Printer Working Group Plenary
4/14/99
Presentation Text

Peter Lefkin, Secretary Treasurer and CFO

Good morning. I'm Peter Lefkin, the Secretary Treasurer and CFO of the
IEEE-ISTO. I'd like to also introduce Andrew Salem, the President and
Chief Executive Officer of the organization. We'd like to thank you for the
opportunity to present the Printer Working Group with an overview of the
IEEE Industry Standards and Technology Organization (IEEE-ISTO), and
the benefits the IEEE-ISTO offers the PWG as it reviews its future
organizational structure. We believe that the IEEE-ISTO presents the PWG
with a viable alternative to its recent consideration of incorporation.

SLIDE 1 - IEEE-ISTO: AN OVERVIEW

The ISTO was established on 1 January 1999 as an independent not-for-
profit corporation, tax exempt under Section 501(c)(6) of the U.S. tax code.
The organization is affiliated with the Institute of Electrical and Electronics
Engineers (and the IEEE Standards Association), through a license
agreement which permits the IEEE-ISTO to utilize the IEEE Name and
Service Marks. The formation of the IEEE-ISTO is indicative of IEEE's
recognition and response to the dynamic standards development
environment, and the need to be able to offer industry increased choice and
flexibility through a complete menu of standards development options and
services.

The IEEE-ISTO offers industry groups (e.g., consortia, special interest
groups, alliances, forums, working groups) an innovative and flexible
operational forum and support services for development and post-
development standards and technology development activities. The IEEE-
ISTO operates as an umbrella organization to provide the legal forum for
industry groups to operate, without the need to incorporate themselves as a
legal entity.

SLIDE 2 - IEEE-ISTO: INDUSTRY PROGRAMS

The IEEE-ISTO has been formed as a self-supporting organization, through fees for services provided to industry groups. Each group establishes and approves its program budget and services dependent upon the group's priorities, requirements, and funding. Operational services may be purchased from the IEEE-ISTO on an as needed basis

The IEEE-ISTO enables developers to define their unique rules and procedures to build a foundation tailored to the technology, the market, the participants, the required time-frame, and the financial and human resources available to achieve their goals. The organization provides a forum not only to develop standards, but also to facilitate the activities that support the standard in the marketplace.

SLIDE 3 - IEEE-ISTO: OFFERINGS AND SECRETARIAT SERVICES

The IEEE-ISTO provides the legal infrastructure (and support services) under which industry-specific programs and related technology development activities (e.g., Marketing, Certification, Standard Development, Interoperability Demonstrations, Branding, Conformity Assessment, Cooperative Research) can be organized. The IEEE-ISTO is structured to facilitate cost-effective, stable programs in support of any new or emerging technology that requires rapid development of standards and specifications to meet product schedules, and to attain market acceptance.

The IEEE-ISTO provides a complete menu of comprehensive management and operational services, from formation to ongoing facilitation, administration and management of an industry group's daily activities. The services required and provided can be scaled and tailored to meet the needs and objectives of each group, on an as needed basis.

The IEEE-ISTO can provide all of the ongoing support functions which allow the members and leadership to focus their efforts on the goals at hand. Groups can mobilize quickly and maintain their unique identity without the need to develop their own "do-it-yourself" organization where technical staff, including the leadership, perform administrative and management functions on a daily basis. The staff of the IEEE-ISTO is committed to providing this support, with a high standard of integrity and confidentiality, and can be as flexible and creative as necessary to realize the goals for the program.

SLIDE 4 - IEEE-ISTO: Offerings and Secretariat Services

Our experience in association management and governance has proven that industry groups often require access to a core set of services that allow the organization to create, manage, and distribute its benefits to its membership and supporters. These core services involve a mix of traditional association management services, plus the full spectrum of electronic communications services. The IEEE-ISTO's role in the following areas could include, but are not limited to:

Formation Assistance

The IEEE-ISTO works with representatives of companies seeking to form an industry group to assist them in the formation of an entity that meets their common goals and objectives. We work with groups to create the organizational structure and business operations plan. The IEEE-ISTO can also implement the steps necessary to bring the group to the point where it is ready to publicly solicit membership and supporters.

- Develop and clarify founder's goals for the program
- Create an interim entity within the IEEE-ISTO for founders and supporters to execute and plan the formation
- Identify and develop membership benefits (including dues and structure)
- In conjunction with legal counsel:
  - Develop bylaws and/or operating procedures
  - Formulate agreements between the IEEE-ISTO and the group to formally establish the group as an entity, or program of the IEEE-ISTO. Groups enjoy the legal protections of operating within a legally incorporated, non-profit, 501(c)(6) organization, including insurance and other protections.
  - Implement anti-trust guidelines
  - Secure trademark and other property rights

Financial Management

The IEEE-ISTO can establish and coordinate management of accounts and contracts, and create an efficient accounts payable / receivable

process, and regular reporting for all financial activities of the organization.

Intellectual Property (IP) Management

The IEEE-ISTO is able to coordinate and manage the administration of each organization's unique rules and procedures regarding intellectual property and the disposition and licensing of technology and patents. Unique IP procedures can be adopted and negotiated as agreed upon by the IEEE-ISTO and each industry group.

Record Keeping

The IEEE-ISTO can maintain and coordinate all records of the organization, including membership records, mailing lists, accounting records, meeting minutes, and all other information deemed appropriate to maintain.

Membership Support

At the request of an industry group, the IEEE-ISTO could develop and execute a plan for membership recruitment, retention or support. The IEEE-ISTO is organized to effectively coordinate each organization's unique membership support needs.

Planning, Meeting Management and Forum Activities

The IEEE-ISTO can plan, organize and coordinate all of the logistics, as appropriate or required, for an organization's meetings. The IEEE-ISTO can engage the full resources of the IEEE's Meeting Planning Services to coordinate events, both large and small. Services could include: site selection and contracting, pre-registration (via web or e-mail), on-site registration, on-site logistics, room blocking, and audio/visual service contracting. Additionally, the IEEE-ISTO could coordinate your group's presence at trade shows worldwide.

Headquarters Office Services and Identity

The IEEE-ISTO is able to provide groups with a "physical location", a staff resource, if necessary, and a dedicated fax and voice mail system which provides a point of contact for members, the press, and other interested parties.

Publication and Documentation Management
The IEEE-ISTO can coordinate the production, distribution, archiving, and maintenance of a group's publications and documents, in any format, or manage outside contractors performing these activities. Output from participant groups may include technical papers, standards, promotional materials, etc. The IEEE-ISTO has the ability to utilize the IEEE's tremendous publishing, distribution and documentation management resources.

Groups organized within the IEEE-ISTO will be able to develop and publish "IEEE-ISTO Industry Standards" (e.g., IEEE-ISTO Printer Working Group Standard for Internet Printing (IEEE-ISTO PWG 2500 1999)). The resulting standards will have the instant global recognition associated with the "IEEE" name and brand identity, and can then be submitted, as appropriate, to other standards bodies for approval or adoption (e.g., IETF, ISO, IEC, IEEE, ISO/IEC JTC1, W3C). Standards developed may be distributed as freely as the individual industry groups require and fund.

Through the close organizational connection to the IEEE Standards Association, industry groups that so choose may accelerate entry into and through that process when desired. The "IEEE-ISTO Industry Standard" could serve as the basis for an IEEE Project Authorization Request (PAR) to be submitted through the IEEE-SA's voluntary consensus process for approval as an IEEE Standard by the IEEE-SA Standards Board.

On-Line Services and Communications
The IEEE-ISTO is able to provide a full spectrum of electronic communications services for quick and effective marketing and communication among participants, including, but not limited to:

- Establish and/or maintain each group's unique web presence
- Web site creation, maintenance and continued development utilizing the latest technologies, as appropriate (e.g., CGI scripts, and back-end databases)
- Domain name service - groups are able to maintain their unique identity by registering a domain name

- Private, password protected web areas for posting "members only" information including draft standards, unapproved working documents, minutes, etc.
- E-mail list management and maintenance (Majordomo and web-based archives)
- Optional login accounts for groups who wish to administer their own web sites
- Administrative tools include: HTML validators, link checkers, "web hit" analysis)
- FTP site management and maintenance

General Promotion, Marketing, and Press Relations
Self-promotion of a group's efforts, and marketing the acceptance of a standard, is often one of the key driving factors toward forming an initiative. The IEEE-ISTO can coordinate each group's activities to promote new technologies and to recruit membership.

The IEEE-ISTO is experienced in working with committees to provide support for writing, editing, and facilitating member comments and quotes for press releases; distribution via appropriate medium (e.g., Business Wire, PRNewswire, e-mail, web site); and to serve as the single point of contact for all press and other inquiries generated.

SLIDE 5: IEEE-ISTO and the Medical Device Communications Industry Group (MDCIG)

In mid-February 1999, the MDCIG was established as the first program to operate within the IEEE-ISTO. The group is organized to support and promote the activities and adoption of the IEEE 1073 (Medical Information Bus) Standards. The MDCIG provides a forum for medical device manufacturers to work together to support and accelerate the development of the IEEE 1073 Standards, as well as market and demonstrate the capabilities of standardized medical data communications.

The IEEE-ISTO is currently facilitating all aspects of the program including: web site development and maintenance; other online services including e-mail lists; contract management (MDCIG Executive Director); marketing and promotion (2 BusinessWire Press Releases, representation at the recent

Healthcare Information and Management Systems Society (HIMSS) Annual Conference and Exhibition, and an interoperability demonstration at Massachusetts General Hospital); membership coordination; headquarters office services and identity. Presently there are 4 Sponsor companies - Alaris Medical Systems, GE Marquette Medical Systems, Hewlett Packard Medical Group, and Siemens Medical System. The IEEE-ISTO is presently working with the group to attract additional members.

SLIDE 6 - The IEEE-ISTO and the PWG

On 4 April 1999, the IEEE-ISTO submitted a proposal to the PWG after initial discussions between Don Wright (Chair, PWG), a subset of the leadership of the PWG, Andrew Salem and myself.

As I previously mentioned, the IEEE-ISTO can provide both the legal forum, and "as needed" support services to facilitate the ongoing and future activities of the PWG.

The IEEE-ISTO offers the PWG a stable, cost-effective, legal "home" without the need to incorporate the group as a legal entity. Functioning as a program of the IEEE-ISTO (e.g., "The Printer Working Group, a program of the IEEE Industry Standards and Technology Organization) through an agreement between the two organizations, the PWG will be able to:

- Maintain its unique identity and flexibility in direction and actions
- Continue to operate under its current rules and procedures
- Maintain complete control of its budget and operational expenses (low organizational overhead)
- Accommodate unique intellectual property procedures (agreement between IEEE-ISTO and the PWG)
- Legally exist
- Gain additional recognition through the IEEE-ISTO's affiliation with the IEEE
- Publish and distribute its standards as "IEEE-ISTO Printer Working Group Standards", with the ability to freely distribute the resulting documents (agreement between IEEE-ISTO and the PWG)
- Operate without the risk associated with participating in an unincorporated association

- Utilize the resources of the IEEE-ISTO on an as needed, or agreed upon basis

The PWG is exactly the type of industry group activity that the IEEE-ISTO was established to host. We realize that the current administrative and management activities of the PWG organization are self-supported through the efforts of its participants, and leadership. We are not seeking to suggest changes to the current operations of the organization, but we are offering the ISTO's forum and services for those activities the PWG would like to hand-off, to allow its participants to focus on the technical, rather than administrative aspects of the organization. The IEEE-ISTO is very interested in working with the PWG to achieve its future goals and mission.

SLIDE 7 - IEEE-ISTO: Associated Costs and Proposed IEEE-ISTO Role

The IEEE-ISTO's financial model is based on the fees for services provided to industry groups. This includes both the direct and indirect costs associated with providing the services. If a group is fairly self-supporting, and does not require the "secretariat" services of the IEEE-ISTO, then the fees will be assessed accordingly. The IEEE-ISTO is organized to support those groups both large and small (budget, number of participants, and scope of activities).

It is envisioned in the future that the IEEE-ISTO will assess a "formation fee" to cover the associated costs (legal review, staff resources, insurance costs, etc.) with forming an industry group within its legal umbrella.. The IEEE-ISTO proposes to waive the initial "formation fee" associated with organizing the PWG as a program of the IEEE-ISTO. The IEEE-ISTO will provide all of the necessary resources to transition the program, and to draft the agreements necessary to formalize the relationship.

If this proposal is approved by the PWG in principle, we will work with the PWG leadership to detail the PWG's expectations, resources and support services required, determine the associated costs, and address the issues of the agreement to be entered into.

Initially, the IEEE-ISTO proposes to provide a meeting planning and coordination secretariat service for the PWG.

SLIDE 8 - Meeting Planning and Coordination

The IEEE-ISTO can coordinate all aspects of the PWG's meetings including, but not limited to:

- Hotel arrangements, contract negotiation and management, and payment processing (Direct costs associate with meetings)
- Coordinate pre-registration and meeting counts
- Processing of registration fees (credit card and/or check) and distribution of invoices as necessary.
- Coordinate the PWG "ping" list
- Distribute meeting announcements and reminder notices

The costs of the meeting planning and coordination would be approximately $1,000 per meeting plus the direct charges of the Hotel. The fees associated with the IEEE-ISTO's handling of the meetings could be recovered as part of the registration fees assessed to each PWG participant. Monies received in excess of the $1,000 meeting planning and coordination fee plus the direct costs of the hotel, may be held on account for the PWG to fund other future activities, such as press releases, expanded support services, etc.

SLIDE 9 - Potential IEEE-ISTO secretariat services

Additional secretariat services could include transitioning the PWG web site and e-mail lists to the IEEE-ISTO for administration and maintenance; Coordination of Press Releases; Publication and distribution of PWG's current and future standards. The estimated costs associated with the delivery of these and other services, could be provided to the PWG after a more detailed review of its specific needs and requirements.

As I said before, the PWG is exactly the type of group the IEEE-ISTO was formed to host. The IEEE-ISTO presents the PWG with a viable alternative to its recent consideration of incorporation. On behalf of the IEEE-ISTO, I would like to thank the Printer Working Group for the opportunity to present this proposal, and we look forward to possibly working with your group in the future.