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JTC 1 TAG Ad Hoc on Futures

Recommendation for Consolidation and Transition of the JTC 1 TAG into a New Organization

July 16, 2002

Ron Silletti - Chairman, JTC 1 TAG Ad Hoc on Futures

Executive Summary

The JTC 1 TAG Ad Hoc on Futures was established at the October 2001 JTC 1 TAG meeting with the objective of determining what are the strategic issues that need to be addressed in order to provide a more stable environment for the JTC 1 TAG program to operate in.

During the ensuing nine months the Ad Hoc membership looked at multiple strategic issues ranging from financial, and value proposition, to merging and the establishment of a new organization. The attached documentation is a compilation of our nine months worth of work and reflects the contributions made by a dedicated group of professionals. A special thank you goes to Jennifer Garner whose professionalism, dedication and can do attitude was instrumental in all phases of the Ad Hoc and without her we would not have been able to accomplish everything we did.

The Ad Hoc work moved through multiple phases during the nine months and phase 1 was the creation of the background information and getting all the participants on the same page...The second phase looked at consolidation in 3 ways...JTC 1 TAG absorbing INCITS, INCITS absorbing the JTC 1 TAG and lastly, the creation of a new organization. The third phase of the Ad Hoc was designed to make sure we all had an opportunity to express our points of view and have them considered as the work product was being formulated. We wanted everyone to feel ownership of the report and support for the recommendations. The fourth and final phase and eventual recommendation from the Ad Hoc was the creation of a new organization.

This new organization was being recommended with a vision and whose objective was to become recognized over time as a global standards developing organization that focused on standards, regulation, conformity assessment and public policy that relates to those topics. This new organization would be responsible for creating a coexistence strategy and programs that recognize the continued need for an accredited national body process in addition to a non-national body process and figuring out new and better ways to collaborate with those organizations.

The need for interoperability and solving customer problems is an industry issue and creating standards is “A Way of Life” in our industry and for our companies. Coopetition is an opportunity for competitors to come together and create standards so we can make our products easier to use, understand and implement. The rest of coopetition is about competing in the implementation of the products and solutions that embrace standards...

As you read through the documentation, I hope it answers all your questions, if not, please contact me at 914-765-4373 or Silletti@us.ibm.com. The Ad Hoc is looking for your support to move to the next phase which is the transition plan so that we can have the new organization up and running by December 1, 2002.

Ron Silletti
Chairman, JTC 1 TAG Ad Hoc on Futures

JTC 1 TAG Ad Hoc on Futures - Participants

Organizations

ANSI
Apple Computer
CRC Enterprises
EIA
Farance Inc.
Hewlett-Packard
IBM
IEEE
INCITS
Intel
ITI Staff
JTC 1 TAG Administrator
Microsoft
Oracle
Panasonic Technologies
SHARE Inc.
Sun Microsystems
UCC
US DoD

Representatives

Lisa Rajchel
Dave Michael
Clyde Camp
Edward Mikoski, Jr. and Susan Hoyler
Frank Farance
Karen Higginbottom and Scott Jameson
Ronald Silletti
Robert Pritchard and Dick Holleman
Karen Higginbottom
Gregory Kisor
Kathleen McMillan and Monica Vago
Jennifer Garner
Mike Ksar
Donald Deutsch
Terry Nelson
David Thewlis
John Hill and Carman Mondello
Stephen Brown
Jerry Smith and Russell Richards

Justification/Background Documentation

Establishment and Scope of the JTC 1 TAG Ad Hoc on Futures

At the October 2001 meeting of the JTC 1 TAG, the JTC 1 TAG Ad Hoc on Futures was established to address the more strategic issues needed to provide long term stability for the activity.

Scope

Taking into account the anticipated future financial situation, the JTC 1 TAG established the JTC 1 TAG Ad Hoc on Futures to report back in time for consideration at the August 2002 JTC 1 TAG meeting with the following scope:

- Cost of global standards creation
- Gain agreement and publish the value/justification of the international work and JTC 1 as a main distribution channel
- Identification of additional technical work
- Improvement of relations with our JTC 1 Subgroup TAG holding members

Members of the JTC 1 TAG Ad Hoc on Futures were asked to champion an approach that would allow the ad hoc to thoroughly understand the pros and cons of a particular approach so it could be either eliminated or progressed through the ad hoc process. Suggested topics for consideration were as follows:

- Value proposition for JTC 1
 - Value of international IT standardization for industry, governments and consumers
 - International standardization support and infrastructure
 - Cost of global standards creation
 - Value/justification of JTC 1 as a main standards distribution channel
- Financing US participation in the international IT standardization effort
 - Flat rate
 - Supplemental funding mechanism

- Consolidation of US standardization resources
 - Combination of INCITS and the JTC 1 TAG
 - Improvement of relations between the JTC 1 TAG and other TAG holders
- Mergers/Acquisitions
- Identification of additional technical work

Contributions on the various topics were considered by the JTC 1 TAG Ad Hoc on Futures. At the March and April 2002 meetings of the JTC 1 TAG Ad Hoc on Futures, it was agreed that the ad hoc would focus on the development of a proposal for the consolidation of the JTC 1 TAG and INCITS.

Problem Statement

"The US TAG to JTC 1 has a shrinking market share in an expanding market." The truth of this statement is attested by virtually every objective measure. In 1997 there were 45 members in the JTC 1 TAG, today there are 19. That same year, the JTC 1 TAG finished the year with a \$15,577 surplus. The JTC 1 TAG is budgeted to end 2002 with a \$118,004 deficit. During the same time frame, consortia in the information and communications technology (ICT) arena have become more and more active and prominent.

Subjectively, too, the JTC 1 TAG is being challenged. There are claims that the JTC 1 process no longer suits the changing market environment for ICT. Shorter product development and life cycles require a speedier standards development process. Thus, there are entire areas of ICT, such as web services and wireless, where standards development has occurred and is occurring completely outside of JTC 1.

If nothing changes, the survival of the JTC 1 TAG is in doubt. Rather than allow that to happen by default, in October 2001, the JTC 1 TAG created its Ad Hoc on Futures to consider the best strategy for the United States to adopt in the area of global standardization in information technology. The JTC 1 TAG Ad Hoc on Futures was asked to identify and articulate the value of international ICT standardization in general, and of JTC 1 as the vehicle for standardization in particular. In doing so, an important consideration must be the best management of costs, time, and resources.

Value Proposition

If the JTC 1 TAG is on life support, its current members have a responsibility to determine whether to give a “do not resuscitate” order or to use all heroic measures to save the patient’s life. To make that decision, we need to look at more than the quality of life possible for the TAG. We must first determine if there is a value in JTC 1 itself we want to sustain. Second, is that value in JTC 1 sufficiently great for us as to justify—or perhaps demand—that the United States take a leadership role in JTC 1? Only at that point can we make an informed decision as to the value of the TAG.

To make that decision, one must first climb the following tree:

- Is there a value to JTC 1, an international committee on information technology?
- If the answer is yes, then should the United States have a leadership role in JTC 1?
- If the answer is yes, then the US must be a participating (P) member of JTC 1. This means that ANSI will be the US member. ANSI will only fill that role if there is a US TAG to support it in this role.

Is there a value to JTC 1?

In March 2002, the United States submitted its position on the value of JTC 1, JTC-SGF N 0018. This document argues that JTC 1 was created “to provide a single, comprehensive standardization committee in which to address international ICT standardization.” It is a committee that is globally recognized. JTC 1 is ahead of the curve in being able to provide a single forum facilitating technology integration and product development. JTC 1 standards are widely implemented. For example, JTC 1 standards for magnetic tape encoding represent nearly 90% of the market. Twenty-two of the 25 top selling ISO and IEC standards are from JTC 1.

The JTC 1 model encourages synergy by locating ICT standardization in a single committee. JTC 1 has also been in the forefront of encouraging new and flexible procedures to streamline the standards process.

If JTC 1 did not exist, it would either have to be created or we would have to accept a widely fragmented and dysfunctional process.

Should the United States have a leadership role in JTC 1?

The United States is the Secretariat of JTC 1 and the JTC 1 Chair is from the United States. We are currently very active in JTC 1 and its subcommittees, holding numerous leadership roles. Should we continue?

As Secretariat and Chair of JTC 1, the United States is assured of a major role in the functioning of the committee. We can hold both secretariat and chair accountable, assuring that JTC 1 is operated in an efficient and professional manner.

The Chair has direct access to ISO and IEC management and therefore can get a US message to them directly and clearly. The Secretariat is the first line of interpretation of the committee procedures. Today, the US can make sure that role is performed professionally and fairly. This might not be the case if another country held the Secretariat. A similar situation exists with respect to the electronic balloting system and the JTC 1 web site.

All of this also adds to a major intangible benefit for the United States. It is a vivid and forceful manifestation of US leadership in the field, contributing to our power and prestige.

If we relinquish our leadership we obviously could no longer claim this intangible benefit. Without US leadership, JTC 1 would face one of two fates, either of which could be disadvantageous to United States' interests. On the one hand, no other country might be willing to take on the leadership role. In this event, JTC 1 would collapse and disappear. The advantages set forth above would also go away, and there would no longer be a single focal point for international ICT standardization.

In addition, it is virtually certain that, fairly or unfairly, the rest of the world would assign the responsibility for the demise of JTC 1 to the United States. This would undoubtedly result in a blow to our power and prestige.

On the other hand, some other country might welcome the opportunity to assume the role the United States has filled since the creation of JTC 1. This could be equally unfortunate to US interests. Not only would we lose our leadership position and ability to shape the agenda, we would no longer be able to assure that the committee functions fairly and efficiently.

Thus, it would appear that the US receives clear benefits from its leadership position in JTC 1 and there could be significant negative consequences if it gives up that position.

Is the US TAG for JTC 1 worth preserving?

Having climbed our tree, it would appear that when we reach the top we discover that it is in the best interests of the United States not only to preserve the US TAG to JTC 1, but to take steps to make it thrive.

Global Competitiveness of US IT Industry

Facilitate Global Collaboration

- Find, facilitate and promote opportunities for international collaborative IT standardization activities that enhance US interests
- Form international alliances, partnerships, joint projects, etc. accordingly

International

- Global scope
- Technology relevance
- Formal recognition
 - ISO accreditation
 - ANSI acceptance
- Significant to US interests

Some Oversight Functions

- Examines ICT standardization requirements
- Ensures standards/specifications are prepared on time, by the right people
- Avoids duplications of effort
- Examines requirements from any source, based on concrete market needs
- Translates these requirements into coherent, approved projects
- Allocates the projects to the appropriate production mechanisms

Benefits to Membership

Advantages of One Organization

- One set of finances, produced by ITI's accountant
- Ends the constant confusion to the public, the press, new members:
 - Which committee has international work?
 - Why are there two committees?
 - Who are the appropriate staff contacts?
- Clarifies who is represented at external meetings such as ANSI OMC and ANSI ISSB

Advantages of One Committee

- One set of procedures
- One set of officers (appointments, relationships)
- One set of agendas
- One set of minutes
- One set of action items to assign and track
- One document register for one set of numbered documents
- One web site
- Less confusion for the those who are members of both committees on questions of process, authority and fiscal responsibility, e.g.
 - Who pays for the SC Secretariats administered by ANSI?
 - Who approves the US holding SC Secretariats?
 - Who endorses US candidates for international office?
 - Who approves the US hosting of plenary meetings?
 - Who approves the request to hold a TAG?
- One set of letter ballots (also eliminates 200+ completely redundant INCITS determination ballots)

Consolidation Plan

Vision and Mission Statements

Our vision is to become recognized globally as an internationally accepted SDO

- Maintain US leadership of global ICT standardization
- Serve as the single US focus on ICT standardization
 - Domestic and international
 - Value of ISO logo

Our mission is to:

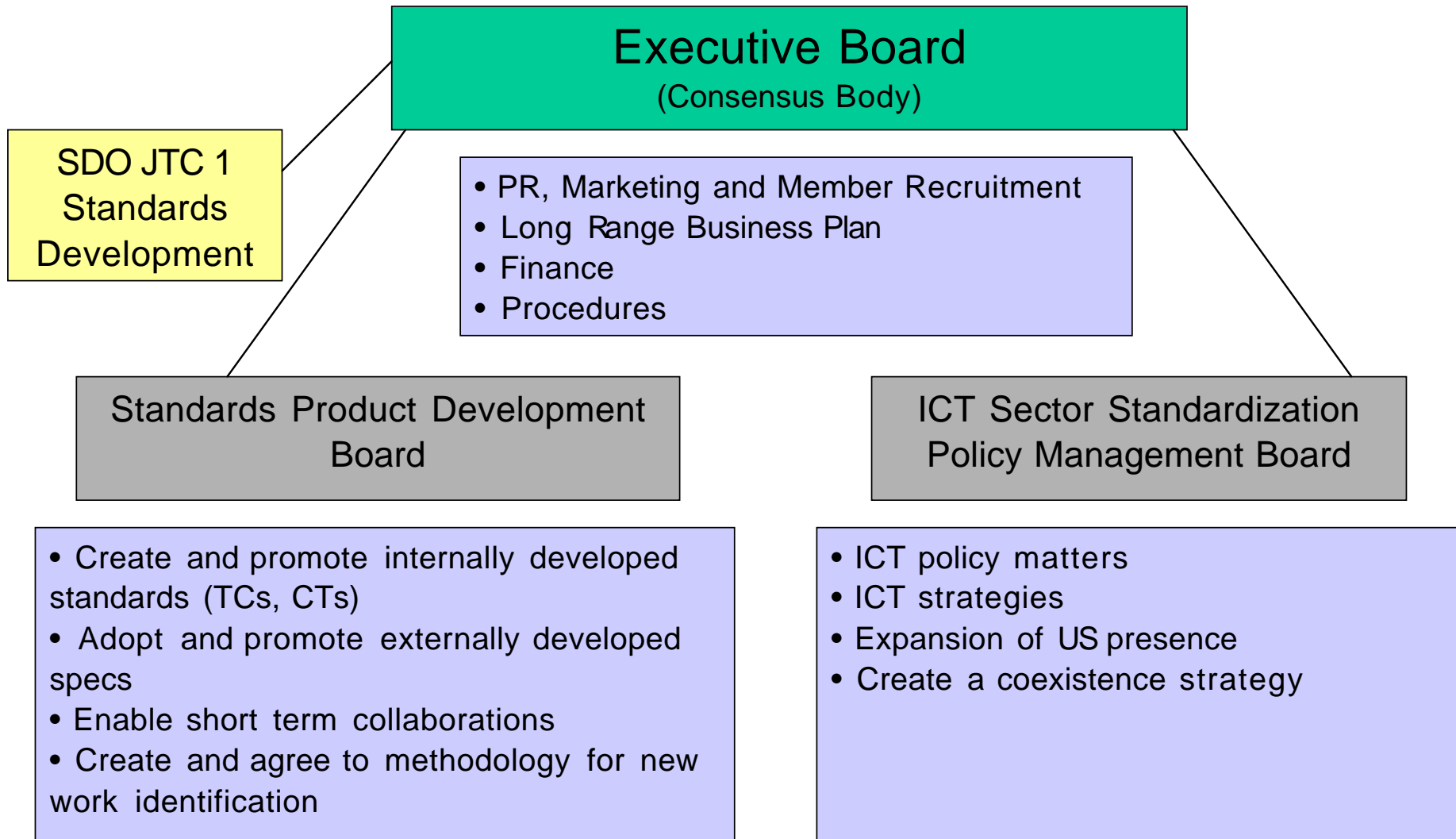
- Create, maintain and facilitate the use of ICT standards
- Maintain and strengthen US leadership in the global standards arena by providing a visible, focused and effective US national consensus body
- Enable via these interoperable market-relevant standards global growth

Objectives

Our objectives are to:

- Produce market-relevant results
- Enhance or facilitate US competitiveness in the global ICT market
 - Industry and products
 - Geographic bodies e.g. (EU, PASC, COPANT)
- Accommodate all stakeholders by means of a level playing field
- Promote the efficiency of a combined organization
- Maintain accreditations
 - SDO
 - TAG
- Maximize contributions or results from the new organization through ISO, IEC or ITU
- Maximize opportunities with collaborative activities
- Attract the broadest possible community of interest
 - Former participants
 - Non-US domiciled, multinational companies
- Facilitate global reach
- Produce globally implemented technical standards
- Provide public policy advocacy
- Coordinate the exchange of information to promote collaborative work
- Attract new, relevant technologies
- Reflect an ICT scope
- create a financially sustainable organization

New Organization Structure



Membership Categories and Voting Rights

Executive Board (EB)

Membership on the Executive Board gives the following membership categories the right to also be a member of the Standards Product Development Board (SPDB) and the ICT Sector Standardization Policy Management Board (ISSPMB) at no additional charge:

- Large Business - revenues > than \$100M/yr.
- Smaller Business - revenues < than \$100M/yr.
- Government Agency
- Major SDO - an SDO has one or more SC TAG assignments
- Minor SDO - an SDO with no SC TAG assignments but with one or more WG TAG assignments

Membership on the Executive Board gives the following membership categories the option to also be a member of the Standards Product Development Board (SPDB) and the ICT Sector Standardization Policy Management Board (ISSPMB) for an additional fee depending on their membership category:

- User Group
- Academic Institution
- Consortia
- Advisory

Membership on the Executive Board gives the entity a right to vote on all matters before the Executive Board.

Consensus body voting only occurs at the Executive Board. SPDB and ISSPMB make recommendations to the Executive Board for approval.

Standards Product Development Board (SPDB)

Membership on the Standards Product Development Board has a prerequisite of being an Executive Board member for the following categories:

- Large Business - revenues > than \$100M/yr.
- Smaller Business - revenues < than \$100M/yr.
- Government Agency
- Major SDO - an SDO has one or more SC TAG assignments
- Minor SDO - an SDO with no SC TAG assignments but with one or more WG TAG assignments

Membership on the Standards Product Development Board has a prerequisite of being an Executive Board member and is allowed for the following membership categories for an additional fee:

- User Group
- Academic Institution
- Consortia
- Advisory

TC Chairs would serve as ex officio members of the Standards Product Development Board and would not pay a fee.

ICT Sector Standardization Policy Management Board (ISSPMB)

Membership on the ICT Sector Standardization Policy Management Board has a prerequisite of being an Executive Board member for the following membership categories:

- Large Business - revenues > than \$100M/yr.
- Smaller Business - revenues < than \$100M/yr.
- Government Agency
- Major SDO - an SDO has one or more SC TAG assignments

- Minor SDO - an SDO with no SC TAG assignments but with one or more WG TAG assignments

Membership on the ICT Sector Standardization Policy Management Board has a prerequisite of being an Executive Board member and is allowed for the following membership categories for an additional fee:

- User Group
- Academic Institution
- Consortia
- Advisory

The ICT Sector Standardization Policy Management Board recommends to the Executive Board all delegations to the JTC 1 plenary meetings.

Financial Review

Revenue Components

- INCITS
- JTC 1 TAG
- SDO allocations

2002 Revenue Analysis **

INCITS

TC Fees	\$585,000
XB Fees	\$ 52,200

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Total Fees	\$637,200
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Publications	\$327,000
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Other	\$ 24,000
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Total Income	\$988,200
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JTC 1 TAG

Fees	\$273,000	#
SDO Assessments	\$239,700	*
Other	\$6,670	

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Total Income	\$519,370
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Includes \$5000 from INCITS

* Includes \$157,856 from INCITS

** Using May 2002 projections

2002 Revenue Summary

INCITS	\$988,200
JTC 1 TAG	\$519,370
	=====
Total	\$1,507,570
Less INCITS	
SDO Allocation:	\$157,856
JTC 1 TAG Fee	\$5,000
	=====
Total Income	\$1,344,714
	=====

Revenue Target Summary

Total Income	\$1,344,714	
Less		
INCITS		
TC Fees	\$585,000	
Publications	\$327,000	
Other	\$24,000	
JTC 1 TAG		
Other	<u>\$6,670</u>	<u>\$942,670</u>
Total Revenue Target	\$402,044	
	=====	

The assumption was made that TC fees, publication income and other income would not change and would not be addressed in the new fees.

Revenue Target Estimate

Revenue Target Budget

2002 Projection

SDO Allocation	\$239,700	+ \$6,000
Less INCITS	<u>\$157,856</u>	
Net SDO Allocation	\$81,844	+ \$6,000
INCITS Fees	\$52,200	
JTC 1 TAG Fees	\$273,000	+ \$30,000
Less INCITS JTC 1 TAG Fee	<u>\$5,000</u>	
Net JTC 1 TAG Fees	\$268,000	+ 30,000
	=====	
Revenue Target	\$402,044	+ \$46,000
	=====	

2002 Budget

\$245,700
<u>\$157,856</u>
\$87,844
\$52,500
\$313,000
\$5,000
\$308,000
=====
\$448,044
=====

Match 2002 Budget	\$448,044
Cover Budget Deficit	\$72,212
	=====
Total Revenue Target	\$520,256
	=====

Financial Model for New Organization

MEMBERSHIP CATEGORY	REQUIRED EXECUTIVE BOARD	OPTIONAL SUBGROUPS	
		SPDB	ISSPMB
Business			
Revenues < \$100M/yr	\$9,500	<i>INCLUDED</i>	<i>INCLUDED</i>
Revenues > \$100M/yr	\$35,000	<i>INCLUDED</i>	<i>INCLUDED</i>
Government Agency	\$35,000	<i>INCLUDED</i>	<i>INCLUDED</i>
SDO			
Minor	\$8,000	<i>INCLUDED</i>	<i>INCLUDED</i>
Major	\$35,000	<i>INCLUDED</i>	<i>INCLUDED</i>
Advisory	\$7,500	\$1,000	\$1,000
Academic Institution	\$1,000	\$1,000	\$1,000
User Group	\$10,000	\$1,000	\$1,000
Consortia	\$10,000	\$5,000	\$5,000

ESTIMATED INCOME BY ORGANIZATION MEMBERSHIPS

MEMBERSHIP	#	\$	INCOME
INCITS ONLY			
Academic	2	\$1,000	\$2,000
Small Business	1	\$9,500	\$9,500
Co & Gov (advisory)	1	\$7,500	\$7,500
Subtotal	4		\$19,000
JTC 1 TAG ONLY			
SDOs			
Minor*	3	\$8,000	\$24,000
Major*	3	\$35,000	\$105,000
Company (small)	1	\$9,500	\$9,500
Subtotal	7		\$138,500
BOTH INCITS & JTC 1 TAG			
Companies & Government	10	\$35,000	\$350,000
Co & Gov (advisory)	2	\$7,500	\$15,000
Organizations (user group)	1	\$10,000	\$10,000
	1	\$12,000	\$12,000
Subtotal	15		\$396,500
TOTALS	26		\$554,000

* The difference between major and minor SDOs is that a major SDO has one or more SC TAG assignments.

Transition Plan

The transition plan must address at least the following items:

- Preparation of the procedures for the new organization - the Secretariat will initiate this activity and will enlist assistance from the JTC 1 TAG Procedures Group (JTPG) and INCITS Policy and Procedures Committee (PPC) as needed
- If necessary, undertake the revision of the MoA for US TAGs for ISO/IEC JTC 1 and its Subgroups
- Determine leadership for the first meeting of the new organization
- Manage INCITS and JTC 1 TAG letter ballots underway during the transition
- Determine membership in the new organization from the startup meeting
- Determine a proposed name for the new organization
- Clarify the goals and vision for the new organization
- Propose organizational structure

Proposed Consolidation Time Line

- **July 19, 2002** - the consolidation proposal is submitted for consideration at the August 2002 JTC 1 TAG and INCITS Executive Board meetings
- **August 5-6, 2002** - presentation of the consolidation plan to the JTC 1 TAG - the JTC 1 TAG will be asked to take a meeting vote on the JTC 1 TAG Ad Hoc on Futures recommendations for consolidation
- **August 7-9, 2002** - presentation of the consolidation plan and related JTC 1 TAG requests to the INCITS Executive Board - a meeting vote is possible, however, it is anticipated that a letter ballot will be issued following the meeting
- **August 14, 2002** - a 30-day INCITS letter ballot on approval of the consolidation plan is initiated
- prior to **September 14, 2002** - the procedures for the new organization are submitted
- **September 14, 2002** - the INCITS letter ballot on approval of the consolidation plan closes
- **September 15, 2002** - start of the JTC 1 TAG and INCITS letter ballots on the procedures for the new organization
- **October 15, 2002** - close of the JTC 1 TAG and INCITS letter ballots on the procedures for the new organization
- after **October 15, 2002** - the joint JTC 1 TAG and INCITS ballot resolution meeting is held to produce the procedures for approval and adoption at the first meeting of the new organization
- **November 11-15, 2002** - INCITS TC Officer Symposium and INCITS Executive Board meeting - presentation on the consolidation plan will be given at the Symposium
- **November 18-19, 2002** - JTC 1 TAG meeting
- **December 1, 2002** - the legal birth date of the new organization (this date was chosen because it is the start of the ITI fiscal year)
- **xxxxxx, 2003** - the first meeting of the new organization

JTC 1 TAG Ad Hoc on Futures - Recommendations to the JTC 1 TAG

1. The JTC 1 TAG Ad Hoc on Futures recommends that the JTC 1 TAG request that the Information Technology Industry Council (ITI) establish a new organization as proposed in JT/02-0372 and transfer the assigned responsibilities and the assets held by ITI on behalf of the JTC 1 TAG to the new organization.
2. The JTC 1 TAG Ad Hoc on Futures recommends that the JTC 1 TAG approve the establishment of a joint transition team led by the officers of the JTC 1 TAG and of the INCITS Executive Board to assist ITI in the implementation of the new organization outlined in JT/02-0372.

Proposed JTC 1 TAG Requests to the INCITS Executive Board

1. The JTC 1 TAG requests the INCITS Executive Board to review and approve the proposal to create a new organization as outlined in IT/02-0681.
2. The JTC 1 TAG requests that the INCITS Executive Board approve the establishment of a joint transition team led by the officers of the JTC 1 TAG and of the INCITS Executive Board to assist the Information Technology Industry Council (ITI) in the implementation of the new organization outlined in IT/02-0681.