Board of Governors Meeting Report
Pradeep Misra

Editor's Note: The Board of Governors of the IEEE Control Systems Society held its semiannual meeting in Tampa, FL, USA, on the afternoon of December 15, 1998, during the 1998 Conference on Decision and Control. The Board of Governors consists of 18 members of the Society elected for three-year terms with staggered annual elections. 8 Executive Officers, the editor of each Society publication, and 6 other members of the Society appointed by the President-Elect for one-year terms. The following is an edited version of the minutes supplied by the Secretary Administrator, P. Misra.

Call to Order

Modifications/additions to agenda items were noted and the modified agenda was approved by unanimous consent. There were two new action items concerning an increase in cash prizes associated with two CSS awards and administrative travel support. The minutes of the BoG meeting of June 23, 1998, distributed prior to the meeting, were approved by unanimous consent.

Action Items
Liaison to ITS Council
Yurkovich informed the BoG that the Technical Activities Board of the IEEE had approved the formation of the Intelligent Transportation Systems (ITS) Council, effective 1999, which was previously known as the IEEE TAB Committee on ITS. Since the CSS was one of the participating members of the ITS Committee and would continue as a member of the newly formed ITS Council, it would be appropriate to refer to the representative as the Representative to the ITS Council. With the above background, he moved to dissolve the position of External Liaison to the IEEE TAB Committee on ITS and create the position of External Liaison to the IEEE ITS Council. The motion passed by unanimous consent.

Committee Appointments for 1999
Yurkovich proposed that instead of reviewing each appointment individually, the roster be divided into major groups and all appointments within the group approved together. Cases where there might be questions or objections would be handled individually. He informed the BoG that D. Atherton, T. Basar, M. Masten, and S. Yurkovich were members of the Nominating Committee for 1999, chaired by N.H. McClamroch (immediate Past President, 1998). He clarified that this was simply an informational item and did not require the BoG's approval, since two of the committee members are required to be the President and the President-Elect for the year and the other two members are appointed for the year by the President from among his predecessors.

He then identified the following major groups of appointments: (a) Standing Committees, (b) Technical Committees, (c) Liaison Representatives, (d) Editorial Board of the Transactions on Automatic Control, (e) Editorial Board of the Transactions on Control Systems Technology, (f) Editorial Board of Control Systems Magazine, (g) Awards Subcommittees, (h) Subcommittees of Member Activities Board, Technical Activities Board and External Committees, (i) the Conference Editorial Board, and (k) the Secretary Administrator. Within each group he identified continuing members and newly appointed ones. He sought the BoG's approval for all appointments within each group. All appointments were approved by unanimous consent. Yurkovich informed the BoG that the six appointed members of the BoG for 1999 were R. DeCarlo, S. Hara, K. Loparo, H. Özbay, T. Parisini, and J. van Schuppen. He also reminded the BoG that the Executive Committee had been approved by the BoG during the June 23, 1998, meeting held in Philadelphia, PA, USA.

Page Budget and Subscription Rates for 2000
Basar summarized the page budgets and subscription rates for 1999, which were approved during the BoG meeting in San Diego, CA, USA (1997). He then informed the BoG of a slight backlog for the Transactions on Control Systems Technology (TCS) and suggested a modest in-
increase in the TCST page budget from 744 pages in 1999 to 840 in 2000. The page budgets for Control Systems Magazine (CSM) at 664 pages and the Transactions on Automatic Control (TAC) at 2,400, remain the same as for 1999. Further, he suggested a modest increase in subscription rates for all three CSS journals: TAC rates to be raised to $12, $495, and $6 from $9, $460, and $5 for CSS members, nonmembers, and students, respectively; TCST rates to be raised to $8, $195, and $4 from $6, $160, and $3 for CSS members, nonmembers, and students, respectively; and CSM rates to be raised from $160 to $175 for nonmembers (note that regular as well as student members of the CSS receive a complimentary subscription to the CSM). Finally, he proposed that the membership fees be increased to $15 for regular members and to $6 for student members for the year 2000. Bagar pointed out to the BoG that despite the proposed increases, the subscription rates for various CSS journals are well below their market value as stipulated by the IEEE.

McClamroch mentioned that the journal page budget and subscription rate proposal included several issues simultaneously and suggested that they all be voted on at the same time. He then opened the floor for discussion on page budget and subscription rate related issues. In response to a question from Heck on the status of a backlog on TAC and TCST, Bagar noted that the present page budget of 2,400 for TAC and proposed increase to 840 pages for TCST should keep the backlog at a healthy level. Kucera inquired about the actual production cost of CSS journals. In response, Bagar informed the BoG that due to a rather complicated formula used by the IEEE to determine the actual production cost of journals, it is difficult to provide a precise number. However, based on estimates provided by the IEEE, he placed the journal cost at approximately three times what the CSS charges its member subscribers. Gevers cautioned that in view of rather flat budgets being experienced by libraries around the world, it may not be a good idea to increase the nonmember subscription rates. In response, Bagar pointed out that despite the increase in subscription rates, the CSS journals continue to be below the IEEE suggested market rates, and the increase in rates was to bring them closer to market value. As a result, he did not anticipate any significant impact on subscription numbers. Finally, he also pointed out that the subscribers get electronic access to OPerA in addition to the hard copy. The BoG appreciated the efforts of the journal editors in keeping the publication backlog at a reasonable level. Bagar moved that in view of the preceding discussion, the proposed page budgets and subscription rates for the year 2000 be approved. The motion passed with unanimous consent.

Technical Program Chair, 2000 CDC
Repperger moved to approve K. Loparo (Case Western Reserve University, Cleveland, OH, USA) as the Technical Program Chair (TPC) for the 2000 Conference on Decision and Control (CDC) to be held in Sydney, Australia. He also noted that Loparo had a potential conflict with a prior commitment to a workshop in Egypt around the same time as the CDC. Several BoG members expressed their concern over making an important appointment with a potential conflict. It was suggested that the appointment be made only after the conflict was resolved and to seek an alternative person if it could not be resolved. Krogh moved to table the motion to appoint Loparo as the TPC of the 2000 CDC. The motion was passed with unanimous consent. McClamroch noted that the Executive Committee will resolve the issue within a month after the meeting, and the BoG’s approval will be sought through e-mail to either appoint Loparo or, in the event the conflict cannot be resolved, an alternative candidate. [Secretary-Administrator’s note: Subsequent to the BoG meeting, it was determined that indeed Loparo’s prior commitment would overlap CDC. Subsequently, C. Schrader of the University of Texas, San Antonio, TX, USA was approved by the BoG as the TPC for CDC 2000 via an e-mail vote.]

Budget for 2000 CCA/CACSD
Repperger presented the proposed budget for the joint 2000 Conference on Control Applications (CCA) and International Symposium on Computer-Aided Control Systems Design (CACSD), Anchorage, Alaska, USA. He noted that the venue and General Chairs (P. Misra, Wright State University, Dayton, OH, USA, for CCA and A. Varga, DLR, Germany) for CACSD were approved during the December 1998 BoG meeting in San Diego. The proposed budget was based on a $300 registration fee for CSS members, which is marginally more than the rate of $295 for the 1999 CCA/CACSD.

The BoG was informed that the conference will have technical co-sponsorship from the American Society of Mechanical Engineers, the European Union Control Association and the Society for Instrumentation and Control Engineers (Japan). Motion to approve the budget was passed with unanimous consent.

General Chair, Venue, and Budget for 2000 ISIC
Based on recommendations of the Technical Committee on Intelligent Control, Repperger moved that P. Groumpos (University of Patras, Patras, Greece) be approved as the General Chair of the 2000 International Symposium on Intelligent Control (ISIC) to be held in Patras, July 17-19, 2000. He also moved that the budget approved by Groumpos with $300 as the registration fee for CSS members be approved. A motion to approve the chair, venue, and budget was passed with unanimous consent.

Technical Program Chair, 2001 CDC
Repperger moved that K. Passino (The Ohio State University, Columbus, OH, USA) be approved as the Technical Program Chair for 2001 CDC (T. Djaferis, General Chair) to be held in Orlando, FL, USA. The motion passed with unanimous consent.

General Chair and Venue for 2001 CCA
Repperger proposed M. Spong (University of Illinois, Urbana-Champaign, IL, USA) as the General Chair for 2001 CCA. He noted that it would be desirable to hold the CCA in Mexico, with specific location and dates to be decided at a later date. Some members of the BoG expressed concerns about holding the meeting in Mexico with the General Chair in the USA. However, Lewis pointed out that such situations had indeed occurred in the past and that with an effective Local Arrangements Chair, the conference can be run very smoothly. Repperger moved that Spong be appointed as the General Chair for 2001 CCA to be held in Mexico. The motion passed with unanimous consent.
General Chair, 2002 CDC

Repperger moved that Ü. Özgüner (The Ohio State University, Columbus, OH, USA) be approved as the General Chair for the 2002 CDC. Yurkovich supported the nomination and noted Özgüner’s past experience in organizing large conferences. The motion passed with unanimous consent. Repperger informed the BoG that the location and dates will be brought for approval of the BoG at a later date.

General Chair, 2003 CDC

Repperger proposed F. Lewis (University of Texas at Arlington, Arlington, TX, USA) as the General Chair for the 2003 CDC, with the specific site and dates to be decided at a later date. A motion to approve Lewis as the General Chair for the 2003 CDC passed with unanimous consent of the BoG.

Repperger then invited J.D. Birdwell to make brief comments on the status of the 1998 CDC, starting the day after the BoG meeting. Birdwell summarized that the conference hotel was sold out, there was extremely good attendance at the preconference workshops, and there was a higher than usual number of advance registrations. He thanked the 1998 CDC Organizing Committee for putting together an exceptional program.

New Editor for TCST

Krogh informed the BoG that M. Spong, the current editor of IEEE Transactions on Control Systems Technology, would complete his term at the end of 1999. To facilitate a smooth transition of editorial responsibilities, he suggested that it would be appropriate to appoint a new editor as early as possible. He moved that M. Bodson (University of Utah, Salt Lake City, UT, USA) be appointed as the Editor of TCST, effective January 2000. He summarized Bodson’s contributions as an associate editor of TCST and Control Systems Magazine. The motion passed with unanimous consent.

Increase in Cash Prize with CSS Awards

Başar noted that two of the CSS awards, the Control Technology Award and the Hendrick W. Bode Lecture Prize, carry a cash prize of $1000 along with a certificate. He suggested that the cash prize should be raised to make it more comparable to the cash prize being offered by other IEEE societies for similar awards. He moved that the cash prize be raised from the current $1000 to $2000 for both awards. He also informed the BoG that several other IEEE societies have a cash prize of $3000 for their awards. However, his recommendation was to increase it in smaller increments. The motion to raise the cash prize for the two awards passed with unanimous consent.

Administrative Travel Support

Yurkovich informed the BoG that financial support for CSS volunteers to attend meetings has been a much debated, long-standing issue. In the past, the policy has been to not offer any financial assistance to volunteers to attend meetings related to their activities held during any of the CSS-sponsored conferences. However, there have been several occasions when the CSS operational structure would have benefited considerably from the presence of specific volunteers. He proposed that on an experimental basis, for the year 1999, partial support be provided for volunteers to attend CSS-related meetings. He moved that for 1999, $20,000 be approved for administrative travel of the CSS volunteers. As to be expected, the BoG had several concerns on this issue. These included the $20,000 amount, its impact on the CSS budget for 1999, the mechanism to determine which volunteers receive support, and potential benefits to the CSS as a result of this initiative. In response, Yurkovich and Başar clarified that the proposal is only for the year 1999, and based on the experience gained in 1999, the BoG will be able to revisit the issue during the December 1999 BoG meeting in Phoenix. They agreed that, at present, there was neither a specific procedure to determine the level of support for individual cases nor a criterion to determine which volunteers have a stronger case for availing the support; however, they expressed their confidence in the vice presidents’ and editors’ judgment in this matter. The experience gained from this experiment could be used in the future to formulate specific guidelines. Başar noted that this expense should not affect the CSS financial situation in a major way since the anticipated surplus for the 1999 fiscal year was in excess of $50,000. Several members of the BoG expressed enthusiastic support for the proposal. The motion to approve $20,000 for administrative support for CSS volunteers passed with unanimous consent.

Reports

Division X Director

McClamroch invited M. Masten (Division X Director, IEEE) to address the BoG. Masten highlighted several issues that directly affect the CSS. He mentioned that beginning in 1999, all IEEE societies will be charged a fee for not closing a conference within the recommended 12-month period after the event. The fees would be $350 for closing the conference in 13-18 months, $600 for closing the conference in 19-24 months, $750 per quarter for closing the conference beyond 24 months after the event. It will be in the interest of the CSS to close the conference records as soon as possible after the event is held. He informed the BoG that the IEEE had conducted a transnational survey that suggested a need for a global professional engineering society. The same survey indicated that the IEEE was not currently perceived as a global professional engineering society, however, it should be the one. Among other issues, he noted that the IEEE has considerable resources available to assist the societies in supporting their chapters and recommended that the CSS make use of these resources. The Educational Activities Board of the IEEE is interested in assisting societies with Internet-based educational projects. He also informed the BoG that the IEEE is currently undergoing changes at the institute level; some of the initiatives currently being pursued include branding studies, streamlined decision processes, and a new financial model. The latter will impact all societies’ financial resources. At present, 75% of the IEEE financial resources are owned by individual societies. The IEEE is investigating alternative financial resource structures, and more details will be made available to the societies after the study is completed. He mentioned that the IEEE TAB had approved the formation of the Intelligent Transportation Systems (ITS) Council and assigned it to Division X. Finally, he informed the BoG that J. Fouke has been elected as the IEEE Division X Director for 1999-2000.

IEEE History Center Representative

McClamroch noted that the CSS has long been a supporter of the IEEE History
Geselowitz briefly summarized the mission, objectives, and future plans of the Center, noting that it was formed to document and publicize important historical events from the IEEE's viewpoint. Some of the landmark developments of the 20th century fall within the scope of IEEE's interest. These include power distribution, electrical appliances, industrial equipment, communications, transportation, and computers. Unfortunately, these major achievements do not get their due credit because few historians are trained in science and technology. The lack of exposure has an adverse impact on the electrical engineering profession.

The mission of the IEEE History Center is to promote the worldwide collection and dissemination of historical information about the IEEE and the technological impact it has had on society. To this end, the Center has undertaken specific tasks, including the compilation of interviews, books and monographs, outreach programs, education through fellowships, courses and internships, and so forth. For financial viability, the Center needs an annual operating budget of $500,000 and to this end has been raising money to build an endowment of $10,000,000 by the end of 2004. He noted that by the end of 1997, the Center had raised $3,650,000 through contributions from the IEEE General Fund, the IEEE Foundation, IEEE Societies, IEEE members, and various industries. He appealed to the CSS to continue its support financially as well as through the efforts of the CSS History Committee.

President
McClamroch stated to the BoG that with the new initiatives taken during the last few years, the CSS is in a very strong technical as well as financial position. He then summarized the highlights of his year as CSS President.

Committee Activities: He reminded the BoG of several new committees formed to assist and streamline CSS conference organization and noted that all of these committees overseeing the administrative, financial, and publications aspects of CSS conferences were a valuable asset to the CSS. Additionally, he noted the restructuring and expansion of the Awards Committee and commended the committee members for coordinating awards activities on very short notice. He also thanked all other committees for their valuable effort in enabling a smooth operational structure within the CSS.

Editorial Changes: He thanked J. Bailieul and Yurkovich for the leadership they provided the TAC and CSM for the last few years and shaping the two journals into the highly respected archival journals they have become. He expressed his confidence in the new editors: C. Casandras for TAC and T. Samad for CSM.

Conferences and Workshops: He expressed his pleasure on a very successful conference and workshop tradition that has evolved over the years within CSS and noted that the 1998 American Control Conference in Philadelphia, CCA in Trieste, and ISIC in Gaithersburg emulated the traditional quality associated with CSS conferences. He expressed his confidence in the quality and organizational success of the 1998 CDC, to begin the day after the BoG meeting. He also informed the BoG of the very successful and well-attended workshop on New Directions in Control Engineering Education, held in Urbana-Champaign. The workshop, cosponsored by the National Science Foundation and the CSS, assessed several primary areas of educational changes, including a new organization of control subject matter, integration of hands-on control experience with education, multidisciplinary projects, the impact of computing technology, and initiatives for primary- and secondary-level education on control-related subjects. He expressed his hope that the experience gained from this workshop will be used as a guide in making the subject of control systems more attractive and accessible to a wider audience.

IEEE TAB: He pointed out some major issues being debated at the IEEE TAB level, on which he represented the CSS in his capacity as President of the Society. He noted that some of these issues were already mentioned by Masten in his address as Division X Director; the others included new initiatives being undertaken by IEEE in electronic publishing, presentation and marketing of TAB products, including all CSS conference publications, new millenium projects, an IEEE "coffee table" publication initiative, and so on. He emphasized the importance of the active interest that the CSS as a society must take in these initiatives, as they directly affect the strength and future of the Society.

McClamroch announced that the winner of the 1998 Bode Lecture Award was G.C. Goodwin of the University of Newcastle, Australia, who will be invited to give the Bode Lecture during the 1999 CDC. Finally, he thanked the Society, the BoG, the Executive Committee, and...
the numerous volunteers for providing their assistance and support during his year as President of the CSS. He ended by wishing good luck to Yurkovich, the incoming President.

President-Elect

Yurkovich reminded the BoG that during the June 1998 BoG meeting, McClamroch had discussed CSS long-range planning issues. He had mentioned that the IEEE was in the process of developing a strategic plan, and that it might be appropriate for the CSS to consider undertaking a similar exercise. He had also noted that the last such planning document was prepared in 1992, and that it was worthwhile to visit it and assess whether the goals established in the document had been met. As chair of the Long-Range Planning Committee, Yurkovich was tasked with updating the document for the next five years.

Yurkovich then informed the BoG that he had formed a committee to address the long-range planning issue. The members of the Planning Committee for 1998, as specified in the bylaws of the IEEE Control Systems Society (CSS), are: Stephen Yurkovich, CSS President-Elect (Chair); T. Baqaar CSS Vice President for Financial Activities; Bruce Krogh, CSS Vice President for Publication Activities; Bozena Pasik-Duncan, CSS Vice President for Membership Activities; Dan Repperger, CSS Vice President for Conference Activities; Tariq Samad, CSS Vice President for Technical Activities; and Pradeep Misra, CSS Secretary-Administrator.

The committee’s report consisted of a capsule summary of short- and long-term goals visualized by the members of the Planning Committee. On behalf of each member of the committee, Yurkovich highlighted salient points of the report and invited comments and discussion from the BoG as he summarized the individual parts of the report. The goals for financial activities within the CSS set forth in the document are: (1) to ensure the financial stability of the Society in view of increased expenses incurred by providing more services to the membership, (2) to unbundle the publications from the Society membership fee, and (3) to monitor the charges imposed by the IEEE for various services. He assured the BoG that all of these goals have either been initiated or implemented. There were additional issues such as adapting the CSS record-keeping procedure in order to be consistent with the IEEE accounting system.

For CSS operations in publication-related areas, the key issues were to reduce the publication backlog in the IEEE Transactions on Automatic Control and to provide a solid foundation for the IEEE Transactions on Control Systems Technology. He noted that although the backlog had disappeared temporarily, it has crept back up to 16 months; steps were being taken to address the issue. He pointed out that the TCST also was experiencing a backlog. He informed the BoG of current initiatives for increasing the nonmember subscription to the TCST and noted that, despite a relatively lower subscription number, TCST was now established as a respected technical publication.

The membership-activities-related goals included: (1) to attract new members, (2) to retain existing members, and (3) to recognize deserving members of the Society. To this end, the initiatives undertaken to recruit affiliate members, support of chapter activities, formation of new standing committees on Women in Control and At-Risk Engineers, together with an increased number of membership awards, have addressed the main goals set forth by the document.

Gevers inquired about the mechanism being used for recruiting affiliate members and its impact on the CSS. Pasik-Duncan responded by noting that the affiliate membership drive is aimed toward other non-IEEE societies such as the Society for Industrial and Applied Mathematics, the American Institute for Aeronautics and Astronautics, the American Mathematical Society, and the like. Members of these societies have peripheral interest in CSS activities, and their membership would be mutually beneficial. Baqaar noted that such recruitment would have an overall positive impact on the CSS in the form of a larger membership base.

On behalf of the Conference Activities Board, Yurkovich noted that the Society had formed several new standing committees during the last two years. He assured the BoG that these committees will help build memory into the system so that future conference chairs can use them as valuable resources. In his report, Repperger had also touched briefly on the use of the membership database to assist with conference publicity and the use of CSS chapters to help organize conferences.

The goals pertinent to the CSS Technical Activities were: (1) overall growth in strength, (2) to facilitate technical benefits to a larger control audience, (3) to keep the membership informed through newsletters, (4) to use the Technical Activities Board as a vehicle for disseminating new technologies to the community, and (5) to increase the technical presence of the CSS through liaison and external representatives. He assured the BoG that all of the goals set forth in the 1992 planning document have been addressed to varying degrees through publications, newsletters, and the strong presence of CSS members at appropriate forums.

From the general administrative viewpoint, he noted that revisions in the bylaws reflect the addition of two items: the TCST as a new Society publication and the inclusion of the office of Vice President for Publication Activities. Additionally, a hierarchical structure for the CSS administration has been developed to facilitate a fluid chain of command and to help the President-Elect handle appointments.

Yurkovich noted that in the process of revising the document, he had invited the BoG and several other key individuals to make general comments and suggestions about issues to be dealt with in coming years. The current document reflected their input directly and through the members of the Long-Range Planning Committee. Based on the summary and discussion about the report, Yurkovich moved that the BoG endorse the report of the Long-Range Planning Committee as the official five-year plan for the CSS. The motion passed with unanimous consent.

Vice President for Conference Activities

Repperger informed the BoG of a well-attended Conference Activities Board prior to the BoG meeting at which presentations were made by E. Camacho for a possible venue in the future for a CDC in Europe; by K. Loparo on management of conference finances; and by J. Zhu on the progress on electronic manuscript submission and reviewing. He also noted that the registration software was fast becoming mature and stable, resulting in a considerably smoother registration process. The CSS member database was being utilized effectively for publicizing various CSS-sponsored conferences.

He then mentioned that preparations were on schedule for upcoming CSS co-sponsored conferences, including the 1999 ACC in San Diego (General Chair:}
Yurkovitch); 2000 ACC in Chicago (General Chair: Ulsoy); 2001 ACC in Arlington (General Chair: Krogh); 1999 CCA/CACSD in Hawaii (General Chairs: McClamroch/Sano); 2000 CCA/CACSD in Anchorage (General Chairs: Misra/Varga); 1999 CDC in Phoenix (General Chair: Sandberg); 2000 CDC in Sydney (General Chair: Bitmead); 2001 CDC in Orlando (General Chair: Djafers); and the 1999 ISIC in Cambridge, MA (General Chair: Kokar). He also thanked J. Chow and F. Lewis for their reports on 1998 ACC and 1998 CCA, respectively.

Additionally, he noted that the following forthcoming conferences have been granted CSS technical co-sponsorship: The 2nd International Conference on Recent Advances in Mechatronics, May 24-26, 1999, Istanbul, Turkey (General Chair: O. Kaynak); International Congress on Dynamics and Control of Systems, August 5-7, 1999, Ottawa, Canada (General Chair: S. Biswas); Seventh IEEE Mediterranean Conference on Control and Systems, June 28-30, 1999, Haifa, Israel (General Chair: Z. Palmor); European Control Conference, August 31–September 3, 1999, Karlsruhe, Germany (General Chair: P. Frank); Symposium 2000: Adaptive Systems for Signal Processing, October 1-4, 2000, Alberta, Canada (General Chair: S. Haykin); IFAC/IEEE Symposium on Advances in Control Education, December 12-15, 2000, Sydney, Australia (General Chair: L. Vlaicu), and the European Control Conference, 2001, Portugal (General Chair: J. Carralho).

Next he reminded the BoG about the general agreement on taking the CDC to Europe in 2004 or 2005 and a brief presentation made by M. Grimble regarding holding the 2004 CDC in Edinburgh, Scotland. He then invited Camacho to make a brief presentation about an alternative venue for a CDC in Europe. Camacho proposed holding the CDC jointly with the European Control Conference (ECC) in the year 2005 in Seville, Spain. He briefly presented geographical information about the region and some highlights of Seville, including historical sites, social and sporting events, climate, and availability of extensive affordable accommodation. He proposed organizing the conference jointly in the local conference center and the University of Seville with adequate and reasonably priced meeting space.

The presentation was followed by several questions from the BoG that were answered by Camacho. To summarize the main issues addressed during the discussion, the proposed CDC would be organized jointly with ECC, held every odd calendar year, and professional organizers will be used for most of the nontechnical conference issues. The ECC typically has 600 registrants, and the joint conference should be held in the neighborhood of 1200. It may be necessary to use closed-circuit TV for events such as the banquet, and the facility is well equipped to handle that. There will be a single registration fee, with the surplus being shared by the EUCA and the CSS. The submission and review process for all manuscripts will also be common. The details of arrangements will need to be worked out once the EUCA and the CSS agree in principle to hold a joint CDC/ECC.

Concerns were raised about the financial impact of the proximity of the dates to the IFAC World Congress in 2005, to be held in Prague, Czech Republic, in the summer of 2005. This led to several suggestions of moving the conference to a different calendar year or time frame, which were not entertained due to constraints on the ECC cycle and based on discussions with EUCA officials. There was no formal vote, but the BoG recommended that the proposal had merit and should be developed further, and suggested that a working group of EUCA/CSS members be formed to take a formal look at the proposal and identify issues that needed further deliberation. McClamroch thanked Camacho for his presentation and agreed to form a working group for close cooperation between the two organizations to make a possible joint CDC/ECC successful.

Vice President for Financial Activities

Başar presented the figures received from the IEEE on CSS income and expenses and informed the BoG that for the most part, the 1998 budget was tracking well. However, several unanticipated events could make the year-end surplus/loss figures change considerably. The foremost of these events was low return on the long-term investment due to poor market performance in the month of August. Although some of the losses were recovered in subsequent months, it is not yet clear what the year-end figures will be. Additional expenses were incurred due to the change of TAC editors and due to going into electronic submissions for the conferences handled by the Conference Editorial Board. He projected an overall deficit of around $42K for 1998. For the 1999 budget, he noted that there will be minor modi-
from serving as liaison to the IEEE, the closely monitor the IEEE strategy and re-electronic publishing. This task force will field. He noted that BasOar will head up the IEEE concerning the future of elec-
tronic publishing. This task force will be charged with considering the possibility of publishing a book of selected reprints, with an introduction to each paper discussing its significance in the development of the control-systems-related technical periodicals; further, it was the only CSS periodical that was sent to all CSS members. He planned to use these unique features of CSM as a vehicle to serve the current membership and to increase Society memberships by making the subject more accessible to potential members.

Vice President for Membership Activities
Pasik-Duncan informed the BoG that the Membership Activities Board (MAB) had a very productive meeting prior to the BoG meeting and that more than 50% of the MAB members were present. She highlighted some of the membership-related issues raised during the meeting. Specifically, she noted that there was considerable discussion on new initiatives necessary to attract new members, steps needed to recognize women members of the CSS through awards and promotion to the Fellow grade of the IEEE, and globalization of CSS activities by facilitating active participation of CSS members from all regions.

She then informed the BoG that four CSS Chapters—Alabama, Japan, Ohio, and Vancouver—were nominated for the Best Chapter Award and that the MAB voted for the Vancouver Chapter as the recipient for 1998. She also informed the BoG about the establishment of new chapters in Hungary, Mexico, and Russia. Among the various MAB activities, she noted that the Human Rights Committee has been very active in its attempts to help individuals whose scientific freedom is curbed due to the political climate in the region.

Pasik-Duncan then invited Gevers to address the BoG on behalf of the Standing Committee for International Affairs. Gevers noted that at present, more than 50% of CSS members reside outside the USA, yet seven of the 10 regions are within the USA; furthermore, most of the CSS events take place in the USA. He recommended that there should be increased support for local chapters, conferences should be held outside the USA more frequently, and more international members should be involved in various operational and technical aspects of the Society. The CSS should look into the possibility of providing financial assistance to members from economically disadvantaged countries in Africa, Latin and South America, and Asia. The BoG expressed its appreciation for the concerns and recommendations made by the International Affairs Committee.

On behalf of the Standing Committee for Women in Control (WiC), Schrader summarized various initiatives and activities associated with the WiC Committee. She informed the BoG of informal lunch meetings held at various conferences, establishment of an award within the WiC Committee to recognize outstanding contributions by individuals in the advancement of women in control, and congratulated Pasik-Duncan as the first recipient of the award. She also noted a significant growth in the number of women members in the Society. McClamroch commended the WiC Committee for their efforts to promote and assist women members of the Society.

Finally, Pasik-Duncan thanked the chairs of various MAB committees for their contributions to the CSS and for their reports to the BoG highlighting various activities within their respective committees. Reports from the following committees were included in the attachments distributed to the BoG prior to the meeting: Assistance to Engineers at Risk (Chair: F. Chowdhury), Awards and Fellow Nominations (Chair: W. Perkins), Chapter Activities (Chair: K. Cliziz), History (Chair: L. Bushnell), Human Rights (Chair: L. Gerencser), International Affairs (Chair: M. Gevers), Membership and Admissions (Chair: M. Shor), Public Information (Chair: P. Crouch), Student Activities (Chair: G. Yen), Women in Control (Chair: C. Schrader), Membership Retention (Chair: T. Djaferis), and Young Professional (Chair: A. Suri).
Vice President for Technical Activities

Samad identified the technical committees and liaison representatives that constitute the Technical Activities Board (TAB). He summarized the TAB-related activities over the past year, noting that a special session was organized by the TAB for the 1998 CCA in Trieste, Italy. The session was well attended, and Samad recommended that such activities be pursued more frequently. He informed the BoG that a proposal for a book entitled Perspectives in Control: New Concepts and Applications, with contributions from members of the TAB, was accepted by the IEEE and that the book should be in print in the year 2000. He also informed the BoG that, through TAB, CSS will be contributing to the coffee-table-style book entitled Engineering Tomorrow: Today's Technology Experts Envision the Next Century, being produced by the IEEE. He referred the BoG to the attachments distributed prior to the meeting for reports from chairs of subcommittees within the TAB. [Secretary-Administrators note. Reports from the following subcommittees were distributed prior to the BOG meeting: Aerospace and Vehicular Controls (Chair: G. Ianculescu), Computer-Aided Control System Design (Chair: G. Gruebel), Control Education (Chair: R. Su), Control Electronics (Chair: A. So), Control Theory (Chair: E. Chong), Industrial Process Control (Chair: M. Grimble), Intelligent Control (Chair: K. Passino), Manufacturing Automation and Robotic Control (Chair: B. Siciliano), Control of Network and Communication Systems (Chair: W. Gong), Real-Time Control, Computing and Signal Processing (Chair: S. Bortoff), Standards (Chair: M. Chang), Axelby Award (Chair: H. Khalil), IEEE Society on Social Implications of Technology (Chair: A. Meyer), IEEE TAB on New Technology Development (Chair: T. Samad), SIAM/SIA (Chair: S. Campbell), and USAB Aerospace R&D (Chair: G. Ianculescu).]

Samad then reminded the BoG that he will be stepping down from the position of Vice President for Technical Activities to take on the editorial responsibility of CSM and invited Passino to address the BoG with his plans as the incoming Vice President for Technical Activities. Passino informed the BoG that as the incoming vice president, he had spent considerable time reviewing the TAB operations, the role of technical interest profiles of the CSS membership, and other TAB-related activities. Based on his review, he planned an internal restructuring of the TAB, defining precise roles for each technical subcommittees, providing a well-defined mechanism for increasing the role of TAB in various CSS conferences, and so on. To accomplish these goals, he had formed a TAB Evaluation Committee that will deliberate on these issues and bring forth concrete proposals to the BoG in future meetings.

Secretary Administrator

Misra informed the BoG that with the help of the Executive Committee, he is in the process of formalizing a Policies and Procedures manual for the CSS. This manual would be a supplement to the Constitution and Bylaws and would include information that would assist the incoming officers and volunteers in fulfilling their responsibilities more effectively. He then announced that the next BoG meeting will be held on Tuesday, June 1, 1999, at the Hyatt Regency, San Diego, CA USA, beginning at 1:00 p.m., preceded by lunch at noon for the BoG.

Other Business

McClamroch thanked Samad for his valuable service as the Vice President for Technical Activities and wished him luck in his responsibility as the Editor-in-Chief for CSM. The BoG expressed its gratitude to McClamroch for his leadership as President of the Society in 1998.

Adjournment

McClamroch thanked the members of the Board and the visitors for attending the meeting. The meeting was adjourned at 6:12 p.m.