

**USENIX Association
Board of Directors Meeting
June 21 & 24, 2010
Sheraton Boston Hotel
Minutes**

Attendance:

Board:

Clem Cole, Chairman
Alva Couch
Jerry Carter
Margo Seltzer
Niels Provos
Matt Blaze
Brian Noble

John Arrasjid
David Blank-Edelman

Staff:

Ellie Young
Anne Dickison
Jane-Ellen Long
Dan Klein

Guests:

Glenn Samson
Michelle Suski

Via Telecom:

Toni Veglia

The meeting began at 9:12 a.m.

Minutes of the Previous Meeting. It was moved by Seltzer, seconded by Provos, that the Board approve the minutes of the March 10 meeting. Passed: 7 in favor (1 absent, Evard)

Changes to the Agenda. Young suggested that the Reserve Fund Policy discussion be moved up from agenda 13 to after the financial reports, as both Samson and Suski were present in the morning.

Action Items. Most are covered under agenda items herein. Blaze said there has been no movement forward with the software-defined radio, and this topic should be put aside for now. Cole said that he'd asked the MeeGo group to submit a proposal if they were

interested in participating in a USENIX event.

Couch suggested that USENIX pull its sponsorship of HotAC. He reported that LISA had tried something new by asking for practice and experience papers, and that the submissions were up from 2009. Couch said he would attend the CRA Snowbird Conference, and that he is a member of the working group on education.

Seltzer said that she would continue discussion with the HPTS organizers next year. She also felt that a workshop aimed at systems developers is difficult.

Report on USENIX Endowment Portfolio. Samson said that it has been a volatile year so far. Even so, the fund is up 2.8% to date. Bonds have been stable, and equity is more stable than the S&P 500. He said that in the dividend space, diversification has helped. Equity and dividends are yielding almost 3%, as are bonds. The goal for the year is 6%. The equity portion of investments should do well, and 43% of the fund is invested conservatively in fixed. The 3-5 year forecast is for a 6% return. **It was moved by Seltzer, seconded by Noble to accept Samson's report. Passed: 7 in favor (1 absent, Evard).**

Report from Audit Committee. Noble said that he was on the audit committee conference call, and that everything looks fine for 2009, with only a few minor things to discuss. Seltzer will be a replacement for Noble on the committee going forward. Noble thanked the staff for their work on the finances.

Overview of Year-End Financial Statements FY2009. Suski went through the statements that she had prepared. She felt that the USENIX balance sheet was pretty clean; cash was managed well, with few receivables; the reserve was in a brokerage at fair market value; and the property assets decreased in '09 because out-of-date furniture and equipment were taken off the books. She pointed out that personnel and overhead were allocated to program expenses, and to keep this in mind when planning number of events, as when there are fewer events, more overhead is allocated to each. Suski also pointed out that revenue has dropped in the last 2-3 years, while USENIX has been in "survival mode" and intentionally budgeting for losses. Eventually we should try to feed funds back into the reserve. Suski also gave the board a report showing the financial statements compared over the last ten years, pointing out the value of having the reserve fund. She said the books were in immaculate shape. The Board thanked Suski.

Recommendations for Changes to USENIX Policies. The Board started with Section 4.2.2. "The Reserve Funding Spending Policy". Young felt that the whole section needed to be revamped since the text is from an era when the Board was concerned that the fund would just keep growing. She emphasized that instead of a spending policy we should be emphasizing the prudence and value of having a reserve to help us weather unanticipated economic events. Blaze asked what would be the appropriate size for a reserve fund? Seltzer said it was important to know what the minimum amount for a "rainy day fund" would be, and also suggested we look at limiting the payout as the fund is growing. Variables that control the amount in reserve are: our burn rate, operating losses, and what happens when we grow. Samson looked at second paragraph and said that the portfolio was defensively managed. We have to be cautious about the bottom line so our fees don't go up too

high. Blaze said there are two aspects to the spending policy: how to burn off excess and how to budget our normal expenses from the reserve fund. Noble volunteered to be on a committee to come up with a proposal, along with Cole, Suski, and Young.

The board then went through the memo and Policies document and agreed to:

Section 3. Delete this section regarding Publications.

Section 4.1. Expenditures. Add: The Executive Director or designee approves all expenditures. Functional managers authorize the expenses for their departments. However, the Executive Director approves every expense over \$20,000.

Section 4.3.3. Remove Investment Committee paragraph

Section 5. 1. Change to: Air Travel: Will be reimbursed at the tourist or coach fare level for the most direct route on a scheduled airline.

Section 6.1. Delete paragraph about "The invited talks".

Section 6.3. Selection of Program Chair. Replace this section with: Selection of the program chairs will be made by the Executive Director, in consultation with previous program chairs, steering committee (where applicable), and the USENIX Board of Directors.

Section 6.4. Remove this section on the "Selection of Invited Talks Coordinators".

Section 6.5. Klein and Cole will come up with a proposal to change this section to allow more flexibility for Klein.

Section 7.1. Mailing List Rental Policy - remove this section since it is no longer applicable.

Section 8.2. Add: Disposition of Retired Assets. Equipment that is obsolete or out of date will be retired from the Association's list of assets and given to staff, other non-profits, or to a recycling service. Staff who receive such items agree that the items received will not be offered for sale to a third party.

Blaze noted that it was important to protect our data when disposing of computers, and suggested that we add a line to our data retention policy saying that all data will be scrubbed from disks when we get rid of equipment.

Break 10:55 -11:15 a.m. Samson left the meeting.

Revised 2010 Budget. Young said that 2010 was budgeted with a deficit, and that until the last three years the USENIX had produced budgets that were in fact close to break even. She said that the extra expense for the office upgrade was one factor in the 2010 deficit. Young also said that the earnings on the reserve were conservatively estimated at \$300K, but they might do better. She said that there would be extra expenses at LISA this year due to the convention center venue, but that on the whole, she feels that USENIX is in good shape.

Seltzer asked if we could determine the kinds of tutorials that would encourage exhibitors to participate. Cole said that there's a community with an interest in tutorials, so can we get vendors to exhibit on the same topics? Klein said he was investigating idea of having vendor tutorials at upcoming events.

Proposed for Registration Fees for OSDI and LISA. Young recommended a slight raise in regular and student fees for OSDI to cover extra expenses for the Canadian venue. She also asked

for a higher than usual increase in the LISA technical session fees due to much higher costs associated with the convention center venue. Blaze expressed concern that basing pricing on venue costs could result in a widening gap in fees between conferences. Couch wanted the pricing to be less aggressive in regard to academics; the \$100 non-profit discount will help in this area. **It was moved by Seltzer, seconded by Noble to accept the proposal regarding registration fees for OSDI (to \$750 for regular and \$375 for student registrations, and to \$250 for one-day workshops and \$290 for one and one-half day workshops; and for LISA to \$350 for one-day, \$650 for two-day, and \$850 for three-days of technical sessions, \$150, \$300, and \$450 for student technical sessions, and to \$180 for LISA workshops). Passed : 7 in favor (1 absent, Evard).**

It was noted that one of the reasons the registration fees are slightly higher than those of the ACM and IEEE is that USENIX gives open access to all of its conference proceedings, and doesn't have the extra income associated with sales of proceedings or a digital library.

Request for Funding Sponsorship of Grace Hopper Conference. Seltzer said that Grace Hopper had lots of sponsors, and asked how sponsorship could get visibility for USENIX with the attendees. She suggested a facesaver type of nametag, accessed on the USENIX web site, so that the students would interact with USENIX. The logistics of providing this were discussed, and Long said that the event had its own Facebook page for fans, and that this could undermine our efforts. Seltzer said she would attend the conference.

Awards. Cole would like three people on the board to serve on the awards committee. Blaze said the nomination process is difficult because they don't get a large pool of nominees, and that it's hard to have discussions regarding the nominees via email. Carter said it's difficult to discuss merits and weigh in between historical and present contributions. Blaze said we should try to energize membership into participating. Provos suggested showing slides at conferences to generate interest in submitting nominations, with possibly offering a prize of free conference registration if one's nominee is selected.

Break for lunch 12:05 p.m., Suski leaves, meeting resumes at 1:15 p.m.

Education Director's Report. Klein says he will continue to explore vendor tutorials. He is working on the slate for LISA, and thinks that about 40-50% of the tutorials will be new. Seltzer said she appreciated Klein's constant vigilance regarding the tutorials.

Report on USENIX Conferences. Young went over her written report.

NSDI. Seltzer suggested that staff approach networking companies about sponsoring women and/or women's lunch at NSDI. Couch said that the INM/WREN Workshop will be back, and he will follow-up with organizers. Noble asked the board if it wanted to add peer-to-peer content and expand the scope of IPTPS if it is to be repeated next year. Young said that there is room for more workshops at NSDI'11. The board said that LEET has value; Seltzer said that it's a way for academics to look at security risks; Noble wondered if there was enough overlap with NSDI attendance, or whether it would be better at a Security Conference.

HotPar. Cole said it went well and the co-chairs were superb. Noble asked if it should be taken to the FAST model with industry participation. Seltzer suggested a hybrid model, with a 1 to 1.5 day program, with the tightly knit workshop on a separate day. She also suggested surveying the rejected authors to see if they would submit to again; asking for short and long papers, encouraging controversy, and inviting all who submitted. Couch said that USENIX needs to stake a bigger claim in this space. Cole said he will discuss with the steering committee keeping HotPar in Berkeley, and growing the event and adding more industry participation.

USENIX Federated Conferences Week. Noble suggested that we run the experiment of the federated conference again. Young asked can we encourage the program committee to attend. Noble suggested having a PhD forum -- see CHI or Ubicomp – and get faculty members to mentor them; give a practice interview; have grey beard event; and have PC members meet up with students.

WebApps: Arrasjid suggested having company and developer tutorials at WebApps, such as how to create web apps from the cloud. Seltzer said this would draw in people who were not presenting papers. It was suggested that the board think carefully about vendor-like tutorials in the web apps space.

HotCloud: Young asked if HotCloud should expand? Couch said there was a lot of competition in this area,. Should USENIX do something less academic and more experience-based, to get industry people who do not go to other events in this space, and keep “hot” for academics? Seltzer said the event could offer real solutions to outsourcing, IT issues, experience issues, and sys admin issues that people have. Arrasjid said USENIX should focus on vendor-specific topics. Carter said that vendor tutorials have a bigger draw, and the newer generation of users may have more recognition of a product than of a tutorial instructor. Would it be possible to get vendor certification of tutorials, making it easier to come to a USENIX event than to any other event? Provos suggested a “cloud” LISA, and Cole said it could expand at LISA. Arrasjid suggested product integration, tying together tech with vendor tutorials. Couch suggested a cloud panel at LISA. Arrasjid, Carter, Couch and Provos will participate in a subcommittee to get more insight on this issue.

WOSN: It was decided that we should try to organize another one.

Security. Blaze discussed plagiarism issues and how to deal with them.

Break 3:15p.m. - 3:30p.m.

Young touched on the Security workshops: EVT/WOTE received 39 submissions, program out soon. CSET and WOOT are on track, Metricon will most likely happen. HotSec received a record-breaking 58 submissions. There are two new workshops, HealthSec, which had 42 position papers submitted, and will focus on discussions rather than paper presentations; and Collsec, which is fully sponsored.

OSDI. Over 200 papers were submitted. Young asked that more than one board member attend OSDI. Noble said he might and may be able to be liaison for workshops.

There are many workshops co-located with OSDI.

LISA. Couch said that LISA had 60 submissions and some new tracks.

SustainIT: Couch recommended not repeating this workshop due to low submissions and large number of other events on this topic.

TaPP: Seltzer said that TaPP has potential to grow in 2011; it had no overlap of attendance at FAST; and Peter Bunneman is willing to chair in '11. She said that Europe/Greece could be venue, but she's concerned that Stanford people would not attend if event left the Bay Area. She thought that the submission deadline should fall after SIGMOD's in January.

HackU. Noble described Hack-U as a mini developer conference aimed at students, 36 hours of hacking in a lecture hall, after which students present results in 5-minute sessions. Students like it, sponsors like to recruit there. He said it could be done on the side of an event like NSDI, with a company sponsoring it, and it could be in context with the topic of the event. Possibly have poster session that sponsors attended. Seltzer said she could provide meeting space for a pre-hack-a-thon prior to NSDI.

Middleware: The Board asked if USENIX benefits from sponsorship of Middleware; Noble said this gives us international exposure. If USENIX continued sponsorship, we could ask to publish Middleware's proceedings, and let them know that open access is a priority with USENIX. Blaze said to schedule this open access issue in a discussion on USENIX's general policy on in-cooperation conference agreements. Blaze took this as an action item.

CHMIT: Couch said CHMIT is trying to become an academic venue, so it won't cut into LISA attendance even if it is co-located with LISA.

VEE: Noble said it is okay and may co-locate with ASPLOS.

Executive Office Report. Young started a discussion about the Board's desire to have best conference papers published in journals. It was decided that the FAST best papers should be included in TCOS. File/Storage papers from OSDI and ATC could also be published in TOCS, and we will encourage the program chairs to submit papers to it. It was suggested that best papers from NSDI to go TOCS or TON. **It was moved by Seltzer, seconded by Noble to accept the Executive office report. Passed: 7 in favor (1 absent, Evard)**

Elections and Voting. Cole brought up the issue of looking at bylaws and policies with regard to our possibly offering an e-voting option and changing the terms to ensure that a lot of the Board doesn't turnover at once. Long suggested that we look into offering an e-voting option. This was positively received and Provos and Blaze would introduce the idea at USENIX Security, asking for suggestions. There was no support for changing anything with regard to electing the Board itself.

Discussion on Future Directions for USENIX. An unstructured discussion took place on such issues as getting back to more of a "hallway track" experience; capitalizing on being in

the right place at the right time (e.g. with the HotCloud); carrying over the strengths we have to move forward, reinventing ourselves as times change; and the possibility that in-person meetings were a thing of the past and electronic meetings are the way to go.

Arrasjid addressed the relevancy of USENIX. Blank-Edelman said that introducing a sysadmin, who hasn't met others, to the LISA community still brings them to a new level. Carter said that electronic delivery of information isn't as good as it used to be due to the signal to noise ratio. Cole said USENIX had to jump on the problems of industry and offer solutions. Seltzer felt that USENIX has served academia well, and now it's time to bring something of value to industry. After much discussion, **it was moved by Carter, seconded by Blaze, to adjourn the meeting. Seven in favor (1 absent, Evard).**

The meeting was adjourned at 6:14 p.m.

USENIX Board Meeting resumed June 24, 2010

Attendance:

Clement Cole (Chair- joined meeting at 4:54)

Margo Seltzer

Alva Couch

Niels Provos

John Arrasjid

David Blank Edelman

Staff :

Ellie Young

Anne Dickison

Casey Henderson

Tony Del Porto

Jane-Ellen Long (via telecon)

Toni Veglia (via telecon)

Guests:

Erich Nahum

Jiri Schindler

Sambit Sahu

Meeting began at 4:30 p.m.

HotCloud Workshop. Nahum said the workshop was a success, and that compete work and polished papers were submitted. He also said that it was important to have experience papers as well. Expanding it to two days was discussed. Seltzer said that in order for this event to turn into a FAST-type of event there needed to be a balance of academic and experience, and people should be encouraged to submit. Nahum and Sahu were thanked for their work.

Cole joined the meeting, 4:54 p.m.

HotStorage. Schindler said the workshop length was fine at one day. He suggested that next time HotStorage should be a sounding board with a combination of new ideas and polished work, mixing academic and practical. He said that there was good synergy between HotCloud and HotStorage. Nahum suggested that a steering committee be formed.

Seltzer said that the HotCloud and NSDI chairs should get together to figure out which papers go where, and make this clear in the CFPs. Cole said that chairs needed to work hard to make sure industry is included in events. The Board thanked Schindler for his work.

WOSN. Seltzer saw six talks of good quality, thought that this topic has potential to be big, and it could co-locate with HotCloud as long as both programs are coordinated. She said that WOSN could have one day of workshops and one day of short and long papers. Young and Seltzer will discuss with the steering committee.

FAST-OS. It was decided that this event was fine as it is.

ATC and WebApps. Seltzer suggested that the chairs of both events coordinate with each other. Cole suggested that it wasn't in the best interests of the two events to have two keynotes speaking at the same time. Blank-Edelman said a committee could coordinate so that the chairs could do their jobs. Overlaps would be coordinated, especially between WebApps and HotCloud. It was suggested that in 2011 content on tips and techniques for Iphone apps developers could be added. Young said that the Board liaisons should get involved. Cole and Provos said that they would work with the chairs for 2011.

Configuration Management Summit. Blank-Edelman thought that bringing this event out of LISA was successful. Cole said the audience was primarily power implementers and very experienced people.

It was moved by Blank-Edelman, seconded by Arrasjid, to adjourn the meeting. 6 in Favor, 2 absent (Blaze, Noble).

Meeting adjourned at 6:30 p.m.

Actions by the Board after the June 24th meeting:

On July 27, 2010 it was moved by Seltzer, seconded by Noble that USENIX sponsor HackKid at the \$8000 level. Passed: All in favor.