Minutes of the Control Systems Society Board of Governors Meeting December 14, 2014, Los Angeles, California.

Call to Order and Approval of Agenda

Jay Farrell called the meeting of the Control Systems Society (CSS) Board of Governors (BoG) to order at 12:45 PM on December 14, 2014. He reminded the BoG of the rules of the meeting, including reminding individuals that an abstention is a "no" vote. After reviewing the meeting procedures, he asked the attendees to introduce themselves. The following members of the BoG were in attendance: Frank Allgöwer, Anu Annaswamy, Panos Antsaklis, Ragu Balakrishnan, Robert Bitmead, Richard Braatz, Francesco Bullo, Linda Bushnell, Jie Chen, Ed Chong, Fabrizio Dabbene, Warren Dixon, Magnus Egerstedt, Jay Farrell, Li-Chen Fu, Alessandro Giua, Hideaki Ishii, Pramod Khargonekar, Kristi Morgansen, Kirsten Morris, Dragan Nesic, Thomas Parisini, Yannis Paschalidis, Kristin Pettersen, Maria Prandini, Nicanor Quijano, Mario Sznaier, Andrew Teel, Dawn Tilbury, Maria Elena Valcher, Mathukumalli Vidyasagar, and Yutaka Yamamoto. Additionally, the following visitors attended the meeting: John Baillieul, Roberto Tempo, Rick Middleton, Yoshito Ohta, Mitsuji Sampei, Steve Yurkovich, Jakob Stoustrup, David Castañón, Sandra Hirche, and Amber Madison.

Quorum was established and the agenda was approved with unanimous consent. Following approval of the agenda, the minutes of the BoG meeting of June 03, 2014, held in Portland, Oregon, were approved unanimously. J. Farrell provided a summary of the consent agenda items and then asked if anyone would like to remove items from the Consent Agenda (see "Consent Agenda"). No items were removed from the Consent Agenda and it was approved unanimously.

Action Items

J. Farrell stated that there are five changes to the Bylaws. He indicated that the Bylaws had become out of date in several areas prompting the need for several changes. While considering these updates, the need for additional changes was found. He indicated that the revised Bylaws were sent out ahead of time. He then presented the following motion:

- **Motion 1a:** (See the Bylaws: Article V Sections 2 and 18)
  To create a new CSS committee responsible for soliciting nominations for CSS Awards: Awards Nominating Committee.

He explained that presently awards committees are charged with both soliciting and evaluating awards. The award chairs indicated that they felt uncomfortable soliciting nominations and then also being responsible for evaluating them. M. Egerstedt asked if there were already a healthy number of submissions. He felt that we might be adding bureaucracy. J. Farrell stated that most of the awards have a healthy number of nominations but that it is not uniform. R. Middleton stated that there was a need to actively solicit nominations for some awards, and when actively soliciting

recommendations it would be difficult to also evaluate the nominations. There was no further discussion and the motion passed unanimously.

J. Farrell indicated that there is a Fellow Nominating Committee that reports to the President. He provided rationale to move the reporting requirements to the VP-Membership Activities. He then presented the motion:

- **Motion 2:** (See the Bylaws: Article V, Section 16)
  Move Fellow Nominating committee to report to VP-Membership.

There was no further discussion and the vote passed unanimously. He explained that the ad hoc Committee on Ethics exists and that the following motion was to make it a Standing Committee.

- **Motion 3:** (See the Bylaws: Article V, Section 19)
  Add Ethics in Publishing standing committee.

There was no further discussion and the motion passed unanimously. He then presented the following motion.

- **Motion 4:** (See the Bylaws: Article I Section 2)
  - *Remove paragraph about petitions by 25 members*
  - *Change wording to "IEEE voting members who are members of the Society"*

He provided background on the methods that a member could petition the Nominating Committee to be considered for the BoG. He presented the current Bylaws and the proposed changes, explaining that there is ambiguity in the sense that using the current petition process, someone may have thought they would be placed on the ballot, but then not be included if the Nominating Committee did not act on the suggestion. The previous bylaws are not really clear. He then explained the new wording that clarifies who is eligible to vote for the petition. P. Antsaklis commented on the process and suggested that there may be other means to alert the Nominating Committee of potential candidates. B. Bitmead suggested adding a word change. There was no further discussion, and the modified motion (as stated above) passed unanimously.

He presented the following motion:

- **Motion 5a:** (See the Bylaws: Article V, Section 12)
  To revise the Electronic Information Committee text to read as follows: "This committee shall report to the Vice President for Publication Activities, and shall be responsible for overseeing the Control Systems Society's web page and Internet-based communication activities. The chair of this committee is the Editor of Electronic Publications, who may appoint Associate Editors for different areas of responsibility, as described in Article II, Section 5."

He provided background on the responsibilities of the Editor for Electronic Publications and indicated the need to have the Editor be able to propose Associate Editors (AEs). M. Egerstedt and E. Valcher commented that the motion wording was unclear whether the Editor would have to propose potential AEs as a motion to the BoG. J. Farrell showed the Bylaws (Article II, Section 5), which clearly state that Editors recommend appointments to the Vice President of Publication Activities. There was no further discussion and the motion passed unanimously.

J. Farrell provided the names of individuals that E. Valcher appointed to the Board of Governors for 2015 as an informational item. He also reviewed the members of the Executive Committee and the Nominating Committee for 2015 as an informational item.

E. Valcher then presented the following motion:

- **Motion (1b):** To appoint Jessy W. Grizzle as Chair of the CSS Awards Nominating Committee.

She indicated that this is a new position that was just approved in the Bylaw Motion 1a. She gave some background information on Jessy Grizzle. There were no comments and the motion passed unanimously.

She then presented the following motion:

- **Motion (5b):** To appoint Steffen Waldherr as Associate Editor of Electronic Publications: Life Science Technical Community (LSTC).

She commented that this motion and the following motion are both related to the Bylaw Motion 5a. She stated that there is a need to develop a portal for the Life Sciences Technical Community. This effort is an example of added responsibilites for the Editor of Electronic Publications that motivates the need for an AE. There was no further discussion and the motion passed unanimously.

She discussed that there is a need to further manage the conference websites. She explained the need to have all conferences on the CSS webpages hosted by Conference Catalyst. She then presented the following motion:

- **Motion (5c):** To appoint Luca Zaccarian as Associate Editor of Electronic Publications: Conference Information.

There was no further discussion and the motion passed unanimously.

R. Balakrishnan temporarily left the room due to a conflict of interest. E. Valcher then provided some background related to the transition of the Director of Operations (DO) position. She motivated the need to have some budget allocated to support a staff person for the incoming DO, R. Balakrishnan, during the transition. She then presented the following motion:

- **Motion:** To approve the contract with Karen Jurss as a temporary IEEE employee for the year 2015, to assist and be trained by Amber Madison in her future role of DO Assistant. The maximum financial impact is $2,175 USD.

W. Dixon acknowledged that his transition to DO from M. Sznaier was facilitated by a similar approach and this motion was motivated from that model. There was no further discussion and the motion passed unanimously.

A. Annaswamy presented the following motion:

- **Motion:** To approve the CDC 2016 Preliminary Budget

She provided background information including the budget breakdown. She explained that the budget would provide a 20% surplus. She commented on an increased number of registrations over the number included in previous IEEE Conference on Decision and Control (CDC) budgets. This increase was motivated by the desire to have the budget reflect the actual registration numbers from the past several years. M. Sznaier commented that with the number of hotels in Las Vegas the society may be financially exposed by not filling room contracts. A. Giua commented that Aria offered the lowest hotel rate and the rate included all taxes and etc. A. Annaswamy also indicated that the hotel contract is already signed, so it is not part of the current motion. M. Egerstedt asked why the registration costs continue to rise. For example, the CDC in Los Angeles is only $480. A. Giua provided a comparison to other CDCs in terms of hotel and airfare to indicate that they tried to keep costs at a minimum. The motion passed unanimously.

A. Annaswamy presented the following motion:

- **Motion:** To approve CDC 2015 Revised Budget
  Change registration rate from 58,000Y to 62,000Y
  (USD $485 to USD $520)

She explained that the Japanese consumption tax recently had a sharp increase and that the exchange rate has been devaluing the registration rate that was previously approved. For example, due to the exchange rate the registration has decreased from USD $725 to USD $483. M. Egerstedt asked if the registration rate would be in Japanese Yen or USD. Y. Ohta, general chair for the 2016 CDC, explained that the registration fees would be in Yen. M. Egerstedt commented that each motion is asking for higher registration costs. A. Annaswamy indicated that this was not a change that was due to being overly conservative, but rather a result of the changing economics in Japan.

E. Valcher asked if there would be an upper bound in USD. P. Khargonekar commented that an upper bound would be hard to predict, and that the BoG should not vote against this motion, but off cycle we should have a discussion that should try to establish a baseline such that there is a means to reduce the registration costs. B. Bitmead indicated that he would push that idea along as part of his position as the incoming VP Finance, but

that this motion has more to do with changing registration rates. Y. Yamamoto indicated that the exchange rates were favorable for US registrants, but the financial risk is difficult for the conference organizers. There was no further discussion and the motion passed unanimously. J. Farrell indicated that the ExCom is actively engaged in reducing registration rates, by encouraging General Chairs to use realistic numbers of registrants in conference budgets, in line with the spirit of the comments by the BoG.

A. Annaswamy then presented the following motion:

- **Motion:** That the 2018 CCTA will be held in Copenhagen, Denmark

She provided some background information. There was no further discussion and the motion unanimously passed.

A. Teel temporarily left the room due to a conflict of interest. A. Annaswamy then presented the following motion:

- **Motion:** To appoint Andy Teel as the GC for CDC 2018

J. Farrell commented that this is how the process is supposed to work in the sense that A. Teel is acting as a Program Chair at this CDC and then has agreed to be the General Chair at a future conference. There were no further comments and the motion passed unanimously.

A. Annaswamy then discussed the background and history of how charges were levied for conferences with CSS technical co-sponsorship (TCS) and proceedings acquisition (PA). She then presented the following motion:

- **Motion:** To change the charge for TCS with PA from $200 to $1000

L. Zaccarian asked for further clarification on the charges. J. Farrell provided further explanation of what it means for a conference to be technically cosponsored and to have the proceedings acquired. He then explained the financial models. He explained the ExCom debate that led to the motion to have the TCS and TCS/PA fees are equal. M. Egerstedt commented that the society is passing along the fixed fee but there is still risk associated with the per paper charges. D. Nesic asked if the charges are per number of papers or per number of pages and how that might affected the length of papers for our community. J. Farrell stated that the charges were for numbers of papers not pages. There was no further discussion and the motion passed with one vote against.

F. Bullo presented the following motion:

- **Motion:** To update the CSS Volunteer Travel Reimbursement Program, as follows. Starting in 2016, each VP is authorized to approve a number of reimbursements for travel to CSS meetings at CDC and ACC under the "exceptional benefit to CSS" standard. The specific maximum numbers of reimbursements per year for each VP are:

  VP Conference Activities: 4
  VP Member Activities: 4
  VP Publication Activities: 28 (nominally, CSM 4, TAC 10, TCST 10, TCNS 4)
  VP Technical Activities: 4

He provided background information including the breakdown for each of the journals. He explained that the motion includes an additional ten travel slots and how the slots were appropriated. M. Sznaier asked what was meant by a travel slot, in the sense of what is the maximum amount of the travel cost. He also asked what the rationale for the travel support is for the AEs but not for other activities like Technical Committees (TCs). J. Farrell and F. Bullo provided the CSS travel policy to clarify that the charges follow the standard rule. F. Bullo explained that the slots were calculated approximately on a "one slot for six AE's" rule. R. Braatz commented that the AEs for *IEEE Control System Magazine* (CSM) rarely ask for reimbursement. M. Egerstedt commented that the rule is not being applied as one in six. D. Tilbury suggested that there is no rule that says the number of AEs is fixed, so anchoring the numbers with the number of AEs is questionable. K. Morris indicated that these numbers are maximums. F. Bullo asked if there was a friendly amendment to the motion. There was not a friendly amendment. The motion passed with one negative vote.

R. Braatz temporarily left the room due to a conflict of interest. Then F. Bullo presented the following motion:

- **Motion:** To cover $15K expenses incurred by the former CSM EiC Richard Braatz partially after the end of the official CSM editorial support contract, during the period October 1-December 31, 2014.

He then explained the details of the contracts that are in place and the spending rates of the Editor-in-Chief (EiC). There was no further discussion and the motion passed unanimously.

E. Chong presented the following motion:

- **Motion:** To approve the following page budgets for 2016:
  o CSM: No change (816 + 64 for ads)
  o TCNS: No change (400)
  o TAC: 3520
  o TCST: 2300

He explained that each December, the society votes on the page budgets for each CSS publication. He explained the changes in the page budgets. He stated that the *IEEE Transactions on Automatic Control (TAC)* has a backlog that needs to be decreased. *IEEE Transactions on Control Systems Technology (CST)* had a backlog and was allocated more pages previously, but now the backlog has decreased, and the page count could be reduced. There was no further discussion and the motion passed unanimously.

F. Allgöwer reported on the video clip contest. He indicated that this contest helps to reach out to a younger generation. He discussed the successful results of the last contest. He then presented the following motion:

- **Motion:** To approve continuation of CSS Video Clip Contest for years 2015, 2017, and 2019.

He provided further background on the motion including the financial cost of a maximum $5,000 per year. M. Egerstedt commented that the video contest and awards ceremony was extremely well received. D. Tilbury indicated that it was a good idea and asked why it was not every year. P. Khargonekar questioned what the desired outcome of the video contest is, and then commented that one outcome would be materials that could be communicated to a broad audience. He indicated that instead of just being a contest to even have a session at a conference on videos that are meant to communicate the field to a broader community. He offered this suggestion as something for the organizers to consider. He then discussed a center at the State University of New York focused on communicating technical ideas to a lay audience. R. Balakrishnan commented that it may be useful to have a theme for each contest that will focus the submissions and keep them fresh. F. Allgöwer indicated that internally the CSS wanted the outcome to be broader outreach to lay audiences. N. Quijano suggested that more graduate students could be involved in the selection committee. M. Egerstedt echoed D. Tilbury's comment and made an amendment to have the motion be from 2015-2017. D. Tilbury seconded the motion. She also suggested that the budgets should be changed to a maximum of $5,000 each year, since the motion was altered to include additional years. The following amended motion passed with five no votes:

- **Motion:** To approve continuation of CSS Video Clip Contest for years 2015, 2016, and 2017.

E. Valcher presented the following motion:

- **Motion:** Renew the revised MOU with the Fondazione "A. Ruberti" in Rome, Italy, for the "Antonio Ruberti Young Researcher Prize."

She provided some historical background on A. Ruberti. She also provided motivations for the desires of the foundation to stress the criteria for multidisciplinary research to better honor the focus of A. Ruberti. K. Morgansen asked how this award relates to the Eckman Award. E. Valcher indicated that the Eckman award is not a CSS award and the Ruberti Award is funded from a private foundation. K. Morgansen also commented that

no women have won the Ruberti Award. E. Valcher indicated that no award descriptions stress a desire for women winners. K. Morgansen asked that potential unintended biases be considered. E. Valcher indicated that she and the awards chair would be open to suggestions to help establish protections against any such biases. K. Pettersen stated that women should also be included on the nominating and evaluation committees. E. Valcher remarked that in 2014 two out of the eight Awards subcommittee Chairs were women. R. Middleton indicated that he would be open to further discussion with data. There was no further discussion and the motion passed unanimously.

E. Valcher left the room due to a conflict of interest. R. Middleton presented the following motion:

- **Motion:** That CSS fund development of an online awards nomination system to be provided by PaperCept Inc.

He provided background information on the motion including the financial impact of $3,000 initially with a recurring cost of $500 annually. The motion passed unanimously.

F. Allgöwer then presented the following motion:

- **Motion:** To change the awards rules for the MSC Best Student Paper Award so that the selection criteria are based on the paper only (not on the presentation at the conference).

He explained that the CDC Best Student Paper (BSP) award and the IEEE Multi-conference on Systems and Control (MSC) BSP award are currently done differently. He further indicated that the conference program is difficult to organize and has to be changed on the fly to accommodate the award. M. Sznaier indicated that the presentation is a big part of the award. M. Egerstedt also agreed. A. Annaswamy also agreed and commented that the American Control Conference (ACC) BSP is based on the presentation also. J. Chen also agreed. P. Khargonekar asked if having the award based on the presentation would disadvantage nonnative speakers. B. Bitmead indicated that he was concerned that the presentation is considered such a large part of the award, but the award should be for the content not the presentation. M. Sznaier commented that the last two winners of the MSC BSP winner were not initially the leading candidates for the award before the conference. R. Braatz indicated that even for the ACC the logistical arrangement can be challenging. L. Zaccarian indicated that he would be in favor of both using the oral presentation and the paper for the award. R. Middleton suggested that we have not fully thought through the CDC BSP award and would not suggest that we consider the CDC in the current motion. R. Bitmead suggested that we decide on the criteria and then figure out the logistical issue. Perhaps even give the award somewhere else. F. Allgöwer asked that we vote on the current motion. Twelve voted in favor and fifteen voted against and four abstained. The motion did not pass. J. Farrell asked if the Board of Governors would like the ExCom to put together a motion for the CDC BSP for the next meeting. M. Egerstedt suggested that the ExCom should look into this idea. M. Sznaier indicated that the CDC is very different. J. Farrell asked for a show of hands

indicating interest for the ExCom to investigating revising the CDC BSP award. Eighteen members voted that the ExCom should examine the award, and six voted not to consider the investigation.

W. Dixon reviewed the following motions that had been passed through electronic votes.

- **Motion:** "To renew the Editorial Services Agreement Contract between the University of Notre Dame and IEEE".

He indicated that the motion passed on July 28, 2014.

The following motion was not reviewed at the BOG meeting, but is included in the minutes for the purpose of record keeping.

Motion: "To approve a budget for CSM EIC in the range of $30k-$40k per year. Other contract details to be similar to the existing contract".

The motion passed by electronic ballot on August 15th, 2014.

J. Farrell remembered the recent parting of G. Balas.

Activity Reports

Report from Division X

Steve Yurkovich provided a report from IEEE Division X. He provided an overview of the Board of Directors. He indicated that there are 33 members. He indicated that influencing the Board is difficult unless members reach out to regional directors. He provided an overview of the Regions and Divisions. He explained his responsibilities as the Division Director. He commented that the societies don't have access to the reserves. He indicated that societies can budget up to 3% of the reserves, but there is a cap of 1% for the entire Technical Activities Board. He reviewed IEEE's spending rule and the interactive content project that converts pdfs to XML. He reported that in 2014 the IEEE budget exceeded the 1% cap for the first time. He listed several initiatives that were spending down reserves. He suggested that CSS keep open channels to all directors, not just the incoming division director. A unified message will have a broader impact. He also suggested nominating and placing more CSS members on the Board of Directors. R. Braatz asked why societies don't do everything as a special project. S. Yurkovich indicated that there are division limits. J. Farrell indicated that CSS submits initiatives exceeding the 1% cap each year. K. Morris indicated that there is not direct support from IEEE to support Women in Engineering. S. Yurkovich stated that this should come to the division through Membership Geographic Activities. He further suggested unifying the society message and then bring that message to the representative.

Report of the President

J. Farrell stated his report is online and he would be happy to discuss any topic in greater detail outside the meeting than he would have time to do during the meeting. To answer a question from the BoG that was asked at the June 2014 meeting, he reported that IEEE distributes 4.5% of the reserves each year, but that 3% was allocated to IEEE items leaving only 1.5% for societies to invest in their initiatives.

He reported that the organizers of the MSC 2015 requested technical cosponsorship from IFAC. He indicated that this would provide additional advertisement and outreach. This was approved by CSS ExComm and by IFAC. He indicated that the ExCom is debating if this should be repeated in the future.

He indicated that a Memorandum of Understanding has been signed between CSS and Jon How, as the new EiC of CSM, and that his assistant is being paid directly from IEEE. The transition to the new CSM EiC is now complete, within the budget parameters approved by BOG in an August 2014 electronic vote.

He presented an outcome from the November Technical Activity Board meeting. He reported on the gross and the net CSS revenue generation. He reported that the society gets approximately 38% of the Xplore subscription revenue generation. He indicated that the new IEEE treasurer has been willing to provide details to help improve financial transparency, as required and by the IEEE TAB motion approved at the June 2014 meeting

He indicated that the IEEE outreach budget was funded as an initiative at $100,000. He reviewed how the outreach funding is distributed, including that IEEE has to approve each of the funded projects. He indicated that some of the outreach funds will be held back to pay some outlying invoices.

He indicated that the field award winner, Bruce Francis, asked if he could receive his award at the ACC because travel to the CDC in Osaka was challenging due to health reasons. He indicated that they will try to film the award at the ACC so that his speech could be presented at the CDC.

J. Farrell indicated that the Symposium on Control of Network Systems (SCONES) was successful.

Report of the President Elect

E. Valcher reported on the 2014 CSS Strategic Plan. She indicated that the President Elect is charged with organizing the Long Range Planning Committee (LRPC). She indicated that the strategic plan was developed by seeking input from the LRPC and other individuals. She indicated that any time members have suggestions she would be happy to discuss them within the LRPC. She indicated that short term and long term items were identified from each area, and each area has action items. She provided some highlights from the plan. Specifically, she commented on the ongoing discussion regarding the format of conference papers. She suggested that there needs to be strategies to further develop membership in South America, Africa, and others. She commented on the need

to popularize control outside of CSS with an emphasis on the role TCs play. She commented on the need to develop mid-career awards.

Report of the Vice President of Financial Activities

E. Chong provided an overview of the 2015 budget. He discussed changes he made to the "First Pass" and "Second Pass" budgets with IEEE. He also reviewed the proposed initiatives. He indicated the initiatives and the operating budget were approved as proposed. He discussed that in 2014 and 2015 the CSS budgets are operating at a loss. But that our lower actual expenses have kept projections of the CSS revenues positive. He indicated that the CSS reserves are approximately $9,400,000.

Report of the Conference Activities Board

A. Annaswamy provided an update on the conference activities. She reviewed conferences from 2014-2018. She pointed BoG members to the general chair reports. She reviewed the different TCS and TCS/PA conferences.

Report of the Vice President of Publication Activities

F. Bullo reported on the Ethics in Publishing Committee. He also reported that some of the problems with the quality of PDFs on Xplore have been resolved. He also asked that members email him or F. Dabbene with any examples of paper production quality issues. He reported that this is the first year of the *IEEE Transactions on Control of Network Systems* and the 60th Anniversary of the *IEEE TAC*. He also thanked Richard Braatz for his service as the CSM EiC from 2012-2014.

A. Giua indicated that the Ethics in Publishing Committee is taking a punitive approach to inappropriate reuse and should perhaps take a more proactive approach in educating the membership with regards to acceptable reuse. F. Bullo indicated the different outlets that remind members of the publication policies. He also explained that the committee is taking an approach of continued communication with authors that were flagged as violators.

Report of the Vice President of Membership Activities

K. Morris reviewed some of the general membership statistics, including trends in terms of geography, occupation, and post-graduation retention. She also provided statistics regarding low percentages of women that were senior members and fellows. She also reviewed chapter activities, international affairs, industry involvement, and CSS history activities.

Report of the Vice President of Technical Activities

F. Allgöwer reported that CSS has nineteen TCs. He reported that the new TC on Smart Cities will be the twentieth TC in 2015. He commented on a high turnover in 2015 with

the TCs. He indicated that there are reports provided online that discuss the Video Clip Contest and the Wikipedia Project. He reported on the updates being made on the TC websites. Finally, he indicated that there are many open questions related to the structure and organization of the CSS TCs. He urged the ExCom and BoG to discuss and define the reasons why we have TCS and what the society hopes to accomplish with the TCs.

Other Business

J. Farrell mentioned that CDC 2019 was likely to be in Europe and that proposals from different countries were welcome. He also stated that a group from France was expected to make a proposal. He asked for opinions. M. Egerstedt was supportive of a French-hosted CDC. R. Braatz indicated a southern part of France would be preferable given the time of year. L. Bushnell indicated that the 2017 IFAC World Congress is in Toulouse. K. Morris, J. Baillieul, also supported a CDC in France. R. Bitmead commented that anywhere in France could be equally cold. D. Tilbury suggested that southern France is less active in December. Opinions were divided between those wanting someplace interesting and active, even if it was not warm, and others who preferred someplace that was not cold or rainy.

J. Farrell asked if there was any new business. W. Dixon indicated that the next meeting would be June 30th in Chicago, Illinois.

J. Farrell thanked elected and appointed BoG members whose terms are ending. He also thanked F. Allgöwer, F. Bullo, E. Chong, and K. Morris for their service as Vice President for Technical Activities, Vice President for Publication Activities, Vice President for Financial Activities and Vice President for Membership Activities, respectively. He also thanked the departing BoG members. Finally, he thanked R. Braatz as a departing CSM EiC. Y. Yamamoto thanked the BoG for their support during his tenure. The meeting adjourned at 5:10 PM.