

**USENIX Association  
Board of Directors Meeting  
November 11, 2008  
Town & Country Hotel  
San Diego, CA  
Minutes**

**Attendance:**

**Board:**

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

**Staff:**

Ellie Young  
Anne Dickison  
Jane-Ellen Long  
Toni Veglia  
Casey Henderson  
Dan Klein  
Rik Farrow

**Guests:**

Dan Appelman, USENIX attorney  
Glenn Samson, Smith Barney, USENIX Financial Advisor  
Nick Stoughton, Standards liaison

The meeting began at 9:07 a.m.

**Minutes of the Previous Meeting . It was moved by Seltzer and seconded by Noble that the Board approve the minutes of the June '08 meeting with the following corrections: HotSec had 37 submissions and 12 accepted papers, and CSET had 8 accepted papers. Passed: 7 in favor; 1 absent (Evard).**

**Action Items.** Everyone went over their items and most were completed or will be covered in the agenda. It was noted that the Best Paper Award for OSDI will be named after Jay Lepreau, and that a steering committee for strategic issues for LISA had been formed.

**Endowment Portfolio Report.** Samson said that the performance of the USENIX portfolio was down about 12%, while the broader market was down about 40%. The reserve investments are allocated in accordance with the USENIX Policies: 50% in stocks, of which 15% is in the international European market, and 35% in US large equities, and 50% in high-quality fixed income. Samson said he would update the board at the next board meeting.

**Report on 2008 Finances.** Young reported that we will likely have a deficit of about \$350K+ in operations, as compared to the \$189K that was originally budgeted. The main factors for this were higher expenses in Berkeley G&A and Personnel, and less revenue from LISA tutorials. The investment returns will not cover this shortfall as they usually do, and USENIX may realize a net loss of at least \$1,100,000 for 2008.

**First Draft Budget for FY 2009.** Young went over the draft in detail. It reflected a \$700K deficit in operations, with conference attendance at the same levels as in 2008. The deficit might be higher if we fund standards activities, and if we see reduced membership and attendance at conferences in 2009. She also stressed that we may no longer be able to rely on the Reserve fund in the next few years to balance our budget.

*10:09 a.m. Henderson joined the meeting.*

Young stated that this budget will be reviewed after year-end, and revised to reflect actions taken at this meeting, new information on the impending recession and stock market performance, and attendance projections.

*10:17 a.m. Henderson left*

*Break from 10:32 a. -10:45 a.m.*

**Standards.** Stoughton reported that USENIX is recognized as the focal point for Free and Open Source Software advocacy, and in that role acts to try to prevent Standards revisions that favor only certain corporate interests. He also reported that IBM had announced their Open Standards Policy, and had asked other organizations to join them.

**It was moved by Seltzer and seconded by Blaze that USENIX support IBM's Open Standards Policy. The motion was Passed, 7 in favor, 1 absent (Evard).**

The Board suggested that USENIX craft a statement about our position of support for IBM's Open Standards Policy. The board also stated that USENIX should promote its Standards work to the entire Open Source community, as the value of USENIX's efforts benefitting this community is not widely known.

**USACO.** It was felt that USACO was good for students and provided good publicity for USENIX. The 2009 draft budget contains \$20K for USACO support. The Board

suggested that USENIX produce a press release about the best success stories from USACO and what these people are doing today.

**Registration Fees and Member Dues.** Young stated that she was in favor of small, regular incremental increases in fees and dues. It was pointed out that perhaps the Corporate member dues should not be raised above \$495. It was moved by Carter and seconded by Seltzer to accept the proposed fee and dues increases, as amended to exclude corporate memberships, to: \$740 for regular tech sessions at Annual Tech, Security, FAST, NSDI and HotOS, \$665 for HotPar, \$755 for LISA, and \$270 for HotOS students; \$170 for LISA Workshops, \$210 for the TaPP Workshop, \$220 for Workshops at NSDI, and an additional \$10 for each Workshop at Security; \$10 additional per tutorial day at Annual Tech, \$20 increase for tutorials at FAST, and \$20-\$70 for LISA tutorials; Member dues: \$5 more per USENIX Individual, Student, Educational, and Affiliate members. Passed, 7 in favor, 1 absent (Evard).

[Note change made in USENIX Policy Document, pp 13-14.]

**Request for funding 2009 Tapia Conference.** The request was denied. It was the sense of the Board that we would be better off funding USENIX conferences to encourage minority/diversity participation.

**Executive Office Report.** Young reported that two new positions were hired per the Board vote in September. It was reported that there had been much work on a possible collaboration with the Open Fabrics Alliance, with no agreement to move forward. Young felt we may do well to leverage the content from *login:* and possibly offer subscriptions to international communities of software developers and research labs.

Young asked that the Board think about more sources of sponsorship for the Association, and said that she encouraged conference and workshop chairs to bring in sponsorship for their events. The Board agreed that it was a good idea to proceed with the *login:* editor's ideas for online interactive elements for members.

The USENIX database migration project has the two databases running in parallel, and the new system is expected to be in use in early 2009. The Board said that in thanks for HotCRP, that USENIX should, when funds are available, e.g., give \$5,000 to Kohler's program.

**Marketing Report.** Dickison reported that there would be more conference live streaming in 2009, and that there were some focus groups involved with the streaming during the LISA conference.

*12:23 p.m. – 1:27 p.m. - break for lunch.*

*Klein joined the meeting.*

**Report on Conferences.** Klein reported that overall tutorial attendance was down by 10%, that he continues to try new topics to increase attendance, and that other

conferences were also experiencing a drop in training attendance. Klein said that starting with LISA, attendees had to pre-order paper copies of tutorial notes, and as a result, a lot of money was saved from the reduced printing and shipping costs. It was pointed out that some attendees did not have CD drives, so it was noted that USENIX might make tutorial materials available on its website or on flash drives.

Klein reported that tutorial attendance at Security was low and the staff planned to eliminate tutorials there in 2009. The sense of the Board was to keep tutorials at Security next year, as they were a service to the community, and attendees might not come to Security at all if they were eliminated.

The value of in-person vs online learning was discussed, as well as the learning benefits from hands-on and interactive tutorials.

*1:57 p.m. Farrow entered meeting*

It was reported that teaching evaluations improved when three 5-minute exercises were given during class, and that there was tangible improvement when exams had interactive components. Klein said he would look into ways to make hands-on and interactive tutorials work.

*2:05 p.m. Stoughton left the meeting*

**Security.** It was reported that CSET folks want to hold another workshop next year, and Seltzer agreed to liaise. It was reported that Geer wanted to find another chair for Metricon in '09.

**LISA.** Young reported that overall the conference is doing well, and that the organizers for 2009 were active. Adam Moskowitz is the '09 chair, and Doug Hughes and Amy Rich will handle the Invited Talks.

It was reported that some government employees had trouble staying at conference hotels, because they have a hotel fee limit requirement that not all hotels honor. In those cases, the employees are not allowed to attend. We should look into this when negotiating with hotels.

**OSDI.** Young reported that there were 193 paper submissions to OSDI, and 90 applications for student stipend grants. She anticipated highest ever attendance, especially since we had doubled the number of workshops and would be funding more students than in the past.

**FAST'09.** Seltzer reported that the program committee was doing well, that a keynote speaker was still needed, and that she plans to urge Erik Riedel to work with Klein on the tutorials. The Provenance Workshop (TaPP) and an Open Solaris Summit sponsored by Sun will be co-located with FAST.

**HotPar'09.** It was reported that there were 32 high quality submissions for this first time event.

**NSDI'09.** Young reported that Noble is the liaison now, there were 165 submissions, and the program committee meeting is happening soon.

**HotOS'09.** Young said this event needs more sponsors.

**USENIX Annual Technical Conference.** Young reported that submissions were due in January, and that the tutorial program would expand from 3 to 5 days in 2009. We are also actively seeking proposals for workshops to co-locate.

*3:04 p.m. – 3:22 p.m. Break  
Klein and Farrow left the meeting.*

**Revisit New Topics/Brainstorming.** Web Applications Conference. It was suggested that Ousterhout be asked if he could identify a co-chair to help with this event so that it could be held in 2009. Couch said he would serve as a liaison.

Code Sprints. Carter went over his report . He would like to set up dates and deadlines so that this event could be co-located with ATC'09, and that he'd like to tie this to Google's Summer of Code.

Green Computing. The Board discussed the need to narrow the focus for this event, possibly to data centers, and to wait to see if related content comes from the HotPower workshop. Couch said that he might be able to attend this workshop, and would report back.

There was a discussion on how to publish "What Didn't Work Papers". Seltzer doesn't have the cycles right now to take it on. Many options were discussed such as presenting a one-day workshop with papers based on what didn't work, aimed at developers; that the event needed more focus, possibly on case studies.

Blaze mentioned that Software Defined Radio is a hot, emerging topic that USENIX should get involved with. He offered to put together a steering committee to see what USENIX can do in this area, with possible topics like White Spaces, GNU Radio, and convergence with phones.

*The meeting moved into Executive Session at 4:20 p.m.  
Regular meeting was resumed at 6:13 p.m.*

**It was moved by Provos, seconded by Blaze that the first draft budget be approved with the changes in registration fees, member dues, and that there will be no staff salary increases effective January 1, but this will be subject to review at the March board meeting. Passed: 7 in favor; 1 absent (Evard).**

**It was moved by Seltzer, seconded by Noble to adjourn. Passed: 7 in favor (1 absent)** *The meeting was adjourned at 6:15 p.m.*

**Summary of Actions Taken by the USENIX Board of Directors since the November 11, 2008 in person Board meeting:**

**On a teleconference call on January 28, 2009, with the USENIX Board, Jones, Appelman, and Young, it was moved by Couch, seconded by Noble to approve the draft settlement proposal dated January 27, 2009 regarding the AH, LOPSA, and USENIX lawsuits. Passed: All in favor.** It was agreed that the final settlement proposal would also need to be approved by the Board.

The Board concurred with Young's recommendation that in order to reduce expenses in the coming year that two staff would be let go, and the standards activities would be suspended immediately.

It was also agreed that the Hot Cloud Computing workshop should not be an academic only workshop, and a practitioner's workshop for people building applications on platforms like Amazon S3, Google App Engine, Rackspace Mosso, and Microsoft Azure would be much more desirable.

Via email on February 20, 2009, **it was moved by Noble, seconded by Provos to adopt the following statement to the USENIX policy document per recommendations of the auditors and Young: No employee shall seek, directly or indirectly, anything of value in connection with any transaction or business of the USENIX Association. Any gifts or offers of entertainment of more than nominal value must be refused. Gifts of food (but not alcohol) from current suppliers of goods and services to the USENIX Association may be accepted at the Executive Director's discretion, such food to be distributed among all the employees.**

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Date

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Secretary