Subject: AVS Board of Directors’ Meeting – FINAL MINUTES

Place: Courtyard Marriott, Orlando, Florida

Time: Sunday, March 11, 2007, 8:35 a.m.

Present:
N.D. Shinn  D. Castner  R.A. Childs  L. Hinkle
C.R.K. Marrian  I. Petrov  G.J. Exarhos  S. Sinnott
J.N. Russell, Jr.  B. Rogers  J. Fulghum
S.M. Rossnagel  P. Sheldon
J.E. Greene

J. DeGennaro
J. Hobbs
A. Klink
N. Schultheis
Y. Towse
B. York

1. President’s Report

N.D. Shinn, 2007 AVS President, welcomed everyone to Orlando. Shinn thanked C.R.K. Marrian for his strong leadership in 2006 as AVS President and presented him with a plaque in recognition of his efforts. A plaque and letter will also be sent to Spansion in appreciation for Marrian’s service to AVS.

Shinn congratulated P. Burke, AVS Financial Operations Coordinator, on his February 14 marriage to Natasha. He also congratulated R. Goldman, AVS Director, on the March 8 birth of her daughter Hannah Goldman Behringer.

He reported that he had attended the AIP Corporate Associates Advisory Committee (CAAC) Meeting in College Park, Maryland, on February 26. The CAAC is composed of 37 companies who seek to promote industrial physics and organize the Industrial Physics Forum (IPF). IPF’07, “The Energy Challenge,” will again be co-located with the AVS International Symposium in Seattle and R. Ludeke and B. Rogers are coordinating the event with AIP. At the CAAC Meeting, there was some discussion regarding IPF’08, which will be the 50th Anniversary, and other possible AIP/AVS cooperative events at the 2008 AVS Symposium in Boston. The AIP Industrial Applications of Physics Prize has recently been sponsored by General Motors and it is awarded bi-annually; AIP will consider coordinating this prize with the APS Prize for “innovative” physics in industry.

Shinn welcomed J. Hobbs, AIP Industrial Outreach Director, to the Board Meeting.

Shinn has instituted AVS “First Friday” Conference Calls with AVS Chapter, Group, and Division representatives. Shinn hosts these calls with the intention of promoting better communication and keeping our chapters, groups, and divisions involved in AVS changes. These discussions are open to all such representatives as well as AVS officers,
directors, and committee chairs. The first call was held on March 2, 2007, and the following individuals participated: Shinn (President), J.N. Russell, Jr. (President-Elect, Symposium Program Chair), J. Fulghum (Professional Leadership and Outreach Committee), J. Lince (Southern California Chapter Chair), F. Stevie (Mid-Atlantic States Chapter Chair), T. Ohno (Rocky Mountain Chapter Chair), A. Baski (Surface Science Division Chair), D. Grainger (Biomaterial Interfaces Division Chair), R. Caretta (Student Chapters Chair), and Y. Towse (AVS Administrative Director). The main points of discussion related to student chapters, the 2007 Symposium, and industrial members. For April, there will be a discussion on membership, recent short course results, and a summary of this Board Meeting. Shinn reported that as a result of the March call, a new student chapter may be formed at the Colorado School of Mines.

Rogers suggested that all AVS committee chairs be invited to participate in these calls. Towse will add the committee chairs to the distribution list.

Shinn reminded everyone that AVS award nominations are due on March 31, 2007.

Shinn noted that D. Miller and Towse negotiated with the San Francisco Marriott for the past two years regarding liability issues related to our AVS-53 sleeping room block usage (formally known as an attrition clause), as well as a facilities fee clause. Although our contract (which was signed 10 years ago by M. Churchill, previous Meetings Manager) did not contain an attrition clause, Marriott claimed that having no attrition clause implied 100% liability ($650,000, plus a very vague facilities fee clause). Knowing this was going to be an ongoing issue, AVS entered into discussions to reduce both the sleeping room and meeting space block so that Marriott could resell the space. While some reductions were agreed to, the Marriott proved to be relatively intransigent. Thus, over last summer, discussions became intense as we tried to negotiate a new contract with an attrition clause that matched our actual needs (and had a more attractive rate). Though we did not reach a new agreement, the potential risk of paying more than we would under the old contract was high so we decided, upon advice from our attorney, to issue a letter to the Marriott stating that AVS held the position that the Marriott had no grounds for pursuing or calculating attrition and that they should actively pursue resale. We never received a formal reply to this letter, but we continued to make sure resale was their priority.

Following the meeting, Miller and Towse worked with the Marriott to inventory our final room pick up (cross-checking our registration list, etc.). As expected, AVS final pick up was only about 50%; however, Marriott did resell several rooms from within our block to other groups. Nevertheless, in late January, Marriott sent AVS an invoice for $150,000 in attrition. Following receipt of this invoice, Miller and Towse had numerous discussions with our attorney and Marriott management to resolve this matter. While our case is strong, the next step would have been litigation which would be costly in terms of staff time and attorney fees. Thus, on February 28 we prepared and issued a Settlement Agreement and General Release to Marriott (which was signed by Towse and Marriott) along with a $25,000 check for facilities rental. It is understood by both parties that AVS does not admit to attrition and that neither party can pursue further damages. Since we had reserved $20,000 in the AVS-53 budget for such issues, most of this fee is covered. Thus, in the end, our liability was decreased from $650,000 to $25,000.

2. Secretary’s Report

J. Greene reported that the minutes of the November 12, 2006, Board Meeting had been issued and there were a few minor corrections.

MOVED by Greene, seconded by Marrian that they be accepted.
Approved unanimously.

MOVED by Greene, seconded by P. Sheldon, that the January 8, 2007, minutes be accepted contingent upon any additional corrections received by March 23, 2007.
Approved unanimously.

3. Treasurer’s Report

Shinn welcomed S. Rossnagel, the new AVS Treasurer. Rossnagel expressed his appreciation for the opportunity to serve as Treasurer. He noted that his goal is to advise the Board regarding AVS income and expenditures. He then reviewed his plans for presenting financial information at this and future meetings.
**Discussion at the March 11, 2007 Board Meeting**

- A description of our financial accounts including checking, awards, investments, chapters and divisions, external groups, holdings accounts, etc: emphasis on account “ownership,” goals, direction, return, current value, etc.
- Annual budget cycle: emphasis on the erratic nature of income and expenses and a model for examining long term trends.
- Investments: performance of the Investment of Advisory Committee (IAC) with their three major accounts, long-term trends and exposures.

Rossnagel stated that his goal for the Long Range Projects Meeting in July is to develop a budget cycle strategy including investment income, long-term asset management, and future budget needs. He will report to the Board in October and hopes to implement the new strategy during the 2008 budget cycle.

He reported that the Finance Committee is composed of himself, Burke (AVS Financial Operations Coordinator who handles daily transactions), J. Grant (IAC Chair), the Publications Committee Chair, Short Course Executive Committee Chair, Membership Chair, Program Chair, AVS Administrative Director, and other Committee Chairs as needed. The Finance Committee typically meets in the fall, often at the Symposium, to work on the following year’s budget and other meetings are held as needed.

There are 31 chapter, group, and division treasurers and Rossnagel will plan for a Treasurers’ Meeting early in the Symposium week to advise them prior to their own committee meetings.

Rossnagel presented the following update on account balances as of March, 2007.

<table>
<thead>
<tr>
<th>Account</th>
<th>Balance</th>
<th>Account Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chapters/Divisions/Groups</td>
<td>$1,505,160</td>
<td>External accounts held locally</td>
</tr>
<tr>
<td>Chapters/Divisions/Groups</td>
<td>$186,738</td>
<td>808 4H05</td>
</tr>
<tr>
<td>IUVSTA Holding</td>
<td>$133,000</td>
<td>1435-0235</td>
</tr>
<tr>
<td>IUVSTA Welch</td>
<td>$39,298</td>
<td>808 4478</td>
</tr>
<tr>
<td>Hoffman Award</td>
<td>$1,000,000</td>
<td>Bank of America</td>
</tr>
<tr>
<td>Hoffman Awards (endow)</td>
<td>$88,645</td>
<td>808 4F55</td>
</tr>
<tr>
<td>AVS Awards (endow)</td>
<td>$658,171</td>
<td>1121-6512</td>
</tr>
<tr>
<td>AVS Awards</td>
<td>$153,141</td>
<td>808 4475</td>
</tr>
<tr>
<td>Checking</td>
<td>$1,498,000</td>
<td>808 4461</td>
</tr>
<tr>
<td>Credit card income (portion)</td>
<td>$61,000</td>
<td>Citibank account</td>
</tr>
<tr>
<td>IAC Major fund</td>
<td>$5,623,849</td>
<td>1121-6509</td>
</tr>
<tr>
<td>IAC “Hoffman” fund</td>
<td>$842,390</td>
<td>1121-6504</td>
</tr>
</tbody>
</table>

Income from subscriptions, membership dues, and conference registration, together with all payments, pass through the AVS checking account. Approximately $700,000 was moved into CD’s which earn ~4-5% within this account.

Rossnagel noted that the primary difficulty in planning for a balanced budget is that our income and expenditure transactions occur at different times within the fiscal year and these times change year to year. Thus, a “rolling” analysis of our accounts is the best way to determine our financial health. He reviewed the major income and expenses from 2000-2006 and noted that the publications income has increased each year and is presently at $2,000,000. Membership income is relatively flat, the Symposium income is stable, and the short course income is down. Publication expenses are decreasing, membership expenses are flat, and short course expenses are decreasing. We have maintained a balanced budget for the past two years, and the IAC is doing well with our investment accounts. We have recovered from 2001-2002 and are now back at 1998-1999 levels.

In summary, we presently have a total of ~$12,000,000 in our accounts, but approximately one-half of this amount is encumbered.

Shinn thanked Rossnagel for the informative report. J. Fulghum noted that chapter finances and income streams should be reviewed as they share the same problems as AVS International with regard to declining income streams (e.g., short courses, etc.).
4. **Professional Leadership and Outreach Committee (PL&O)**

Fulghum, PL&O Chair reported that she and Shinn are working on a draft PL&O charter which they will submit it to I. Petrov for the Policy and Procedures Manual. She is reviewing the past activities of the Student Issues Committee to determine which events should be folded into the PL&O. She noted that the Job Information Forum is a good service; however, it is not tied to AVS membership. She proposed that a Job Interviewing Workshop be added to assist graduating students, post-docs, and those changing jobs. This Workshop will be held prior to the start of the Career Center, which opens for interviews on Tuesday. Fulghum is presently seeking someone to lead this effort. In addition, she would also like to recruit some AVS members that routinely conduct technical interviews to carry out mock interviews as part of the Workshop.

She noted that one of the primary goals of this Committee is to assist members with their careers and promote professional development opportunities for new members. She requested recommendations of industrial members who are interested in helping to organize AVS workshops, seminars, etc. She also discussed the possibility of holding a symposium on small business start-ups, leadership training, management skills, etc. Shinn noted that such resources are often no longer available through industrial employers, so this would provide an opportunity for technical societies to partner with individuals and companies.

Russell noted that we need to assist young members with networking, as well as interviewing, skills.

5. **Publications Committee**

G. Exarhos, Publications Committee Chair, reported that the Committee is composed of himself, S. Kalinin, S. Rohde, and J.W. Rogers, Jr. Exarhos will identify a new Chair for 2008.

Exarhos has recently participated in several AIP meetings and he presented the following update.

The ongoing AIP reorganization is intended to improve competitiveness. AIP has increased their emphasis on marketing and worked to identify new opportunities in the traditional marketplace, while pursuing emerging market opportunities in China, India, etc. They consolidated their marketing staff into one department for all AIP products. They will continue to offer marketing services to AIP societies, oversee and promote the consortia business product line, handle journal promotion activities, and conduct library visits. AIP has worked to establish new business development activities and develop financially responsible publishing practices. They established a strategic business alliance within the science and technology publishing sector, initiated modern printing concepts (e.g., Print-on-Demand), and implemented new software for copy editing, journal review, and AIP's Essential Information Objects Project (EIO). Exarhos reported that 2006 was a good year for the AIP archival journals and 2007 is forecasted to meet or exceed this performance.

A team of AIP staff visited libraries, engaged librarians in discussions of evolving publishing trends, promoted AIP publications, and marketed consortia agreements. Librarians from smaller institutions were invited to attend and participate in discussions at larger host institutions. While library budgets were flat in many countries last year, growth was reported in Belgium and The Netherlands and there is a continued interest in new consortia agreements. Europe appears to be fertile for AVS publications and AIP intends to target smaller libraries and promote online-only pricing to grow this market. The Institute for Plasma Physics in Nieuwegeijn has expressed interest in *Surface Science Spectra* (SSS).

In addition, there is the potential for growth in the Balkans where small pockets of physics research can be found. Physics Institutes in Serbia subscribe to AVS content and have paid subscription fees in 2006.

There will be a greater emphasis placed upon marketing Biointerphases in 2007.

Exarhos reported that the AIP Subcommittee on Publishing Services chartered AIP Publishing Services to develop a survey to assess performance. The survey was designed to rate overall AIP performance, customer service, and customer’s impressions of publishing services. Exarhos will share the survey results at the June meeting.

Exarhos participated in the EIO Teleconference, a project in which AIP is seeking approaches to improve offerings for multimedia. Scitation presently supports multimedia icons such as ToC and Search Results, and provides a link on the abstract page. AIP is working to establish author guidelines for multimedia submissions. The currently acceptable file formats are .mpeg, .mov, .wmv, and .wve. Animated gif, avi, and zip files are not accepted, but they are working with file conversion software (Foot Factory). AIP will continue their efforts to implement
longer-term support for multimedia, provide services to their publishing partners, and address issues such as size scaling and download times. The Subcommittee will meet regularly to follow progress in these efforts.

Exarhos noted that Open Access experiments are being conducted with AIP and Society (free-to-read) journals. The current portfolio consists of the following.

- **Optics Letters** – well-established (6-year) track record with a high Journal Impact Factor and a 70-day submission-to-publication time (an SPIE success story).
- **Biointerphases** – a new AVS publication (1-year) with 45-day submission-to-publication time. Our journal has generated increased interest in the biomaterial interfaces community.
- **AIP offers an “Open Access” option for subscription journals and authors are offered the option to pay for unlimited internet distribution.**
- **APS Free-to-Read model** – the fee is $975 for articles in *Physical Review* and $1,300 for *Physical Review Letters*. Fees may be adjusted to maintain the sustainability of the journals. An article in the archival journal becomes free to everyone on the internet.
- **If the number of Open Access requests increases, journal subscription prices may decrease.**
- **AIP launched Biomicrofluidics** in January; the first issues have 6-7 papers. It is Open Access and the cost is $600 for 8 or less pages and $900 for more than 8.

Exarhos noted that continued growth in consortia revenue and we have been able to reach countries that had not been possible previously. AIP’s expectation was for consortia growth to plateau in 2006. The AVS experienced 3% growth in 2006 compared to 23% in 2005. Our consortia agreements break down as 25% academia, 45% corporate, and 5% government. There is also continued growth in single article sales and AIP continues to monitor download activity.

Exarhos provided the following AVS 2005-2006 income/expense comparison.

<table>
<thead>
<tr>
<th></th>
<th>2005</th>
<th>2006 (est.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Journal Income</td>
<td>$2,179,000</td>
<td>$2,305,617</td>
</tr>
<tr>
<td>Journal Expenditure</td>
<td>$942,283</td>
<td>$1,004,295</td>
</tr>
<tr>
<td>Editorial Office Expenditure</td>
<td>$275,442</td>
<td>$283,390</td>
</tr>
<tr>
<td>Net Publishing Income</td>
<td>$961,275</td>
<td>$1,017,932</td>
</tr>
</tbody>
</table>

The increase in 2006 income results from an increase in subscription fees, continued growth in revenue from consortia sales, continued strong showing in journal advertising sales, and growth of single article sales.

Exarhos noted that continued sound financial performance is expected in the publishing arena. Continued growth in Biointerphases is also anticipated. The first volume is in production, an editorial meeting will be held at the University of Heidelberg, and AIP will increase their emphasis on European marketing.

He reported that there will be a transition in the AVS Editorial Office next year with B. York, Editorial Office Supervisor, retiring in February, 2008, after many years of service. A proposed transition plan has been developed. N. Schultheis will assume responsibilities of the AVS Editorial Office Supervisor. Schultheis will attend management seminars and all 2007 Board Meetings, the Abstract Selection Meeting, and the Symposium with York. In addition, she will attend in AIP Publishing Meetings with Exarhos. York will work with Schultheis throughout the transition process and she will serve as an AVS consultant through 2008.

6. **Short Course Executive Committee (SCEC)**

Rogers, SCEC Chair, reported that the Committee is composed of herself, C.R. Brundle (Quality Control), J. Lannon (Secretary/New Courses), and T. Suntharampillai (Scheduling).

The first 2007 short course program was held in St. Louis, Missouri, February 26-March 1, 2007. There were 6 courses with a total of 40 seats sold for $35,005 in gross income. The expenses to date (instructor travel, honoraria, room rental) are $17,395 and we are still awaiting the food and audio-visual invoices from the hotel; Rogers expects that we will make a small profit from this program. It was a good facility, right at the airport, with a reasonable price; however, it may not have been the best time of the year for the location.

The next program will be held in Burlington, Massachusetts, June 4-5, 2007 with eight courses and an estimated $27,000 in expenses. There will be 15 course days at the Seattle, Washington (Symposium) program,
compared to 10 course days at the San Francisco Symposium. A. Rockett is developing a new photovoltaics course for Seattle which will tie in with the energy theme of the Industrial Physics Form/AVS Energy Challenge.

The Committee met on February 24, in St. Louis, in conjunction with the short course program. They defined a draft of the Seattle offering, developed a more streamlined approach to the short course catalog, and discussed the design of the online short course pages. Rogers will meet with Miller at AVS West to discuss web design and develop a focused marketing strategy for the short course program.

The Committee is organizing a working meeting of the Fundamentals of Vacuum Technology course instructors. The majority of our requested courses and onsite offerings are in vacuum technology, so it is important to periodically review course content, notes, and structure. The Committee is working to identify new instructors and will use this meeting to introduce them to the course structure, etc. Rogers expects this meeting to cost approximately $20,000. The general consensus was that Rogers should proceed with this event and keep the Board apprised of developments.

7. AVS 54th International Symposium Program Committee (AVS-54)

Russell, AVS-54 Program Committee Chair, reported that in late February, the AVS Call for Papers was posted on our website, an AVS-54 Call for Papers postcard was mailed to 40,000 individuals, and an e-mail blast was sent with a note from Russell encouraging participation and highlighting the increased nano focus at this year’s meeting.

AVS-54 will incorporate the standard divisional programs as well as topical conferences and featured topics on Marine Biofouling, Nanomanufacturing, Neutron Sources for Understanding Biointerfaces and Magnetism, Plasmonics, and Tribology. Russell suggested that a future question to consider will be whether we continue to organize and package our program based upon our divisions.

Greene asked about DOE involvement and Russell noted that they are participating and, through the involvement of M. Grunze, have agreed to provide funding.

Russell noted the following changes/additions for AVS-54.

- The selection of invited speakers is now based upon a one-year ineligibility period, rather than three years.
- Divisions/groups are allocated waivers for approximately 50% of their sessions. The waivers can be used at their discretion and the topical conferences have been seeded with additional waivers.
- A matching waiver program has been instituted. If a division/group raises external funding for waivers, the program budget will match up to two additional waivers.
- The formal invitation letters were rewritten to contain clear action items for all invitees, including a requirement that all invited speakers provide a tentative title for inclusion in the online Call for Papers.
- The abstract size has been increased from 1,700 to 2,500 characters.
- The abstract deadline is now five months before the Symposium, instead of the previous seven months.
- An all-conference networking reception, incorporating the student mixer, will be held on Monday evening.
- There will be both morning and afternoon session breaks from Monday through Thursday and poster sessions will again be held on Tuesday and Thursday evenings.
- The term “Plenary” was deleted from the Biomaterials Plenary Session so there is only one Symposium Plenary Session.
- The program will include Featured Topics which are similar to topical conferences, but organized differently. These topics are part of the division programs with a coordinator identified for each topic. The goal is that the enhanced divisional coordination will result in a stronger program. In the Call for Papers, Featured Topics are listed separately as well as within the division programs. The Featured Topic program committees are composed of the coordinator and the contributing division chairs. Each participating division will have a say in grading the Featured Topic abstracts, but the topic coordinator will ultimately be responsible for program assembly.
- Conference promotional materials will be packaged differently to target specific groups. For example, we have a very strong integrated nano program.
- There has been increased effort placed on better coordinated programming by providing a clear description of the AVS technical focus is and compelling reasons why scientists and engineers should participate.
AIP will once again co-locate their Industrial Physics Forum (IPF) with us this year. R. Ludeke, J. Murday, Shinn, Rogers, and R. Ahrenkiel have been involved in coordinating this effort. The theme is “The Energy Challenge” and there will be five half-day sessions from Sunday through Tuesday. The topics include Automotive Energy, Energy Efficiency, Nuclear Energy, Energy for Low-Carbon Impact, and Frontiers in Physics.

Shinn and Marrian noted that we need to identify a champion to help us capture the Featured Topic communities to help ensure continuity of such efforts for future symposia.

8. Symposia Steering Committee

D. Castner, Symposia Steering Committee Chair, reported that the Committee is composed of himself, T. Beebe, R. Childs, Grunze, T. Michalske, Russell, Shinn, J. DeGennaro, Miller, and Towse. The Committee held two conference calls in January and February to address the following topics.

A. Program Chair Succession Plan. Currently there is no official succession plan for the Program Chairs at the International Symposium. Each year a new team (Program Chair and Vice-Chair) is selected and often there is little communication between previous program chairs and the current program chair. The Committee believes that this is not in the best interest of the International Symposium and thus proposes a two-year rotation in which a person serves as Vice-Chair the first year and as Chair the second year. As Vice-Chair, the person will be actively involved in the symposium planning and, thus, more knowledgeable the following year when he becomes Program Chair. This will add continuity to symposium planning and should allow for improved implementation of changes recommended by the Symposium Steering Committee.

The Committee recommends that the AVS President-Elect select, prior to the first Board Meeting of his term, the Program Vice-Chair the following year. The President-Elect should consider both domestic and international members for this position. Some years it may be desirable to appoint two Program Vice-Chairs to deal with specific issues (international participation, integration of new topics, coordination with other societies, etc.) The selection of the incoming Program Vice-Chair should be made in consultation with AVS staff along with the current Program Chair and Program Vice-Chair. This will allow ample time for the new Program Chair and Vice-Chair to develop their program plans for the following year. The suggested timeline is as follows.

<table>
<thead>
<tr>
<th>Year A</th>
<th>Year B</th>
<th>Year C</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program Chair A</td>
<td>Program Chair B</td>
<td>Program Chair C</td>
</tr>
<tr>
<td>Program Vice-Chair A</td>
<td>Program Vice-Chair B</td>
<td>Program Vice-Chair C</td>
</tr>
<tr>
<td>Incoming Vice-Chair B*</td>
<td>Incoming Vice-Chair C**</td>
<td>Incoming Vice-Chair D***</td>
</tr>
</tbody>
</table>

* = selected by AVS President-Elect A  
** = selected by AVS President-Elect B  
*** = selected by AVS President-Elect C

Under this proposal, the cycle of a person through the Program Chair position would be as follows.

**Year A:** The President-Elect appoints the “Incoming Program Vice-Chair” in February or March.

**Year B:** The Incoming Program Vice-Chair assumes Program Vice-Chair duties through the Year B symposium. Following the Year B symposium. He then assumes the Program Chair duties for the Year C symposium.

**Year C:** He is Program Chair through the Year C symposium.

There was considerable discussion on this proposal. The main concerns were that by implementing this plan, the President will no longer appoint the Program Chair for the year he is President and the Program Chair will not select the Vice-Chair.
MOVED by Castner, seconded by Russell, that the Program Vice-Chair for the International Symposium becomes the Program Chair for the International Symposium the following year.

Approved, 4-3, 2 abstentions.

Due to the deeply divided vote, Shinn asked the Committee to review the newly-approved Program Chair Succession Plan, address Board concerns, and submit an updated proposal to the Board at the June meeting.

B. No-show/Withdrawal Policy. Currently, the combination of no-shows and withdrawals result in unwanted gaps in the technical program at the symposium. Therefore, some changes are being implemented this year to minimize the number of no-shows and withdrawals. For speakers that withdraw a week or more before the symposium, effort will be made to identify a replacement speaker.

All four 2006 invited speakers that did not submit a title or abstract were no-shows. Therefore, all invited speakers this year are required to submit a title and abstract by the abstract selection meeting. Also, a column has been added on the 2008 programming website to note whether or not an invited speaker has been confirmed and has provided a title. Any invited speaker who does not submit an abstract by the regular abstract submission deadline will be sent a hard copy letter via overnight mail stating that their abstract must be submitted prior to the abstract selection meeting or they will be disinvited. For invited speakers that withdraw after the abstract selection meeting, the first choice for a replacement speaker will be to ask the person withdrawing to identify someone in their research group to give the presentation. If that is not a viable option, then the division, technical group, topical conference, or program committee will identify a suitable replacement speaker.

The first option for replacing a withdrawn contributed oral presentation will be to see if one of the poster presentations could be converted into an oral presentation. The second option is to have the division, technical group, or topical conference program committee identify a suitable replacement speaker (a session moderator, etc.). In either case, the appropriate division, technical group, or topical conference program chair should be notified of proposed changes and, in consultation with the Symposium Program Chair and Vice-Chair, approve the change. It is essential that the Symposium Program Chair and Vice-Chair together with the AVS staff (Towse, L. Pizzo) be promptly notified of speaker withdrawals. One way to identify potential no-shows and withdrawals is to have the session moderator contact all speakers in their session via e-mail or telephone two weeks prior to the symposium to confirm that the speakers will be presenting their talk.

No replacements will be made for poster presenters that withdraw or are no shows. However, after the symposium, an e-mail will be sent to all oral and poster paper no-shows to inquire as to why they did not give their presentations and why they did not inform AVS in advance.

C. Afternoon Breaks in the Technical Sessions. Based upon feedback from attendees at the 2007 Symposium, the Committee recommended retaining the newly-added morning breaks and adding afternoon breaks for the 2008 Symposium. There are several benefits to having breaks in the technical sessions, with the most important one being the positive impact it has on attendance at the Exhibit. When the Exhibit is open, the afternoon breaks will be 40 minutes; otherwise, the afternoon breaks will be 20 minutes. The same number of afternoon presentations will be scheduled each day. With the lunch break decreased by 20 minutes to allow the afternoon sessions to start 20 minutes earlier, Miller will consider opening concession stands during morning and afternoon breaks when the Exhibit is closed.

D. Number and Size of Sessions. The Committee believes quality is the most important aspect of the technical program and that the number of sessions should be determined solely by the quality of the presentations. Many of the divisions have related topics in the programs and it is essential that they be coordinated. This year, Russell has introduced the idea of a “Featured Topic.” For example, divisions with presentations on a topic such as tribology will coordinate their programs such that there are consecutive topical sessions. It is anticipated this concept will be expanded in future years. The Committee believes it is important for each division and group to work with other divisions and groups to formulate an overall program which is integrated and compelling.
E. **Abstract Size.** For this year’s program, the abstract character limit was increased from 1,700 to 2,500 to allow authors to include more results in their abstracts. The abstracts should not be viewed as archival publications, but as information required to assemble the Technical Program.

The Committee will consider options for including additional content (e.g., charts, figures, pictures, etc.) to Symposium abstracts, address the financial and staffing-related concerns, and report to the Board at the June meeting.

F. **Satellite Meetings.** Satellite meetings can be used to introduce new topics to AVS. Last year, we had the Industrial Physics Forum and the Nanoimprint and Nanoprint (NNT’06) Conference as satellite meetings. The IPF will be a satellite meeting again in 2007. Another successful satellite meeting is the Quantitative Surface Analysis (QSA) Conference, which is held in odd-numbered years (it will be held this year), and has a strong industrial participation.

G. **Incorporation of Hot, New Topics.** There are several approaches for introducing new topics into the AVS program. These include topical symposia, satellite meetings, and panel discussions. The Program Chair and Vice-Chair should be proactive in identifying appropriate topics and deciding the best way to incorporate them into the program. The entire Program Committee should also be engaged in this activity and divisions should always make sure that the topical content in their regular sessions is up-to-date and relevant. This year, there will be special sessions on energy.

The Committee will consider ways to add more open space within the Symposium program to allow room for non-traditional AVS participants and topics.

The Committee will also make a recommendation to Marrian concerning the range of the Symposium-related discussion for the LRPG Retreat.

H. **Invited Speaker Support.** This topic is still under discussion and the Committee has yet to reach a consensus on the best way to handle support of invited speakers. We do not have sufficient symposium income to provide registration waivers and travel support for all invited speakers. If the items discussed above, plus other changes being implemented for the International Symposium result in increased symposium revenue, invited speaker support can be expanded. As discussions on this topic continue, the Committee will consider registration waivers and reimbursement for travel expenses.

The Committee will develop an Invited Speaker Waiver Plan for presentation at the June meeting.

Castner noted that Russell has done a good job in implementing new ideas for AVS-54.

9. **Exhibitors and Manufacturers (E&M) Committee**

R. Childs, E&M Chair, presented the following update on AVS-54 Exhibition activities.

The AVS-54 Exhibitor Prospectus has been mailed and the online system is in final testing. A total of 85 booths have been sold to date and $30,000 received in sponsorship funds.

The Welcome Mixer was a great success at AVS-53 and this year’s mixer will be held in the Registration Area just outside the Exhibit Hall. Morning and afternoon breaks and aisle parties are being planned and we are presently considering some new activities and events, such as a Boeing exhibit, a glass art display, and a massage bar. In addition, we will again have New Exhibitor Tabletop Booths, an Ask the Experts booth (hosted by VTD), an AVS Membership and Education Booth, an AVS-55 Booth (2008 Boston), an Exhibitor’s Lounge, a Product Locator Service, and coffee/snack locations in the Hall.

The Exhibit Hall hours have been slightly modified to coincide with the start of the morning coffee breaks. It is expected that the afternoon breaks will bring additional activity into the Exhibit Hall as well allow session participants an opportunity to refresh themselves. The Exhibit Finale will be held on Thursday, 12:00-2:00 p.m., with snacks, refreshments, and various award presentations (e.g., Exhibitor Product Awards, Art Contest Awards, and the PSTD Coburn and Winters Award).
We are presently considering new advertising offerings in an effort to generate income for Symposium events while providing value and exposure for exhibitors (at minimal cost to AVS). An Exhibitor’s e-blast Newsletter (expansion of the “AVS Interactions”) will be offered as an avenue for exhibitors to publicize their message to AVS attendees and members. Logo links will be provided throughout the Symposium website and Show Guide and Technical Program ad space will be sold to interested exhibitors.

Advantage Business Media Laboratory Equipment and R&D Magazine will once again sponsor our Exhibitor Awards. These awards offer our exhibitors an opportunity to win significant publicity. This year, exhibitors who participate in the Exhibitor Workshops will qualify for the Awards Program. This will create value for those participating in the workshops and will eliminate the need for judges to run around the Exhibit Hall to find points of contact.

We have discovered a few conflicts with this year’s meeting which include the following European Conferences: Vacuum Technology and Coating Expo, Semi-Con Europa, and Vacuum Coating and Plasma Surface Technology.

Childs reported that AIP is in the process of updating the AVS Buyer’s Guide. Files containing updated exhibitor information and company profiles have been provided to D. Bott, AIP Advertising Sales Manager. The Guide earned revenue of $22,744 in 2006 with expenses of $13,907 for a net profit of $8,837. There were 55,628 web hits in 2005 and 62,833 hits in 2006.

The Committee will continue to consider alternate business plans for the Buyer’s Guide.

10. Membership Committee

In the absence of A. Testoni, Membership Chair, Towse reported that in the next few weeks Testoni will request an e-mail vote to approve new members.

Towse noted that in February, she was informed that Convention Data Services (CDS) will no longer support the Automated Membership Management System (AMMS) which they had built for us in 2002. As a result, commencing in 2008, we will contract directly with their programmer and no longer rely on CDS to act as a middleman in this process. Testoni, Towse, A. Klink, and K. Mitchell have participated in meetings and conference calls with CDS and the programmer to develop a transition and training plan. While initially surprised by this turn of events, the Committee now sees this as an opportunity to take the database to a new level while also allowing Klink and Mitchell to develop new skills and take complete ownership of the system.

Our registration contract with CDS will remain intact at this time and be re-evaluated at a later date.

The Committee contracted with Inalink for another Lapsed Member Recovery Program together with a New Member Welcome Program. Both are underway, and we have presently recovered ~50 members with another 50 requesting invoices.

Testoni will update the Board on the AMMS transition status and present a recommendation for the 2008 membership dues at the June Board Meeting.

11. Long Range Projects Group (LRPG)

Marrian, LRPG Chair, reported that he and Shinn, Vice-Chair, are making arrangements for the 2007 LRPG Retreat which will be held at the Silverado Resort in Napa Valley, California, July 26-29, 2007. They have formed sub-groups based on our primary revenue streams. Each sub-group is asked to prepare a presentation to direct a half-day discussion at the LRPG retreat. The time horizon of the discussions is 0-5 years, with the goal of identifying up to three (no more) action items to be implemented over the next two years. Marrian purposely assigned a leader, different from the equivalent committee chair, to head each sub-group with the intention of clearly separating the LRPG activity from the day-to-day operations which are the responsibility of each committee. The following questions have been posed in an effort to focus the discussions.
A. Membership Sub-Group

- How do we engage our members from industry?
  - Is today’s AVS of less value to industry compared to 10 and 20 years ago?
    - If so, what has caused the decline?
    - If not, how does the AVS change this perception?
  - Is the AVS of less value to industry compared to other organizations like SVC?
    - If so, what aspects are responsible for the difference?
    - If not, how does the AVS change this perception?
  - What benefits can AVS uniquely offer to:
    - A scientist/technologist in relevant fields
    - A manager of sales/marketing/technology in a business setting
    - A manufacturing manager/engineer/technician in a vacuum equipment company
    - A manufacturing manager/engineer/technician in a setting where vacuum is used
  - How can the marketing materials (online and printed) be modified and augmented with other activities to address the issues above?

- Is our current National/Local Chapters model the most effective way of impacting our community?
  - How much participation/value is at the international versus the local level for members?
    - What are the strengths of the international level?
    - What are the strengths of the local level?
  - Is there a local effort to increase quality membership?
    - If so, how is it best done? Are there case-study examples in particular chapters?
    - If not, can we promote methods (incentives) for local recruitment efforts?

- How high can we increase our membership within the present staffing limitations and what are those limitations?
  - What is the staff’s time commitment for:
    - New members (hours/year)?
    - Maintaining members (hours/year)?
  - What is the staff’s marketing and recruitment effort in hours/year?
  - What can be done to reduce the “per member” effort?

- Which technical areas represent growth opportunities (e.g., nano, biointerphase, energy) and how do we engage them?
  - For each growth technology, what journal, magazine, and conference is the most relevant for the AVS to advertise in or exhibit at?
  - What is our tailored message to each growth technology?

- How can we develop International Large Facility User Groups?

Additional focus questions include the following.

- Why would anyone want to be a member of the AVS?
- What technical areas define the AVS now and in the future?
  - Do we want to grow or shrink the Vacuum technology portion of the society?
  - What technical areas do we want to grow or add?

Lead: L. Hinkle
Group: Grunze, P. Sheldon, Towse, Miller

B. Short Courses Sub-Group

- What is the right business model?
- How do we implement it?
- What is the appropriate income level to AVS?
- New Opportunities

Lead: Testoni
Group: Greene, Rogers, Towse, Miller
C. Publications Sub-Group
- How will technical publications evolve over the next five years?
- How do we shape the evolution?
- What do we need to do to protect our revenue stream?
- What new opportunities do we envision?

Additional focus issues include the following.
- Overview discussion, or at least input, by someone at AIP on the first day of the meeting to project what they see as the future of publications and other pertinent topics.
- ACS perspectives on publications.
- Status review of the various income streams during the kick-off session.

Lead: J. Murday
Group: Exarhos, Rossnagel, Miller, Towse

D. Meetings/Exhibits Sub-Group
- Determine the strengths and weaknesses of our current Symposium/Exhibit program.
- Recommend approaches for fixing the weaknesses as well as making improvements based on what we know of Meetings/Exhibits programs of other Societies.
- Recommend ways of growing our Symposium/Exhibit, including identifying new opportunities for joint meetings/exhibits.
- Identify improvements to our Buyer’s Guide.
- Consider whether we should go to a web-based Abstract/Paper Submission/Publication procedure to improve flexibility, particularly in the content of Abstracts and Papers.
- How large of a Symposium/Exhibit can we accommodate with our present infrastructure?

Lead: D. Aspnes
Group: Castner, Russell, Childs, DeGennaro, Towse, Miller

Exarhos and Shinn will invite D. Walters and/or T. Trash to attend the June Board Meeting to give a presentation on AIP’s publication vision.

Marrian noted that the LRPG will assemble on Thursday evening, July 26, meet all day Friday and Saturday, and meet again on Sunday until noon.

Greene suggested that the sub-groups work on their assignments now to ensure a highly productive meeting in Napa.

12. Marketing Committee

Hinkle, Marketing Committee Chair, reported that the Committee’s mandate is to increase the level of membership and active participation by industry. He hopes to learn from the information in the “Member Needs Assessment and Loyalty Study” which was completed last year. He noted that he plans to act to make fundamental changes through outbound marketing and modifying our image.

He reviewed the online list of the benefits we presently offer and plans to modify the list so that they are presented as if being voiced by a member. He noted that we must maintain member communication via the website, brochures, e-mail, and relevant publications.

Hinkle suggested that we ask our industrial members to provide “what I want from AVS” input. He noted that we need to better serve our exhibitors.

Shinn requested that everyone work with Hinkle to redesign AVS.
13. **Chapters, Groups, and Divisions Committee (C,G,&D)**

S. Sinnott, C,G,&D Committee Chair, reported that the Committee met in San Francisco to discuss their focus and plans. They are presently trying to revitalize the AVS Delaware Valley Chapter. The Committee had planned to start contacting chapter chairs on a regular basis to address their concerns and identify ways in which the C,G,&D Committee might assist them; however, Shinn has since instituted the “First Friday” calls which will serve this purpose.

The Committee plans to develop an online interactive map which can be used to determine the best areas for new chapter development. Sinnott is working with G. McGuire, International Interactions Chair, to develop additional international chapters now that we have successfully launched Taiwan AVS; they are presently considering five potential new international chapters.

14. **AIP Industrial Outreach Activities**

J. Hobbs, AIP Director of Industrial Outreach, reported that the Industrial Physics Forum (IPF) was held jointly with the AVS 53rd International Symposium in San Francisco. The IPF consisted of four sessions: Examples in Nanotechnology Manufacturing, Beyond CMOS: Emerging Materials and Devices, Policy Session: Nanotechnology and Society, and Frontiers in Physics. Staff members from AIP distributed a questionnaire to the attendees at each session who were asked to review the session and provide their comments and suggestions; 360 responses were received.

The majority of those who completed the questionnaires rated each session as either “interesting” or “very interesting.” The session with the highest overall rating was Frontiers in Physics. The session with the lowest overall rating was the Policy session; nevertheless, 81% of the respondents found it interesting. Most of the attendees at IPF also attended the AVS Symposium, less than 25% were students.

Hobbs noted that AIP Industrial Outreach evolved from the Corporate Associates group and IPF evolved from being a corporate-sponsored to a co-hosted event. There has been government and university participation as well as involvement from all 10 member societies.

IPF’07 will be held in conjunction with AVS-54 in Seattle and the topic will be energy; however, they will not make a long-term agreement with AVS as they may also consider joining other society meetings.

Hobbs reported that AIP’s Industrial Outreach goals are to interface with academia and Government, assist with corporate research, and help the next generation of workers. AIP presently has 37 corporate members and in order to recruit more companies, they hope to develop win/win partnerships with societies. They are working to coordinate small-scale “mixers” as part of large society meetings to promote corporate/university/government interactions. They recently organized such an event at the APS March Meeting entitled, “Preparing the Next Generation Workforce in High Technology.” They mailed 1,500 invitations, received 65 responses and had 47 attendees. He suggested that we consider holding a similar event at AVS-55 in Boston with a possible title of “Association of University Technology Managers.”

15. **New Business**

**Topical Conferences**

In the absence of C. Palmstrom, Topical Conferences Committee Chair, Shinn reported that two conferences have applied for AVS co-sponsorship.

MOVED by Russell, seconded by Greene, that the following topical conference be accepted for AVS co-sponsorship:

**Physics and Chemistry of Semiconductor Interfaces (PCSI-35), January 13-17, 2008, in Santa Fe, New Mexico, with publication in JVST B; R. Goldman as Chair, and S. Mohney as AVS contact (contingent on approval by the EMPD and the Publications Committee).**

Approved unanimously.
MOVED by Marrian, seconded by Rogers, that the following topical conference be accepted for AVS co-sponsorship:

Indian Vacuum Conference (IVS-17), November 28-30, 2007, Mumbai, India, with A. Kumar as Chair, G. Rao as AVS contact.

Approved unanimously.

Scholarships and Award Trustees

In the absence of T. Madey, Trustee Chair, Shinn reported that the Trustees have decided that all future recipients of the Albert Nerken Award should be asked to present an invited lecture at the Symposium. The winners of all other major AVS awards (Welch, Gaede-Langmuir, Thornton, and Mark) receive this honor, but the Nerken Award has never included a lecture. The Trustees suspect that this situation may have resulted from an oversight when the Nerken Award protocol was created.

The Trustees solicited feedback from Veeco Instruments, Inc. who sponsor the Nerken Award. F. Brennen, Veeco Senior Director of Marketing Communications, enthusiastically endorsed the idea of adding an honorary lectureship to the award protocol.

MOVED by Russell, seconded by Sheldon, that future winners of the AVS Nerken Award be offered the opportunity to present an honorary lecture at the Annual AVS International Symposium.

Approved unanimously.

International Union for Vacuum Science Technique and Applications (IUVSTA)

Greene, IUVSTA Councilor, reported that the IUVSTA is an organization with 29 scientific member societies and their next triennial conference is in Stockholm, Sweden. Each country has a Councilor and an Alternate Councilor and currently our Policy and Procedures Manual states that we will cover travel costs for one or the other to participate in all IUVSTA meetings. In addition, we provide travel funds for AVS members elected as IUVSTA Officers. Our policy over the last few triennia has also been to support AVS members elected to Chair IUVSTA committees to attend one meeting per year. Greene volunteered to make sure this is clearly stated in our Policy and Procedures Manual.

16. Adjourn

MOVED by Marrian, seconded by Castner, that the meeting be adjourned.

Approved unanimously.

The meeting adjourned at 2:55 p.m.
<table>
<thead>
<tr>
<th>Action Item</th>
<th>Responsible Party</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Invite all AVS committee chairs to participate in the monthly “First Friday” conference calls.</td>
<td>Shinn/Towse</td>
</tr>
<tr>
<td>2. Give Fulghum recommendations of industrial members for the purpose of involving them in AVS workshops, seminars, etc. that will assist with career development.</td>
<td>All</td>
</tr>
<tr>
<td>3. Report the results of the AIP Subcommittee on Publishing Services customer service survey at the June Board Meeting.</td>
<td>Exarhos</td>
</tr>
<tr>
<td>4. Proceed with the plan for Vacuum Technology Short Course Instructors workshop and keep the Board apprised of developments.</td>
<td>Rogers</td>
</tr>
<tr>
<td>5. Review the newly-approved Program Chair Succession Plan, address all Board concerns, and report to the Board at the June meeting.</td>
<td>Castner/Symposia Steering Committee</td>
</tr>
<tr>
<td>6. Consider options for adding content (e.g., charts, figures, pictures, etc.) to Symposium abstracts, address the financial and staffing-related concerns, and report to the Board at the June meeting.</td>
<td>Castner/Symposia Steering Committee</td>
</tr>
<tr>
<td>7. Consider ways to add more open space within the Symposium program to allow room for non-traditional topics.</td>
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<tr>
<td>10. Conduct an e-mail Board vote for the approval of new January-March AVS members.</td>
<td>Testoni/Greene</td>
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<tr>
<td>11. Update the Board on the status of the AMMS transition and recommend 2008 membership dues at the June meeting.</td>
<td>Testoni</td>
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<tr>
<td>12. Invite D. Walters and/or T. Trash to attend the June meeting to update the Board on the AIP publication vision.</td>
<td>Shinn/Exarhos</td>
</tr>
<tr>
<td>13. Update the IUVSTA Travel Policy in the AVS Policy and Procedures Manual and submit it to the Constitution and By-laws Committee.</td>
<td>Greene</td>
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</tbody>
</table>