NetworkNews ◆IEEE

In search of quality

by Sharon Richardson

What exactly is quality? Webster's dictionary describes it as "a peculiar and essential character, a degree of excellence." Hmm … excellence … superior.

In 1987, the U.S. Congress established the annual Malcolm Baldrige National Quality Award to recognize best business practices in the United States. Companies scrambled to reach the award's high standards, forming groups and entire departments, all in the name of quality. Every organization wanted to be known as superior in its field, and the IEEE was no exception.

In 1995, the IEEE's new executive director, Dan Senese, told *Network News*, then called *Staff Circuit*, that his primary objective was to make the IEEE the "best support staff of any professional society in the world." To do so, he said, "we must work smarter, use better tools, techniques and processes" and have "commitment and passion to team together."

And that's just what Business Administration did. The group, led by Dick Schwartz, is the largest within the IEEE, with over 250 employees and seven departments. Five years ago, they began using many of the tools defined by the Baldrige award. "As a result," says Mario Ripatranzone, Member & Customer Service, "we have enjoyed many successes and have worked diligently to improve the quality of service that IEEE gives to its members."

As a non-profit organization, the IEEE is not eligible to apply for the Baldrige award. Nonetheless, a core team of 48 Business Administration staffers has been actively working on meeting the award's criteria in

Internet conferencing: the reviews are in!

by Michelle Meeh

Hectic business-travel schedule? In many cases, those out-of-town meetings can be handled just as effectively without the commute. Since the IEEE debuted Internet conferencing in September with a demo of IEEE *Xplore™*, about 300 employees and volunteers have participated in more than 20 conferences without ever leaving their homes or offices.

Alice Heric, Human Resources, has used Internet conferencing to teach classes to staff in New York City and Washington, D.C. "It was easy to use, and class participants seemed to like the format," she says.

Casey Della Salla, along with the IT staff and Meeting Planning Services, was instrumental in rolling out Internet conferencing at the IEEE.

"Although it won't replace traditional instructor-led training, it is definitely a welcome enhancement to the types of training we can offer," Alice explains.

"It cuts back on costs and time associated with flying out to meetings," says Casey Della Salla, Information Technology, who was instrumental in implementing the program. During an Internet conference, she says, users can share information across the Internet through a Web browser.

When Dan Senese, IEEE executive director, couldn't attend a rescheduled meeting with the Board of Directors because of a time conflict, he used Internet conferencing to present his talk. "From my point of view, it went well and the feedback I heard was positive," he says.

Jayne Cerone, Technical Acticities, also has conducted meetings with volunteers and staff using this new technology. "The service was easy to use, intuitive and worked very

IN THIS ISSUE

Benefits at work: the Employee Assistance Program

by Angie Tsung

The International Labor Organization says most workers aren't happy. In fact, one in 10 office employees in the United States, Great Britain, Germany, Finland and Poland suffer from depression, anxiety, stress or burnout. Further, according to *Internal Auditor*, one-third of workers in the United States report having difficulty balancing their work and personal lives.

The ability to keep personal problems from interfering in the workplace is sometimes easier said than done. Often, outside dilemmas can negatively affect job performance and lead to illness and increased absences. Fortunately, when facing such problems, IEEE employees have access to the Employee Assistance Program (EAP).

An EAP is designed to help employees and their families "develop healthier lifestyles by addressing life-affecting problems through early identification, assessment, intervention, education and follow-up," says Elaine Pitcher, Benefits. Rolled out in October, through a partnership between the IEEE and Horizon Behavioral Services (HBS), the program provides employees and their eligible dependents with counseling services for problems ranging from career issues and stress-management to family turmoil and substance abuse.

In addition, the HBS work/life services program offers consultations on childcare, eldercare, schools and education, parenting, legal and financial matters, and at-work issues. Employees are then referred to tutors, childcare or eldercare centers, nanny agencies, maid services, attorneys, workshops, seminars or educational consultants, depending upon their particular needs.

"The goal is to initiate EAP intervention before personal problems become a significant issue in the workplace or home environment and require health-related treatment," Elaine says.

Up to six counseling sessions per problem are available at no cost. However, if further treatment is needed, HBS will attempt to coordinate with the employee's medical insurance plan. Participation in the process is completely confidential, and neither the IEEE nor anyone else will have access to employees' personal information.

Employees requiring assistance can take advantage of the program by calling Horizon at +1 800 865 3200. For online access, go to http://www.myeap.com, log in as "IEEE" and use the password "EAP."

For more information, visit http://staff-web.ieee.org/human-resources/benefits/eap.html. ◆

In search of quality

leadership, strategic planning, customer and market focus, information analysis, human resource focus, process management and business results.

Last October, after going through a self-assessment, the team decided they were ready to apply for the Quality New Jersey Governor's Award in Excellence. This award uses the same high standards as the Baldrige, but also allows non-profit organizations, as well as individual segments within a facility, to apply. Business Administration has put several teams in place to implement the steps necessary for meeting the June application deadline.

"The process of applying for a quality award is new to most team members," Mario says. "I think the hardest part is understanding the criteria and developing the application. The team is responding and working well together."

Winning the award on 1 Dec. would place Business Administration among such past recipients as Phillips Lighting Co., Lucent Technologies and Horizon Blue Cross Blue Shield of New Jersey.

"If Business Administration wins the award for the IEEE, it will be a natural step forward in our quality direction and proof to other units in the company that it can be done," Dick says.

"I consider members, customers and employees to be partners in everything that we do," he adds. "My goal is to create an environment where all things are done correctly for the benefit of all of these partners…in a quality way." ◆

Internet conferencing

well for PowerPoint presentations and real-time demonstrations of Web services," she notes. "In fact, there are so many ways to use the system that our only glitch was making sure that everyone preloaded all of the tools."

The system requires users to set Netscape Navigator version 3.01 or Microsoft Internet Explorer version 3.02, or higher, as their browser. An Internet connection of 28.8 kbps or faster and two separate phone lines — one for the audio and one for the connection itself — also are necessary.

After logging on with an access code, both the presenter and the attendees can view PowerPoint slides and live software demos, take Web site tours, post questions and answers, and participate in instant polling and audience discussions.

"It's very user-friendly," Casey says. She adds that PlaceWare Inc. was chosen to facilitate the IEEE's Internet conferencing because of its flexibility, functionality and 24-hour support capability. Tutorials are offered to participants, and user support is available at support@placeware.com or by dialing "*0" during a conference.

Although Internet conferencing cannot replace all face-to-face meetings, it is a useful tool that can reduce the need for travel while providing necessary information to conference participants.

To learn more about Internet conferencing, email web-conf@ieee.org or visit http://www.ieee.org/web/webconf. ◆

John Witsken: foe of "business as usual," champion of teamwork
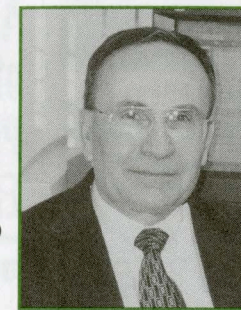
by Maureen Honecker

The job of restoring online Web services during the December Web renewal outage was an enormous responsibility — especially when compared to the kinds of tasks Information Technology (IT) performed when John Witsken first came to the IEEE five years ago. In this *Network News* interview, the head of IT takes a moment to discuss how much the department has changed, what challenges staff has faced and how teamwork has been key in overcoming them.

John Witsken

Network News: What significant changes have you implemented since joining the IEEE staff?

John Witsken: In 1995, IT existed primarily to support the traditional membership and membership renewal processes. The IEEE was essentially in a maintenance mode, and it was 'business as usual.' Business as usual is not good enough for the IEEE.

First, the decision was made to move aggressively toward doing business electronically. Second, because we needed to change the way we managed our work, we introduced the concept of project management. Third, we implemented the use of strategic technology platforms including Lotus Notes groupware, Business Objects data warehousing, and Standard Desktop Services — all of which support our new business model in very significant ways.

NN: What has been your biggest challenge?

JW: To make technological changes occur simultaneously with cultural changes, and to get people to understand that we're no longer in a 'business as usual' mode.

NN: In December, technical problems forced IT to shut down the Web renewal and other IEEE online services for over two weeks. How was the crisis resolved?

JW: Changes were made to the software and the system configuration. Load balancing was also put into place. Load balancing gracefully handles increasing volume, so if one set of programs isn't able to handle the workload, there are others available to take over.

Since the Web renewal application is built on technology that the vendor will soon no longer support, we are already rebuilding the application for 2002 using a new systems software platform called Web Logic, a platform that has already been used to support other IEEE Web applications.

We had already identified some of these improvements as necessary areas to pursue before the crisis occurred. The crisis forced us to accelerate implementation of future upgrades that were planned as part of the 2000 multi-year new initiatives.

NN: What role did teamwork play in how staff worked through the crisis?

JW: In 1995, collaborative efforts across organizational boundaries were limited. People knew *their* job and pretty much did it without involving a lot of other people. In this new environment, employees need to cross-communicate and work together in order to automate business processes that span the organization. In resolving the service outage, I can't overstate the importance of teamwork across organizations and how I really saw that in action.

IT, Member Services, Regional Activities, Corporate Communications and Marketing were all part of the cross-

IT staffers Nimish Shah and Kim Bradley functioned as team leaders during the December Web renewal outage.

organizational team that allowed us to very quickly contain the crisis. We collected email addresses from members and alerted them when services were restored. We communicated to all the stakeholders, including the Board of Directors, other staff, volunteers and members. There was complete openness. As we worked together, many people stepped up to the plate to volunteer good ideas as well as their help. It really was a joy to watch.

NN: How will what you learned during the crisis affect the way you and your staff work going forward?

JW: We were all working around the clock to resolve the crisis. You can do that for a day or two, but after a few days, it's hard. We learned to form smaller teams and to communicate better among ourselves and with individuals throughout the IEEE. These are two valuable lessons that will affect the way we work from here on out, especially when under pressure. ◆

Members of the cross-organizational team celebrate now that online Web services have been restored.

Good managers: born or bred?

by Stephanie Ernst

A search of the keyword "boss" on Amazon.com produces 638 book titles. Among them are *201 Ways to Get Even With Your Boss; The Boss: Nameless, Blameless and Shameless;* and *I Hate My Boss! How to Survive and Get Ahead When Your Boss is a Tyrant, Control Freak or Just Plain Nuts!*

Hostility aside, it's no secret that people have definite opinions about how the person in charge should treat his or her employees. The question is, can someone actually *learn* good management skills, or are you born with them?

According to the American Management Association, essential management skills can be gained through education. The New York City-based, management-development organization boasts that its 700,000 members and customers learn superior leadership skills and best management practices each year through a variety of seminars, conferences, books, and onsite e-learning and self-study courses.
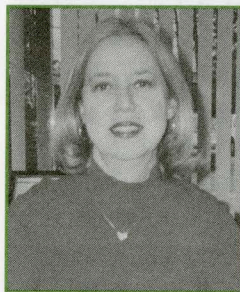
Marsha Sacks

Managers and staff at the IEEE agree. "If people want to learn, they can," says Marsha Sacks, Human Resources. "Some individuals might be predisposed to having certain traits, but I don't think that's critical. People can definitely learn the skills that are necessary."

Terri Simonetti, Controller's Office, believes effective management traits stem from a combination of innate skills, education and experience. "Somebody could become a good manager through training, because some skills can be acquired and developed. But, others come naturally," she says.

Why it matters

Throughout her four years at the IEEE, Debbie Bell, Sales & Marketing, has remained in the same department, with the same job and the same responsibilities. What's changed? Management.

Debbie's experience with different managerial styles has helped her develop a unique perspective on exactly what good management traits

Debbie Bell

are. "I think a manager needs to have good interpersonal skills, promote open and honest communication, have an open mind and provide staff with clear direction," she says. "I also think a manager needs to treat everyone the same, regardless of their title. Everybody deserves respect."

A manager's effectiveness with employees is crucial to a department overall. While good managers help foster a positive and productive work environment, bad managers have the opposite effect.

"In order to have a well-run department, you need a manager to do the job well, or you'll end up with low employee moral, which really has an impact all across the board," Marsha says.

The IEEE requires managers to take nine Staff Learning Center courses within their first six months. A number of these classes are designed to teach managers how to strengthen their people skills and deal with their employees more effectively, through coaching, recognition and constructive feedback techniques. Others focus on interviewing skills, performance appraisals, paperwork and the legal aspects of the job.

"I've learned at least one thing from each of the classes I've taken, so they are valuable. There are some people who are born with those skills, but the classes add to them," says Mark A. Vasquez, Technical Activities.

"The goal is to get to the point where you can apply what you've learned and do things differently," he adds. "I'm still learning — that never ends." ◆

# A day in the life of Strategic Planning's Elena Gerstmann

by Evelyn Hargrove

The mission of Strategic Planning & Institutional Research is to provide accurate, timely and strategic information and research to IEEE members and staff. It's obviously an important task, but…exactly how does it get accomplished? To find out, *Network News* followed Manager Elena Gerstmann through a typical day.

8:30 – 9:30 a.m. *(Participatory Management / Teamwork)* Elena starts her day off by eating breakfast in her office, while she reads and responds to email messages. From there, she meets with colleagues Henry Shein and Alnisa White so they can update each other on the status of a few current research projects.

9:30 – 10:00 a.m. *(Open, Honest Communication & Feedback)* Elena reads through a questionnaire about student branch counselors prepared by Adrienne White Hahn, Marketing, and Laura Durrett, Membership. One of Elena's responsibilities is to review surveys prepared by other IEEE departments.

10:00 a.m. – noon *(Teamwork / Member No. 1 & Customer Focus)* Elena
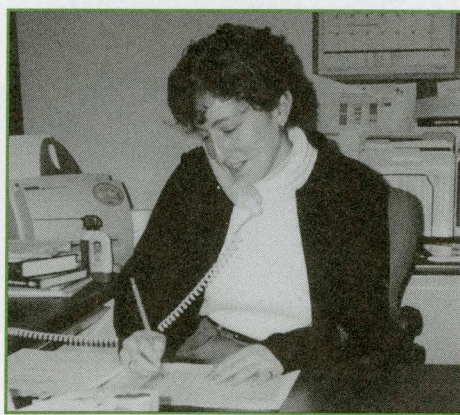
Elena confers with the outside research firm assisting with the member segmentation study.

meets with Michael Binder, Regional Activities, and Natalie Thigpen, Sales & Marketing, to discuss what will be one of the largest membership surveys ever conducted by the IEEE. This member segmentation study will provide valuable insight into the different types of IEEE members.

Noon – 12:30 p.m. *(Member No. 1 & Customer Focus)* Elena places a phone call to Wirthlin Worldwide, a major international research firm based in McLean, Va., hired by the IEEE to assist with the member segmentation study.

12:30 – 1:00 p.m. Lunchtime - at last! Elena meets up with co-workers for a bite in the Operations Center café.

Elena and co-workers Sasha Eydlin and Alnisa White evaluate research for the IEEE Measures of Success.

1:00 – 3:00 p.m. *(Teamwork / Respect for the Employee / Participatory Management)* The job of conducting research for the annual IEEE Measures of Success, a key component of the IEEE Success Sharing Program, falls to the Strategic Planning & Institutional Research staff. Elena meets with her co-workers, Alnisa, Carmela Wilkinson and Sasha Eydlin, to evaluate the results of the member, volunteer and employee satisfaction surveys.

3:00 – 5:00 p.m. *(Teamwork / Open, Honest Communication & Feedback)* Off to another meeting! Elena and Karen McCabe, Standards, discuss and plan for the 2001 Standards Association Membership Survey.

5:00 p.m. Already? How time flies! Elena prepares tomorrow's "to do" list and calls it a day. ◆

Development Office: promoting a philanthropic culture

by Stephanie Ernst

The Development Office staff: (from left) Karen Galuchie, Ramona Ponce and Kristina Collmann.

Imagine spending the bulk of your workday asking people to give you their money — and the rest of your time helping to give that money away.

Kristina Collmann was essentially handed that task in 1997 when she became the one and only member of the new IEEE Development Office. She was charged with implementing a program to solicit major gifts and cultivate continuing donations from those who had previously contributed to the IEEE.

The department grew in 1999 to include two additional staff members, Karen Galuchie and Ramona Ponce. Today, the three count the following among the Development Office's core functions: annual- and major-gift fund-raising, the stewardship of donors, gift and grant administration, promotion of the IEEE Foundation, as well as coordination of all fundraising activities across the IEEE and the IEEE Foundation.

Relationships: the secret to success

Every year, foundations and government agencies give away billions of dollars to implement and improve the programs and services of non-profit organizations. This funding is restricted to a specific project or program outlined in a proposal.

Last year, the IEEE was the recipient of $2.1 million in grants from agencies such as the U.S. Federal Highway Administration, the National Science Foundation, the Alfred P. Sloan Foundation, and the IEEE Foundation. But, while the grants were significant to a number of IEEE projects, they are only part of the story. The rest is the $1.5 million in contributions that were made to the IEEE Foundation.

A good portion of these gifts, which are generally donated by individuals and corporations, are the result of the hard work of the Development Office staff, who initiated what they thought had been missing from IEEE fundraising: personal relationships.

"We take a personal and thoughtful approach to fundraising," Kristina says. "We try to establish relationships with current and potential donors through one-on-one visits and through contact at IEEE meetings, dinners, exhibits and conferences."

"We provide our donors with information continuously throughout the year so they remain informed and engaged, and will continue to endorse IEEE programs by making a gift year after year," she adds.

It's through these relationships that the Development Office has managed to convert some small annual donations into much larger sums that now support many of the IEEE's preeminent programs, such as IEEE Awards and the IEEE History Center.

Making a difference

Thanks to a new database, Development Office staffers can now catalogue and reference the wealth of personal information they learn about IEEE members through their interactions with them. These details, which include addresses, phone numbers, birthdays, spouse's names, hobbies, favorite restaurants, and, in some cases, even which golf course they prefer, make facilitating a relationship much easier.

In addition, all donors who make an annual gift of US$10 or more receive an acknowledgement letter signed by both the

Development office

president of the IEEE and the IEEE Foundation.

The personal attention made quite a difference to one member in Sarasota, Fla. After receiving a letter and a personal visit from Kristina, he decided not to make his annual US$25 donation. Instead, he wrote out a check for US$130,000.

Another member kicked off the "Friend-to-Friend History Challenge Match" and committed to personally matching up to US$100,000 for all contributions, ranging from US$25 - $2,500, made to the IEEE History Center through September 2001.

"We now find that donors consider it an honor to put their support forward," Ramona says. And it shows. The Development Office has seen the amount of major gifts — annual gifts of US$1,000 or more — presented to the IEEE Foundation more than triple since 1997, from US$213,550 to US$819,316 in 2000.

"Seventy-five percent of the success we've seen in contributions over the past three years has been because of stewardship," Kristina says. "We try to do as much as we can face-to-face or on the phone, because it makes people feel better — and that makes all the difference." ◆

ROVING REPORTER

Which external Web site helps you the most with your particular job and why?

Jill Bagley, Educational Activities:

"The Web site that helps me the most with my job is www.yahoo.com. I always get the most relevant search results right away, which saves me a lot of time! Whether I'm doing research, or just looking for an interesting piece of clip art, Yahoo is my first, and usually, only stop. For example, as we move toward delivering education electronically, I always turn to Yahoo to research how others are tackling this important issue. It would have taken me endless hours to find the quality results that Yahoo returned in just a few seconds."
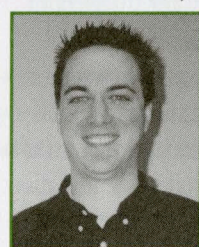
Jenny Long, IEEE Asia Pacific Operations Centre / Regional Activities:

"As a part of the customer service team, I assist in setting up new reseller accounts, placing orders via the Web, and answering product-related questions and general inquiries. These questions take me to www.amazon.com. It supplements the existing publication database within the IEEE. For example, if a customer comes to me with a title, not knowing whom the publisher is, I would check 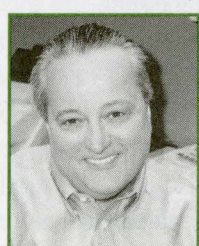our database to see if it is an IEEE publi-cation. If it is not, a search on amazon.com would probably show the publisher, price and availability of the book. Customers are always happy with an alternative answer to 'it is not an IEEE publication.'"

Dan Michelin, Information Technology:

"The Web site that helps me most with my job is www.notes.net. This is a Lotus Web site that provides technical assistance to Notes administrators at different organizations. Specifically, I visit this Web site when one of the IEEE staff has a technical problem with Lotus Notes that requires additional research or inquiry, or if I am working on a project that also requires further research or more information. I utilize their fix-list database that provides fixes and/or updates offered by Lotus Development to assist end-users in having a more comfortable and beneficial experience with Lotus Notes."

Dick Schwartz, Business Administration:

"I use the Web mostly as part of a due diligence process prior to signing certain contracts on behalf of the IEEE. It is extremely important to find out as much as you can about the business partners that the IEEE is considering going forward with, especially in today's business environment where the '.com' environment prevails, and the partner companies are usually under-capitalized financially. Secondly, I use the Web to determine financial benchmarks of other associations and companies similar to the IEEE."

Sonja Verstraeten, IEEE European Operations Centre / Regional Activities:

"I use the Web site www.fedex.com because sometimes I need to track a package. I also use www.Infobel.com. This is a huge phone book that I use for searching personal information such as an address or a zip code. I use this to double-check an address before sending information regular mail."

Do you have a favorite Web site that could help others at the IEEE work better? Let us know! Send an email to Stephanie Ernst (s.ernst@ieee.org). Responses will be listed in an upcoming edition of "Circuit Board."

The IEEE BlueNotes: singing a new tune

by Barbara Zobel

Enjoy singing in a group? Want to make new friends with co-workers who share your love for music? Sounds like you should join the IEEE BlueNotes!

When Roberta Haines, Technical Activities, joined the IEEE staff in February of last year, she was hoping to find a group similar to the choir she directed at her previous job. Realizing no such group existed, Roberta took matters into her own hands. She ran an item about forming a new choir in the *IEEE Circuit Board* and invited staff members to sign up.

The response was encouraging. Within just a few weeks, 16 people were attending rehearsals in preparation for the Operations Center's holiday party, held at the Doubletree Hotel in Somerset, N.J. on 8 Dec. The choir was the surprise hit of the evening, showcasing its talent through popular holiday tunes like "The Most Wonderful Time of the Year" and "Let It Snow."

Although they've only recently formed, don't associate the word "amateur" with this group! Many BlueNotes members have experienced varying levels of musical success — some even hold music degrees. Roberta currently sings in the ProArte Chorale, which is scheduled to perform with the N.J. Symphony in May. And Mitch

Some members of the BlueNotes sing during a lunchtime practice. From left: Mila Thelen, Marsha Longshore, Alicia Martin, Roberta Haines, Mitch Sharoff, Vera Sharoff, Debbie Nannery, Anne O'Neill, Matthew Plotner, Barbara Zobel and Casey Della Salla.

Sharoff, Information Technology (IT), has been a songwriter for an independent European label for many years. In fact, it was Mitch who came up with the name "BlueNotes" by combining the IEEE signature blue with a musical theme. He also wrote one of the choir's original pieces, "One Song."

The list goes on and on…Vera Sharoff, Regional Activities, sang with a youth group that has performed at the Vatican and Walt Disney World. Lennon Richards, Controller's Office, is a member of the Ric-Charles Choral Ensemble, which has performed with such celebrities as Kenny Rogers and Paul Anka. A disc jockey in her spare time, Ramona Ponce, Corporate Activities, has been heavily involved in music for most of her life and plays numerous musical instruments. Debbie Nannery, Corporate Activities, delivered singing telegrams for several years, portraying characters such as Dolly Parton and Mae West.

Several BlueNotes members have participated in church and community choral groups, including Marsha Longshore, Corporate Communications, who sang with the Piscataway Community Choir during its one-year season in 1998 – 1999. Anne O'Neill, IEEE Solid State Circuits Society, says she hasn't sung since her high school days, but is enjoying the opportunity to once again share her melodious tones!

David Andrews, Alicia Martin and Matthew Plotner, Member and Customer Service; Casey Della Salla, IT; Lauren Lawson and Mila Thelen, Regional Activities; and Barbara Zobel, Controller's Office, also were among the group's original members. Mahrukh Cama, IT; Michelle Meeh, Transactions; and Jacqueline Hansson, Book and Information Services, have since joined the ensemble.

So, don't be surprised to find the Operations Center halls alive with the sound of music! The BlueNotes will continue with weekly rehearsals and performances throughout the year, and with notice, are even available to perform at special events. For more information, or if you'd like to join the BlueNotes, contact Roberta at r.haines@ieee.org.

Editor's Note: Janet Shoats, Publications, was also an original member of the BlueNotes. Janet died in February (see story on page 8). ◆


You must have been a beautiful baby!

Who did this cuddly tot grow up to be? (Clue: This New Jersey employee really knows how to *relate* to other organizations.)

Email your answer to Stephanie Ernst at s.ernst@ieee.org, and win a prize if you're the first to guess correctly. Prior contest winners are ineligible. The employee's identity and the winner will be announced in "Circuit Board." ◆
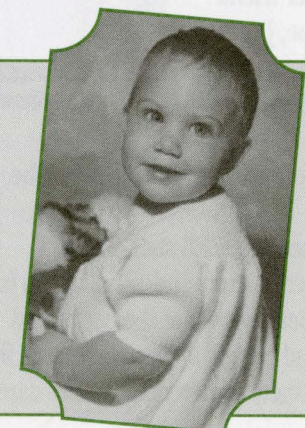
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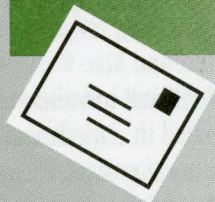
In this column, your questions about IEEE policies, procedures, and products will be answered. Submit your questions to s.ernst@ieee.org, and *Network News* will take it to the appropriate person for an answer. Your identity will remain anonymous unless otherwise specified. Here are this quarter's questions and answers:

Q: I'm a part-time employee. Am I required to take the same amount of courses as a full-time employee? If so, why?

A: By Anne Bolton, IEEE Staff Learning Center

The senior management of each department establishes training requirements for their staff. Thirty credits per employee is a recommendation of the Management Council, but there are no hard and fast rules regarding the number of training hours each person must take. The amount should be determined as part of the employee goal setting process.

Q: What's the difference between the IEL and IEEE *Xplore*™?

A: By Barbara Lange, Publications Business Development

IEEE *Xplore*™ is the online delivery platform that hosts and delivers IEEE content for a variety of subscription products. It provides members with access to their personal online subscriptions.

The IEL (IEEE/IEE Electronic Library) is one of the products. The IEL consists of the online collection, published since 1988. This includes IEEE journals, magazines, conference proceedings and standards, as well as IEE journals and conference proceedings.

All products delivered via IEEE *Xplore* enjoy the same search and browse functionality. They differ by the amount of content that is accessible.

Write in & win!

Name five IEEE employees mentioned in different articles in this issue of *Network News*, and you could win a special prize!

Email your answer to Stephanie Ernst at s.ernst@ieee.org. All correct entries **received within one week of this issue's distribution** will be placed in a drawing. The first five selected will be winners. *Good luck!*

In memoriam: Janet Shoats

" She was an outgoing, warm-hearted person who was always there if you needed a friend. Her favorite saying, 'one day at a time,' is exactly how she lived — for that day. She was full of life and lived each day to the fullest."

That's how Nancy Hollabaugh will remember her friend and colleague, Janet Shoats. Janet, an IEEE Operations Center employee of 12 years, died 2 Feb. following a short illness. She was 38.

Janet Shoats

Janet joined the IEEE staff on 6 Jan. 1989. She spent eleven-and-a-half years in Conference Services where she performed data entry and budget approval research for Computer Society conferences. Janet's career path took a turn in May 2000 when she joined Publications as a computer applications operator, generating electronic material for IEEE *Xplore*™.

She lent her voice as an original member of the IEEE choir, the BlueNotes. She also was active within the Metropolitan Baptist Church in Scotch Plains, N.J., where she was a member of the Praise Worship Team, an advisor to the Stepper's Squad and co-chair of the church's Women's Day Program in 1997.

Janet is survived by her 13-year-old daughter, Angela. Immediately following her death, Janet's friends at the IEEE began collecting donations for an education fund for Angela. "Janet has bestowed all of her wonderful qualities into her daughter," Nancy says.

"She has inspired many of us, and leaves behind many friends who loved and adored her. Janet will be sadly missed, but never forgotten," Nancy adds. "She has touched too many lives for us to forget her." ◆