NetworkNews

◆IEEE

IEEE Employees Spread Holiday Cheer

IEEE offices reach out to local charities

By Sharon Richardson

T is' the season to be...giving?
It is to many on the IEEE staff who, even after racking up countless holiday bills, still dig a little deeper into their pockets to help those who need a hand.

According to Maggie Johnson, IEEE Computer Society, Washington, D.C., her office has a long history of contributing to local charities during the holiday season.

Maggie coordinates each year with the Washington, D.C., Child and Family Services Agency on a gift drive for local foster and adopted children. The drive provides holiday baskets, toys, clothes, family sponsorships, gift certificates and even cash.

The agency sends Maggie a list of children's names, ages, sizes and wish lists, which she makes available to her co-workers. Typically, Maggie says, the staff has overwhelmed the agency by filling so many wishes that she often has to request more.

In 2002, the agency was able to help some 678 families, including more than 1,400 foster and adopted children.

What makes the staff give their personal time and money to help others?

"Giving is one of the joys of the holiday season," Maggie says. "And I guess the staff and I just enjoy contributing to such a worthy organization."

The Operations Center holds a similar drive each year for FISH Inc., a volunteer organization that provides assistance to needy families throughout Middlesex

Saving Money, Improving Service

The IEEE Computer Society explains how it managed to both cut costs and increase member satisfaction

By Stephanie Ernst

I t's not easy to enhance service for members and save money at the same time. However, by switching to a private carrier to handle its international periodicals mailings, the IEEE Computer Society (CS) Publications Office found a way.

(from left) Dick Price, Cheri Yoast, Alicia Barrett and John Reimer.
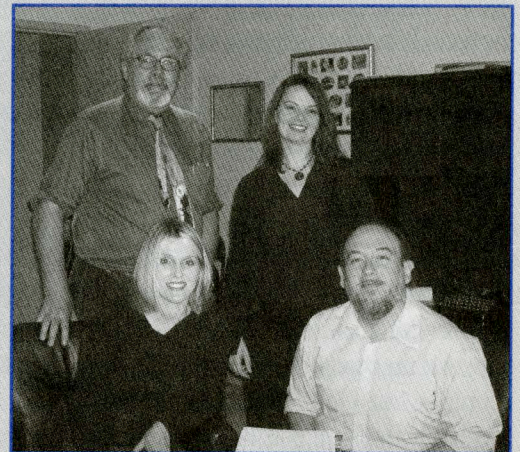
The problem

Non-U.S. members often complained to the CS staff about when and in what condition their society publications arrived.

All 20 CS magazines were sent individually in their own wrappers via the U.S. Postal Service (USPS). They were delivered by boat, but often got stuck in customs and became impossible to track down. Depending on where the magazines and transactions were headed, each could take anywhere from one to five months to arrive. In addition, copies often were either damaged or lost in transit.

The solution

To combat the distribution problems, and to avoid another rate hike by the USPS, the society opted to send their publications via Deutsche Post Global Mail, a corpo-

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Saving Money

ration owned by the privatized German Post Office.

The result

The partnership with Deutsche Post has been advantageous for several reasons.

Deutsche Post is able to polybag all of the periodicals for each member into one package, which lowers the cost of mailing and gives the CS more control over delivery. Every bundle is shipped at once, carried by airplane and delivered to post offices in many countries on the same day.

"If one country's post office is notorious for bad service while another is noted for good service, there will still be some differences for the members who live in those countries," says John Reimer, CS. "However, because both post offices are receiving the publications at the same time, both sets of members will get them faster than before and, hopefully, in better condition."

"Delivery used to range from one month to parts of Europe to five months to India," adds Dick Price, CS. "Now it's a guaranteed delivery of seven to 21 days to anywhere in the world."

In addition, Deutsche Post can track publications and eliminate address labels with outdated or incorrect information. It also can give the society the opportunity to include special messages on the carrier sheet, which the CS used to tell members about the delivery changes. The response has been positive.

"One member from South America wrote to congratulate us on moving to polybagging, because it rains a lot where he lives and his local postman always shoved his mail into the box without caring if it got wet," says Alicia Barrett, CS. "He's just thrilled because his issues are coming more quickly and they're not damaged."

The CS staff is hoping that speedier and more reliable publication delivery will give overseas members more of an incentive to renew. But there are some financial benefits, as well. The society has saved 20 percent in costs just by sending the publications together, rather than separately. And requests for reshipments of issues have been reduced from about 80 to 20 each month, saving additional costs.

"There aren't too many things in life that are a win-win-win for everybody involved," John says. "This is a win for Deutsche Post because they have our business. It's a win for us because we're saving money, giving our members better service and, hopefully, earning better retention. And it's a win for the member because they're happier with the results."

The IEEE has made similar moves in the past. In 1996, Publications began shipping *IEEE Spectrum* and *The Institute* to non-U.S. members via TNT/Interpost (now know as Spring) to lower costs and provide better delivery service. And this past July, the IEEE changed the international carrier for the majority of IEEE transactions and journals, as well as the *Proceedings of the IEEE*, from the USPS to International Mail Express Inc. for the same reasons. ◆

EMPLOYEE PROFILE

"What's New" With John Platt

Sales & Marketing staffer publishes first book

By Stephanie Ernst

John Platt is almost always writing. But not just the Web page content, brochure copy or the *What's New* newsletters he edits for the Sales & Marketing department.

Earlier this year, Medium Rare Books published John's first book. "Die Laughing" is a collection of short stories and poems of the "humorous horror" variety.

"A lot of what I do takes something kind of serious and mocks it. Humorous horror isn't all I write, but I love it because both horror and humor really manipulate the reader's emotions. They make a great combination," he says.

When John joined the IEEE staff as manager of business communication in July 2001, he did so with about 1,000 publication credits under his belt. He's been published in a variety of print and online magazines and has stories in four Barnes and Noble anthologies. One anthology — "100 Hilarious Little Howlers" — includes one of his tales along with those of Edgar Allen Poe, O. Henry and Mark Twain.

Over the last ten years, between arranging his own book signings and readings, and serving as president of the Garden State Horror Writers for three years (1996 to 1998), he also has gained a tremendous amount of publicity experience.

"All of that really fed into what I am doing at the IEEE — a lot of promotional writing, a lot of advertising and getting things out to the media. And the opportuni-
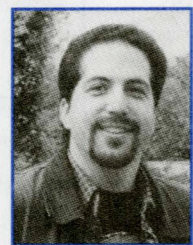
John Platt

ty to do that here in a professional venue has helped me with my outside ventures," John explains.

So what's next for John?

"Possibly a novel. Definitely some more articles and essays. Maybe something else," he says.

"Publishing fiction is tough. There are a thousand books written for every one that is published. For every thousand that are published, one maybe makes it big or becomes recognizable. So I don't really ever see myself becoming famous or anything, but I would like to have the opportunity to keep telling stories wherever I go in the future.

"I want to be known as someone who communicates important ideas to people. But I can do that in my fiction or I can do it here at the IEEE by talking to members about how they can improve their careers. Both are rewarding." ◆

More news, less newsprint

The Institute plans for 2003 reinvigoration

By Erica Vonderheid

Everyone needs a little change now and again, such as a different haircut or new suit. Next year, the IEEE member newspaper *The Institute* will get a touchup, too.

Instead of the monthly print editions it has produced each year since 1977, *The Institute* will publish four quarterly print issues and 12 online-only editions. The first online publication will be posted on 6 Jan. The first print issue will arrive with the March edition of *IEEE Spectrum*.

The change, approved by the IEEE Board of Directors, not only supports the IEEE's commitment to conduct business electronically, but also enables expanded coverage of member news and information, even as it cuts back on paper and mailing expenses.

Each print edition will have more than twice as many pages as the current issues. Feature articles in the print edition will be more detailed than before and, for the first time, will boast full-color photos and graphics. The online articles will be shorter and more current.

Both editions will continue to cover familiar subjects, such as IEEE products and ser-

Print versions of The Institute in 1977 and 2000, and the new The Institute online.

vices, members' accomplishments, upcoming events and educational opportunities.

In addition, a monthly email alert will notify IEEE members and staff when new content is posted online. The alert will highlight three to four items with links to the full articles.

The new arrangement will give contributors to *The Institute* two vehicles to get their messages out to members. They'll also be doing so faster, thanks to the shorter lead times inherent in online reporting.

"The new formats will open up more news reporting possibilities," says Kathy Kowalenko, *The Institute*. "The new print publication allows in-depth coverage that the previous newspaper did not permit, and the online edition will include more information than the monthly because it won't be limited to a set number of pages."

Along with the change in format and frequency comes a change in management — from Corporate Strategy & Communications to Publications where *The Institute* was born 25 years ago.

The new reporting relationship will allow *The Institute* staff to draw upon the expertise of *IEEE Spectrum*'s award-winning team and facilitate design and content changes for both publications.

IEEE Spectrum's Susan Hassler and Mark Montgomery are working with *The Institute* staff to refresh the publication's content and design, while Elizabeth Bretz, Doug Gischlar, Debra Humphries, Robin Edwards and Jackie Parker are creating an organized and visually appealing Web site.

Despite all of the changes, Kathy says one thing will remain the same — *The Institute*'s commitment to providing accurate and reliable information focused on IEEE members.

Look for the new *The Institute* online at http://www.ieee.org/theinstitute on 6 Jan. ◆

Holiday Cheer

County, N.J. The office has been a FISH contributor since 1994.

Staff can choose to fill a child's specific gift wish, donate a toy, non-perishable food item or article of clothing for the elderly, or make a monetary donation.

"FISH gives us a chance to share in the true spirit of the season," says Stella Paone, Human Resources, who coordinates the drive. "We annually receive about 150 gifts. Anyone can contribute —

even staff in other locations."

The IEEE Computer Society Publications Office, Los Alamitos, Calif., also takes time out during the holiday season for a charity drive it's own.

The office conducts a raffle to raise money for the Orangewood Children's Home, a local emergency shelter for abused children. The raffle raises approximately US$1,000 for the home each year.

"We make a noisy, fun event of the raffle at our holiday party and walk off with free dinners, oil changes and more," says Mary-Louise Piner, IEEE Computer Society. "But, more importantly, we help people. And it feels good to help kids who, through no fault of their own, are temporarily without a family to care for them." ◆

What Does Affirmative Action Mean for IEEE Staff?

HR explains the rationale behind the IEEE's new Affirmative Action Plan

By Stephanie Ernst

When you heard the IEEE was implementing an Affirmative Action Plan (AAP), what did you think? That we would have to radically change our hiring practices? That we would implement quotas based on gender and race?

The IEEE's decision to develop an official AAP stemmed from something much simpler. Because the IEEE has more than 50 employees and generates over US$50,000 in revenue from federal contracts, the U.S. government requires us to have one.

So what is an AAP? Anne Marlotte, Human Resources (HR), defines it as policies, practices and procedures designed to ensure that all qualified applicants and employees have an equal opportunity for recruitment, hiring, advancement, compensation and any other term or privilege associated with employment.

"An AAP does not require that an organization hires someone who lacks the qualifications to perform a job successfully or who is less qualified than another candidate. It doesn't involve quotas. In fact, quotas are expressly forbidden," Anne explains. "It does, however, require that a contractor make a good-faith effort to produce measurable results by removing any identified barriers that hinder employment opportunities.

"A central premise underlying affirmative action is that a contractor's workforce, over time, should generally reflect the gender, racial and ethnic profile of the labor pools from which the contractor recruits and selects," she adds.

Christina Liebrich, in her new role as the Equal Employment Opportunity administrator, will spend a significant amount of time tracking this type of demographical information.

Once the data is collected and reported to various federal agencies, HR can use it to determine trends with regard to applicants, new hires, transfers, promotions and terminations. As part of the required analysis, HR must list every position in each organization by the annual compensation of the employee currently holding the job, their gender and ethnic background, and the job title.

HR also is required to report on current staff members, and hiring and promotion patterns for jobs in different disciplines, such as publications, accounting or volunteer support. The data for each IEEE location will then be compared to the employee pool for that particular region.

"This analysis will indicate if we have a problem in any area, so we'll know if we need to work on anything. If, for example, we find that we have deficiencies in one area, we'll try to correct it by recruiting through more targeted job sites or by looking at a bigger pool of applicants," Christina says.

To aid the process, all IEEE supervisors will receive mandatory training on Equal Employment Opportunity policy, related legislation and IEEE procedures. The general staff will receive awareness training on these topics.

As part of the program, the Management Council will be responsible for reviewing the demographic analysis reports, setting annual goals for their respective areas and ensuring that their staff attends the appropriate training. ◆

Choosing the IEEE

Some IEEE interns find employment at the IEEE after graduation

By Stephanie Ernst

Every year, several college students come to the IEEE to begin their summer internships. Their goal is to gain some sort of practical experience in a corporate setting, and earn a little bit of money and some college credits along the way. However, some interns walk away with more than that. Some land their first post-college job.

That's what happened to Ami Patel. The ISTO administrative assistant got her start as an intern in the same department in March of 2000, when she was a sophomore studying economics and communications at Rutgers University, New Brunswick, N.J. She interned full time during the summer and part time during the school year until her graduation this past May, when she signed on as a full-time employee.

Ami says the people she worked with during her internship always took the time to help her out or show her something new, no matter how busy they were. She credits Rosalinda Saravia with taking her under her wing and teaching her "everything."

"As an intern, I started out just doing basic things — filing and things like that. But Peter [Lefkin] said he didn't want me just doing tedious work, so I was trained on some financials, meeting planning, public relations and Web design, which I was really excited about because I had never done anything like that before," Ami says.

"I was thrilled when they offered me the job because I was learning so much," she explains. "I wasn't just doing the same thing every single day. They really gave me the opportunity to do what I wanted to do."

Asha Thomas, IT, had a similar experience.
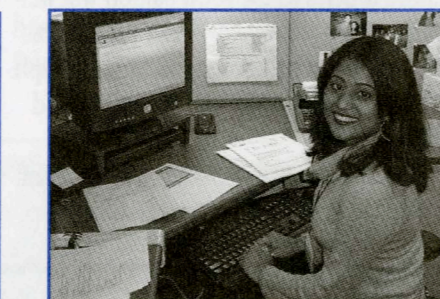
Ami Patel

When Asha came on board as a Help Desk intern in 1999, she was a third-year electrical engineering student at Rutgers University's School of Engineering. As a PC technician, Asha installed printers and hard drive memory on machines around the Operations Center.

"The Help Desk analysts and the PC techs showed me the ropes and I received a lot of hands-on-experience," Asha says.

After her graduation in May of 2002, she decided to stay with the Help Desk as a part-time employee.

"As a Help Desk analyst, I'm able to see the big picture and learn how technology comes together. And, in a nutshell, I enjoy helping people out," Asha says.

Asha and Ami both came to the IEEE as interns, but Sameer Qureshi, Financial Services, actually worked at the IEEE before obtaining his internship. Sameer started as a part-time employee in the IEEE Accounting department in 1999 while studying economics at Rutgers. Last year, he accepted an internship in Operations Audit and then a full-time position in Financial Services following his graduation in May.

Sameer, who now helps manage the IEEE Concentration Banking Program, says working in so many different areas of Business Administration was beneficial to his early career development.

"I've been exposed to so many different things," he explains. "I got to work with Ken Maze and Frank Czapor, who both taught me a lot. Moving around within Accounting also helped me soak it all in."

"I found out I got the job about two days before graduation," Sameer adds. "It was good news!" ◆

IEEE Registration Authority Goes by the Numbers

Standards team helps support worldwide industry

By Michelle Meeh

If employees with the IEEE Registration Authority (RA) don't do their jobs, employees at Dell, Cisco and Hewlett Packard can't do theirs.

The Standards team of Bernard Wilder, Angela Landron and Anita Ricketts assigns unique numbers, or organizationally unique identifiers (OUIs), to computer components and other objects.

Any IEEE employee can find a label with an OUI number on the back of their computer and know that the IEEE assigned it to the manufacturer. Like Social Security numbers, OUI numbers are considered crucial for the identification of computers on a network. Also known as the company ID number, they're necessary before the components are manufactured.

"Dell cannot manufacture without this number," Bernard says. "Without it, their product would just sit there."

Since it was formed in 1986, the RA has been recognized as the authorized group to provide this service worldwide by the Geneva-based organizations ISO (International Standards Organization) and IEC (International Electrotechnical Commission).

In 1997, the RA group also began registering ethertype fields (as defined by the IEEE 802 standards), and now also is responsible for the IEEE POSIX (Portable Operating System Interface) Certification Authority and the IEEE ITS (Intelligent Transportation Systems) Data Registry.

According to Anita, the RA is unique, since it is the only function of the IEEE she knows of that directly supports worldwide industry. About half of the companies applying for numbers are based outside the United States.

The small team works with volunteers on the IEEE Registration Authority Committee, who they meet with once a year. On a day-to-day basis, the team considers as its primary responsibilities updating the RA Web site, handling committee-related tasks, answering customer inquiries and processing applications.

And, at times, coming to the rescue.

Although the RA team primarily handles inquiries from customers who need clarification after viewing the RA Web site, they do receive the occasional call from a customer who needs help immediately because the company is ready to manufacture, but cannot move until it obtains the OUI number.

"We've saved a lot of jobs," Angela says.

The team is proud of its 90 percent customer satisfaction rating, but is always looking for ways to improve. For instance, Anita says, switching from paper to online applications helped them cut processing time from seven days to just one. ◆

Cubicle Etiquette

Eight ways to keep the peace in your cubicle community

If you work in a cubicle, being polite often means maintaining an illusion of privacy, even though no walls or doors separate you from your co-workers. Someone's cube is virtually his or her home roughly 40 hours each week. Here are some tips on being a good neighbor:

1. Speak softly and avoid using the speaker phone.
2. Leave your radio at home or use headsets.
3. Don't yell over the partition or down the hallway.
4. If you pop up to chat with your neighbor over the cubicle wall, first make sure he or she isn't on the telephone or concentrating on a project.
5. Don't motion or whisper to get the attention of someone on the phone. Come back later.
6. Watch out for food odors. Your salami sandwich or popcorn could be offensive to others. The same holds true for heavy perfume.
7. When visiting another cubicle, announce yourself by knocking on the wall and saying "Excuse me." Also, don't assume that people are free to talk just because they're sitting at their desks. After all, cubicle dwellers can't close the door when it's a bad time.
8. If you happen to overhear a sensitive conversation, pretend you didn't. And don't butt in unless someone is speaking directly to you.

— adapted from *Ideas Unlimited*

ROVING REPORTER

This year, eight staff members celebrated their 25th service anniversaries at the IEEE. *Network News* caught up with them to learn more about why they've stayed and how things have changed over the years.

What has kept you at the IEEE for 25 years?

Rita Elefanio, Member & Customer Service: "I started working for the IEEE in the Indexing department, located near the United Nations building in New York. A combination of supportive managers and co-workers was addictive enough for me to stay. IEEE gave me a secure feeling, and my friends and co-workers have felt like a part of my family."
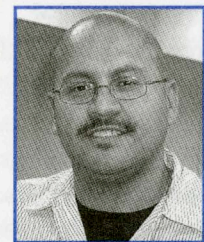
Papo Rivera, Distribution Operations: "The people I've worked with have always been very nice and have had wonderful attitudes. I still enjoy working here every day."
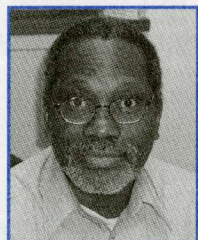
James Taylor, Technical Activities: "I was the first person to have an IT job in the Technical Activities department. I got to work closely with the staff director of Technical Activities and other IEEE executives. The work was challenging and the culture supportive. One year in a blink became 25."
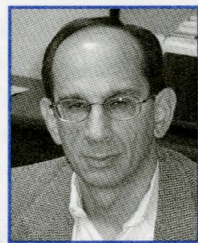
Bill Van Der Vort, IEEE Electron Devices Society: "First, I have always enjoyed my various jobs, as they were both diversified and challenging. Second, I saw myself continually progressing over the years, whereby I felt I was on a career path. Third, I always felt secure and comfortable at IEEE, as both the benefits and working conditions were always good."

How is your workday today different than in 1977?

Fern Katronetsky, Corporate Activities: "It's not that different than when I started. The hours and the location changed, from a New York 8:30 a.m. to 4:30 p.m. to a New Jersey 8 a.m. to 4:30 p.m. (in my case 6:30 a.m. to 6:30 p.m.). That's about it. Technology continues to change from the days when IBM Selectric typewriters, CRT's, telecopiers and telexes were used compared to the sophisticated PCs, software programs and faxes that are in use today. And, of course, the telephone and security systems also changed. But the workday, in some sense, is not much different. You have a job to do, working with volunteers and staff, to accomplish the mission of the IEEE. And I'm satisfied with that."

Kim Carroccia, Payroll: "There's a greater volume of work, the availability of a computer and calculator, instead of just an adding machine, and a lot more meetings to attend."

Rita Reeck, IT: "Everything is different and so much more complex — the work, the staff, the building. The world has changed so much, and I think the IEEE has done a good job of keeping pace and coming up with innovative solutions to the needs and issues facing today's engineers."
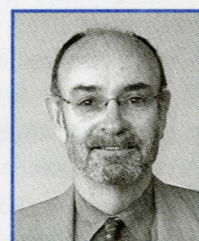
Tom Suttle, IEEE-USA: "When I started in 1977, IEEE-USA — then called the United States Activities Board — was only three exempt staff expanding to five. Recently, we became a staff of 26. The other change is the impact of technology. Everyone will understand the email impact, but I also remember the wow factor when we would go into the staff director's office to use the one and only, coveted speakerphone!" ◆

Write In & Win!

How closely do you pay attention to the monthly service anniversary announcements listed in *Circuit Board*? In addition to the eight IEEE employees who celebrated their 25th anniversaries this year, the IEEE has 16 staff members who have been here even longer. **Can you name just one?**

Email your best guess to Stephanie Ernst at s.ernst@ieee.org for your chance to win a pair of movie tickets. But do it fast! Only correct entries **received within one week of this issue's distribution** will be placed in a drawing. One will be selected. The correct answers and the winner's name will be announced in *Circuit Board*. Good luck! ◆

MPS Joins Technical Activities

Meeting Planning, Travel, Conference Management and Conference Services Consolidate

By Stephanie Ernst

Meeting Planning Services (MPS) is moving up lately — at least to the second floor of the Operations Center.

The department of six recently became part of the newly formed Meetings, Conferences, Exhibit and Travel Services department, under the direction of Mary Ward-Callan, Technical Activities. The reorganization combines MPS with Global Travel Services, Conference Services and Conference Management Services.

"Over the past few months, we've been looking into the reorganization of all the groups dealing with meetings, conferences and travel services," says Mary Ward-Callan, Technical Activities. "Even though they serve different customers, these groups have very similar operational needs, so it made sense to consolidate these activities into one organization."

Together, this new department handles business meeting support for IEEE meetings, conference oversight, management and registration services, and comprehensive travel services for staff, volunteers and members.

Sherry Russ manages both the meeting planning and travel areas, while Mary Ann DeWald oversees the conference functions.

"This reorganization was designed to recognize the differences in services provided by each group, while maximizing the use of common operational platforms," Mary explains. "We hope that this new structure will allow staff to better share and coordinate information."

Even before the reorganization was official, MPS and Conference Management Services had joined forces in some areas. For one, they collectively purchased a new software system that provides enhanced registration services and serves as a total meeting-planning package. The new registration system adds a myriad of benefits to the mix. It provides a consolidated platform for all to use and solves some of the internal problems that staff have been struggling with for a long time.

"The users weren't experiencing any problems with the old conference registration system, but the staff was," Mary Ann says. "There were difficulties with the reports. We learned to work around the problems, but it was cumbersome and inefficient."

The new system enables shorter processing time and provides the potential to pool resources.

"Using the same tools allows us to better balance workloads during peaks and valleys," Sherry explains. "Since our larger meetings and conferences often don't overlap, we can help each other out during our busiest times of the year."

Another significant benefit to the reorganization is the ability to cross-train the staff to handle various aspects of the conference, travel and meeting planning businesses. This creates new opportunities for staff career growth that didn't otherwise exist.

"We feel that this reorganization will optimize our staff's effectiveness and provide better career paths for those involved," Mary says. "More importantly, it helps our customers. We've created a one-stop shop for these types of services for our volunteers and staff." ◆

How Does the IEEE Conduct Business Electronically? A behind-the-scenes look

What does it take to do business electronically at the IEEE? An iceberg metaphor used by the IT department shows it's more than meets the eye.

Members, customers and probably more than a few employees only see about 10 percent of what goes into the IEEE's electronic business. But it's the unseen 90 percent that keeps everything up and running properly.

Several IT managers, IT staffer Casey Della Salla and Creative Services teamed up to tell the story via a CD-ROM presentation at IEEE Sections Congress 2002 in October.

"Volunteers told us they appreciated the presentation," says John Witsken, IT. "They said it helped them understand how everyone from IT product managers to the rest of the organization manages and supports the IEEE's electronic business."
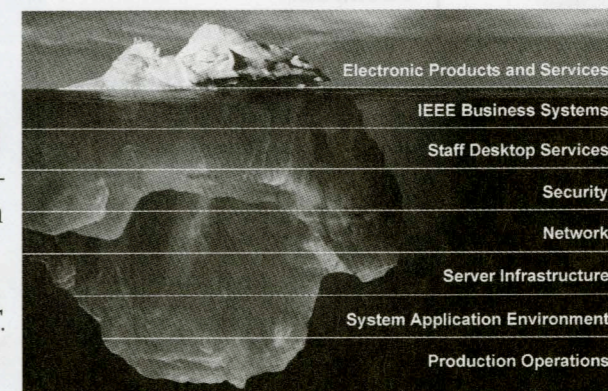
Here's a glimpse of what goes on behind the scenes.

What you see
Electronic Products and Services
- Membership renewal on the Web, IEEE *Xplore*®, conference registration and more than 40 others

What you don't see: seven additional layers of systems and components

IEEE Business Systems
- Internal membership, financial and business systems

Staff Desktop Services
- PC desktop entry-point to productivity, communication and business systems resources

Security
- Protecting IEEE assets, intellectual property and corporate data

Network
- Wide Area, Local Area and Internet data communication services

Server Infrastructure
- Hardware and software including servers, operating systems, shared applications and monitoring services

System Application Environment
- Tools, processes, and resources to procure, develop, integrate and deploy technology-based systems

Production Operations
- Data Center, Production Monitoring and Business Continuity support ◆

IEEE to Launch Three New Products in 2003

It's been six years since the IEEE introduced the IEEE/IEE Electronic Library, its last new online collections product. But next year, the IEEE will make up for lost time with the launch of three — two new customer packages and the first online publications service for members. Here's a breakdown of what each one involves and what the expectations are for them in the coming year.

IEEE Member Digital Library

The IEEE Member Digital Library will give IEEE members access to IEEE journals, magazines, transactions, letters or conference papers published within the last five years. Subscribers can read, print and save up to 25 articles each month.
Launch date: January
Cost: US$35 per month, with a minimum 12-month subscription
Revenue goal: US$1 million

IEEE Information Technology Library

This new collection includes more than 500 conference proceedings and selected periodicals in the areas of computing, communications, signal processing, and circuits and systems published since 1993. Content will be available in full-text PDF format and will include all associated abstract records. Users will have the ability to search and browse the data.
Launch date: January
Cost: US$39,995 for a 12-month subscription
Revenue goal: US$475,000

IEEE Biomedical Engineering Library

This article-based online collection contains more than 30,000 full-text IEEE articles, papers and standards on biotechnology a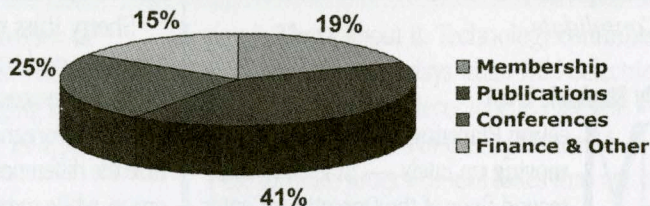nd biomedicine. The material is drawn from a broad range of IEEE publications and is selected by keyword. All articles and their abstracts can be searched by index term or browsed by author. Articles are available in a printable PDF format. Weekly updates and new additions will supplement a ten-year backfile of papers.
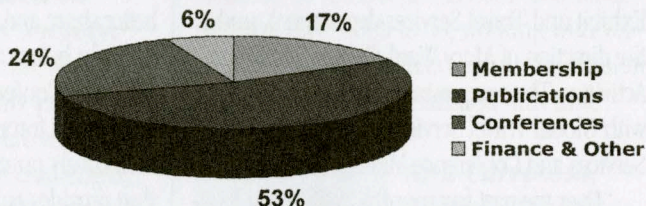**Launch date:** April
Cost: US$19,995 for a 12-month subscription
Revenue goal: US$415,000

IEEE at a Glance

Today, the IEEE has approximately 700 online customers at more than 1,000 sites in industry, academe and government. Five years ago, there were none.

IEEE Revenue 1997 – US$183 million

- 19%
- 41%
- 25%
- 15%

- ■ Membership
- ■ Publications
- ■ Conferences
- ■ Finance & Other

IEEE Revenue 2002 – US$225 million

- 17%
- 53%
- 24%
- 6%

- ■ Membership
- ■ Publications
- ■ Conferences
- ■ Finance & Other

The IEEE's top six corporate customers are*:

1.	Motorola	US$623,000
2.	Boeing	US$544,000
3.	IBM	US$539,000
4.	Raytheon	US$475,000
5.	Intel	US$425,000
6.	Nortel Networks	US$415,000

*As of September 2002

In the past five years, the IEEE's publications business has grown 58%

$140	
$120	
$100	
$80	
$60	
$40	
$20	
$0	

- ■ 1997
- ▨ 1998
- ▨ 1999
- ▨ 2000
- ■ 2001
- ▨ 2002

GRANTLAND®

Panel 1: I'M GLAD I BROUGHT MY PDA TO THAT MEETING—

Panel 2: I GOT A LOT DONE. / ME TOO.

Panel 3: SAY, YOU'VE BEEN HERE A LONG TIME. WHAT DID PEOPLE DO AT MEETINGS BEFORE THEY HAD PDAS?

Panel 4: LISTENED. / OH.