THE STAFF Circuit

IEEE
Networking the World™

Written by and for employees of the IEEE

Bill Van Der Vort: Surrounding himself with winners

by Greg Kohn

Ask Bill Van Der Vort what it took to be selected as this year's Farrell Award recipient and he'll list traits such as hard work, a pleasant demeanor and the right attitude. The one trait he leaves out may be the most important - a knack for hiring the right employees.

In his 21 years at the IEEE, Bill not only hired the organization's inaugural Farrell Award recipient, Mahrukh Cama, but also Joyce Farrell, the employee for whom the award was named.

"Overall, I have a very sentimental feeling about winning the award," says Bill.

"Being that I knew Joyce and worked with her, it's very meaningful for me to receive an award that's named for her."

Bill, who is the executive director of the IEEE Electron Devices Society, hired both Mahrukh and Joyce during his tenure as systems manager of what was then Data Processing. He held that position for eight years before moving to the EDS.

Prior to becoming manager — a promotion that came shortly after he received a computer programming certificate from New York University — Bill worked for five years as a systems analyst. The job mostly entailed preparing programming specifications and procedures for the department's programmers but Bill fondly remembers some of the lesser-known, and less-glorious, aspects.

"On top of our jobs as analysts, we were responsible for all member and non-member billing, as well as preparing the brochures for the members' renewal packets,"

Managing the IEEE brand

by Kathy Kowalenko

What qualities come to mind when you think of such brand names as Hewlett Packard, Volvo and Johnson & Johnson?

If you're like most people, you probably will think of words like value, dependability, safety, innovation and quality. That's because these companies, like many others, have worked hard to position their organizations so the market place (that's you and me) will perceive them that way.

Companies' and organizations' brands often are represented by logos — visual representations of themselves. But much more is involved than creating an attractive logo. A brand also must reflect the values, beliefs and aspirations of the organization. Then, it must be able to live up to the image it has built for itself.

Why should the IEEE care about how it manages its brand? After all, it is known and respected in the global technological community and enjoys the largest membership of any technical professional society.

"Today's competitive pressures demand it," says Executive Director Dan Senese. "Our future suc-

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Bill Van Der Vort

says Bill. "We basically did everything today's Renewal department does."

In 1990, Bill traded in his 13 years of technical experience to guide the support office of the EDS. Bill admits he questioned his decision for some time after taking the position.

"I went from a staff of 30-40 very close-knit workers to a staff of two, myself and my assistant," he says. "It was a brand new program so there was no infrastructure in place or even a model to follow. One of my first duties was to organize a meeting, which I had no idea how to do."

Whatever Bill didn't know initially, he quickly learned. In the eight years he's been executive director, his staff went from one employee to four (two of whom are part-timers). The number of services offered by his office also has grown exponentially.

"We're really like a mini-IEEE," says Bill. "Our primary goal is to help volunteer members develop and implement activities. We also try to centralize the operations of the IEEE in that the Society members only have to deal with us, not the many different levels within the Institute."

When not managing successful departments or hiring model employees, Bill enjoys a good movie or landscaping around the house he shares with his wife, Jane, in Long Valley, N.J. Their two daughters are married and he has six grandchildren. Daughter, Debbie Arcuri, works for Information Technology.

As for how winning the award might change his life, Bill had one idea.

"Maybe it will give me a chance to meet some new people at the IEEE," he says. "I tend to be a bit low-key, so I don't often get to meet a lot of the newer employees." ◆

Managing the IEEE Brand

cess depends on creating a solid, compelling image that makes the IEEE even more attractive to individuals and organizations.

Among the examples Dan cites are to compel qualified technical professionals to continue to join and stay as members, encourage members and other users of the IEEE's great riches of technical information to continue to buy and subscribe to them (as well as attend our conferences), and build new cooperative bridges with the organizations that employ our members and prospective members.

"A year ago," continues Dan, "the IEEE began working with Maio & Company, a leading branding consultancy, to help us determine how to better manage our brand.

"The first phase involved extensive research of our worldwide constituents: volunteer leaders and other members, prospective members, employers, staff, thought leaders in business, government and academe, and many more," he explains. "This was done through personal interviews and various focus groups, as well as a worldwide survey conducted by IEEE Institutional Research."

In addition, Elsie Maio and her team of recognized graphics design experts reviewed a vast assortment of IEEE materials, including publications, promotional and marketing materials, letterhead and other examples of how the IEEE visually presents itself.

Dan says the research concluded that while the IEEE has many strengths to build on, an "image vacuum" exists because of a lack of perception in the value of membership and awareness about what the IEEE offers.

"The research also showed the IEEE's visual identity is confusing and fragmented," he states. "Because of the great variation that currently exists, many people — including our members — often do not connect our 'parts to our whole.'" He adds that according to the research, the IEEE's visual elements — the logo and formal, spelled-out name — are limiting.

Meeting the goals of ISF '98

by Michelle Meeh

The To Do list for 1998 IEEE Strategies for the Future (ISF '98) is long, wide-ranging and touches many areas of the IEEE. Publications is the first area to report on its success with meeting some ISF '98 goals.

"Many young technical professionals who represent our future membership don't recognize the logo elements (Franklin's kite and the right-hand rule). When they do, these people do not have positive associations with them," he notes. "Moreover, the IEEE's spelled-out name is self-limiting. I.T. professionals and software developers, for example, don't think an organization calling itself 'The Institute of Electrical and Electronics Engineers' is for them!"

What can we do? According to Dan, the research findings strongly encourage the IEEE to reposition itself for the future with a branding system that considers our many needs but will link every visual display of ourselves back to our "master brand" — I-Triple-E. A positioning statement also is being developed to articulate how the IEEE wants to be perceived.

In late 1998, the IEEE Board of Directors moved along the process by authorizing an ad hoc committee to study the branding recommendations and comment on the draft positioning statement. A status report will be provided to the Board in February.

The Staff Circuit will keep you updated on this important topic. ◆

Periodicals staffers are working with volunteers to reduce the time from submission to delivery of a peer-reviewed article dramatically, while maintaining or improving quality (Goal PT1). A partnership has

What is the value of the IEEE brand?

Several methods are used to compute the value of a company's brand. The formulas for developing the value usually include a brand-strength multiple along with other financial performance information. The multiple is a factor based on how much of the organization's revenues are attributable to the brand having an impact on the customers' decision to buy a company's products and services. The multiple is developed from an assessment of several areas such as:

- **Leadership:** the brand's ability to influence the market
- **Stability:** the ability of the brand to survive
- **Market:** the strength of the brand's trading environment
- **Internationality:** the ability of the brand to cross geographic and cultural borders
- **Trend:** the direction of the brand's importance to the industry
- **Support:** the effectiveness of the brand's communications
- **Protection:** the brand owner's legal title

Data from the IEEE Branding Study and a look at IEEE performance in these areas shows that the IEEE is strong in most all these categories.

According to an article on company valuations in *Financial World*, company brand valuation multiples ranged from 4.4 to 19.3. One factor unique to not-for-profit organizations is the value of the contributions of its members and non-members. For the IEEE, that total could be in the hundreds of millions of dollars and is directly linked to the IEEE brand. Based on the valuations of other companies and the impact of the above factors, a brand-strength multiple of seven is reasonable for the IEEE.

When all the factors are considered and the multiple applied, the possible valuation of the IEEE brand could be as much as **one billion dollars!**

Meeting the goals of ISF '98

been formed with the IEEE Education Society to use CD-ROM technology for publishing. A special issue of the IEEE Transactions on Education features some papers on CD-ROM. This technology has reduced the time from submission to publication to six months.

"Periodicals also is looking to partner with other IEEE societies to develop a secure database-managed peer-review system," says Valerie Cammarata, Periodicals. "Many societies currently develop individual databases for tracking manuscripts through the review process."

The system would provide support to editors-in-chief and associate editors in processing manuscripts from original submission through acknowledgment, selection and assignment of reviewers, to the review cycle and tracking of manuscript status.

Periodicals also is offering customized services in accordance with society requirements. Confidentiality will be ensured through a separate reviewer database for each publication.

The Transactions and Journals editorial processes also continue to improve. The on-time completion measure improved by 125 percent from 1996 to date, while during the same period productivity increased by almost 10 percent.

The IEEE Power Engineering Society has committed to move their publications from camera-ready (a photographic process) publications to a fully electronic-tagged Web format. Negotiations to change to electronic formats with the few other remaining camera-ready publications also are in progress.

Other areas of progress

Throughout Transactions, a move to "direct-to-plate" technology lowered printing cost while improving quality. Direct-to-plate eliminates the photo process and goes straight from a computer layout to the printing press.

By efficient manuscript handling, the IEEE Transactions on Image Processing has improved time to publication by one year.

To help define new authoring environments to take advantage of new media for flexible delivery of information (Goal PT4), Periodicals is working on acquiring a new authoring system to better meet the changing technology of electronic publication.

The upgraded editing system for IEEE Transactions and Journals will bring the IEEE to the ISO Standard Generalized Markup Language (SGML) implementation. Magazines also has committed to add SGML tagging to improve the Web presentation of the magazines. ◆

Business casual fashion tips

by Kathy Kowalenko

It's been almost a year since the IEEE implemented its business casual dress policy, but do you still stand in front of your closet trying to determine just what in your wardrobe fits this category? If so, you are not alone.

Over the past few years, tens of thousands of office workers have abandoned their business suits for khakis. Nine out of 10 U.S. companies have adopted casual-dress policies and a third of all companies now allow casual clothing every day. In Europe, many countries also are adopting casual-dress policies.

Even so, many employees are still struggling with what to wear. A recent informal survey among IEEE staff found that many think some coworkers are concentrating more on the "casual" section of their closet when choosing what to wear Mondays through Thursdays.

To help us all look good while looking business casual, here are some fashion tips.

You can combine your existing business wardrobe with casual attire. There's no reason to invest in an entire new wardrobe. For example, men can wear dress shirts with khakis and loafers. Casual shirts with collars, golf shirts, sweaters and turtlenecks are acceptable for both men and women.

Don't confuse casual with sloppy. Make sure your casual dress is clean, pressed and wrinkle free.

IEEE employees model dos and don'ts

Do / Don't — • Mark Vasquez-Jorge
Do / Don't — • Carolyn Wald
Do / Don't — • Gary Willan
Do / Don't — • Arnette Riddick

Always take the day's schedule into account when choosing your outfit. If you will be meeting with people wearing formal business attire, you may want to do the same. Even the best casual outfit looks out of place in a room full of suits.

Pay attention to details. Men's casual pants and shirts should follow the same tailoring rules as more formal business clothing does.

Watch your shoes. Good leather shoes are your best option for professional, casual dressing. Loafers, boots, flats, dressy sandals and leather deck shoes are acceptable. Casual socks are fine if they are appropriate for the rest of the outfit.
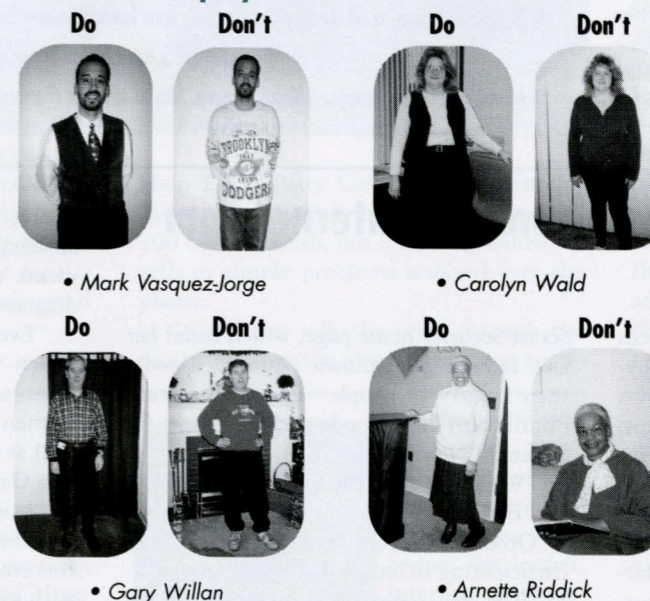
Women can wear mid-length casual dresses and skirts, dress-denim skirts and split-leg skirts. Loose-fitting stirrup pants accompanied by a long top or jacket are good options. Short-cropped sweaters with fitted leggings don't project a professional appearance.

Avoid T-shirts, sweatshirts, tank tops, halter tops, shirts with large lettering or logos and any tops with bare shoulders unless worn under another blouse or jacket.

Some inappropriate items include sweatpants and sweatshirts, shorts, bib overalls, and spandex or other form-fitting pants.

Lastly, when in doubt, leave it out. If you need to ask yourself whether an outfit may be inappropriate, choose something else. ◆

Staff Circuit readers speak out

by Kathy Kowalenko

What is the number one topic respondents to the 1998 *The Staff Circuit* reader survey say they like to read about? You, their co-worker!

Other page-turners are company news, workplace issues, department profiles and personnel news.

Eighty percent of the 145 respondents rate *The Staff Circuit* as good or excellent. The same percentage say information in the publication is useful, easy to read and has an appealing writing style. More than half say they are interested in most of the topics, some of the time and 63 percent usually read most of the stories.

Respondents also say they want more information about company benefits. The other topics readers wanted more coverage on were workplace issues, new company initiatives and employee events.

Changes that readers want? More frequent publication, more current news, and shorter articles.

The respondents also acknowledged the hard work that goes into the publication by praising the Editorial Board.

Changes in the works

Armed with this information, 1999 will be a year of change for *The Staff Circuit*.

The biggest change will be a new name for this publication. According to feedback from many staffers, the names of both this publication and *The Circuit Board*, the electronic employee newsletter, are too similar and are often confused. (Read more about the renaming contest in this issue.)

The publication also will be revamped with a new masthead and a fresh, updated look.

A new regular feature, *Benefits at Work*, will highlight some of the lesser-known aspects of IEEE benefits and will profile how employees have used the various programs.

Changes in *The Staff Circuit* have already begun. Articles are shorter. Information about new employees, births and retirements, that have already appeared in *The Circuit Board*, has been eliminated. Beginning in January, weddings and service anniversaries will be published only in *The Circuit Board* when they occur.

Unfortunately, other changes that survey respondents requested cannot be made.

Because *The Staff Circuit* is a quarterly publication, its news simply cannot be as up-to-the-minute as the weekly *Circuit Board*.

Instead, *The Staff Circuit* will continue to explore in-depth issues with a long-term impact on the organization or employees.

The frequency of the issue also cannot be increased because of limited staff resources.

Get involved

Employees can help improve *The Staff Circuit* by:
- Sharing information about yourself or your coworkers for the employee profile features.
- Volunteering to write an article.
- Suggesting story ideas. ◆

Rename The Staff Circuit contest

Because it is frequently confused with the weekly electronic newsletter, *The Circuit Board*, *The Staff Circuit* is looking for a new name! If your entry wins, you will receive a $100 American Express Gift Check.

CONTEST RULES:

1. The contest is open to all regular full-time and regular part-time IEEE employees.

2. The contest will begin on Monday, 8 Feb and will close at 5 p.m. on Friday, 26 Feb. All entries must be received by that time.

3. Send as many suggestions for names as you would like by email message to
MailTo: k.kowalenko@ieee.org.

4. Suggestions will be available on the Main Attractions section of The Eye on the Institute site under the link *Rename The Staff Circuit*.

5. From 2-9 March, send an email containing your favorite name from the list to
MailTo:k.kowalenko@ieee.org.

Only one vote per employee will be allowed. The name with the most votes will win.

WWW.getting-the-most-from-the-internet.com

by Joann Kilyk

Although this URL isn't real, it does represent how some IEEE employees are able to keep in touch with relatives, contact help groups, resolve issues and find long lost-family members or friends.

Because of the Internet's powerful research capabilities, Barbara Soifer, Marketing & Sales, and husband, Jon, were contacted by Jon's half sister, Claudia. Jon was unaware of her until she contacted him. She found them by using the Internet's U.S.

• Barbara Soifer

Social Security home page, which listed her late father's last known address. Claudia then used a people finder directory (fourll.com) and conducted a search for Soifers in New Jersey.

"We were one of the first ones she tried," says Barbara.

Other employees have benefited from participating in online discussion groups.

"The chat room was a great help to me while undergoing cancer treatments two years ago," says Linda Matarazzo, IEEE Press. "With others, I discussed the issues surrounding the illness and coping with the devastating emotional impact of your diagnosis."

Gayle Weisman, IEEE Communications Society, explains how the Internet was an amazing resource for information on treatments and support groups when she was diagnosed with ovarian cancer in 1996.

"Everyday, I received an email message which listed about 30 separate postings from other women, family members of women going through the experience, as well as doctors, nurses and social workers," says Gayle.

"I was 26 years old when diagnosed, which is rare. There are different issues that concern younger women and corresponding with someone my age was great!" she adds.

Joan Muzzio, Awards/Fellow Activities, used the Internet to strengthen her relationship with her stepson, Bobby. Joan realized she lacked knowledge in understanding adolescents in general, and turned to the

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Incubating new products

by Ken Moore

How does a good idea for a product become a great one. And what does it take to deliver it from the drawing board into the hands of the customer? At the IEEE, new ideas for products are being shaped by a systematic approach that applies planning and research to ensure members and customers will buy them. That systematic approach is known as the New Product Development process.

Initiated in 1997, the process provides a formal development path with checkpoints along the way. The concept is that each proposed new product should go through the stages of product definition, market analysis, customer profile, competitor analysis and a preliminary profit/loss statement.

Scott MacFarland, Publications, sees plenty of good ideas in his position as director of Publishing Business Development. Not all of them are certain to find their way to the marketplace, though. Even the best of ideas needs to be refined, developed and tested.

One such idea that's well on its way

through the New Product Development process is the IEEE Electronic Professional Information Connection (EPIC). The concept of EPIC is the convergence of four current IEEE electronic products — the IEL, OPeRA, Bibliographies Online and *IEEE Spectrum* — in a database accessible to members and customers. EPIC will make smaller collections and individual titles available in new formats designed to be easier to access and read on the screen. It also will provide new interactive access through features such as linked references, where a user reading an article can "click" on a reference to obtain the cited article, and full-text searching capabilities that are not available on the IEEE's current offerings.

According to Scott, demand for such a product became evident in the response to established IEEE products like the IEEE/IEE Electronic Library (IEL), which began as a collection of IEEE periodicals sold to libraries as CD-ROM products, and last November made available through the IEEE Web site.

"Early on," Scott recalls, "we got feedback

from customers who said, 'we want this on the Web,' and 'we would like the ability to select subsets of the information in the IEL.'"

Additional research from last year's membership surveys conducted by Institutional Research — and a Technical Activities Board market survey of academic, corporate and government libraries — reinforced the need for a product such as EPIC.

"Our research enabled us to quantify the demand for electronic access to IEEE content," Scott says. "Seventy-one percent of our customers said they would be likely or very likely to subscribe to IEEE information on the Web."

Additionally, an analysis of the IEEE's 10 leading publishing competitors showed that each one offered subscription products over the Web.

In the fall of 1998, the Electronic Products Committee endorsed EPIC and the IEEE Board of Directors approved the project.

"We feel this type of product will enable the IEEE to maintain its position as a provider of high-quality information," Scott says. "In the coming years, an important aspect of maintaining position is going to be access to information, and we want to show how we're enhancing that access." ◆


Down, but not out

by Steven Ertel

You're sitting at your desk, accomplishing all kinds of creative and innovative projects, when your PC breaks down. Who do you call? If you're like me, you first try to fix it yourself and, after wasting 20 minutes, you finally call the I.T. Help Desk.

The Help Desk assists staff members with problems ranging from network access, slow response time, software installation, Oracle database concerns to telephone, voicemail and email problems. If people have problems while working after regular hours, they can get help through a voicemail paging system.

Only two staff members work on the
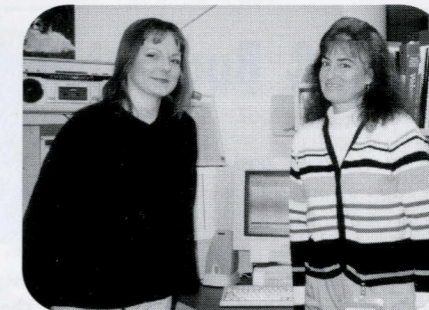
• From left: I.T. Help Desk staffers Jennifer Motard and Patty Columbus

Help Desk: Patty Columbus and Jennifer Motard. Between them, they log an average 700 calls a month, not including follow-up calls or simple problems resolved over the phone.

"We try to talk the users through the procedures over the phone as much as possi-

ble, which allows us to remain at the Desk since the phones must be covered at all times," says Patty.

The Help Desk resolves about 40 percent of calls over the phone while the rest require technical assistance. Those problems are handled by the technical support teams that include Miguel Caceres, Debbie Dobilas and Bernard Loh for PC support; Kim Dante and David Dedrick for network support; and Kevin Mackemull and Gil Santiago for system support.

These employees, along with Patty and Jennifer, provide service to all the IEEE organizations except Standards, Publications, Technical Activities, Regional Activities and the Societies, which have their own technical support people. In addition, the Help Desk supports the New York City headquarters and assists technicians at the IEEE-USA office in Washington.

So Patty and Jennifer can make the best use of their time and that of the technical teams, they must continually prioritize the help calls. For instance, if a PC is down, it has a higher priority than trouble with printing or installing software.

"Although the I.T. Help Desk is fully staffed for an organization this size, their time is stretched thin because of other priorities, such as business continuity planning, Y2K compliance and department moves,"

WWW

Internet for help.

"I read a wealth of information and found myself in a little bit of a better position to understand my new son," Joan explains.

Tracy Hawkins, Section/Chapter Support, says she uses the Internet to keep in touch with her sister, Kelly, who moved to Tennessee. For four years Tracy found it difficult to keep up the close relationship

• Joan Muzzio and stepson Bobby

that she and Kelly had enjoyed.

So last year, when Tracy visited her sister in Tennessee, she loaded Internet software on her PC.

"Now we communicate daily, and we both feel the connection cost is well worth it," notes Tracy. ◆

Another reason to join the IEEE

by Christy Bouziotis

The IEEE is always looking for new and better ways to maximize its value to members. The newest member benefit, the IEEE Information Advantage Program™, should make membership even more attractive to the engineering and scientific communities.

The program of benefits, released last November, helps IEEE members avoid the clutter of the Internet to get to valuable, dependable information quickly and efficiently. It consists of a variety of both existing and new programs under one umbrella: Bibliographies Online, Ask*IEEE Document Delivery Service, OPeRA (Online Periodicals Research Area), IEEE Personal E-Mail Alias, and the new IEEE BooksPlus.

Although the programs have been individually promoted in the past, IEEE Information Advantage increases members' awareness by giving them a quick look at how they can access the vast wealth of IEEE information. In addition, all the programs are accessible through a single gateway on the Web.

A future enhancement to Information Advantage will be the ability for members to use only one password to access each of the programs, similar to the IEEE Web Accounts service.

"Through this program, we are meeting an information need that is in great demand by our members," says Membership Marketing Manager Carol Coffey. "The IEEE already has product and financial-benefit programs that members really appreciate, and now their IEEE membership gives them enhanced access to more information online."

IEEE Information Advantage was developed after survey results showed more than 90 percent of members join the IEEE for access to information. The majority of respondents want benefits that are accessible through the Web, global in scope, and relevant to their technical interests and career status.

Like all prospective IEEE products, Information Advantage went through the New Product Development process to ensure that developing the product would be a good business decision.

After a review of the proposal and business plan, it was clear that Information Advantage would meet the needs of both current members and attract prospective members. The product met all the criteria survey respondents demanded: global in scope and valuable to students, recent graduates, and professionals of every IEEE technical discipline.

"We are confident that our members will recognize and appreciate the value of the Information Advantage Program. The program is a great tool for both attracting new members and retaining existing ones as it increases the perceived value of IEEE membership," says Membership Staff Director Jill Berman Levy. "It's important that IEEE staff communicate Information Advantage to members and prospective members whenever the opportunity arises." ◆

Profile: Financial Planning & Budgeting

by Barbara Zobel

Figuring out and managing a budget is a necessary chore for all of us. No one wants to have more money going out than coming in! For the IEEE, which has a $5.7 million net investment-spending budget for 1999, it's even more critical. You and I use accountants or financial software programs to help us stay on track, but it's a more complicated process for the IEEE. That's where the staff of Financial Planning and Budgeting comes in.

Bob Bailey, Linda Thiel and Carl Bien work with the spending needs of each of the approximately 30 business units to prepare the annual operating and capital budgets. The three then consolidate these business units' plans into an overall budget for the entire IEEE.

Each business unit manages two types of budgets.

• An operating budget, which reflects all revenue and expenses.
• A capital budget for office equipment and furniture that have an extended life.

The budget tracks not only what money is going out, but also the revenue that comes in from the sale of products, membership and other programs such as IEEE Financial Advantage.

The Financial Planning & Budgeting staff is always working with the next calendar year's budget. The cycle begins in March and continues through the end of the year.

"In December, we closed the 1999 budget. After that, we'll start doing the 2000 budget in March or so," says Linda.

The overall Institute budget is developed and recommended to the IEEE Executive Committee by the IEEE Finance Committee. The Finance Committee is a volunteer group headed by the IEEE Treasurer and the

From left: Linda Thiel, Carl Bien and Bob Bailey

treasurer of each major Board, which establishes guidelines for Financial Planning & Budgeting to use when developing the current year's budget. The guidelines include items such as the U.S. inflation rate, the rate of paper usage and merit increases for employee salaries.

Forecasting, which is part of the budget planning process, helps determine what a department's expenses and revenues will be at the end of the current year based on the current month's actuals. Financial Planning analyzes and distributes the forecasts on a monthly basis.

Forecasting and budgeting may seem like number crunching with little personal interaction, but Linda Thiel says, "Nothing could be further from the truth. We are constantly working with the staff to ensure that the processes are understood so that the

Down, but not out

explains Dave Bankowski, manager of electronic communications.

According to Patty, the most common calls are from employees who forgot their password. The second most common is printer problems. She suggests that employees having trouble printing try shutting off their computer and restarting it. This self-help from staff will help free up the Help Desk to assist with other, more serious problems. ◆

In fun and in faith, Dave Andrews loves to sing

by Annette Codispoti

The IEEE may be where his career has been for the last decade, but singing has been part of Dave Andrews's life since he was six years old.

Dave, who works in Member Services renewal processing, is the assistant minister of music and a member of the Second Baptist Church of Metuchen, N.J. He works with five different singing groups: adults, teens, children's, men and a choir that includes members from the first four groups.

Dave admires the choir members for their dedication, but that doesn't mean he and the minister of music don't try to find new and innovative material to keep them interested.

"Teenagers have other activities but we make it exciting for them," says Dave. "The music for the teen choir is more contemporary gospel, which is similar to the rhythm and blues that you hear on the radio but the lyrics are different."

In addition to assisting with directing, Dave sings as a tenor in the choirs. While most of his vocalizing is in church, that doesn't stop him from branching out and warbling at an occasional wedding — or even at IEEE functions. Employees who attended the 1997 IEEE Holiday Party may recall his inspiring rendition of "I Believe I Can Fly."

• Amateur singer Dave Andrews

Appearing at The Apollo

Perhaps the biggest accomplishment of his amateur singing career was at New York's Apollo Theater in March 1997. Like many brave souls before and since, Dave sang at The Apollo's amateur night. His selection was Stevie Wonder's "Ribbon in the Sky."

Because the crowd is tough, their least favorite singers are usually booed and escorted off the stage by a clown. But Dave was determined not to meet the clown.

"If you've ever seen their amateur night on television, yes, it is as bad as it looks," says Dave. "They boo you if you are bad and they usually boo you if you aren't." He explains that some audience members, who favor a particular singer, will probably boo the others regardless of their performance.

"It was very scary," he says. "It was not like church."

Afterwards, the singers who made it past the clown are judged by the level of audience applause. He didn't place in the top three, but Dave is very proud of his night at The Apollo.

If you can make it there...

Besides the sense of accomplishment at having survived the amateur night, Dave says it gave him a new appreciation for those who may not be extremely talented but have the confidence to sing on stage. As for his choir singers, even if they are not having a good day or if the congregation isn't responding positively to their singing, he asks them to remember one thing.

"When you're in church you're supposed to be singing for the Lord," he explains. "Even if people are not responding, that should be the primary focus." ◆

In Memoriam

"He always pushed the envelope until it didn't bend anymore." That is how Mark Mankin, a longtime IEEE staff member who died on 1 Nov, will be remembered by his friend and colleague, Tom Barretta.

Despite — or perhaps because of — a congenital spinal defect that made it difficult for Mark to walk, "He wasn't going to let anything get in his way," according to Tom.

"That was his way of reconciling to himself that he could pretty much do anything

• Mark Mankin

that he needed to do."

A senior programmer analyst in Information Technology, Mark joined the IEEE in 1984. At the time of his death, his main responsibility was the List Management system, but he also worked on the Oracle financial system and the Business Objects system.

Recently reflecting on his friend, Tom recalls how much Mark knew about the IEEE, Oracle financials and list management.

"He knew many bits and pieces that didn't even occur to other people," says Tom. "You could ask Mark almost anything about the IEEE and he had or knew where to find the information."

Tom also noted Mark's intelligence, thoroughness and great integrity. "If you gave something to Mark, he would get it done, one way or another," he says.

But not least of all, Tom Barretta and Mark's other IEEE colleagues also will remember his love of baseball. He was "a huge New York Mets fan."

Mark is survived by his wife, Patricia, two brothers and his mother. ◆

You must have been a beautiful baby!

Who did this cuddly tot grow up to be? (Clue: This N.J. employee is famous for deductions.)

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 Staff Circuit.

The baby in the third quarter 1998 issue was Gayle Weisman, IEEE Communications Society. The first person to identify her was Lynanne Hunt, Corporate Activities. Thanks to all who participated. ◆

Retired

Gail Cillis, Facilities, 11 years
Mary Dick, IEEE Power Engineering Society, 8 years
Dorothy Rodriguez, Inspec, 21 years

Wedding Bells

Adrienne White, Marketing & Sales, married Paul Hahn on 6 Sept.
Christy Coleman, Educational Activities, married Terry Bouziotis on 17 Oct.

Jim Paradise, Informatio Technology, married Wanda Seter on 19 Dec.

Service Awards

(October through December)
10 Years: Elsie Cabrera, Jefferey Cichocki, Theresa Decourcelle, Catherine Downer, Elvia Marin, Luz Mary Molina, Stella Oduyela Victor Siuzdak, Barbara Zobel
5 Years: Carl Bien, Alice Cleerdin, Geraldine Krolin, Anita McLean, Richard Pluff, Christine Santos, Gretel Seham, Cheryl Szwast, Catherine Teece

Institute has a well-developed budget and forecast that reflects all known information."

Not only does the Financial Planning staff help employees responsible for the individual business unit budgets and forecasts with the processes, but beginning this year, they will teach budgeting and forecasting through Quality College.

The Quality College course covers budgeting basics in general — and the IEEE budget process in particular. It also highlights the integral role budgeting plays in the functioning of the IEEE, as well as its benefits and limitations. In the Forecasting course, the staff also teaches basic information and the IEEE forecasting process.

To improve communication about the budget and forecast processes, a Financial Planning and Budgeting Web page is now on The Eye on the Institute. The site includes key budget dates, budget guidelines, the Finance Committee meeting schedule and tentative forecast due dates. ◆

Firewalls of safety

by Lyle Smith

What is the difference between the Internet and an intranet. And what the heck is a "firewall" anyway? These are just two of the questions that often puzzle all but network administrators and I.T. professionals.

The Internet is that vast ocean of computers throughout the world connected to each other through telephone lines, fiber-optic cables and coaxial cables that allow people to access information and communicate freely with any computers connected to it.

An intra-network, or Intranet, is a local network of connected PCs allowed to share information and communicate only with each other. An Intranet may or may not be directly connected to the Internet.

A firewall is a security device used to separate one network from the other. The IEEE firewall is a powerful server that allows a system administrator to filter and monitor what is allowed to pass through the device.

Firewalls are a way to block hackers from finding their way into the IEEE system and causing all sorts of damage.
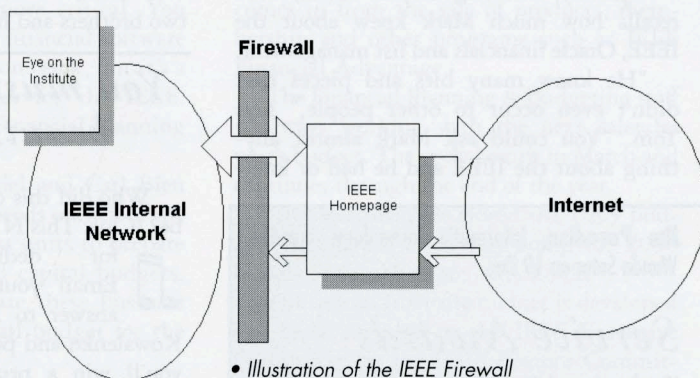
With a security firewall in place, computers an the Intranet can view information on the local network, the greater Internet or the World Wide Web. PCs outside the local network can view anything on the Internet and WWW, but are blocked from accessing a company's Intranet by the firewall.

The IEEE Eye on the Institute Web site is an example of an Intranet because only computers that are part of the IEEE internal network can access the site. This network includes PCs located in New York, Washington, D.C, Brussels and Singapore. Computers outside the IEEE network that try to connect to the internal network are blocked by our network firewall.

The IEEE Home Page is located outside the firewall and allows users outside the IEEE network to view it, but not the internal workings of the IEEE network. Users connected to the IEEE Eye one the Institute also can view the IEEE Home Page and the rest of the Internet using a connection through the firewall.

With the continuing expansion of electronic commerce through the Internet and the WWW, network security is of vital importance to the IEEE. Simply put, the firewall allows those of us inside the IEEE, access to the outside world — but does not allow the outside world into the IEEE, thus protecting the organization's proprietary information. ◆

• Illustration of the IEEE Firewall