

New look for Network News

Respondents to last year's Reader Survey said they wanted an updated look for the publication, and this issue introduces a fresh, new design for *Network News*. Additional refinements to the new format are expected after the Branding Ad Hoc committee finishes its work.

We hope you like the new design, so let us know what you think. Send comments to Kathy Kowalenko, at k.kowalenko@ieee.org or call ext. 6825.

Planning for future growth

by Kathy Kowalenko

Rethinking how the IEEE conducts its business is key to its intention of becoming a more flexible and nimble organization. To achieve these goals, two ad hoc committees of the Board of Directors were formed this year to streamline decision-making and develop a new financial model.

Decision-making

The need to decentralize the decision-making processes and enhance response time in general is the rationale behind forming the Streamlined Decision-Making Committee.

Because the areas being reviewed are so wide-ranging, this committee split into four subcommittees: governance principles and policies, standing committees of the IEEE Board of Directors and Executive Committee, the decision-making process for entities, and the procedure for how entities state their position on areas of interest to the IEEE.

continued on page 2

It's not combat, but frontline training is important

by Michelle Meeh



The first class of employees to be certified as frontline professionals. Back row, from left: Melanie Barnes, Mary Ann Erazo, Tammie Grant, Bonnie Moye, Anita Mc Lean, Lori Dini, Anita Kavanaugh, Jean Miele, Jackie Obuch, Barbara Mergner, Bill Cook, Tomy Mayers, Marianne Schmidt and instructor Tim Sotomayor. Front: David Ringle, Mary Laties, Migdalia Arocho, Dorothy Norman, Evelyn Hargrove and Ford Frick.

Just as the military trains its personnel on the front lines to be alert, knowledgeable and prepared for any situation, the Quality College Frontline Professional Program helps staff members in Customer and Member Services — the IEEE's front lines — to meet and exceed customer expectations.

The Frontline Professional Program was launched in 1997 by Quality College when Member Services and Customer Service employees requested training to help them deal more effectively with both external and internal customers. Patrice Ventura developed the classes and Tim Sotomayor currently conducts the program.

The classes cover how to constantly impress customers, tips for dealing with multi-lingual customers, resources available at the IEEE to help with translations, developing special relationships with customers, techniques on how to maintain composure while working with a challenging customer, and real-life case studies.

continued on page 2

IN THIS ISSUE

- | | | | | | |
|---|----------------------------|---|--------------------------------------|---|-------------------------------|
| 1 | Planning for future growth | 4 | Project management | 6 | 1999 IEEE President Ken Laker |
| | Frontline training | | | | IEEE LEOS |
| 2 | IEEE mentors | 5 | Financial Advantage mortgage program | 7 | People |
| 3 | Memorable vacations | | | | Pursuing a graduate degree |

Streamlining

continued from page 1

Some of the specific issues the subcommittees are addressing are generic titles, standing committees and entity decision making.

Staff, volunteers and most members may understand the difference between designations like IEEE President, IEEE-USA President and IEEE-Standards Association President, but these presidential titles can be confusing to the public, especially when these officers are quoted in the general press. Therefore, generic titles used for volunteer and staff positions are being reviewed.

There are many standing committees of the BoD and ExCom. Each of these will be reviewed to determine if its operation, size, or structure should be changed. Although committee oversight will still be needed, there may be better alternatives such as ad hoc committees, volunteer advisors or paid professional advisors.

Another goal is to make it easier for IEEE entities to work together to launch new products and publications.

"To launch a new product requires so many layers of approval that it sometimes has taken years to get through the system," says Executive Director Dan Senese. "We need to reduce the response time to make it easier to introduce new processes and products."

Many entities such as Technical Activities and Regional Activities already are looking at their processes.

"New processes should also make roles more clearly defined. Once that is done, everyone has a much easier job," notes Dan.

New financial model

Staff and volunteers are full of ideas for new initiatives. Many of these new projects and even the older projects generate revenues. But sometimes, the overall infrastructure costs are not matched with the revenues. The new financial model is an effort to properly allocate the infrastructure costs of "shared" services of the IEEE such as administration,

information technology and governance to match where the revenues are distributed.

"What we want to do is charge directly the costs that can be easily identified as being there for the benefit of some other unit and push them across entity lines," explains Dick Schwartz, Business Administration.

"For example, the costs for a product marketing manager who spends 100 percent of his or her time working for an entity should be moved from Marketing to that entity," he adds.

The IEEE's Finance Committee has recommended that the remaining infrastructure costs be allocated on some basis. At this stage, open volunteer debate is going on to determine what the basis should be.

If the IEEE Board of Directors approves a new financial model in November, the program could begin as early as next year. ♦

Frontline training

continued from page 1

The program consists of nine classes, followed by an assessment test that participants must pass to receive certification as Frontline Professionals. Each class runs about 1-1/2 hours and the entire set of classes is given over a few weeks. After completing the classes, participants receive study guides to prepare for the assessment tests. Twenty employees received the program's first certification in April.

New employees in both departments are automatically enrolled in the certification program when they are hired. But the program is open to all employees. Staffers in Finance, Meeting Planning Services, Technical Activities and Corporate Activities also have received training.

"The Frontline Professional classes showed me new ways and refreshed old methods of handling problem customers, and how to work with non-U.S. members," says Jackie Obuch, Member Services.

The class on "working with challenging customers" taught Jackie to stop, relax and

Frontline Professional Program classes

- ◆ Exceeding Member and Customer Expectations
- ◆ Managing Member and Customer Expectations
- ◆ Working with Multilingual Members and Customers
- ◆ Communicating a Caring Attitude
- ◆ Communicating Service
- ◆ Communicating Effectively with Challenging Members and Customers
- ◆ Motivated to Serve
- ◆ Teamwork in a Service Environment
- ◆ "What's Wrong with This Picture?"

calm down before trying to tackle a difficult situation.

Even for those who think they handle customers well, she notes, "It's nice to learn something new; a little change in how you're operating can make a big difference. It's what you do every day, but presented in a different manner.

"The certification is a great program because it makes you think about your job, how important it is and what kind of image you're presenting to the members," says Jackie.

Mary Laties, Member Services, says the classes reinforced many of the skills and techniques her area already uses, and offered practical hints and organizational skills.

"Although Member Services always focused on the members' expectations and how we can meet them, the classes better equipped me to deal with the member and customer," explains Mary. ♦

What it takes to be a mentor

by Laura Durrett

Students in the sixth, seventh and eighth grades are very impressionable. The IEEE discovered this through the annual one-day "shadow" program with Quibbletown Middle School, Piscataway.

To continue its involvement with

youngsters beyond just that one day, the IEEE and Quibbletown developed a mentoring program, which just ended its first school year. The program's purpose is to help students increase their sense of self-worth and self-esteem, in addition to sharing cultural and life experiences.

Beginning in January, 22 volunteer staff mentors met with individual students in weekly 45-minute sessions at the school. The IEEE worked closely with school counselors and teachers to match students and employees. All mentors received training from the school before the program began.

The mentor's role is to spend time each week just listening to their mentee's thoughts about school, test scores, after-school activities, family or life in general in an objective, non-judgmental manner. Both mentors and students kept separate journals of their weekly discussions.



Debra Schiff

"I enjoyed meeting with the young lady who was my mentee," says Debra Schiff, *Magazines/Newsletters*. "Our mentor-mentee relationship grew over the months. She learned how to make a presentation and the importance of bringing her grades up, and I learned all about how kids think. The counselors and the staff of Quibbletown were also very helpful."

Stella Paone, Human Resources, the program's coordinator and a mentor herself, says, "I have gained so much from this program, and I have seen such a positive change in my mentee."



Stella Paone

"In the beginning she was shy and would not make eye contact with me," explains Stella. "After meeting with her since January, she is perky and looks forward to sharing things during our weekly meetings. Best of all, the number of visits to her guidance counselor have been greatly reduced."

The mentor program, the shadow program and the Take Our Children to Work Day are prime examples of the IEEE's support of programs for young people and involvement with the community. That commitment did not go unnoticed. The IEEE recently was recognized as Piscataway's "Business of the Year" by the Township's Education Foundation for its efforts to help the students of Quibbletown Middle School and the community in general.

The school's guidance counselors and the mentors recently met to share ideas and assess the program. Plans are to continue the program for the 2000-2001 academic year in September.

"Mentoring gives the kids a sense that someone outside of their family and friends could care about their well being and their grades," adds Debra. "It also allows the mentors to give back something to the community."

Working with young people is more important today than ever and being a mentor is a way to make a difference. ♦

Memorable vacations to Thailand, Spain and South Africa

by Bernice Evans

Many of us only fantasize about vacationing in exotic locales, but three adventuresome staffers, Anne Marlotte, Human Resources; Gadi Kaplan, IEEE Spectrum; and Tom Suttle, IEEE-USA, turned their fantasies into reality.

Cruising the "River of Kings"

Thai villagers stared at the small group of people on the ornate, converted rice barge as it cruised down the Chao Phraya, known as the "River of Kings." Halfway down the river, the boat docked for dinner at a Thai village with dirt streets and shacks. One of its three passengers was Anne Marlotte, who was taking an overnight cruise from Bangkok.

"It must have looked so outrageous —

three women with a boat to themselves!" says Anne. "Since we weren't young enough to be rock stars but were attracting so much attention, we called ourselves the 'Spice Mothers.'"

Before docking, the barge passed hundreds of canals, rice paddies and houses on stilts. This view of Thailand was spectacular, according to Anne.

The next morning, she and the others went to the village's Buddhist Temple to receive a traditional Thai Buddhist blessing and to "make merit" or leave an offering of money or some other type of gift for the monks.

In Thailand, the Buddhist Temple is the center of the community. Animals such as cats, dogs and chickens are free to roam, an unusual sight to experience, according to Anne.

Anne recommends that visitors to developing countries read extensively about the country, dress conservatively to blend in and respect the culture.

Flamenco in Seville

They were not young women, each maybe 50 and 70 years of age. One woman sang and the other danced. The place was old, but its spirit young.

"The dance is so authentic and from the gut," says Gadi Kaplan, describing flamenco dancers performing in a little bar at the edge of Seville, Spain. "You can feel the enthusiasm and spirit in their performance."

"Only the locals frequent this bar. There were no foreigners except for me, my son and daughter," explains Gadi. "The people were very warm and hospitable."

According to Gadi, he learned of the bar and dancers from a local — the sister of his daughter's girlfriend from college.

"While walking the extremely narrow streets of Seville, I saw balconies overhead, just the kind you read about in the classic stories," recalls Gadi. "The city reminded me of the opera, *Don Giovanni*. All the sets I have seen of the production were of this setting."

According to Gadi, even new structures in Seville are built to blend with the city's

Travel tips

by Gretchen Hauselt

Take some of the stress out of family vacations with these handy travel tips from IEEE Travel Services.

- ◆ When choosing a destination, keep in mind the ages, likes and dislikes of all family members. Make a list of what each person would like to see and do to ensure the trip includes something special for everyone.
- ◆ Look for resorts and hotels that have children's programs. Kids like to spend some time with others their own age instead of just siblings, and vacations should also give parents a break!
- ◆ Plan to stay in one spot and make occasional day trips from there, especially if your children are under age 8. Younger children have difficulty adjusting to new surroundings, and packing and repacking all their clothes and toys is not much fun for you either!
- ◆ Arrive well before dark so kids have time to explore their surroundings and feel at home before they go to sleep.
- ◆ If you travel all day in a car or airplane, set aside most of the next day for action-oriented activities.
- ◆ Consider boarding an airplane as late as possible in the boarding period, rather than first. That way the children can be active as long as possible and haven't tried all of the activities they've brought before the plane even takes off.

Finally, let IEEE Travel Services help you plan your family vacation. They can help find the lowest prices on vacation packages, airfares, hotels and more.

Vacations

continued from page 3

history and care is taken not to violate the original architecture.

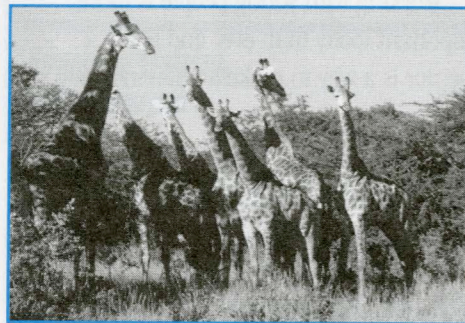
Gadi described drinking tea in Knights Hall, an awesome structure from the 12th or 13th century near Toledo. Gadi recommends visiting a *parador* — a government-owned building — which often has luxurious lodging and restaurants with views that are typically stunning.

"It can be your castle for the night," says Gadi.

The magic of animals

It was midnight, with an almost-full moon shining brightly on the Indian Ocean beach. As the group watched, giant sea turtles laid their eggs on the beach. Tom Suttle popped a bottle of champagne to toast a special birthday, his 50th. The place was the Phinda Private Game Reserve in South Africa.

Later that day, Tom watched a herd of more than 40 elephants frolicking in a lake, acting just like small children and spraying each other. "The elephants in that lake were magical," Tom says.



One of Tom Suttle's fondest vacation memories

"I couldn't think of a more special place to be on my birthday," he recalls.

Tom stayed at the game lodge and headed out at 5:30 each morning for the first of two safaris. Each four-hour trip was in an open vehicle. For dinner, the group had to be escorted across an open area to another building to avoid becoming a snack for animals roaming the game preserve.

According to Tom, Africa's often difficult travel conditions make it helpful to use an established tour guide. He planned this trip well in advance and read brochures from dozens of tour companies. Tom has also visited Kenya, Tanzania and Uganda. His fondest memories are of the magnificent animals like giraffes and hippopotamuses.

"The magic was with the animals. The

experience there was just absolutely wonderful," he says. "The best I ever had, without exception." ◆

Putting project management into action

by Kathy Kowalenko

Imagine building a house for the first time. Where do you begin, and who does what when? Although the steps may be different than managing a project at work, the planning process — known as project management — is the same.

To help project managers with what they need to know, the Quality College Project Management course provides training on such areas as how to negotiate personnel assignments, time commitments and delivery dates, to managing changes, identifying risks and developing contingency plans.

Three IEEE entities that have successfully put the Project Management training into action are IEEE Press, Human Resources and Information Technology.



Karen Hawkins

Karen Hawkins, IEEE Press, uses project management techniques on the *Engineering Tomorrow* book because so many parts of the organization are involved as well as high-profile experts such as Gordon Moore, Arnold Penzias and Charles Townes.

The first sign that this project needed a project management process was when 20 people gave their input on the preliminary interior design.

"When we got the design back, it was not what we had been looking for," explains Karen. "In fact, it wasn't what any of the 20 people were looking for!"

Shortly afterward, Karen attended the Project Management class. When the instructor listed "things not to do" — such as involve too many people, give everyone's

opinion equal weight and hold too many meetings — Karen realized changes had to be made.

First, IEEE Press was assigned to manage the editorial side of the project. Next, the core team was scaled down to four people. Weekly updates are now required and the writers' progress is posted in a PDF format for everyone to view.

"The weekly update was the most valuable tool that I came away with from the class," notes Karen. "And once we imposed a structure, everyone was able to give better results."

Also providing better information to the vendors the first time keeps rework and overtime costs down, Karen says.



Casey Della Salla

Casey Della Salla, Human Resources, and Ken Marotta, Information Technology, used project management techniques to implement a Lotus Notes database to track recruitment. Flow diagrams were created for each step of the recruitment process from job descriptions, personnel requisitions and resumes, to job-offer letters and approvals, along with all the required forms.

"When we started rolling out the database, I put together the project plan so people knew what had to be done," says Casey. "We had to divide all that labor between a few people and determine exactly when things had to be completed."

Casey also uses project management procedures for developing new Quality College technical courses and mechanizing human resources processes.

Information Technology has been using project management for several years. Projects weren't as automated in the past, but I.T. has always used this system and still maintains paper control of its projects.

Over a year ago, I.T. developed a "methodology" or outline that must be followed to help maintain consistency throughout every project. The outline

guides a project manager step-by-step through all the basics from analysis requirements to actual implementation. Procedures for quality assurance have been recently added.

Lori Potter, Information Technology, has been managing the annual membership renewal project for I.T. for several years. Every task for the renewal is tracked using project management methodology.

"By doing a better job of laying out things and seeing everything ahead, we've gotten much better at both planning and estimating how long projects will take," explains Lori. "Things don't get overlooked as much as they did before."

"In the end, implementing a formal methodology probably added to the length of a project, but overall, the quality of the projects got much better." ◆

Home sweet home

by Joann Kilyk

If your dream is purchasing a first home, vacation home, luxury residence or refinancing a current mortgage, the IEEE can help you achieve that dream.

The IEEE Financial Advantage Mortgage Program, through Chase Manhattan Mortgage Corporation, offers IEEE U.S. employees free pre-approval, waives the application fee, assigns a dedicated representative and provides quick turnaround. Plus, employees receive up to \$300 off closing costs. Applying for a mortgage is as easy as making a phone call from your home or office.



Stacy Lehotzky

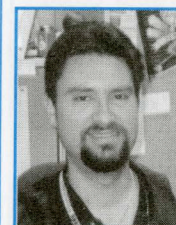
Stacy Lehotzky, Meeting Planning Services, learned about the Financial Advantage Mortgage program and figured she had nothing to lose. Stacy and husband, Nick, decided they didn't want to continue to pay rent if they could afford to own a house.

"Our first venture was to get out and start looking for houses. How depressing!" says Stacy.

"Everything was so expensive. We tried to figure out how much of a loan we could afford but we were way off. We ended up qualifying for a house \$30,000 more than we estimated. That makes a huge difference," explains Stacy.

According to Stacy, the Chase Manhattan Mortgage representative, Tony Clintock, suggested she and her husband aim high, and pay as much as they could now because their salaries would only increase in the coming years.

"Tony reviewed all the basics with us and told us what we could afford. He spent his personal time on a Sunday on the phone with us, the day we found our house," explains Stacy. "It really showed us how dedicated he is to his job and clients."



Bill Thiemann

Chase Manhattan also helped Bill Thiemann, Financial Services, and wife, Cheryl, get one step closer to their dream. When Cheryl was eight months pregnant, they decided it was time to buy a house but needed to move quickly.

"Tony acted fast — working morning, noon and night — and did all the leg-work," explains Bill. "It seemed that Chase Manhattan was willing to bend over backwards for its customers. We were very happy with the service and received a favorable interest rate on our mortgage."

According to Bill, Chase Manhattan has a large staff of very resourceful, experienced employees.

Chase Manhattan Mortgage Corporation is one of the America's leading providers of home financing with a nationwide network of offices.

For more information, call Michele Pocchio, IEEE Financial Advantage, ext. 6589 or Tony Clintock, Chase Manhattan, 800 272 1065, ext. 235. ◆

Getting to know the 1999 IEEE President

by Greg Kohn



1999 IEEE President Ken Laker

Dr. Ken Laker, this year's IEEE President, is playing a hands-on role in guiding the IEEE into the 21st century, but that doesn't mean that he's doing it from the Institute's Operations Center.

"I intentionally try to stay away from Piscataway as much as possible," says Ken. "It's not that I don't like it there, but I'm trying to set a precedent where you don't have to live in the shadow of Piscataway to be IEEE President. I'd love to see future presidents come from the various Regions outside North America."

Ken believes the IEEE President should be the IEEE's chief executive officer rather than its goodwill ambassador. And with more than 20 years of experience in the IEEE — including vice president of Educational Activities and president of the IEEE Circuits and Systems Society — he seems tailor-made for such a role.

"Having been involved with many facets of the IEEE during my career, I have good rapport with a variety of leaders throughout the Institute," he explains. "So I really do believe I can impact the direction the Institute takes in the future."

Specifically, Ken hopes to use those connections to help mold the IEEE into a technical leader for the next millennium. He stands firmly behind the Institute's current drive to offer all its periodicals via the Web "so an engineer in Poland can have the same access as someone in California." In fact, by allocating funds from the Office of the President toward such efforts, he hopes to set an example for IEEE leaders to not only make use of current technology, but also to bring it to new heights.

"The IEEE should — and can be — be the world's model for the best practices of electronic media," he says.

Laker also would like to see the IEEE unleash the Internet to conquer issues such

as continuing education and globalization.

"While attending conferences and classes in person does have its advantages," he notes, "it's becoming a thing of the past. By putting those types of events on the Web, engineers from all over the world can get the information they need at their own convenience."

Should anyone question the president's push for technological innovation, they need only examine his daily schedule. A full-time professor of Electrical Engineering at the University of Pennsylvania, Ken opted not to take a sabbatical during his presidency. So to keep up with the rigors of teaching a full-collegiate course load as well as his regular slate of continuing-education courses, he must practice what he preaches.

"I joke to my colleagues that I have two full-time jobs and three part-time jobs," says Ken. "The truth is I'm constantly using email and the Internet to remain up to speed. I even bought some new videoconferencing software that I can't wait to try."

Ken relishes his time with his wife, Mary Ellen, and three sons — or at least what time there is these days. He enjoys catching a ballgame with his boys as much as dabbling with his flight simulator software, activities he plans more of when he takes a sabbatical after his term expires.

"I think it's easy to underestimate the demands of this job, especially the travel," Ken says of the IEEE presidency. "I'm just thankful my wife gets to travel with me. I can't imagine keeping up a marriage from different ends of the world." ♦

PROFILE

IEEE Lasers and Electro-Optics Society Executive Office

by Kathy Kowalenko

When the work of a very successful one-person business becomes more than the owner, friends and family can handle, it's time to move to larger quar-

ters with permanent staff. Like that small business owner, that is just what the IEEE Lasers and Electro-Optics Society did in 1987 when it established an executive office.

"The office was set up to provide overall administrative leadership for the Society because the activities had expanded to where the volunteers just couldn't handle it by themselves anymore," says Executive Director Ed Labuda. Ed works with the LEOS Board of Governors to develop business and strategic plans for the Society, and he and the LEOS treasurer manage the Society's finances.

Not all IEEE Societies' executive offices are located in Piscataway, but having an office in the Operations Center is helpful, according to Ed.

"It's a big advantage because we interface with the rest of the IEEE so much," he says. "I don't think we would consider going anywhere else."

The Society has almost 7,000 members, half of whom are outside the U.S. LEOS members work in many different fields that use lasers and electro-optic technologies. These include medicine, biology, materials shaping and telecommunications. In the telecommunications field, almost all long-distance traffic is carried on optical fibers, and lasers are used to produce the pulses that carry the information.

The executive office has three main functions: publishing, conference activities and administration.

Publishing

The publication office is new to the Society, and is supervised by Fran Jetko and four staffers. It was created to help improve the time to publication for the Society's four internationally-known journals, which generate almost \$2 million a year in revenue for the Society.

"Four years ago it was not uncommon for papers in the archival journals to be out for review for more than one year, sometimes close to two years," says Fran. "We're

continued on page 8

PEOPLE PAGE

In memoriam

by Greg Kohn



For those in the IEEE who had the pleasure to work and interact with Valerie Zelenty, her death on 9 April was an immeasurable loss.

"Valerie was a true professional who had a tremendous amount of initiative and drive," said Judith Gorman, managing director of Standards. "And as a human being, in addition to being a deeply ethical individual, she could be counted on to ease our burdens with 'little acts of kindness and of love.'"

Those acts included coordinating the department's birthday lunches, urging peo-

ple to support her March of Dimes walks, and baking cakes and breads to share with her co-workers.

An employee of Standards Activities for six years, Valerie's most recent position was associate manager, Standards Publishing. Her main responsibilities included managing the editorial process and coordinating the activities of six editors.

Valerie also served as the Standards Electronic Publishing group's primary liaison to working group volunteers and the department's wide network of freelance editors. They all relied as much on Valerie's intuition and editorial expertise as her good cheer.

As word spread about Valerie's death, many volunteers contacted Standards with

their condolences. Don Loughry, IEEE Standards Association President, knew Valerie throughout her IEEE career. He remembers her as a dedicated, cheerful and enthusiastic contributor to the IEEE Standards program, and echoed the thoughts of many that her talents and energies will certainly be missed.

"We cherished Valerie's friendship and her dedication to publishing high-quality standards," said Susan Tatiner, director, Standards Publishing Programs. "We'll miss her smile and her wicked sense of humor — and I think we always will."

Valerie is survived by her mother, three brothers, three sisters, and many nieces and nephews — and by everyone at the IEEE who worked with and cared about her. ♦

Mastering the art of learning

by Christy Bouziotis

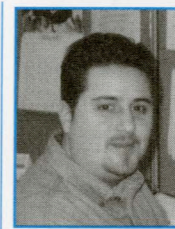
"Lifelong learning" and "continuing education" are phrases used often in promoting IEEE educational products to members. But some staffers who are pursuing graduate degrees have taken these concepts to heart.



Patty Mickus

Patty Mickus, Educational Activities, recently received her master's degree in corporate communications from Fairleigh Dickinson University, Madison, N.J. As media producer for Educational Activities, Patty is glad the school offered such courses as "Presenting Technical Information" and "Audio/Visual Equipment." What she liked most about Fairleigh's program though is how it encourages students to use their own careers as a resource for various projects.

"My professors were really big on bringing textbook information to life," she explains.



Carl Bien

Carl Bien, Financial Planning and Budgeting, began his MBA program at Rutgers University's New Brunswick, N.J. campus last fall. Now a veteran of the graduate school grind, Carl is significantly less anxious about starting his second semester than he was his first.

"I had been out of school for almost six years when I finally decided to go back," explains Carl. "What I observed on the first day was how determined and serious all the students are. It generated a very competitive atmosphere and made my desire to succeed even greater."

Carl enjoys interacting with other business professionals in his classes and looks forward to completing his degree in May 2002.

Nichole Brownlee, Corporate Communications, shares Carl's enthusiasm as she pursues her master's in human resources management, a degree she expects to receive in December 2000 from Rutgers University. Nichole appreciates that the

Rutgers' program emphasizes practical application.

"Since many of the students come to class from their full-time jobs, we're able to relate theory to actual work experiences

in our class discussions and research projects," she explains.



Nichole Brownlee

continued on page 8

You must have been a beautiful baby!

Who did this cuddly tot grow up to be? (Clue: This New York employee's favorite tune is "The Marines' Hymn.") Email your best answer to Kathy Kowalenko and perhaps you'll win a prize for being the first to guess correctly. Prior contest winners are ineligible. The employee's identity and the winner will be announced in the next Network News.

The baby in the first quarter 1999 issue was Sharon Richardson, IEEE-USA. The first person to identify her was Michell Scott, IEEE-USA. Thanks to all who participated.



Mastering the art of learning

continued from page 7

Nichole's pursuit of a graduate degree came as a result of an interest in the human resources field as well as her desire to grow both professionally and personally.

"The IEEE's reimbursement benefit is also a motivating factor," she adds.

Through its tuition reimbursement program, the IEEE helps employees continue their education and achieve lifelong learning.

Just ask Patty, Carl, Nichole or even me!

I will complete my doctoral degree in English from Drew University, Madison, N.J., in May 2001.

Find out more about the tuition reimbursement program at <http://staff-web.ieee.org/human-resources/tuition.htm>. ♦

LEOS

continued from page 6

now running somewhere between eight and nine months from paper submission to publication."

The staff has cut the turnaround time by coordinating the entire process. They categorize the papers for the journals, number them and send them to the associate editors, who assign reviewers. Using a database to capture each paper's information, the staff makes sure the reviews are completed on schedule

and the papers are returned on time.

Wendy Rochelle,
Gail Walters



Back row from left: Samantha Padilla, Laura Van Savage, Samantha Blodgett, Marlene James, Ed Labuda.

Front: Elsie Cabrera, Fran Jetko

"It's a fairly daunting challenge to keep track of all these papers," explains Fran. "We serve an important role in really taking care of each paper as it goes through the process from submission to acceptance or rejection."

According to Fran, more volunteers are willing to be editors because the work of the staff enables them to do their job better and faster.

Conference activities

"The biggest skill we bring in conference management is providing the technical program management," says Samantha Padilla, who manages this area with four other staffers.

"We actually run the technical program committee meeting where the committee members decide which papers to accept or reject and which papers go into which session. That's probably our core competence."

LEOS sponsors or co-sponsors almost 30 conferences a year, either with financial support or by managing the conference. From developing technical programs, negotiating with hotels and registering attendees, to promotion and publicity, some aspect of every conference is within the Society's control.

The conference activities area developed a database to track members' registrations, technical interest profiles, technical papers they've written and conferences attended. The database has even helped to cut the turnaround time for producing an advance program from weeks to a matter of hours.

The database will soon be combined with the publication database to provide a

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Carrie Briggs

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Christy Bouziotis

Jayne F. Cerone

Annette Codispoli

Laura Durrett

Bernice Evans

Nancy T. Hantman

Evelyn Hargrove

Joann Kilyk

Greg Kohn

Michelle Meeh

Ken Moore

Lyle Smith

Barbara Zobel

complete history on the Society's active volunteers.

Administration

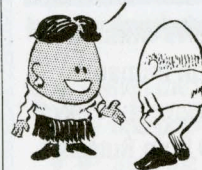
Administration includes managing the extensive LEOS awards program and the new LEOS graduate student fellowship program, contact with the Society's 50 chapters, membership coordination, publication of the IEEE LEOS newsletter, maintenance of the Society's home page and support of the Executive Director's office.

Gail Walters, one of the original staff members from the early days when the Executive Office was first established, oversees this function. ♦

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VACATION QUESTIONS

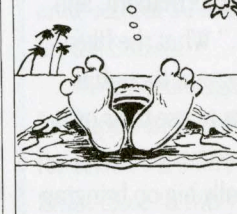
WHEN ARE YOU LEAVING?



WHERE ARE YOU GOING?



HOW COULD I PUT THIS OFF?



WHY DID I GO?

