

# EMC Society Board of Directors Activities

*The Grande Colonial Hotel  
San Diego, California  
March 12, 2010*

## The President's Opening Remarks

President Maradei called the meeting to order at 9:00 am. A round of introductions was made. Board members present included H. Benitez, C. Brench, L. Cohen, R. Davis, A. Duffy, R. Ford, F. Heather, D. Heirman, D. Hoolihan, T. Hubing, E. Joffe, R. Jost, J. LaSalle, F. Maradei, A. Marvin, J. Norgard, M. Oliver, J. O'Neil, G. Pettit, W. Schaefer, R. Scully, K. Williams, and T. Yoshino. There were no members absent. Guests included B. Archambeault, J. Drury, T. Jerse, K. Phipps, and Q. Ye. Ms. Maradei reviewed Board meeting protocol, the IEEE code of ethics, and upcoming activities. She welcomed the new Board members, including Larry Cohen, Alistair Duffy, Dan Hoolihan, Andy Marvin, Mike Oliver, Takeo Yoshino and Vesna Roje. Ms. Maradei reviewed the activity of the Excom meeting held the previous evening. The meeting addressed administrative points including the agenda review, motions to be presented, etc. All items discussed are included on the meeting agenda. She reviewed the procedure for making and voting upon a motion during the Board meeting. Regarding Global Outreach activity, Ms. Maradei noted she gave a presentation at the Chicago EMC Chapter on March 9. She will attend the Asia Pacific EMC (APEMC) conference in Beijing and then travel to Shanghai to give a presentation at the inaugural EMC Chapter there. She will also visit the Seattle EMC Chapter and present there in June. Finally, she will attend EMC Europe in Wroclaw in September.

## Consent Agenda Motions

The agenda was presented for review. The consent agenda included approval of: The March 2010 meeting agenda, the November 2009 Board meeting minutes, the slate of Nominations and Appointments committee members, recording and

archiving e-votes protocol, discussion and voting protocol during electronic voting, on-line archive/repository of forms, GOLD travel reimbursement policy, 2011 non-IEEE member subscription fee price list in accordance with IEEE recommended pricing, optional member Transactions on EMC print copy fee of \$20 in accordance with IEEE recommended pricing, charter for the Standards Advisory and Coordination Committee, EMC Society certificates of appreciation, acknowledgement and recognition awards. The Board approved the consent agenda as presented. The approved November 2009 Board minutes will be posted to the EMC Society website.

## Treasurer's Report

John LaSalle presented a report on EMC Society finances. Regarding 2009 operations, the budget showed a net deficit of \$27.7k while the actual was a net deficit of \$36.3k – this is a negative variance of \$8.6k and resulted in an overall negative position. The major contributors to the net deficit included the categories of Periodicals, Newsletter and Meetings/Conferences. For 2010, operations are considered to be “normal” with a surplus of \$109.1k. The Society is tracking toward the budgeted net \$18.4k. Committee expenditures are minimal, operating toward an approved budget of \$255.6k (deficit). Under miscellaneous activity, he noted that the Board approved the \$30k loan to the 2012 Symposium Committee; Angel funds approved included a payment to Dr. Jamal Shafii, Rock River Valley, North Central Illinois; the University Grant is in-process to Dr. Uma Balaji, Farmingdale State College; and the proposed GOLD Representative Financial Guidelines were submitted for inclusion in EMC Society Financial Policy – this was sent to the FinCom Chair. The first pass budget for 2011 will be issued next month.



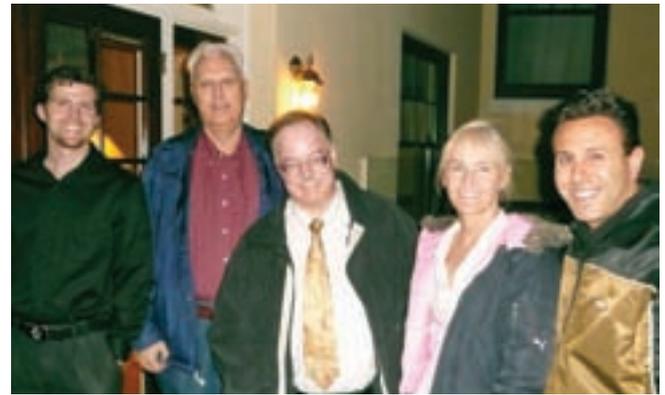
*The Board hosted a reception prior to the San Diego EMC Chapter meeting. Ready to welcome the Chapter members are (from left) Bruce Archambeault of IBM, Francesca Maradei of the University of Rome “La Sapienza”, Janet O’Neil of ETS-Lindgren and Andy Marvin of the University of York, United Kingdom.*



*There was plenty of networking at this reception table! Joining the EMC discussion were (from left) David Hilton, Bob Scully of NASA, Dave Southworth and Chris Dilay. David, Dave and Chris are with the Space and Naval Warfare Systems Center - Pacific in San Diego.*



*(From left) Darryl Ray of Covidien, Mike Violette of Washington Labs, Mark Arthurs of Sony and Herb Mertel enjoying visiting during the reception.*



*San Diego Chapter members attending the reception included (from left) Tyler Reid, Jim Knighten of Teradata, Mark Frankfurth of Cymer, Maryann Burcar and Paul Bellfy. Maryann and Paul are with Carefusion Corp.*

## Technical Services

Bob Scully, Vice President for Technical Services, presented his report. He reviewed the Technical Committees (TCs) TC7 (Non-sinusoidal Fields) and TC8 (Product Safety) and noted an interest in reducing the number of TCs and maintaining clear responsibilities for all TCs. TC7 has had little activity, while TC8 is now a separate Society of the IEEE. The Board approved dissolving TC7 (Non-sinusoidal Fields) and TC8 (Product Safety), and update the EMCS Handbook as appropriate. Mr. Scully then addressed the papers submitted for EMC 2010. A total of 151 papers were submitted, with 131 being accepted and 20 being rejected. In comparison, for EMC 2009, a total of 195 papers were submitted, with 163 being accepted and 32 being rejected. Bruce Archambeault, Technical Advisory Committee (TAC) Chair, reported on the activities of his committee. They held a telecom meeting on February 23. The committee has been active with the paper review process for EMC 2010. Of the papers submitted, TC2 (EMC Measurements) had the highest number of papers to review having received 50 papers. TC4 (EMI Control) received 37 papers, TC9 (Computational EMC) received 28 papers and TC10 (Signal Integrity) received 18 papers. The balance of the TCs received eight or less papers. Six special sessions were proposed by the TCs and all were accepted. Ten workshops/tutorials were proposed by the TCs and all were accepted. Dr. Archambeault noted the Symposium Technical Guidance Document was approved by TAC and the TAC Manual is under revision.

Technical co-sponsorship requests have been received and discussed. Finally, there is a new communication tool for TAC that includes past/present TCS requests, a discussion forum and an E-mail list server. The next TAC meeting will be a face-to-face meeting on May 17–18 in the Washington DC area to organize the paper sessions.

## Communication Services

Todd Hubing, Vice-President for Communication Services, presented his report. *EMC Newsletter* Editor Janet O'Neil reported the Fall 2009 issue is the third issue composed with the new IEEE process of outsourcing this work to a company in India. She and Todd Hubing are pursuing a course of action to take this composition work outside IEEE. It will be brought to the IEEE PSPB in 2010. Financially, the Fall 2009 issue of 112 pages cost \$21,150 for the printing and mailing of 4,895 Newsletters. There were 13 advertisers in the issue that generated \$16,677.76 in billed ad revenue, of which the EMC Society received a net of \$9,173. The Winter 2010 issue is in production and will feature a cover story and related articles on the topic of inductance. Ms. O'Neil will attend the IEEE Panel of Editors meeting in New Jersey next month. She will meet with IEEE personnel about outsourcing the composition of the EMC Newsletter outside IEEE. *Transactions on EMC* Editor in Chief Professor Heyno Garbe reports that a total of 298 new paper submissions were made in 2009.



*Lunch provided a time for Board members to relax after a busy morning meeting. Enjoying the sunshine are (from left) Andy Marvin, Vesna Roje of the University of Split, Croatia, and John Norgard of NASA.*



*Also enjoying the lunch break and pleasant weather in Southern California were (from left) Tom Jerse of The Citadel, Kimball Williams of Denso International America, and Kermit Phipps of EPRI.*



*San Diego EMC Chapter and Section Chair, Mark Frankfurth (left) thanks speaker Alistair Duffy of De Montfort University in Leicester, United Kingdom for his presentation to the Chapter.*



*Qiubo Ye (left) of the Communications Research Centre Canada and Jacques Drury of the Ottawa Convention Center attended the Board meeting to present Ottawa as a potential EMC Symposium venue.*

Some of these on printed circuit boards (PCBs) will appear in a special issue on this topic in May 2010. As of February 20,

47 papers have been submitted, which indicates the total papers for the year would likely be 248. The TAB budget for 2011 was set at 1,100 pages including the special issue on PCB Level Signal Integrity. This special issue is being guest edited by Joung-ho Kim of KAIST in Korea and Erping Li of IHPC in Singapore. Currently there is no backlog of unpublished papers. Professor Garbe will organize a special luncheon for the Associate Editors during the EMC 2010 symposium. Dan Hoolihan, History Chair, reported that a series of articles on the History of the EMC Society is being published in every issue of the EMC Newsletter; it includes a "look-back" in EMC-S History (50 years, 25 years, and 10 years) and other historical articles of interest. Mr. Hoolihan noted he has been appointed to the IEEE History Committee and will be attending his first meeting with that committee on March 7 in Newark, New Jersey. He is working with the EMC Society Awards Committee about revising the display of the EMC Society Hall of Fame Award winners on the Society's website. Work continues on the digitization of EMC



*Colin Brench (left) of Southwest Research Institute caught up with Mike Oliver of MAJR Products to talk about EMC 2012 – the Symposium Mike will chair in Pittsburgh.*

Society historical documents. Mr. Hubing talked about improvements to the EMC Society website. In the past few months, he has worked on cleaning up, organizing and updating the website. The TC5 and TC6 pages have been updated as well as several other pages.

### **Standards Services**

John Norgard, Vice-President for Standards, presented his report. Standards activity covers three major areas: The Standards Education and Training Committee (SETCom), the Standards Advisory and Coordination Committee



*Board members listen intently to the report by Bruce Archambeault (standing at left) on the 2010 EMC Society Awards Nominations.*



*Todd Hubing of Clemson University enjoys a nice dessert that happens to match his tie!*



*An active working group at the Strategic Planning meeting included (from left) Bob Davis of Lockheed, Alistair Duffy, Takeo Yoshino of the University of Electro-Communications, Elya Joffe of KTM Project Engineering, and Larry Cohen of the Naval Research Lab.*

(SACCom), and the Standards Development Committee (SDCom). The SETCom Chair is Qiubo Ye, the Vice-Chairman is Professor Johan Catrysse and the Secretary is Jinliang He. On SACCom, Werner Schaefer is the Chair. The SDCom chair is Andy Drozd, Colin Brench is Vice-Chairman and Ed Hare is Secretary. Regarding SACCom, Werner Schaefer advised he has received confirmation from 17 liaisons (new and current) to contribute actively. The list of liaisons is included in the Standards report. The SACCom web pages are being revised. Templates have been obtained and modifications will be implemented to present more useful and current information. Mr. Schaefer presented the revised and updated SACCom charter. He explained why/how the document was revised. The Board approved the revised SACCom charter as presented. Regarding SDCom, Andy Drozd was not able to attend the meeting held yesterday. Don Heirman presented a report in his absence. He reported 27 members and guests attended the meeting. Members of the Canadian Standards Association attended and gave a presentation on the need for a joint project on power-line harmonic standardization including application to Smart Grid. Updates to the SDCom website include a clear summary of SDCom activities - listing of current development projects either per link to SDCom web page, or distilled from SDCom meeting minutes - and a main content of projects. Smart Grid remains the important high profile activity that will occupy much of the committee's attention this coming year. The new Policy and Procedures (P&P) document was approved and forwarded to the IEEE Standards Association Audit Committee in November 2009. The results of the IEEE audit will be reported at the next Board meeting. The committee will complete the Operating Procedures for Working Groups on active projects.

### **Member Services Report**

Bob Davis, Vice-President for Member Services, presented his report. His report includes a review of the current VP Member Services budget and a breakdown of travel expenses. The Board approved changing the name of the EMC Honorary Life Member Award to the EMC Society Honored Member Award. Along with the name change, the benefits of this award will be clarified as follows: "An Honored Member of the EMC

Society will receive a certificate and their Society membership shall be waived for life. Additionally Honored members shall receive free admission to the annual symposium (international or national)." Mr. Davis advised that the EMC Society needs a marketing brochure that can be handed out at the annual symposia and at other meetings and conferences around the world. The only thing we have at the present time is our membership application, which isn't designed to be a marketing brochure. Jim Blaha, our Publicity Chair, has been contacted and advised that it would cost approximately \$450.00 for 1,000 tri-fold color brochures. The Board approved the cost to develop and produce an EMC Society Marketing/Publicity Brochure. Mr. Davis talked about staffing the EMC Society membership booth at the annual symposia. In the past, Flo Haislmaier staffed this booth and was reimbursed some \$2,000 for her hotel, airfare and other incidental travel expenses. Currently, we do not have a specific person to staff the booth for EMC 2010 and future symposia. The Board approved paying the non-labor related expenses for a person to staff the EMC Society booth at the annual EMC Society symposium during the hours the exhibit area is open to the registrants (in an amount not to exceed \$3k and reimbursed in accordance with IEEE guidelines). A discussion was then held related to the EMC Society photographer and reimbursing the photographer for the non-labor related costs for the membership provided photographer at the annual symposium. The not to exceed amount discussed was \$3k. The Board agreed that this expense should fall under the VP Member Services budget and not the symposium budget. Colin Brench advised five members have been elevated from member to senior member this year to date, and eight had been elevated in November 2009. Current membership is at 4,170, which is a decline of 124 members or 2.9%. There remain a number of issues in accessing the database including looking at members who have let their membership lapse such as retired members - this is important for the completed careers searches. There is also difficulty determining the true join dates; even if this is addressed, there is a date limitation of what was moved forward into the new database. Mr. Brench noted he will be at IEEE in Piscataway next month and if possible he will meet with his IEEE contact and see if any further progress is practical or possible. He closed his report advising there are regular IEEE membership



*At the Strategic Planning meeting held the Saturday following the Board meeting, the Society's goals were addressed in this working group by (from left) Todd Hubing, Henry Benitez of Electromagnetic Investigations, Francesca Maradei, Don Heirman of Don HEIRMAN Consultants, and Vesna Roje.*

development meetings; these are all held on Saturdays, a day that is unavailable for him to attend, therefore he would like to step down from being the Membership Chair so that someone with the time and the appropriate enthusiasm for this work can become involved. Fred Heather reported on the membership survey conducted at EMC 2009. There were a total of 263 responses to the survey that included 50 questions. Bruce Archambeault reported on Awards. The Awards follow up activity has been completed for 2009. On the 2010 EMCS Awards, nominations will be presented later in the meeting. Regarding Awards procedures, the document is being updated and should be completed by July 2010. Don Heirman reported on the "Completed Careers" committee (CCC) activity. The CCC is working to institutionalize the process. Active members of the committee are the chair (Don Heirman) and Janet O'Neil (Secretary of the EMCS Board). Ralph Calcavecchio was honored in the Winter 2010 EMC Newsletter. The CCC continues to process the EMC Society major contributors that have passed away. They are looking for new CCC members that can be active. Mr. Heirman plans to attend the Chapter Chair Training session or Luncheon at EMC 2010 in order to introduce the CCC to the chapter chairs and to reiterate the need for their support. Bruce Archambeault reported on the Distinguished Lecturer (DL) program. The DLs for 2009-2010 include Ji Chen, Sergui Radu and Joungho Kim. The DLs for 2010-2011 include Dr. Giulio Antonini, Mark Steffka, and Dr. Omar Ramahi. In 2009, there were 17 DL presentations made in North America, eight in Europe and seven in Asia. From the DL surveys, approximately 49% attendees are IEEE members, approximately 27% are EMC Society members and 92% of the attendees claim to be technical. Bruce Archambeault noted in his report that the Respected Speakers Bureau (RSB) program was announced at the Chapter chair lunch at the Austin EMC Symposium and an article on the program was published in the *EMC Newsletter*. Two RSB talks have been presented in 2010. The current speaker list includes Colin Brench, Alistair Duffy, Jim

Drewniak, Tzong-Lin Wu, Cheung-Wei Lam, Eric Bogatin, Werner Schaefer, David Pommerenke, Bruce Archambeault, Elya B. Joffe, Jun Fan and Chris Holloway. Frank Sabath provided a detailed report for Region 8 which has 1,302 active EMC members (77 Arrears, 125 Inactive, and three Resigned). The report provides a breakdown on chapter activity in Europe, the Middle East and Africa. There is also detailed information on the membership grade of Region 8 members (member, senior member, Fellow, etc.). Maria Alejandra Mora reports that since her last membership report, EMC Society membership in Region 9 has been stable, with a slight increase in South Brazil, Argentina, and Venezuela. The top five sections in Region 9 include the largest being South Brazil, followed by Argentina, Columbia, Mexico and Venezuela. The goal is to create EMC Chapters in Mexico and Venezuela; however, it has been difficult to work with the Section Chairs, as they don't respond to e-mail. The Mexico Section has 13 EMC members with valid signatures for creating a chapter. The Venezuela Section has six members with valid signatures for creating a Chapter. We lost four members, so plans are to work to increase membership. Takeo Yoshino reported on Region 10 activity. There has been no major EMC event in Region 10 since the Board of Directors meeting in Huntsville. He researched the new officer member's name and structures of the IEEE EMC Society Chapters in Region 10 for 2010 and 2011. In Thailand, Professor Yoshino believes that there are enough members to form a chapter. He was not able to get a response from Dr. Werachet Khan-ngern (Chapter Chair Candidate) to his several e-mails. He will attend the Asia-Pacific EMC Week (APEMC Beijing 2010) next month in Beijing, China and set up a booth for IEEE EMC Society Member Services to recruit new members. Future plans include trying to increase membership in the new highly industrialized developing countries in Region 10. The goal is to establish new chapters in Australia, Thailand, Philippines, Vietnam, Cambodia, Indonesia, Myanmar, Pakistan, Nepal, New Zealand and North Korea. He will work with the VP for Member

Services on forming a strategy to increase membership in China. Chapter Coordinator Sergio Pignari reported on the Chapter awards for presentation at EMC 2010. The newest Chapter was formed in Shanghai. President Maradei will attend and present at their inaugural meeting in April. There are now 72 EMC chapters around the world. Regions 1–6 have 33 Chapters; Region 7 has four Chapters; Region 8 has 19 Chapters; Region 9 has three Chapters; and Region 10 has 13 Chapters. A joint EMC/MTT/AP South Africa Chapter was formed on June 12, 2009. The Chair is Dr. Riana Geschke of the University of Stellenbosch. She will receive the Chapter Founder Award at EMC 2010 along with Steven McClain of the newly formed joint Chapter in Vancouver, British Columbia, Canada. Professor Pignari is reviewing the Chapter Angel assignments. Chuck Bunting is the new Sister Society Coordinator. His report includes the vision of the Sister Societies Committee, namely to increase cooperation and awareness of global EMC issues that are essential to the continued development of safe and reliable electronic systems and devices, to increase the participation of individual members of the IEEE EMC Society with global partners, and to facilitate the growth and support of emerging and expanding technologies. Professor Bunting will write an article for the *EMC Newsletter* that promotes the Sister Society committee activity. He will obtain Board approval of the committee's MOU and make contact with three target societies in India, Japan, and China. The report of the GOLD representative to the Board, Andre Pavas, notes that GOLD members are usually in close contact with young EMC Society members, including students, graduated students and other GOLD EMC Society members. The report details the strategies and the timeline for increasing the number of GOLD members in 2010–2011.

### EMC Society Awards

Bruce Archambeault, Awards Chair, presented the list of the Society's major awards and candidates for each award. Dr. Archambeault gave a presentation on each award category and listed each candidate along with their letters of support. He noted many worthy candidates were nominated this year. The results of the voting will be announced at this year's Awards Luncheon held during EMC 2010 in Fort Lauderdale. Dr. Archambeault noted that some awards will be determined later, such as the Chapter of the Year Award, Best Student Paper, Best Symposium Paper, etc. The Chapter Coordinator, the ESAC Chair, the TAC, and the Transactions Editor will notify him of these award winners for 2010.

### Conference Services

Ghery Pettit presented his report for Vice-President of Conferences. He reported briefly on EMC 2009

in Austin. The unaudited final surplus shows a net of \$256,539.04. For EMC 2010 in Fort Lauderdale, preliminary numbers show 15 people have registered so far (it's early), and 128 booths have been sold to date to 72 participating exhibitors. The goal is to sell 225 booths to a total of 150 exhibitors. On the finances, the projected income is \$1,199,233, with projected expenses of \$928,930. The projected surplus is \$270,304, with a budgeted surplus of \$239,847. Following Mr. Pettit's report, Darryl Ray, Chairman of the Symposium Site Selection Committee, talked about the candidate cities for the EMC 2014 symposium. He noted three potential venues for EMC 2014 were on the agenda to give presentations: Raleigh/Research Triangle Park, North Carolina, Washington DC, and Ottawa, Canada. Bruce Archambeault represented Research Triangle Park, Mike Violette represented Washington DC and Qiubo Ye represented Ottawa, Canada. Following the presentations, the Board discussed the merits of each city. After much discussion, the Board agreed to postpone voting on the EMC



*It was "pupping" season in San Diego during the March Board meetings. This area is a protected bay which the seals thoroughly appreciated for their nap time.*



*The newly elected Board members were hard at work at their first Board and Strategic Planning meetings, including (front row from left) Alistair Duffy, Dan Hooliban of Hooliban EMC Consulting, and Andy Marvin; (back row from left) Vesna Roje, Larry Cohen, Mike Oliver, and Takeo Yoshino.*

2014 city until the July Board meeting in Fort Lauderdale. In the meantime, Board members were tasked to contact Ghery Pettit should they have any questions on the presentations.

### **Past President Report**

Elya Joffe presented his report on the Nominations and Appointments (N&A) Committee and the Constitution and Bylaws (C&BL). He led a discussion on nominations, elections and electioneering.

### **Strategic and Long Range Planning**

Elya Joffe presented a review of past strategic planning activity and the agenda for the planning meeting following the Board meeting, on Saturday, March 13. He would like to see all five goals finalized with a map created to link the “Mega-Issues” to the Strategic Goals. The planning meeting will feature break-out groups of 3–5 members.

### **Additional Issues**

Francesca Maradei showed a presentation on the Angel program training. She reiterated that the Chapter Angels serve as liaisons between the EMC Society Board of Directors and the Chapters on all matters relating to Chapter Activities. She reminded Board members who serve as Angels to a Chapter be proactive and initiate contact with their Chapters. This is important to keep Chapters successful and of service to our members. John LaSalle reminded Board members about IEEE travel expense guidelines. He reviewed IEEE policy on expense reimbursement and advised that in order to be reimbursed, all potential expenses must be pre-approved.

### **Old/Unfinished Business**

The following items were discussed under old business:

*Committee Vacancies/Appointments* – Ms. Maradei presented the list of appointments to the Government Relations Committee on IEEE USA’s Government Relations Council. The Society is seeking volunteers to fill several of these vacancies, including:

- Energy Policy Committee
- Committee on Communications Policy
- Committee on Transportation and Aerospace Technology Policy
- Medical Technology Policy Committee
- Research & Development Policy Committee
- Critical Infrastructure Protection Committee
- Career and Workforce Policy
- Intellectual Property

*Call for Candidates for IEEE Standards Association President-elect* – Ms. Maradei advised the IEEE Standards Association Nominations & Appointments Committee is calling for candidates for the position of IEEE-SA President-elect to serve on the IEEE SA Board of Governors (IEEE SA-BOG) beginning in 2012 through 2013. All candidates shall be members of the IEEE-SA and of IEEE Member, Senior Member, or

Fellow grade. The names and credentials (one page bio/CV) of all candidates are to be submitted to Rona Gertz at r.gertz@ieee.org at the IEEE Standards Office no later than 1 June 2010. It is to be noted that travel expenses are NOT INCLUDED as a part of the IEEE SA-BOG membership.

*Pictorial Board of Directors Directory* – Ms. Maradei showed a slide from the IEEE website on the TAB committee. Photos are shown of each member near their contact information. She asked that all Board members send their headshot photo to Todd Hubing for inclusion on a new similar directory for the EMC Society Board on the EMC Society website.

*Video DL Program* – Ms. Maradei noted that information on the Video DL program was sent to Chapter Chairs by email in the past, but most of them are not aware of this program. Multiple copies of DVDs were prepared. They are free of charge for the Chapters and can be obtained by contacting Jun Fan. She asked Bruce Archambeault to regulate the Video DL program for publicity at the next Chapter Chair’s Training Session and Luncheon in Fort Lauderdale.

*Next Meeting* – The following dates were announced for the two remaining Board meetings in 2010. These are July 25 and 29, 2010 in Fort Lauderdale, Florida and November, 12–14, 2010 in Pittsburgh, Pennsylvania. For 2011, she proposed four meetings as noted in her report. These will be confirmed at a later date.

### **New Business**

Ms. Maradei noted it was time to establish a 5-year EMC Society Review Committee composed of all present Board officers. A copy of the last 5-year Society review material will be distributed. Officers are requested to start gathering the required material.

### **Summary of Financial Impact of Approved Motions**

Elya Joffe advised there was no financial impact from the motions approved at the meeting.

### **Action Item Review**

Secretary O’Neil reviewed the action items discussed during the meeting. An updated, consolidated list of action items will be sent to the Board following the meeting.

### **Adjournment**

Ms. Maradei reminded the Board that the strategic planning session would begin on Saturday, March 13 at 9:00 am. There being no further business, the meeting adjourned at 5:15 pm.

Submitted by:

*Janet O’Neil*  
*Secretary, EMC Society Board of Directors*  
EMC