent as possible, but we need to go through our society presidents to do it.

Ian suggested that we put 2-year term limits on reps. Bob Rassa thinks that is quite low.

Paul Gartz took time out to recognize outgoing President, Bob Rassa, presenting him with a parting gift. Thank you to Bob Rassa from the entire Council.

Bob Rassa gave Gartz his President's pin and presented him as the new President.

Strategic Planning Session – Summary & Actions – Gartz:

We looked at scope, not just FOI. He summarized the meeting of yesterday. At lunch, Steve Karlovic and Bob Lyons had a discussion regarding further collaboration with the I&M Society. Something in 6 months or so.

Student Involvement:

GOLD programs and students really contribute to the Adcoms of which they belong. Bob Rassa talked about I&M's student reps on Adcom. Students are fresh with ideas. There was discussion on what provision the council has to get some student reps. Everyone thought it was a good idea.

ACTION ITEM: Bob Rassa – Put out a call to get an undergrad and grad ex-officio rep to the council. (AI-0044)

MOTION: Jim Barbera made a motion to put the undergrad and grad ex-officio reps to the council in the bylaws. Paul Croll 2nd. **Motion passed.** (M-0021)

Fellows:

Steve Adam needs an assistant. Our council meetings conflict with the Standards meetings, so Steve hasn't been able to make many of our meetings. Mo Jamshidi would like to do this. Rassa appoints Mo as Steve's assistant. Mo will be in charge of Nominations and Steve will be in charge of Evaluations.

New Business: VP Marketing. Gartz thinks this would be a good position to add. He just wanted to put that on the table. Paul suggests we tap a young person and develop a 2nd Life site. Paul Croll and Steve Karlovic said they are willing to work on this with Paul Gartz.

ACTION ITEM: Bob Rassa – Contact society presidents regarding vacancies on the council. (AI-0045)

Next meeting: April 10-11, 2008 in Montreal, Quebec, Canada.
Fall meeting is tentatively scheduled for Sept. 11-12, 2008 in conjunction with AUTOTESTCON in Salt Lake City, UT.

Respectfully submitted,
Judy Scharmann