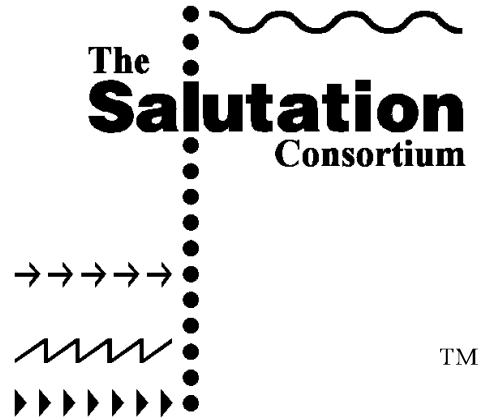


# Salutation Consortium Operations Outline



## A White Paper

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## Salutation Consortium Operations Outline

The vision of the Salutation Consortium is interoperable communications between and among all types of equipment, applications and services. This vision sees people utilizing traditional equipment in new ways to manage information flow. Equipment such as FAX machines, printers, telephones, copiers, hand scanners, PDAs, and foil projectors, will become information appliances. This vision is supported by trends of increased miniaturization and technology integration. Customer are demanding that these advances be harnessed to assist with problems of information overload and market globalization. All this in an environment of widespread connectivity, with the added dynamics of portability and the mobile work force. As a result, information is not designed around a specific type of product, but is rather tailored to meet the characteristics of the requesting device.

One problem is evident when attempting to implement this vision; how do you know what's 'out there'. The problem is one of discovery; determining the capabilities of the devices, application and services that can be encountered in this environment.

To address this problem, the Salutation Consortium has developed an architecture called the Salutation Architecture. This architecture provides a common syntax and semantics for discovery in this environment. Through the use of this architecture, an application may determine the functional capabilities of another application, a service or a device it encounters in the network. The application uses this capabilities information to personalize the interactions in the ensuing session.

The architecture is designed to be independent of operating systems and communications protocols. Therefore, its implementation may be universal in scope and independent of hardware and software type. The architecture is equally applicable in the office, the home or on the manufacturing floor. It has practical use in mobile computing, network centric computing and LAN environments. This architecture will define:

- Capabilities abstractions of device, application and service functionality
- Communication Protocol for exchanging this capability information and binding to discovered services.
- Application Programmable Interface (API) to access this capability information.
- Salutation Personalities to assemble functional units into multi-function appliances.

The consortium effort began as informal discussion between several office equipment manufactures and computer professionals. These individuals shared the vision of interoperable communications and believed that the key to achieving this vision was a technology for capabilities discovery. Realizing that successful roll-out of the technology was directly related to the accessibility and availability of the technology, and the responsiveness to user requirements, the original team began building an open industry consortium to own and manage the technology.

This paper describes the structure of the consortium as it is proposed today. The structure will continue to be developed with a target for consortium formation slated for late Spring of 1995.

## **Salutation Consortium Overview**

The Salutation Consortium is a non-stock, non-profit corporation. This model provides isolation from the member companies, assuring independence from 'owning members' structure that can develop in other models. This affords equal rights and privileges to each of the consortium members as prescribed by their membership level. Membership fees are reasonable and are believed to be affordable across the range of companies and organizations that may be interested in joining. There is no restriction to membership; interested companies, organizations and individuals are encouraged to join at the participation level equal to their interests. Members may choose to observe consortium activities, or fully participate in the development and maintenance of the Consortium technologies. Membership provides access to the technologies as they are being developed, and other considerations not offered to non-members.

### **Purpose**

The purpose of the Consortium is to promote interoperability among devices, applications and services, across paper management, telephony, and computing domains. The Consortium supports the notion of accessing information through interconnection of heterogeneous information appliances, independent of network and application providers, with a goal of perpetuating an exchange of information anytime, anywhere. The consortium provides an open forum for discussion of topics related to this purpose. The Consortium will own the Salutation Protocol Architecture and be responsible for promoting its use, extending its scope, and assuring its quality.

### **Scope**

The scope of the Consortium is the exchange of capability information between multiple classes of devices, applications and services. This capability information represents abstractions of functional and physical characteristics of the devices, applications and services. A user of this capability information may interoperate with other users such that:

- the type and format of information may be selected, accessed, modified and otherwise shared between users in a manner that might not otherwise be possible, and
- the resources and investments to support of interpretation might be reduced .

Within this scope, the Consortium and its members may:

- - Identify, support and, as necessary, work to enhance existing standards that support the purpose of the Consortium.

- -Create, as necessary, specifications defining Salutation Protocols and Application Programmable Interfaces which provide a common method of accessing and controlling the capabilities of interoperating devices, applications and services.
- - Submit the results of the Consortium work, at the appropriate point in time, to appropriate standardization bodies as the basis for recognized international standards.
- - Promote the interoperability and any associated architectures and standards through techniques such as publications, demonstrations, and seminars.

## **Consortium Membership**

There are three levels of membership, providing a choice to prospective members to meet their specific technical interest and business requirements. Each membership level has a membership fee that has been set in relationship to the rights and privileges of the membership level. The fees are used to offset expenses for the consortium. In keeping with the desire for openness, fees are purposely low in comparison to other industry consortium, providing affordable access to the benefits of consortium membership. The three membership levels are described.

The **Core Membership** level is open to legal entities. A Core Member may provide representatives to any and all committees of the consortium. Core Member representatives will carry a vote for the Core Member, and may cast that vote, as required, at committee meetings. The Core Member will have access to the Salutation Protocol Architecture Specification as it is being developed. Core Member companies will nominate and elect representatives from their membership level to seats on the Board of Directors of the consortium. The fee for Core Membership has been set to \$50,000 per year. Core Members will also be eligible for certain discounts for Consortium services.

The **General Membership** level is open to legal entities. A General Member may attend any and all committees of the Consortium and may attend the Board of Directors meetings. Although the General Members will not have voting privileges at the committee meetings they may express their opinions. General Members will have access to the Salutation Protocol Architecture Specification as it is being developed. General Member companies will nominate and elect a limited number of representatives from their membership level to seats on the Board of Directors of the consortium. The fee for General Membership has been set to \$5,000 per year. General Members will also be eligible for certain discounts for Consortium services.

The **Individual Membership** level is open to individuals. Individual Members may attend any and all committees of the Consortium. Although the Individual Members will not have voting privileges at the committee meetings, they may express their opinions. Individual Members will not be eligible for a seat on the Board of Directors of the Consortium. The Fee for Individual membership has been set to \$300 per year.

## **Consortium Structure**

## **The Board of Directors**

The Consortium is governed by a Board Of Directors. The Board of Directors is made up of representatives from the Core Membership. All Consortium business will be reviewed and approved by the Board of Directors. Each of the Board Members will have voting privileges to be used, as required, to resolve items before the Board. Because the number of Core Members is potentially large, a Board of Directors made up of one representative from each Core Member could become too large for practical management. As a result, the size of the Board of Directors will be limited. Several alternatives for size limitation are being considered at this time.

Board Members are volunteers from the Core Member companies. As such they are not paid by the Consortium, nor are their Consortium related expenses reimbursed. There will be one regularly scheduled Board of Directors meeting each year. Other meetings are called as demanded by Consortium business.

The Board of Directors nominates and elects Consortium Officers consisting of a President, a Secretary and a Treasurer. These individuals come from a different geographic region to assure that a Consortium Officer is available, as required, to support Consortium related functions within these regions. The Officers are not the same individuals as the Board Members, and do not have voting privileges at Board Meetings.

## **The Consortium Committees**

The Consortium has three standing committees. They are the Architecture Committee, the Operations Committee and the Public Relations Committee. These committees will be staffed with individuals from the Core Member companies. General members may also participate in these committees. The size of the Committees will be self-limiting, as all members are not interested in the activities of all committees. Only those Core Members who volunteer for Committee participation will receive voting privileges in that committee, to be used, as required, to resolve items before the Committee. Committee Members are volunteers. As such they are not paid by the Consortium, nor do they have their Consortium related expenses reimbursed. Committee meetings are called by the Committee Chairperson, who is elected from the Committee representatives. The three standing Committees are now described:

**The Architecture Committee** is responsible for the development of and maintenance of the Salutation Specification. This committee has 5 subcommittees:

**The Architecture Framework Subcommittee** - responsible for the overall structure of the Salutation Protocol Architecture, charged with assuring platform and communications technology independence, extensibility and robustness.

**The Hard Copy Subcommittee** - responsible for developing semantics for expressing the capabilities of paper oriented devices such as printers, copiers, scanners and FAX machines.

**The Telephony Subcommittee** - responsible for developing semantics for expressing the capabilities for telephone equipment and services.

**The Compute Subcommittee** - responsible for developing semantics for expressing the capabilities for computing devices such as desktops, laptops and hand-held devices, personal computers and digital assistants.

**The Application/Services Subcommittee** - responsible for developing semantics for expressing the attributes of application and information services such as scheduling, conferencing, work flow, etc.

The Architecture committee is also responsible for any models, prototypes or sample code that may be necessary to test, demonstrate or otherwise prove concept or support development.

**The Operations Committee** is responsible for developing the business structure of the consortium. Among the responsibilities of this committee are nominating the consortium President, Secretary and Treasurer, developing an overall budget for the consortium operation, developing and maintaining the Consortium by-laws, and assuring the day-to-day operations of the consortium are being address.

**The Public Relations Committee** is responsible for developing and executing consortium promotion activities. These include regular press updates, industry shows, technical seminars and other devices designed to garner support for the Consortium, and implementation of its technologies.

### **The Secretariat**

The day-to-day operations of the Consortium are managed by the Consortium Secretariat. The Secretariat consists of the elected officers (President, Secretary, Treasurer, and Managing Director), a Technical Director and Assistants, a Public Relations Staff, Accounting and Fulfillment staff and Legal Counsel. All individuals will have consortium related expenses paid for by the consortium. The President, Secretary, Treasurer, Technical Director and Technical Assistants are employees of Core Member Companies. All but the Managing Director are considered part time positions and their time is donated by their employer. The Managing Director is considered a full time position. The positions of Public Relations staff, Accounting, Fulfillment, and Legal Counsel are subcontractors to the Consortium. A brief job description for each position follows.

The President is ultimately responsible for the overall operation of the consortium, as well as the day-to-day operations of the consortium within a specific geographic region. This includes providing overall co-ordination, scheduling of Board of Directors meetings, coordinating consortium sponsored marketing events, and speaking with the press, consultants, implementers and prospective members as required.

The Secretary is responsible for preparing and maintaining a list of members, recording and maintaining the proceedings of meetings the Board of Directors, and shall have custody of the

corporate seal of the Consortium. Additionally, the Secretary will be responsible for the day-to-day operations of the consortium with in a specific geographic region. This includes speaking with the press, consultants, implementers and prospective members as required.

The Treasurer is responsible for the custody of and shall manage the corporate funds, and shall keep full and accurate accounts of receipts and disbursements in books belonging to the Consortium. Additionally, the Treasurer will be responsible for the day-to-day operations of the consortium with in a specific geographic region. This includes speaking with the press, consultants, implementers and prospective members as required.

The Technical Director is responsible for coordinating the technical activities of the Consortium, including development and execution of Consortium sponsored technical events, maintenance and publication of the approved versions of the Salutation Protocol Architecture Specification, development and maintenance of any working models or prototypes of the Consortium technologies, and management of a public accessible technical forum for discussion of the Consortium sponsored technologies. The Technical Director will have assistants within the geographic regions to assist in execution of these duties.

The Public Relations Staff have coordination and execution responsibilities for the promotion of the consortium, its technologies, and activities. They will manage the promotion across geographic regions. They will maintain press relations and assist in business and trade show exposure.

Fulfillment consists of a first point of contact for consortium information. Fulfillment will send out information packets to prospective members and fill requests for published specifications.

Accounting provides staff assistance to the Treasurer, manage moneys for Consortium, collect dues and fees, disperse funds, maintain books and provide yearly reports.

Legal Counsel provides legal assistance as required.

### **Structures for Success**

To assure dynamic and active progression of the Consortium technologies, and to meet the swift time to market demands of the industry, it is necessary to assure that the consortium structure and operating processes do not inhibit progress. As a result, the consortium allows for voting by FAX, E-mail or telephone, thus eliminating the need to travel to meeting locations. The consortium voting procedures also provide for discounting abstains when tabulating vote, thus allowing progress on items that have little or no interest to certain members. There is liberal use of modern electronic means to support the Consortium business. For example, the specification are available on line, Consortium forums are accessible through the internet, and a Consortium Home Page is available on the World Wide Web.

### **Other Considerations**

The Salutation Protocol Specification is made available free of charge. There is a nominal charge to off-set publication and handling charges for hard copy versions of the Specification. It is the intention of the Consortium that members and non-members alike may freely implement the specifications without royalties.

The Consortium is currently negotiating to provide reference code for consortium technologies. Implementations of the architecture including SDK and toolkits are available from independent suppliers.

The Consortium is currently negotiating for a certification tester to accompany a certification processes to assure that implementations of the Consortium Technologies are true to the specification, and that quality is maintained across the industry.