

Minutes From the ISTEBC Board of Director's Meeting

Hotel Riande Continental

Panamá, Panamá

Wed Nov 20, 2002 and Thursday Nov 21, 2002

AGENDA

1. Introduction by ISTEBC President
2. Approval of UDEM - May Board of Director's Minutes
3. Executive Office Report
 - a) Overview - Current Situation
 - b) Membership
 - c) IsteC, Inc.
 - d) Services/Projected Plan
4. New member's acceptance
5. Financial Report
6. Review and discussion of ISTEBC Services, Funding, Business Development
7. Presentation by IEEE
8. Library Linkages Initiative Summary of projects and proposals panel
9. Research and Development Laboratories Initiative Summary of projects and proposal panel.
10. Advanced Continuing Education
11. Los Libertadores
12. BDDIS
13. Various

Attendees: Day 1

Board Members:

Carlos Rodríguez (UDM), Silvio Barbin (USP), Gregory Randall (UR), Wilfrido Moreno (USF), Marisa Di Giusti (UNLP), Jeff Bukhman (MOTOROLA), Dario Azevedo (PUC-RS), Howard Pollard (UNM).

Executive Office Staff / Officers:

Mauro Miskulin (President), Ramiro Jordán (VP Strategic Planning), Jorge García (ISTEBC EO Program Manager), Matías Pizarro (VP Administrative Affairs), Esperanza Luján (ISTEBC EO), Theo Crevenna (Treasurer), Virginia Bird (Secretary / Office Manager).

Invited Guests:

Marcelo Vera (USF), Johann van Reenen (UNM)
Visit by Raymond Findlay (President IEEE), Theodore Hissey (President Emeritus IEEE)

Attendees: Day 2

Same participants as day 1, with the exception of Johann van Reenen (left for Liblink

workshop) and with the addition of Swinda Salazar representing Alex Castillo (SCT), Luis Carlos Stoute (MICROSOFT), and invited guests: John Salas (Technical Support - ISTECS), Henry Jerez (Chips and Salsa Project).

ITEM 1: Introduction

Mauro Miskulin welcomed the Board members and thanked their presence and participation. He advised that Deborah Stokes from Nortel had sent a justification for her absence and also Soraya Abad Mota (USB) had written stating of her last minute cancellation due to the disturbances in Venezuela; and the fact that Paulo Franco (PUC-RS) is absent due to a sudden surgery but appointed Dario Azevedo to represent him at these meeting.

He reviewed the Board of Director's available positions:

3 Academic Positions (3 years term)

1 Academic Vacancy (1 year term)

2 Industrial Positions (3 years term)

The 1 year Academic Vacancy is due to the resignation of Nicolas Perez de la Blanca, from University of Granada, last September. It was proposed and approved that this vacancy be offered to Felix Moya, the Vice Rector from Granada since Nicolas's resignation came from this same university and he was the sole European representative on the Board.

Voted: Approved with one abstention.

ITEM 2: Minutes from the UDEM May Board of Director's Minutes.

The minutes from the previous Board Meeting held at UDEM in Monterrey, México last May, were approved.

Voted: Approved by unanimous vote

ITEM 3: Executive Office Report

- a) Overview - Current Situation
- b) Membership
- c) Istec, Inc. / Services / Projected Plan

a) Overview - Current Situation

Matias reported on EO activities, and commented on the reduction of 15% on the state budget (32,000.00), which pays for salaries. In the current year, ISTECS Inc did not receive over \$100,000 from memberships, and the next year may be the same situation. ISTECS should seriously consider charging for certain events, or that the schedule of future events be modified in concurrence with the current financial situation. To assist with cash flow difficulties, Mauro asked for board member's help in processing their Institution's/Industry's dues. The EO reported the notices that are often sent to members reminding them of the due amounts. Mauro helped the EO personally contacting the Industry. Theo, the ISTECS Treasurer also helped in contacting paymasters. Not many

answers were received.

Jorge commented that an average expenditure per event is about 5k, and under the current scheme these costs are rarely recuperated.

b) Membership

Cuba's Secretary of Education had requested membership. There was a discussion on the subject due to the legal procedure situation since they wanted a block of Institutions. ISTECS will wait to see how they want to proceed.

Voted: Members voted 7 in favor and 1 abstention to wait the involvement of the Cuban Institution for the moment.

Intel had sent a message stating of their interest but no official letter. The Board decided to wait until the next Board Meeting once letter is submitted.

Due to the Argentina and Uruguay situation, there was a discussion on the subject of granting 1-year benefits extension, including voting rights. The Board is only allowing them extra time; they will still be considered "Observed", and will have to pay the accrued pending amounts. These institutions include:

Argentina – UTBA, Universidad Blas Pascal, Universidad JFK

Uruguay - Universidad de la Republica

Voted: Approved by unanimous vote - this will apply to Universities in both countries only.

c) Istec, Inc. / Services / Projected Plan

Dr. Bukhman suggested an aggressive marketing plan, and suggested we approach other type of Industries like General Motors, General Electric or European Companies. There are opportunities there. Let that be the road map with a financial goal.

Various discussions ensued on possible revenue generating schemes. On the recruitment side, the academic target will be too costly, especially considering that ISTECS does not have additional resources to finance travel or personnel expenses. It seems hard to pay off with the \$1,500 annual membership from a university. This could still be done at a low cost if the recruitment takes place at conferences where ISTECS already has a presence, but the impact will be limited. And follow-ups with universities require a lot of additional work, since some basic training or explanation is required on at least 2 of the 4 initiatives, if not more. We already have an annual growth rate of 20%, and need to establish additional policies for growth. The growth on this side is very resource intensive.

Based on suggestions received at the most recent Board of Director meetings, and specifically by an industrial member (Motorola), we should target more industrial

members at the full level, and use current full members' presence and participation to leverage these other companies. This can be done by targeting the Top 400 mentioned above and also by using existing contacts at industrial members. Based on past Board meetings, industries seem to challenge each other to match resources for conferences and other projects. ISTEAC seems to be particularly privileged at coordinating these academic-industrial collaborations and could be making additional resources from this.

Another important comment received was that ISTEAC should begin to quantify all the resources that it receives as in – kind or any other form of contribution. This can be used to leverage additional resources.

Ramiro mentioned the Business Plan, which the EO is working on and which will guide us into providing services, and generate revenue. One of the items in the Business Plan is the deal we are negotiating with Hewlett Packard with a 3% mark-up in a business venture with the Government of Bolivia who will purchase 12,000 computers, which we could sell for 450.00Dls. By the next Board Meeting the EO will present a more detailed business / operational / marketing plan. However, members should expect a change in the current scheme of events' organization, since ISTEAC will not be able to provide the funding that it has provided in the past.

ITEM 4: New Members' Acceptance

The following conditional institutions requested conditional membership from the Board:

- 1) Universidad de Cadiz - Spain
- 2) YPG Research Center – US Army
- 3) UNAPEC – Dominican Republic

Since more information was requested on the YPG Research Center, initially the Board voted on the acceptance of the other two conditional members.

Voted: Approved by unanimous vote

After obtaining additional information on YPG Research Center, the Board voted on its acceptance as a conditional member

Voted: Approved with one abstention.

The Board had approved the following applicants either at last meeting or virtually. The next step is ratification by the GA on Friday:

- 4) Universidad Jorge Tadeo Lozano – Colombia
- 5) Universidad Nacional de San Agustín de Arequipa – Perú
- 6) Universidad Católica de Valparaíso – Chile
- 7) Comisión Nacional de Energía Atómica (CNEA) – Argentina
- 8) Universidad Iberoamericana (UNIBE) – Dominican Republic
- 9) Universidad Estadual do Rio Grande do Sul (UERGS) - Brazil
- 10) Universidad Dr. Jose Matías Delgado – El Salvador

- 11) Universidad Industrial de Santander - Colombia
- 12) Universidad Católica Santa María la Antigua – Panamá
- 13) Universidad Santo Tomás – Bucaramanga, Colombia
- 14) Universidad Santo Tomás – Bogotá, Colombia
- 15) Secretaria de Comunicaciones y Transporte - México
- 16) Hewlett Packard Company – USA

Mauro noted that these members must expose their poster and have a representative be present at the GA so their conditional membership could be ratified. Those not represented will remain conditional until the next GA.

ITEM 5: Financial Report

Theo Crevenna (ISTEC Inc Treasurer) presented the budget slides and explained how the 15% reduction in NM Legislature funding affects operations. This translated into a total amount of 32,000.00 USD not being received.

The treasurer gave a forecast on what 2003 revenues will look like, based on 2002 figures and estimates from both the ISTEC Inc membership side as well as the NM Legislature funding side. Initiative directors were asked to present their 2003 budget request as part of their presentations to the Board so that the 2003 allocation can be determined and ratified by the GA on Friday, Nov 22. .

Throughout the meeting, the Board members discussed this matter at length, but finally agreed on the following budget:

Administrative Expenses	\$75,000
BDDIS	\$5,000
General Assembly	\$10,000
Board of Directors	\$15,000
Public Relations	\$10,000
Liblink	\$55,000
ACE	\$25,000
R&D	\$45,000
Los Libertadores	\$60,000
Technical Support	\$20,000
Total	\$320,000

They also agreed that this budget would be revised during the mid year 2003 meeting to determine if additional funds had been raised, assess funding sources, and possibly make reductions. The item most likely to be affected will be events, and in 2003 the EO will already start implementing changes in the events’ organization structure, where events will have to generate some sort of return so that ISTEC’s resources can be paid back in a revolving fund of some kind. More pilot projects will be disclosed soon.

ITEM 6. Review and discussion of ISTEC Services, Funding, Business Development

Please refer to section 3c above. The EO will continue working on a business /

operational / marketing plan to be presented to the Board during the midyear meeting. Members of the Board will also review some aspects of this plan.

ITEM 7. Presentation by IEEE

Drs. Findlay and Hissey from the IEEE gave a presentation and presented different opportunities for IEEE-ISTEC collaborations.

IEEE's goal is to establish a venture in Latin America and they need ISTEC to work together, search for funding, and look for strategies. IEEE is in need of understanding the Latin-American culture and ISTEC could help them in that aspect.

Goals of IEEE/ISTEC:

- K-12 – Strategies to encourage young people
- Work with underdeveloped countries in technology
- Seek funding from government and Industry – to make things happen
- Access technical information
- Shared conferences
- Joint awards programs
- Work together to recognize technological achievements
- Accreditation process (promotion and implementation)
- Enhancing image of professionals
- Proposing local network in Latin America countries.
- Statement of jointly projects
- Recognize Regional Participation, seeking local champions and achieve community involvement
- Provide templates for best practices
- Contact with Industry
- Personal Core skills develop programs.
- Participation in Forums
- Template for Pilot Project – that could start right away
- Student Contests
- Access to technological information
- Grow Digital Libraries projects – by country
- Focus areas

Drs. Findlay and Hissey stressed their commitment in assisting ISTEC's programs. Suggested that ISTEC and IEEE work with local chapters / sections to implement projects. Ramiro mentioned that ISTEC divides their efforts by Projects and by Initiatives, and that ISTEC executives and initiative directors should be the liaisons. IEEE divides their chapters in regions, and the pertinent ones are:

Region 9 – Latin America

Region 8 – Spain/Portugal

Dario mentioned the work that CEITEC does in Brazil and their commitment also to ISTEK members and soon there will be a Lab available for the use of the ISTEK members.

Mauro thanked the IEEE representatives for their presentation and their presence. IEEE has now proposed a plan of action and ISTEK must have a counterproposal with the points that the Consortium envisions as the best areas for collaboration.

ITEM 8. Library Linkages Initiative Summary of projects and proposals panel.

Johann suggested a vote to formally change the name of this initiative to Digital Library Linkages, since the word “digital” is key to some funding organizations that we are applying to.

Voted: Members voted unanimously to approve the change in name

He mentioned that the Initiative is currently divided into:

- 1) Strategic Libraries Development (including Electronic Thesis and Dissertations)
- 2) The Rapid Electronic Document Delivery service (REDD). We employ students to do this work. Turn around response time at the moment is from 2-5 days. Recently there have been complaints about quality – this is due to some money saving measures that allow the operation to go on without interruptions, but sacrificing some quality control, since students are in charge of the operation.
- 3) Human power Development – Training people in leadership, decision making and risk taking.
- 4) Electronic contents –Possible collaborations with Database providers and IEEE
- 5) Finding opportunities for people to do their masters degree on information science and technology.

He considers the Chips & Salsa as the future of LibLink and encourages the development of the BDDIS.

DLL Goals for 2003:

- Participate in the proposed UNESCO, ISTEK, IBICT and Virginia Tech joint grant project to expand the adoption of EDT’s in Latin American Universities [Ongoing]
- Establish regional executive committees for LibLink efforts in Venezuela and Colombia based on the work done by Johann and Jorge on site visits. [Ongoing]
- Continued support and development of existing regional offices:
 - o The Executive Committee of REBIDIMEX will continue to receive publicity and planning support through the efforts of Jorge Garcia to

arrange digital library meetings and other events [Jorge helped with and attended @MIGOS meeting, Johann and Jorge participated in the INAOE event]

- The offices in Brazil and Argentina will continue to receive small operations budget as in previous years.
- Make implementation of CELSIUS (the Automated Document Delivery System) a requirement for REDD users.
- Publicize the new membership category that will allow groups of libraries or digital library projects to join LibLink which was approved by the ISTEAC Board of Directors in November 2001. [*EDUC.AR Biblioteca Pública Digital* in Argentina was notified – awaiting their decision]
- Create or link to ISTEAC-wide web-based forms for LibLink:
 - Event planning and the pricelist for such services
 - Consulting requests and a pricelist
 - Requests for workshops and talks by LibLink speakers
- Work with ISTEAC members and partners interested in EDT's to write a grant for the creation of a web-based tutorial system to train members in the planning and creation of local EDT projects. [Ongoing]
- Continue to work toward licensing arrangements for an electronic citation and content proposal.
- Begin work on an ISTEAC Organizational Archive and Document Repository based on the Open Archives and ISTEAC Chips & Salsa Initiatives
- Continue creating opportunities for Latin American digital library workers to work/study/do exchanges with international DL projects such as the Los Alamos Library-Without-Walls project
- Continue DL workshops and assist member training initiatives

Marisa Di Giusti's Report for 2002 and goals for 2003:

- Celsius 1.0 has been modified to Celsius 1.1 with the following modifications: trying to accomplish error free reports, private and public requests, and historical data, cataloguing to expedite requests.
- Celsius has been installed at UNM (USA), USP, UNICAMP and at 12 institutions belonging to the Brazil LigDoc; and we will continue with more installations in the year 2003.
- This technological exchange has generated an enormous feedback regarding the software, which continues to grow, with internal requirements at UNLP and allocations that ISTEAC provides.
- Development of the "Celsius-Network". Project to integrate the information of the Celsius already installed in various destinations with the purpose of automatize the administrative duties of circulation in the requests and to consolidate statistics of every one of the participating institutions.
- Development of "Meta-Celsius", complementary tool that allows automatization the search of a document throughout the different catalogs.

•To form development and technical support regional teams that will allow the implementation and the good functioning of the software.

ITEM 9: R&D Report

Wilfrido Moreno, Howard Pollard and Jorge García presented the R&D Report, including an activity summary, training courses / workshops, implementation schemes, and expansion areas.

Objectives:

- To Offer ISTECS's Educators and Researchers Direct Access to State-of-the-Art Technology
- To Foster Initiatives Originated in the Region for the Region within the Scope and Objectives of the R&D Initiative
- To Facilitate Interaction Between Industries, Universities and Funding Agencies
- To Promote Collaboration Between ISTECS Members

The conclusions of report and future objectives are to:

- Working with Industrial Members to Find New Avenues of Collaboration
 - National Instruments
 - Altera
 - XILINX
 - TI
 - INTEL
- Develop new Strategic Alliances with Industry
- Seek Additional Funding Sources (OAS, NSF, Florida High Tech, Regional Funding Agencies, etc)
- Support Joint-institutional Efforts to Develop Courses and Support Material
- Enhance ISTECS-University Relations to Promote Horizontal Cooperation
- Leverage on ISTECS's Seed Money to Generate Additional Funding
- Support the creation of Development Teams within the REGION that will focus in the development of course content, research projects, training activities in areas such as:
 - Programmable Logic VHDL (ALTERA/XILINX, etc)
 - Motorola Based Technologies: M*Core/HC12/
DSP56000/56852/56824/L811/824
 - MatLab/CodeWarrior
 - Instrumentation & Control (Manufacturing)

Industrial members of the Board provided very positive feedback on the current model being used by R&D, where existing funds are used as seed money to leverage additional funding. There was a suggestion that the Directors should quantify how much an institution can raise from this seed money – that can then be used to market a return on investment from an ISTECS membership.

Another important question was raised by Willie Moreno – The R&D initiative goal for 2002 was to use the ISTEK R&D allocation as seed money to be able to leverage additional resources into ISTEK. By the end of the year, the R&D initiative accomplished all of its goals and coordinated a series of highly successful events that included matching funds from a variety of sources including the OAS, USF, local universities, Corporacion Andina de Fomento, and companies such as Motorola, National Instruments, and others. Due to this, the R&D initiative did not spend even half of its allocation. Thus, an important question was raised pertaining to whether the remaining balance should be carried over to the next year under the R&D initiative. If not, then there seems to be little incentive to raise funds for an initiative, instead of simply using ISTEK's allocation. This issue was not cleared by the Board and a decision is still pending.

ITEM 10. ACE Report

Marcelo Vera was acting as invited interim director of ACE since Nicolas' resignation, until the newly elected Board identifies a new director during their meeting after the GA.

Esperanza Lujan, Henry Jerez and John Salas gave a report on the Ariadne program. Henry attended training in the Ariadne's headquarters in different European countries, and between his and John Salas' time it took 48 hours to install. Met with developers who are willing to help but do not have the time to do it. Brief comments (please see the full ARIADNE report for additional details. You may obtain this through the EO):

- No or very little Spanish content
- No reports or manuals, and the few that exist are not in Spanish
- Database depends on Oracle, which costs 45K for an annual license
- Every upgrade needs to rebuild the database, and most nodes have an older version
- That we know, there are 2 universities in Brazil using it (PUC Rio and Unicamp), but we have not confirmed
- Node and server are needed for replication. Anyone can currently run the test bed, but to install it you need ORACLE.
- Negative evaluations on behalf of other ISTEK members (CUCSUR and ULA-Venezuela)

In brief, John Salas opinion on Ariadne:

Ariadne is not what we want to promote as the ISTEK solution for ACE, but as alternative for those ISTEK members that would want to use it. It is something that we have learned from, but it really does not satisfy our needs. Its use of Oracle could exclude its use by many members. It has no documentation on how to use in a coherent form and none in Spanish. It is unclear on how much the Ariadne platform has to offer in terms of courses we could distribute to our ISTEK members. This is unclear because each University using it controls their content and the Ariadne staff does not really know what they are willing to share. From our understanding there is very little in Spanish. It is also unclear that the Ariadne consortium will be able to live up to the commitments they have to us and if they will survive at all.

We have learned from Ariadne on what a solution should have and politically it is wise to stay connected to Ariadne as a member, since it opens important doors to the European IT Community and ongoing projects. We could also link in their data with the Chips-n-Salsa project if we can continue to work with them. It is a good use of our shared resources for both consortiums to work together.

Esperanza gave a report on the status of the Ariadne membership. Where we are, what alternatives do we have regarding renewing membership and gave 2 possible options:

Suggestion - Option A (Category AA) Initial Cost \$100.00
Annual Cost \$250.00

Current option - Option B (Category AF) Initial Cost \$2,000.00
Annual Cost \$6,000.00

There was an argument that we are actually helping them by reviewing their system and providing valuable feedback, at a cost to ISTECS. We have been active contributors and they should view us as such.

Dario Azevedo announced a special opportunity for ISTECS members to attend a free training at PUCRS-Brazil in January 2003, under the theme of distance education.

Voted: Approved by unanimous vote. Negotiate the \$250.00 membership. ISTECS is willing to pay up to \$500 if need be, or else we walk out.

Ramiro stated that Marcelo, John Salas and Henry Jerez will be the negotiators regarding Ariadne.

ITEM 11: Los Libertadores Report

Ramiro Jordán presented report:

- IT Challenges – New Models
- Centers of Excellence – Potentials: Peru, Dominican Republic, Colombia
- Bolivia Digital - 31m project
- ProQuest/EMC Databases – project with the CAF Bridge Loan to guarantee
- ProQuest – deal with Universities to create content.
- Hardware – Grants Technical Support with HP (Mobility Grant), Intel, Microsoft
- IEEE partnership
- Novatemp proposal – courses for entrepreneurs and business plan preparation
- Industry recruitment – we approached Intel, Altera, Chrysler Corporation and were successful bringing HP as a full member and Intel and Texas Instruments already working on it.
- Business and Operational plan will be presented in the next Board meeting
- Industry members willing to meet with top officials of Motorola - Terry Heng, Randy Hendricks to help us create a high profile “advisory board” to raise money

- and steer projects.
- Motorola Broadband project possibility in Bolivia.

ITEM 12. BDDIS - Per above mentioned, due to last minute travel cancellation by Soraya due to disturbances in Venezuela, this report will be sent electronically. The BDDIS tool was discussed, and it was agreed that this database is crucial to the services' offering, and thus should be dealt with early in 2003.

**ITEM 13. Various
Advisory Board**

The President asked for vote regarding the creation of an ISTEAC Advisory Board composed of University Provosts and Top Industry Management, to serve as advisors. They could represent geographical regions. This would be like our Management Team. Later on we could add Government and International Organizations. Luis Carlos Stoute from Microsoft welcomed the idea and mentioned that he could suggest a couple of very high influential people within Microsoft to be asked as part of this Advisory Board. It is a good mechanism for feedback and will help to obtain funding. Mauro stated that in May, he should have the names and details.

Voted: Approved by unanimous vote

ISTEAC International Conference

Jose Luis Sanchez (Sun Microsystems) suggested in last meeting to consider having a big event, perhaps we could call it International ISTEAC Conference and have the GA either parallel or afterwards where we could generate revenue, offering specialized workshops. Ramiro suggest an event similar to Comdex. Mauro suggested that we could have a mini event in 2003 and have the big First Congress in the year 2004. This will require specialized personnel and at least one year of detailed planning. Gregory asked to have the formal proposal by the mid-year meeting.

Voted: The Board agreed on this idea and approved unanimously. More details will be presented at the next meeting, and the first of these events will take place probably in 2004, with the help of IEEE. However, ISTEAC could organize a smaller version even for 2003.

OAS

Mauro mentioned the meeting that is being planned with the OAS and the ISTEAC's Initiative Directors in Miami to seek joint projects, fellowships, integrate efforts. At the moment they are not financially helping ISTEAC but their alliance as honorary members adds weight. The OAS is very interested in working in the ACE Initiative. Mauro will advise the Initiative Directors on details. CIDI / OAS is accepting submissions for its international grants program, and two ISTEAC members have already applied.

Comments

Luis Carlos Stoute from Microsoft left the meeting due to prior commitments but stressed the support that Microsoft offers and will continue offering to ISTEAC.

Sun Microsystems proposed their home offices in Palo Alto to host the next Board Meeting. The EO will get estimates due to some members claimed that Palo Alto is a very expensive area. Gregory suggested Montevideo. The EO suggested having a meeting in Albuquerque during the AIRDS IT Event in May.

Possible candidates for the 2003 GA are Bolivia and Ecuador. Vigo possibly wants to hold it in 2004.