USENIX Board of Directors Meeting
June 11, 2003
Marriott Rivercenter, San Antonio, TX
Minutes

The regular meeting of the USENIX Board of Directors was convened on June 11, 2003 at the Marriott Rivercenter Hotel, in San Antonio, TX, at 8:45 a.m.

Attendance:

USENIX Board of Directors:
Kirk McKusick, President
Lois Bennett
Tina Darmohray (via telephone)
Jon "maddog" Hall
Peter Honeyman
Mike Jones
Avi Rubin

Absent:
John Gilmore

USENIX Staff:
Ellie Young
Catherine Allman (joined at 9:45 a.m.)
Barbara Freel
Dan Klein (joined at 9:40 a.m.)
Rob Kolstad
Jane-Ellen Long (via telephone)
Tara Mulligan
Toni Veglia (via telephone)

Guests:
Daniel Geer, Past President
Nick Stoughton, Standards Liaison
Geoff Halprin, SAGE

Glenn Samson, Morgan Stanley Dean Witter
Michelle Suski, USENIX Accountant (via telephone from 8:45 a.m. – 10:20 a.m.)
Ted Ts'o (joined the meeting at 10:15 a.m.)

The following people joined the meeting at approximately 1:30 p.m. for the Annual Tech Conference Brainstorm agenda item:
Andrew Hume
Erez Zadok
Chris Demetriou

Keith Packard
Matt Blaze
Brian Noble

All were present at the start of meeting except as noted above.

Minutes of November meeting

Jones moved and was seconded by Hall, to accept as written the minutes of the November 5, 2002 meeting, and the actions taken by the USENIX Board of Directors via email and teleconferences from Nov. 6, 2002 through May 31, 2003. Passed: In favor: 7; Absent: 1

Changes to the Agenda
Hall requested a report of GCC Conference be added. McKusick asked that the item on tutorial speaker remuneration be removed since he had not prepared anything prior to the meeting for the board to consider on this.
Young added a request for funding from the Richard Tapia conference.

Schedule of Next Meeting

The next in person meeting will be at the LISA Conference on Tuesday, October 28, 2003. It was decided that a meeting before then would not be necessary. It was agreed that a Board of Directors strategy session was long overdue, and requested that Young schedule one in the San Francisco Bay Area in the near future.

Action Item List

The Board members reported on their various actions items, most of which were competed, or will be discussed later in the meeting. The following items were not discussed elsewhere in these minutes:

Bennett reported that the SAGE Certification Interim Board has been in hibernation mode, but that paper exams are being given here in San Antonio. She thought they felt stymied in progressing due to the amount of work and a lack of resources. She said she will continue to work with Hume on getting recommendations for changes to Policy Document and Bylaws.

Jones will serve on the steering committee for NSDI (with Honeyman and Young).

Standards

Stoughton reported on the recent SC22 meeting he attended on behalf of USENIX and the Free Standards Group (FSG). That meeting centered on the difference between open source and standards culture, and a report will be submitted to POSIX and the FSG, requesting that the standards be linked together. Stoughton also reported that in light of

the lower membership class in The Open Group as approved by the Board at the November 2002 meeting, he felt that USENIX is in danger of losing its voice in The Open Group. He recommended that we join at the special discount of $2,500 which will allow us a vote.

Jones moved and was seconded by Hall to allocate $2,500 for USENIX to retain our vote at the reduced member rate in The Open Group.
Passed: In favor: 7; Absent: 1 (Gilmore)

Jones asked that Stoughton prepare a letter of support on behalf of USENIX to the FSG that will be signed by all Board members. Hall said that in his capacity as a Linux International representative he would write a similar letter.

Dan Klein joined the meeting at 9:40 a.m.
Cat Allman joined the meeting at 9:45 a.m.

Investment Portfolio

Samson went over his report on USENIX investments, saying that he has done his best to reduce exposure to the volatility of the current markets. He made the following points:

- USENIX is receiving a 6-8% return on it's blended returns
- Scatter Charts show fixed income slightly over 3%, but which should increase over the years
- Capture Ratio blends show that we capture the upside of the portfolio
- The Account Manager is down by 15%, last year was the worst market ever.
- Equity positions show our portfolio is 20% less than the S&P 500
- Portfolio Allocation is on the conservative side
- Investment grade bonds are averaging 10.5% annually

Samson felt that interest rates are difficult to predict, but should be stable for the remainder of the year, and he does not think the economic growth will fall further. He reported that the USENIX overall asset allocations are at a conservative level, and we can expect 5-6% return.

Samson left the meeting at 9:50 a.m.

SAGE

Kolstad reported on the various activities of SAGE since November 2002. He mentioned that the electronic elections held in December 2002 went well, with an increase in voters. The Salary Survey done in late 2002 also produced a great deal of interest and feedback, the results of which should be posted within a few weeks.

Kolstad stated that with only approximately 3400 SAGE members, his main goal is to increase SAGE membership. He feels that the current cost for those wishing to join

SAGE is high because USENIX membership is also required. He proposed a SAGE only membership category that, though the details are not yet worked out, would include: a member card, list of services, poster, printed Code of Ethics, and discounted registration to LISA conference. The SAGE booklets might not be included. The fee for SAGE only membership would be about $40 or $50.

Jones moved and was seconded by Bennett to implement Kolstad's proposal to allow a SAGE only membership category, with the details to worked out by the staff. Passed: In favor: 7; Absent: 1

Ted Ts'o joined the meeting at 10:15 a.m.
Michelle Suski left the meeting at 10:20 a.m.
Break from 10:20-10:25 a.m.

Revised Budget

Young reported that in the six months since the previous Board meeting in which the 2003 first draft budget was discussed, projections of a $146K deficit were possibly too optimistic, especially in light of our actual numbers this Spring in attendance and membership. Attendance projections were not met for USITS, MobiSys, and the Annual Technical conferences. The projection for Security being only 10% lower than the previous year is probably not conservative enough. All of the above meetings also incurred meeting room penalties with the hotels, which increased our expenses.

Young expressed her concern about having budget deficit in 2003. This would be the third year in a row that we have budgeted for deficits, and at the end of each year the deficits were higher than expected. Even though we had done a lot of work in the previous two years in cutting expenses, our estimates for this year's attendance at LISA and Security might be optimistic. She cautioned against continuing to deplete the Reserve Fund.

Honeyman moved and was seconded by Bennett to approve the changes to the 2003 budget as presented. Passed: In favor: 7; Absent: 1

Requests for Funding

CRA-W

Young presented the proposal on behalf of the CRA-W, (a sub-group of the CRA, the Committee on the Status of Women in Computing), to fund students in the Distributed Mentoring Program (DMP), and the Collaborative Research Experiences for Women and Minorities Program (CREW/M). Young reported that we funded them in the amount of $50,000 three years ago, and in the amount of $10,000 in 2002. The ensuing discussion revealed that even though some Board members were concerned about funding other students at a time when USENIX is cutting funding for it's own student programs, that it is important to support these programs in the toughest of times.

Honeyman moved and was seconded by Hall to allocate $10,100 to support the funding request from the CRA-W to support one Distributed Mentoring Project student ($7,100) and one Collaborative Research Experiences for Women and Minorities student ($3,000).
Passed: In favor: 5; Against: 2 (Darmohray, McKusick); Absent: 1

TAPIA Conference

Young reported on the Tapia request for funding. While we had given money to support this conference the previous year, she felt that we get less visibility, and the conference appears to have a lot of corporate sponsors. The Board agreed to not allocate funding for the program.

The Board went into Executive Session at 11:00 a.m.

USENIX Board plus Long, Veglia (via phone); Young, Allman, Klein, Freel

Young suggested that the Board consider reducing the number of conferences by at least 3 in 2004 (currently 8 are planned). This would allow USENIX to reduce overhead, expenses, and registration fees. She also felt that if things turn around or we are wrong about our pessimistic view, it is easier to ramp up later on. The Board discussed this suggestion, and it was decided that we could not postpone or cancel any conference for which we have calls for papers published. Young also suggested that the Board should reconsider the amount of subsidy being offered to SAGE. It was agreed to consider this in six months.

The regular meeting resumed at 11:35 a.m.

Report on Conferences

LISA '02. Attendance was slightly better than projections. Young felt that Alva Couch was a very pro-active Program Chair, and this made a significant difference. The 2003 Program Committee has begun planning and pulling together a program. The tutorials will be 50% new (as in 2002). Marketing will be the biggest challenge.

OSDI – Young reported that the 2002 event had the highest attendance ever at 430 persons. The Boston venue was good, and there was an increase in students registered. The 2004 conference will be co-chaired by Peter Chen and Eric Brewer.

WIESS – Honeyman suggested stasis for the event until someone offers to do it.

USITS – Honeyman reported that there were good refereed papers, and they will be in the top of the Citeseer ratings. The upcoming NSDI conference will absorb the USITS event, and if it does not work out, then we might consider reinstating USITS at a later date.

FAST – Honeyman reported that the 2003 event was a great success, and that it will be in the top 5 impact ratings. The storage industry is going strong, and some of the work is core to security issues as well.

Rubin left at 11:55 a.m. and returned at 11:58 a.m.

MobiSys – Jones reported that this first-time event was a technical success, though a financial disaster for USENIX. There were difficulties in dealing with the co-sponsors of the event (Sigmobile and ACM), and that more assistance on marketing from their end would have been helpful. Young stated that the event ended up being a lot of work for the staff, and that we need to be careful as to whom we partner with. Jones suggested that we allow ACM Sigmobile to do the event without USENIX as a financial sponsor in 2004, and we'll talk with them again afterwards concerning future involvement.

HotOS – Jones reported that as program chair he received no complaints, and though some remarked on the high cost of registration, it appeared that people will pay the fees (since it's a by submission/invitation event.) Hume, who was the keynote speaker, said that he would like to see the event focus on the "people in the trenches" who use the systems, and suggested a session on social issues in OS. Jones suggested the event occur every 2 years, and felt it could be done at a break-even rate. Young stated that this event turned out to be much more work than expected and we should wait until mid-2004 to decide on whether to do another one in 2005.

USENIX Annual Tech – Young reported that for the '03 event registration is about 660, which is what was expected per revised budget projections. Freel reported that the Marriott Rivercenter was not flexible in regards to the room block or working with us regarding connectivity, despite the efforts of our national Marriott representative. She said that it was unlikely that they will forgive the $40,000 penalty for our not meeting our room block. Young and Freel will meet with the General Manager later in the week to discuss the difficulties encountered.

Linux Kernel Developers Summit– Ts'o reported that there are currently 57 registrants, and that the goal is about 75. He is inviting key processor architects to do a workshop so engineers can ask questions. The model of this event is different than the USENIX workshops, and is dependent on individual sponsorships, which have been coming through. Ts'o stated that approximately $10,000 is set aside for helping to fund travel for participants.

Security Symposium – Rubin reported that the 2003 program has come together well, though the papers were not as good as in the past. He said there were many submissions, but the quality was diluted. Jones said that quality has remained high in the pure systems conferences. Young reported that we have a stiff hotel contract for this event, and that the meeting penalty could be high. Matt Blaze is the Program Chair for the 2004 event, and Vern Paxson will be the Invited Talks coordinator, with Avi Rubin helping.

BSDCon – McKusick reported that this event is coming along well, and the preliminary program is done, and that there are three great invited talks lined up.

Lunch break from 12:30-1:30 p.m.
Jones returned at 1:40 p.m.

Annual Technical Conference Brain-storm

Guests that have been involved in recent Annual Technical conferences joined the meeting to discuss the audience, function, and goal of the Annual Technical Conference. McKusick reported that the attendance began dropping several years ago, just prior to the economic downturn. There was a consensus that USENIX is competing with itself to some extent, by hosting many specialized conferences that have drawn off good paper submissions to this event. Most felt that we should do more to establish the role of USENIX in the open systems arena, especially as it relates to the experimental computing systems that engage the open source community.

Notes from the brainstorming session are available from the USENIX staff. More meetings were held that week, where it was recommended that we reformat the conference.

The Board agreed with the recommendation that we move the conference from its June slot to a Spring timeframe. This would avoid being close to the O'Reilly Open Source Conference and the Ottawa Linux Symposium. It would also balance out the overall program, and make it easier on the staff. Young and Freel were tasked with trying to make this happen as soon as possible.

Guests for Annual Technical Conference brain-storm session left at 3:30 p.m.
Break from 3:40-3:45 p.m.
Rubin left at 4:45 p.m., and returned at 4:50 p.m.

Co-Sponsored Conferences

Middleware - We are sponsoring jointly with ACM and IEEE. Honeyman reported that there were a few American submitted papers, but they were mostly from Europe. The financial investment on behalf of USENIX is essentially funding some of the student stipends, and paying for Honeyman's travel.

PKI Workshop - Honeyman reported that this event will continue to be held on an annual basis, and he is on the program committee.

IMC (Internet Measurement Conference) - Young reported that this event is in its third year, and we co-sponsor it with ACM SIGCOMM. USENIX will receive co-billing, and will fund some of the student stipends.

Tcl - Young reported that Clif Flynt is organizing this event, which we are co-sponsoring with Active State and the Michigan Chapter of Tcl Users. USENIX is lending our name, with no financial obligation.

WCMSA - Young reported that Armando Fox of Stanford is chairing this event, which will be held in Santa Cruz. USENIX has been an in-cooperation sponsor for this for many years.

SANE '04 - Honeyman reported that the CFP for this event is out, and it is a well-organized event, presented in English-only. He also gave the Board notice that they may ask us for some funds for speaker travel.

GCC - Hall reported that this 3-day event is done by the OLS group for GCC developers, and has a registration fee of $350. Hall attended and passed out USENIX '03 brochures.

Tutorial Coordinator's Report

Klein reported that 50% of the tutorials being presented at USENIX '03, the Security Symposium and LISA are new. The attendance has not been good, and he questioned whether it was simply a matter of the economy or the tutorial topics not drawing. He would like to see the marketing reflect "training" in the titles.

Klein left the meeting at 5:00 p.m.
Kolstad left the meeting at 5:00 p.m.

Hotel Contracts: Connectivity/Insurance Issues

Freel reported that the cost for wireless has become quite difficult with the Marriott, where many of our events are held. They own STSN, and are attempting to force groups to connect via this provider. These issues are not addressed in our contracts, and though the Marriott has modified some of our agreements, the average $10 cost-per-attendee is too great for us to absorb. The Board responded that they feel this issue will pass within a few years as open nets became the standard, and suggested we ride it out.

Freel reported that Insurance on our events is growing rapidly due to 9/11 and ensuing events. It was also pointed out that a single Worker's Compensation claim can cause rates to rise by 30%.

Appointment of Chair for Nominating Committee
McKusick stated that the Board needs to appoint a chair for the Nominating Committee, and subsequently a committee needs to be formed. He stated that it is the task of the Nominating Committee to come up with a slate of candidates. McKusick suggested Geer for the role. Honeyman stated that he would like to be the chair.

Darmohray moved and was seconded by Jones that Geer be the Chair of the Nominating Committee. Passed: In favor: 7; Absent: 1 (Gilmore)

Awards

Hall reported on the committee (Gilmore, Gettys, Salus, and McGinness), and their selections for this years Flame and STUG Awards. The Flame award was given to Rick Adams for his contributions in making the Internet widely available to the masses via the first implementation of SLIP. The STUG was given to the creators of CVS: Grune, Berliner, Polk and Kingdon.

CRA Update

Jones reported that there are many committees, and that he is currently on the Communications committee. He doesn't feel he has a very significant voice, but felt that it is important to have presence.

Executive Directors Report

Young reviewed her report, and stressed that the staff is very busy. The recent change from sending printed Proceedings to sending electronic Proceedings to our Institutional members appeared to be a success. We are hoping to improve online search options for the Web site via a search application from Google (which will hopefully be donated). We are also working on ways to maintain IP authentication on our site. Young said that the Policy document needs to be amended with regard to the USENIX and SAGE dues requirement.

Sales and Marketing Report

Allman reported that overall for 2003, the vendor sales are on track even considering that the Annual Technical Conference exhibits were very small. Potential sponsors have mentioned that they feel this conference is too general. Allman has noticed that vendors and sponsors are making show attendance choices on very short notice, and that has made it difficult to plan ahead.

Honeyman moved and was seconded by Rubin to suspend the meeting until 8:00 a.m. on June 12, 2003. Passed: In favor: 7; Absent: 1 (Gilmore)

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June 12, 2003
Marriott Rivercenter, San Antonio, TX
Minutes

Attendance:

Board:
Kirk McKusick
Tina Darmohray (via phone)
Mike Jones
Peter Honeyman
Lois Bennett
Jon "maddog" Hall
Dan Geer (past president)

Staff:
Ellie Young
Tara Mulligan
Jane-Ellen Long (via phone)
Toni Veglia (via phone)

The meeting convened at 8:05 a.m.

Annual Technical Conference Brain-storm, continued

The Board continued to discuss options for the Annual Technical Conference. Some suggestions included: putting more marketing focus on Linux; collapsing both the general and Freenix sessions into one track; having a "Best of Papers" from smaller USENIX events; eliminate the exhibitions and focus on sponsorships; budget for travel to get VIPs to come; and invite retrospectives and lessons learned. Various options for a federated conference with a track of SIGs/workshops was discussed. It was agreed to have tutorials on every day. Young said that she would take this up with the organizing committee for Annual Tech at its meeting later in the week.

The meeting concluded at 8:45 a.m.

Summary of Actions Taken by the USENIX Board June 30 –Sept 2, 2003

June 30, 2003 Teleconference of USENIX Board of Directors

Attendance:
Lois Bennett
Peter Honeyman
Avi Rubin
Mike Jones
Tina Darmohray
Dan Geer
Ellie Young

It was moved by Honeyman, and seconded by Bennett to accept Young's proposal for a new format for 2004 USENIX Annual Tech as outlined in Item 1 of her email of 6/28/03 (as outlined below). Passed: 5 in favor; 3 absent (Hall, McKusick, Gilmore). McKusick called in at a later date with an "aye" vote.

For 2004 (June, Boston), the new format for the 6 day conference will feature:

- One 5-day track with General and Freenix sessions
- One 5-day track of various SIGs and invited programs
- Tutorials on all 6 days
- Invited/keynote talks held on 5 days in a.m. and/or p.m. as plenaries
- No vendor exhibition
- Guru and BOF sessions as usual

The staff will come up with a proposal to offer a registration fee that will allow attendees to pay a reduced rate for attending less than 5 days of technical sessions.

It was moved by Honeyman, and seconded by Darmohray that beginning in 2005 we will move the Annual Technical conference to a April/March timeframe, as outlined in Young's email of 6/28/03. Passed: 5 in favor; 3 absent (Hall, McKusick, Gilmore).

Young and Brian Noble were asked to explore the possibility of having Andrea & Remzi Aparci-Dusseau serve as co-chairs for the general track at USENIX Annual Tech 2004 (and they agreed). It was also decided that Bart Massey and Keith Packard would serve as Freenix co-chairs.

It was proposed by Honeyman on Aug 26, 2003 that USENIX cooperate with the PKI workshop in 2004 under the same terms as 2003. USENIX will not be paying travel expenses for anyone to attend the workshop. Passed: 6 in favor; 2 absent (Gilmore and Bennett)

The committee of SAGE and USENIX appointed Lee Damon to serve as Program Chair for LISA 2004.

USENIX COMMITTEES & BOARD LIAISONS * (rev.10/01/03)

Executive <execcom@usenix.org>: Jones, Darmohray, Gilmore, McKusick
A subset of the Board that may make Board level decisions between the meetings. The Executive Director consults this committee in cases of personnel termination and hiring of senior staff. Some members have signature on bank checking accounts. Usually the president and at least one member who is located in the SF Bay Area serve.

Nominating Committee: In the summer of the year preceding the Election, the Board of Directors appoints someone to serve as chair. The chair will then put together a committee (all of who agree that they will not run for office in that particular election). The chair appointed for the 2004 Election is Dan Geer.

Awards <awards@usenix.org> : Hall (chair). Makes proposals about instituting awards to celebrate special achievements in the community. It also seeks nominations for and does subsequent selection of Flame and STUG annual awards.

SAGE Review Committee: Hume, Parter, Hall, Kolstad, Young. Formed in May '02 to review the working relationship between USENIX and SAGE, especially as it relates to the SAGE Executive Director being able to accomplish his or her mission.

Scholastic Services <scholastic@usenix.org> : Mary Baker, Darrell Long (chair), Rubin. Work on developing this program and evaluating submissions for research grants, scholarships, and software projects. (Program suspended in 2002).

STG Committee <stg@usenix.org> : Hume, Jones, Hall, McKusick
Makes proposals to the Board for new STG's, and evaluates current program.

BOARD LIAISONS:

CRA: Jones

SAGE: Hall

SAGE Interim Certification Board: Bennett

USENIX Conferences:

LISA '03, San Diego, CA	Darmohray
NSDI '04, San Francisco, CA	Honeyman/Jones
FAST '04, San Francisco, CA	Honeyman
VM '04, San Jose, CA	Bennett
USENIX '04, Boston, MA	Hall/Honeyman/McKusick
Security '04, San Diego, CA	Rubin
LISA '04, Atlanta, GA	TBD

OSDI '04, San Francisco, CA	Jones

Other Conferences (USENIX-related):

IMC '03	Young
WCSMA	Young
NORDU '04	TBD
MOBISYS '04	Honeyman/Jones
SANE '04	Honeyman

*Note: Young is the Staff Coordinator for each of the committees and is included on each mailing list.