New Name

THE Network NEWS

Who is the IEEE's competition?

by Kathy Kowalenko

What do Reed Elsevier, Association for Computing Machinery or companies that form strategic alliances have in common? They are competing for our jobs in membership, standards and publishing!

Membership

Although the IEEE ended 1998 with the highest membership in its history, other organizations are constantly trying to attract top technical professionals to join them too. In 1998, IEEE membership dues generated $34 million in revenue.

Traditional competition comes from other associations such as the ACM and the American Institute of Aeronautics and Astronautics.

But there are now non-traditional competitors on the horizon such as Engineering Information, recently purchased by publisher Reed Elsevier. Elsevier is developing EI into a Web site portal similar to Excite! called EI Village. The site will provide subscribers with daily news, scientific information and a searchable database of articles.

Another formidable contender is the prospective member's decision to simply spend $110 on something other than IEEE dues.

Standards

Over the past decade, there's been a perception among certain industries that the formal standards process doesn't meet the requirements of industries that need to speed up development and release of its products to stay competitive.

Major companies in the information technology and telecommu-

Employees see progress and need for improvement

by Ken Moore

Staff members recognized improvements in the IEEE's career development programs and in staff-volunteer relations, according to trends indicated in the 1998 Employee Satisfaction Survey results. However, satisfaction with physical workspace and communications from supervisors went down.
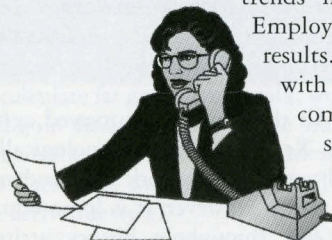
Among the 23 core questions — those asked annually to track changes in attitudes — the most pronounced changes were in agreement with the following statements:
- Volunteers recognize the professionalism that I bring to the job: up four points;
- Volunteers and staff have developed good working relationships: up three points;
- I personally feel secure in my position at IEEE: up three points.

Executive Director Dan Senese says the employees' perception of their relationships with volunteers indicates that "the volunteers are seeing the advantages of a staff that tells them what they think in

Competition

nication fields are now forming groups called by a number of names — consortia, strategic alliances, working groups. For example, Hewlett Packard, IBM, Adaptec and 3Com recently formed an alliance to define an interoperability standard.

This kind of alliance directly vies with standards working groups and the IEEE Standards organization itself, a business that generated more than $6 million in gross revenues in 1998.

Publishing and information

The traditional competition in the $4 billion scientific and technical information marketplace is tough and has deep pockets. Of the top 10 for- and not-for-profit scientific and technical publishers ranked by revenue in 1997, the IEEE ranked ninth. Elsevier Science revenue exceeded $950 million — compared to the IEEE's revenue of $76 million.

But in a world that's becoming reliant on the Internet, the newest opposition in this field is from electronic publishing.

Not only does the IEEE compete with other publishers of electronic print, but it also competes with its own print publications by offering the IEE/IEEE Electronic Library (IEL), the comprehensive collection of all published IEEE and IEE content since 1988, to companies through site licenses.

What are we doing?

The IEEE isn't about to let other organizations nibble away at its business. It is becoming increasing nimble, reacting to competitive threats. A number of new initiatives have been launched to meet the needs of the changing marketplace:
• Increasing the value of membership by helping members identify the products and services that are of most interest to them through IEEE Advantage Programs such as IEEE Information Advantage.
• Launching the IEEE Industry Standards Technology Organization, which offers industry innovative options and flexibility in standards development.
• Creating the IEEE Electronic Professional Information Connection, a database of smaller collections and individual titles of current IEEE electronic products designed to be easier to access and read on screen. ◆

Xtinguishing Assumptions

by Steve Ertel

Generation X. This group of young people, born between 1965 and 1977 is the object of close, ongoing scrutiny by the media and sociologists. So named because "X" symbolizes a random, uncontrolled and unpredictable variable, Gen-Xers often are assumed to be aimless, unfocused, disorganized and unmotivated.

In the workplace, Gen-Xers have been described as former latchkey children — the offspring of parents who both worked outside the home, thus forcing children to become fiercely independent, yet still emotionally needy. Researchers examining the childhood years of Gen-X show they grew up in a fast-paced world, witnessed two recessions, and had workaholic and divorced parents who endured major corporate downsizing.

But a closer look shows that Generation X is much like other generations who developed their own style of doing things. This is especially significant for the IEEE, which employs more than 250 Generation Xers — almost 40 percent of the total workforce! *The Network News* interviewed both members and managers of this generation to get their perspective on Gen-Xers' work style.

Joe Dillon, Marketing & Sales, justifies the stereotypes of his generation. He

• *Joe Dillon*

says that with increased technology has come an increase in workload.

"Shortcuts are needed to get this extra work done, so we rely on ever-changing technologies to get us through each day," says Joe. He also cites job insecurity as a factor in Gen-X attitudes. During his eight years in the workforce, Joe has held five different jobs with three employers.

"This lack of job security," Joe adds, "forces Gen-Xers to stay on their toes, adapt their skills and grasp technology. It's like Social Darwinism...survival of the fittest."

"Our generation definitely tends to grasp technology faster and is easily adaptable to change," explains Sherry Russ, Meeting Planning Services. "We also are an impatient group and expect results immediately, so we depend on technology."

• *Sherry Russ*

"Generation X people go with the flow better. They tend to have less stress, which helps them put things into perspective," says Bill Van Der Vort, IEEE Electron Devices Society, who manages Gen-Xers. "They are leading edge and always looking for more efficient ways to do things."

• *Bill Van Der Vort*

All the employees surveyed agreed that Gen-Xers are more technologically savvy and would rather work independently than on teams. However, it is important to realize that throughout history, attitude and work-style differences have existed between all generations. ◆

Survey

open honest communications. The volunteers are encouraging this communication and the staff is responding favorably."

Among the core questions showing the most negative trends were:
• I have enough physical work space to perform my job in a competent manner: down four points;
• My supervisor keeps me informed of important departmental issues in a timely manner: down three points;
• My average work load is challenging but reasonable: down two points.

Asked about the prospects for improvements in workspace, Dan says, "We are doing two things. One is to use our existing space more wisely, with more efficient workspace designs. And two, if necessary, we will use some of the warehouse space that will be available later this year."

Of the 18 non-core questions, which relate to specific issues that are not necessarily addressed in each annual survey, the strongest improvement was seen in a 10-point jump agreeing with the statement, "The performance evaluation process is understandable." This was followed by a nine-point increase agreeing with, "Career counseling services provided at IEEE are adequate." The third strongest improvement was a seven-point rise agreeing with the statement, "The Human Resources staff is helpful in my career development."

In response to the 1997 Employee Satisfaction Survey that showed career development as a weak area, over the past year Human Resources has introduced programs to address this need.

In a ranking of the factors that affect staff morale, "job satisfaction" was cited most often, at 76 points, followed closely by "compensation" (75 points), "nature of my work" (74) and "benefits" (73 points). ◆

Dealing with the global economic crisis

by Kathy Kowalenko

Thailand, Philippines, Malaysia and Indonesia. These are just a few of the countries whose currencies have been falling in value for the past two years. Often referred to as the "Asian flu," this economic turmoil has affected membership and product sales.

Membership

"I think there was some concern earlier in 1998 that this was going to have a domino effect, that we were going to see the entire Pacific Rim drop off the face of the earth, economically speaking," says Jill Levy, membership staff director. "The good news is, it didn't happen."

"The affect was not as significant as I was afraid it might be," explains Jill. "We did lose a large number of members in some of our smaller Region 10 sections where the economic crisis has been deeper and longer, like Malaysia, Indonesia and the Philippines."

To help members in those countries make membership more affordable, they were reminded that those whose annual income does not exceed $8,600 in U.S. funds can receive 50 percent off the current dues and assessments, and fees for one technical society. Almost 11 percent of higher-grade members in the affected countries took advantage of this option.

While economic challenges for the second largest IEEE Region remained a concern for much of 1998, membership in Region 10 grew by over 14 percent, more than five times the percentage growth rate of the U.S. and double the growth rate of the other combined non-U.S. Regions.

Product sales

A significant amount of the IEEE's sales come from this Region, so it was no surprise that product purchases were impacted by the financial crisis.

To help stave off any steep declines in sales, in mid-1998 the IEEE gave customers in Southeast Asia various discount and rebate offers to help them pay for their print and electronic subscriptions in 1998 and 1999.

Almost all the IEEE product lines though took a hit in 1998. Overall, sales in Region 10 to the reseller market were down by 12 percent, IEEE Press sales were down 9 percent, conference proceedings single sales were down 21 percent and educational products sales were down 20 percent.

But not every product line bled red.

"Surprisingly, we generated new revenue as well," says Barbara Lange, Marketing & Sales. "Several existing CD-ROM customers transitioned to the IEL Online product at a higher price. And we brought on four new customers as well."

"We believe the reason we were able to bring on some new IEL Online business, even at the higher price, is that customers can better justify the cost per user for the Online version versus the cost per user of the CD-ROM version."

The financial crisis continues to spread to other countries in 1999. Brazil recently devalued its currency.

"One of the things that concerns me right now is that the economic situation in Brazil may spread in Latin America," notes Jill. ◆

Moving toward a healthier millennium

by Evelyn Hargrove

In recent years, more of us have become health conscious. We read labels for the ingredients on food products, we count calories, calculate fat grams, run, walk, work out and join health clubs. As we move toward the millennium, many of us are saying, "Yes, I really do want to enjoy a healthier, more active lifestyle."

Three IEEE employees, Debbie Schreiber, Regional Activities; Helen Horwitz, Corporate Communications; and Mary Dick, recently retired from the IEEE Power Engineering Society, changed their lifestyles to become healthier.

After staring daily at her nearly 300 pounds, Debbie Schreiber decided it was time to change her attitude about eating and exercising. At the gentle coaxing of her then coworker, Gloria Gutwein, Debbie joined the Lean Line weight-loss program and lost 90 pounds.

• *A more svelte Debbie Schreiber*

Now called "Healthy Living," the onsite weight-loss program meets Thursdays at the Operations Center. The sessions begin with counseling and a weigh-in.

"Losing weight was the immediate goal for me," explains Debbie. "But learning to manage my food intake for a lifetime, was the overall ongoing magic.

"I can honestly say that I have learned how to 'eat to live, not live to eat,'" she says.

While suffering with arthritis, Mary Dick attended Lean Line and lost 44 pounds. "If you count your fats, eat veggies, and stick to good
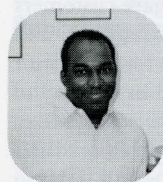
One step closer to doing business electronically

by Sonny Barber

Www.ieee.org. It's the same URL, but not the same old Web site you've been surfing for nearly four years.

In fact, there are several changes to the new IEEE Web site.

For more than a year, a team of almost 75 staffers developed a new site map, a new look and feel, and tools to help page developers.

"This was a major undertaking," says Reginald Hands, one of the team members. "I'm not sure many of us really understood the magnitude of this effort when we started. The old site had more than 30,000 files and many of those pages had no apparent owners. We basically decided to start from scratch and design a new site."

• Reginald Hands
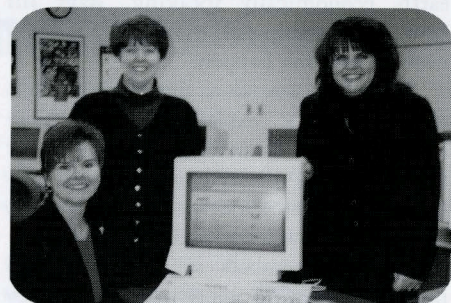
Structure and navigation

The old top-level IEEE home page had become a patchwork of more than 100 links that had little, if any, organization in them. The new one has fewer than 20 and starts users on a path that gets them to information within three links from the IEEE Home Page.

The topics for the top and second levels were chosen as logical groupings for the vast number of subtopics on the site. For example, visitors will get no surprises in Products and Services, Conferences, and Memberships. In About the IEEE, most new users or those new to the IEEE would start a search for general information. IEEE Organizations brings together all those entities based on staff and Board structures.

Look and feel

The top page and those at the next level also have a new, contemporary look that is both functional and attractive. Other pages use the common navigation bar, but developers have many options for displaying and structuring information. However, the pages must still conform to the new site standards. Templates also are available to help page developers create pages quickly and easily, while conforming to the standards.

Searching

All pages on the site must now have key words embedded in them to allow for faster and more precise searches. In addition, there is a new search engine, first used by Standards on its site, that allows for more precise and faster searches.

Help for page owners

Another feature of the new site, the Web Developers Guide, helps the almost 50 page owners and those who may only compile and write information for the page. In the Guide at *http://www.ieee.org/web/* are such topics as IEEE nomenclature and terminology, keyword and tagging guidelines, and Web Templates.

"There's still a lot to do with many more pages to conform to the new design and development standards," adds Reginald.

"There are many features and interactivity and we hope to add many more this year." ◆

• Members of the Web Support Services. From left: Debbie Arcuri, Tina Lubert and Sandy McConville

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Teamwork and innovation = successful standards conversion

by Greg Kohn

For an example of the IEEE's Enabling Staff Culture principles at work, look no further than the legacy conversion project recently completed by Standards Activities. Teamwork, innovation and continuous improvement made the project successful.

More than 50,000 pages in 800 documents were converted into Standard Generalized Markup Language (SGML), a highly versatile electronic format. The documents are the complete catalog of IEEE standards or "legacy" data.

The conversion allows the IEEE to offer every active standard electronically, via the Web, and to create a fully integrated database of technical information.

"A major undertaking such as this really empowers staff," says Susan Tatiner of Standards publishing programs. "It not only strengthens team building and a respect for fellow employees, but it also gives staff the opportunity to excel. And our group seized that opportunity with great results."

It was certainly not a project without challenges. Susan says Standards Publishing had "good electronic files for standards published in the mid-to-late 1990s" but even those needed to be delivered to a vendor for SGML conversion. The standards predating that era were much more complex since the documents had to be converted from a variety of word-processing applications and even plain old paper. All the electronic files then had to be brought into compliance with the Standards' style and proofread for accuracy.

The project team, called GWEN, had members from the Standards editorial, technical and business staffs as well as from a wide network of freelancers. Susan admitted this team was designed as much out of necessity as anything else.

"In the middle of the project we realized that the product our vendor could deliver needed further work at a level we had not anticipated," she says.

"Unless we found outside resources to complete these tasks, enormous pressures would have crushed the project. We turned to freelancers and took on the big job of training these people, and trafficking electronic and hard-copy materials to them."

Two Standards staffers played pivotal roles in keeping GWEN on track. Michel Rodriguez was the technical advisor and designed the project's SGML templates. Kim Breitfelder was the staff manager for the conversion.

"Working with SGML introduced some very difficult issues," says Kim. "We had to field a steady stream of questions from our freelancers, most of whom were new to the technology. There were plenty of unique challenges but those are the kinds of things that make a project so rewarding in the end."

Susan says teamwork and innovation also enabled her staff to have one of its most productive print publishing years ever.

"Despite GWEN, we were able to publish more standards — and pages — than any year but one within the last decade," she says.

To see the end result of the legacy conversion, point your Web browser to *http://standards.ieee.org/catalog/olis/index.html*. ◆

IEEE Financial Advantage - not just for members

by Joann Kilyk

The IEEE Financial Advantage products and services are not just for IEEE members. This program also is available to you and your family. Life and car insurance, a financial planning service, home mortgages and car loans are all offered without a fee.

To help employees become more familiar with Financial Advantage, *The Network News* will routinely spotlight one of its products or services. This article will focus on life insurance.

Of course, life insurance is one of the cornerstones of financial planning. It helps guarantee that your spouse or children will be able to meet current and future expenses in the event of your death.

The Financial Advantage life insurance benefit is separate from your IEEE company-paid benefit and you pay the premium.

Term life insurance provides large amounts of coverage at lower rates. It's the best type of insurance to get when you are younger and your family is most dependent on you.

You can choose up to $1 million of coverage for yourself and $1 million for your spouse. If you become insured for $160,000 through $490,000 ($495,000 for spouses), you'll receive 15 percent off your premium payment. For coverage of $500,000 or more, you'll receive an additional 10 percent discount.

"Participating in the IEEE Life Insurance Plan is an excellent way for employees to supplement the life insurance coverage they receive as an employee," says Brian Anderson, Financial Advantage. "Participants in the plan always comment on the low cost of coverage."

"Participants also receive premium credits, which have been issued for the past 36 years," explains Brian. "These credits reduce the cost of future premiums. Last year the credit was 25 percent."

Adrienne White-Hahn, Marketing & Sales, who enrolled in the plan says, "The best part of these benefits is that they can be used to enhance the insurance benefits the IEEE offers. I have been very satisfied with the service that Seabury & Smith (the program's administrator) offers to plan partici-

• Adrienne White-Hahn and Brian Anderson discuss the IEEE Financial Advantage life insurance program.

pants. There's even a dedicated phone line for the IEEE," she adds.

A Universal Life Insurance Plan also is available for participants who want to combine low-cost insurance protection with tax-deferred interest earnings on cash-value savings.

For more information about the IEEE term life insurance plan or other insurance plans offered in the IEEE Financial Advantage Program, visit its Web site at *http://www.ieee.org*, or call ext. 6589 or 1 800 493 IEEE (4333). ◆

Benefits at work for you

Dealing with the inevitable

by Judith Babeu

Death is not a subject we like to think about, but knowing your benefits in such an event could help your survivors cope more easily with financial matters.

Here is a summary of the death benefits for the various active full or part-time IEEE employee benefit plans.

Life insurance

Life insurance coverage is equal to 2-1/4 times an employee's annual salary, rounded up to the next thousand dollars. Employees also are insured for 2-1/4 times their annual salary for accidental death and dismemberment insurance. Upon an employee's death, the insurance is payable to the designated beneficiary.

Medical and dental insurance

If the surviving spouse or children are enrolled in the IEEE medical and/or dental insurance plans, they can remain in these plans for up to 36 months under the U.S. Consolidated Omnibus Budget Reconciliation Act (COBRA) regulations by paying the group rate to continue coverage. Group rates are usually much lower than individual rates.

401(k) Savings and Investment Plan

Beneficiaries of the 401(k) plan have several options. They can leave the money in the account until the time the employee would have turned 70-1/2 years old, roll over the money into an individual account, or take a distribution for the money. Each option has different tax consequences so beneficiaries should talk to a financial planner before making a decision.

Pension benefits

If an employee has worked for the IEEE for at least three years and is married, the surviving spouse is entitled to a benefit under the IEEE Employees' Retirement Plan.

The most important thing employees can do to help their survivors is to update their beneficiary information whenever there is a change in family status such as marriage, divorce, and the birth or adoption of children. Also, remember to designate a new beneficiary if the one listed has died. Beneficiary designations can be changed at any time. ◆
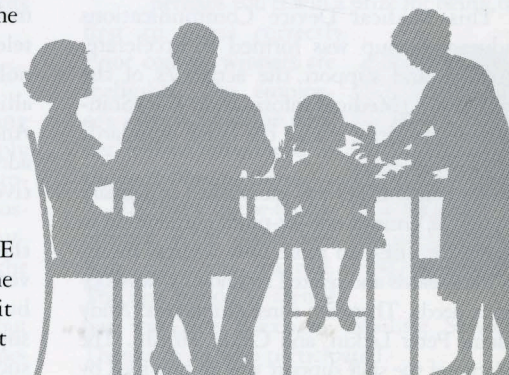
Inventing the future: A profile of Anthony Durniak

by Nancy T. Hantman

From his first exposure to his father's power engineering magazines to his new position as staff executive, IEEE Publications, Tony Durniak has a history of involvement with technical publishing for professionals. His experience as a reporter and editor at *Business Week* and *Electronics*, and as a manager with the American Chemical Society also helps make him an important addition to the IEEE where he must balance the corporate and financial requirements against the members' need for publishing services.

Widening the boundaries

One of Tony's objectives is to explore ways to provide services for a broader community, including non-members.

"Today's IEEE member often works on interdisciplinary teams with people who are not engineers," says Tony. "Semiconductor chip designers work with chemists; biomedical engineers work with doctors."

He notes these teams' information needs can change rapidly with advances in their fields.

Tony also is keenly aware of the new ways people have to access information — especially over the Internet.

"With the Web, people don't have to just read the article, they can interact with it," he explains. "Multimedia enhancements may show animations of system activity and hypertext links can lead the reader to related articles or background information."

By 2000, he says the IEEE will even publish some articles on the Web before they appear in print.

According to Tony, a key to success in this changing world is the reputation of the IEEE brand. Maintaining both ethical and technical standards, and high quality in print and other media will guarantee the reader a product of substance and value.

• Tony Durniak

"The IEEE has always been good at filtering, categorizing and organizing information to make it less overwhelming and more accessible to our members and readers," says Tony.

Those skills, he notes, will be even more important on the Web.

Change and challenge

For Tony, these changes are the major challenges facing Publications and the IEEE.

"Change can be so scary it's paralyzing," he observes. "The trick is to see the opportunities in change."

"It's like skiing. When you're at the top of the mountain looking down, it's terrifying," says Tony, a novice skier. "But once you start down and pick up speed, it's exhilarating."

New beginnings

Since his father specialized in power engineering, Tony was exposed to the EE world as a child. In his seventh grade science fair, he won first prize with a Boolean logic circuit from *Popular Electronics* that demonstrated how "and-or-not" relationships work. He earned a bachelor's degree in electrical engineering from the City College of New York but enjoyed working on the college newspaper so much that he became a science journalist.

Today, Tony enjoys a variety of do-it-yourself activities from carpentry to electrical work. Other leisure-time pleasures include skiing, bicycling and swimming.

His family's move to New Jersey has kept his wife Marsha, a pharmacist, busy with their new home. Daughter Kimberly is a University of Pittsburgh freshman aiming for a career in medicine. Son Joseph is a high school sophomore. ◆

IEEE Industry Standards and Technology Organization

by Marsha Longshore

February was a milestone in the history of the new IEEE Industry Standards and Technology Organization. That was when the first industry group activity was conducted under the auspices of this new IEEE organization. Representatives from four companies met at Massachusetts General Hospital to unveil and demonstrate how an IEEE standard for medical device communications works.

This Medical Device Communications Industry Group was formed to accelerate, promote and support the activities of the IEEE 1073 (Medical Information Bus) Standards Committee under the IEEE Standards Association.

The IEEE-ISTO was established in January as an independent, not-for-profit corporation to enable the IEEE to more fully address industry's standards and related technology-development needs. There are three employees: Andy Salem, Peter Lefkin, and Cindy Tiritilli. The balance of the staff support will be provided by the IEEE staff on a contractual basis.

"Many industries continue to require standards developed in accordance with prescribed principles of the IEEE voluntary consensus standards process," says Andy. "The IEEE-ISTO, on the other hand, provides a new infrastructure under which development processes and related activities can be tailored to the technology, market and participants, among other factors.

"Industries with rapid product development and marketing cycles, such as telecommunications and information technology, have been forming their own alliances to develop specifications," explains Andy. "The IEEE-ISTO was established to address this market-driven need for alternative processes and services."

With a slightly different tax status from the IEEE, the IEEE-ISTO provides the venue not only to develop specifications, but also to assist with the activities that support a standard in the marketplace, such as certification, interoperability testing and marketing.

Although the IEEE-ISTO complements the existing IEEE Standards Association, they differ in several ways. The IEEE-ISTO does not solicit individual or corporate memberships. Instead, it provides a forum for industry groups to develop specifications that meet rapid product schedules while gaining the global recognition associated with the IEEE.

Funding is another major difference between the two standards organizations, according to Peter Lefkin.

"The IEEE-ISTO is primarily funded through contracted fees for services versus the sale of printed and electronically-delivered standards," he says. "Participant groups can organize and benefit from contractual arrangements for services from the IEEE's experienced staff."

The new organization also offers some new alternatives for IEEE societies.

"The IEEE-ISTO provides the IEEE societies with additional resources for new partnerships, base documents for future standards, and other relevant activities," says Peter. ◆

Building bridges

by Bernice Evans

• Patricia Lee painting the wall of the Jaycees Haunted House

Patricia Lee, IEEE-USA, has a keen interest in social, civic and community groups. This helps to explain why she is active in the Alexandria, Va. Jaycees and Puente (Spanish for "bridge"), an organization for young people interested in working for human rights in Cuba.

But, according to Patricia, her volunteerism also provides rewards for the time she has invested. She has made friends and contacts, and shared great experiences.

The Jaycees is a young professionals' organization that sponsors events for professional and personal development, civic service and socializing. A member of the Alexandria Jaycees for less than a year, Patricia was recently elected communications director and named the chapter's Outstanding New Member of the Year.

As a Jaycee member, she has helped Alexandria celebrate its birthday, publicized the group's seminars, and gone on whitewater rafting, camping and ski trips.

Though Patricia is heavily involved with the Jaycees, her volunteer efforts also extend to Puente.

"It is not just a Cuban issue. It is a human rights issue," says Patricia, who is Cuban-American.

Puente was founded to establish links with young Cubans on the island to work for government reform and to educate people about human rights in Cuba. The Washington-area group frequently participates in events with other organizations, such as Freedom House and the Free Cuba Foundation, to bring attention to the plight of Cubans on the island.

Patricia participated in protesting Fidel Castro's address before the United Nations in 1995. She also took part in a candlelight vigil when the "Brothers to the Rescue" pilots were shot down while they were on a humanitarian mission in international waters.

"Castro has been in power for so long that people forget. It is up to our generation to do something to educate others," she says. ◆

The IEEE Foundation seeks to increase philanthropic efforts

by Michelle Meeh

It's hard work trying to give away money! Just ask the IEEE Foundation, the philanthropic arm of the IEEE. With the transfer of $7.6 million proceeds from the recent sale of the United Engineering Center (UEC) to the IEEE Foundation, the Foundation endowment is now more than $14 million.

"The Foundation is really looking forward to stepping up its support of IEEE programs and encourages IEEE units to come forward with strong proposals that will improve and expand the educational and technological programs of the Institute," says Kristina Collmann of the IEEE Development Office. "Many IEEE units don't realize that the Foundation exists to support their programs."

The Foundation, created in 1973, supports IEEE activities that advance science and education. In 1998, the Foundation distributed more than $1 million to IEEE-related programs, over and above normal operating expenses.

The Foundation would particularly like to provide seed money to start innovative efforts that can eventually grow and support themselves. According to Kristina, the organization also wants to expand its activities in Regions 8, 9 and 10.

Some of the new programs the Foundation helped fund last year include the IEEE Student Branch Centers of Excellence, the student profile and record system, and the IEEE international accreditation efforts. In addition, the Foundation has agreed to match each contribution from IEEE societies to the IEEE History Center's Endowment Fund up to $1 million.

The organization also provides ongoing funding for IEEE programs to which it has a long-standing commitment such as education, public outreach and awards. For instance, a sizeable portion of the annual projected interest on the UEC sale proceeds is earmarked for the IEEE Awards program.

The process

IEEE units seeking Foundation funding need to do a little more work than simply asking for money. They must prepare a proposal with an executive summary; a proposal outlining an objective, the expected outcomes of the project and a budget; and the names of participants.

This process may seem demanding but that is where the Development Office comes

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Healthier Millennium

healthy foods, the system works," says Mary.

Helen Horwitz joined a health club after a major illness.

"I had never been interested in exercising, but now I'm totally addicted," she says. "I find that my body is much stronger, my posture is better, and I simply feel great. I'm only sorry I waited until now to begin working out."

• Helen Horwitz

It's time to choose a healthier lifestyle. The future of good health is at your finger tips.

Tips for better health:

- Identify your feelings: are you happy, bored, sad, anxious? When a feeling is good, take time to savor it.
- Take charge of your health: keep up with medical-screening tests.
- Discover the kinds of movement you enjoy: exercise.
- Ask for support: resist the tendency to be too hard on yourself.
- Take time for restoration: everybody needs rest.
- Find meaning every day: make sure your life is filled with things that mean more to you than food.
- Fake it until you make it: perfect your posture, stand tall and walk with grace. ◆

You must have been a beautiful baby!

Who did this cuddly tot grow up to be? (Clue: This Washington, D.C. employee can help you with U.S. government policy.) Email your best answer to Kathy Kowalenko and perhaps you'll win a prize for being the first to guess correctly. Prior contest winners are ineligible. The employee's identity and the winner will be announced in the next *Network News*.

The baby in the fourth quarter 1998 issue was Kim Carroccia, Payroll. The first person to identify her was Rae Roccuzzo, Mailing Services. Thanks to all who participated. ◆

Profile: European Operations Centre

by Evelyn Hargrove

Which IEEE office can field questions in English, French, Dutch and German between just three employees? If you guessed the IEEE European Operations Centre, located in Brussels, you would be right. Jacques Kevers, Kristel Rondelez and Sonja Verstraeten provide local service and support to existing members, Society members, customers, volunteers and potential members in Europe, Africa and the Middle East — IEEE's Region 8.

"We should be considered a 'mini-Piscataway' location, providing a broad range of services and operations to a full range of customers and members," says Jacques. "Local members and customers need to know that we exist and be convinced that they can get the same services directly from Brussels as they used to get from Piscataway with the additional benefits of being in the same time zone, speaking similar languages and sharing the same cultural identity."

• Jacques Kevers

In providing services to members, the office hosts various local membership meetings at the facility. Staff members also attend local IEEE-sponsored and co-sponsored conferences within Region 8 to promote membership. In addition, the Centre is a local source for online and printed membership applications, promotional materials for conferences, and other products and services.

Customer Service includes providing product quotations and availability. The office has a mainframe connection with Piscataway, which allows them to work on the Oracle financial and membership systems,

process membership applications, product orders and as well as credit card payments. They also will have a link into CRI, the new order entry system.

The IEEE Computer Society and the IEEE Communications Society partners with the Brussels office to heighten their global prescence and serve their local membership. Through a dedicated phone number, the Brussels staff also collects and forwards Society orders, applications and subscriptions; stocks and supplies replacement issues of Society periodicals; and updates and maintains local volunteer databases and email aliases.

• Kristel Rondelez

According to Jacques, because of the small number of employees, the staff members are considered more as 'general practitioners' than that of the Operations Center where each person only handles one specific aspect of a problem.

"Our work here requires more cross-training and more flexibility, but this brings us more variety in our daily work," explains Jacques. "We feel that this way of working is more interesting and satisfying for ourselves. Meanwhile the members and customers are pleased to have only one discussion partner who can follow through on all aspects of a problem instead of having to deal with a series of people, each only handling one item at a time."

To keep in touch with developments in Member Services, weekly teleconference meetings are held between Piscataway and Brussels. The Centre employees receive *The Network News*, *The Circuit Board* and other

IEEE electronic publications. They also can access the Eye on the Institute and the IEEE's external Web site.

"In short, our objective is to appear as the necessary connection point between the IEEE and Region 8 members and customers," says Jacques. ◆

Foundation

in. Karen Galuchie, Grants Administration, is available to provide guidance to the units in preparing grant proposals. Karen offers helpful tips and suggestions for putting together the key components for a strong proposal.

Giving to the IEEE Foundation

The Foundation also must raise money in order to give it away. The Development Office can provide donors with information about the transfer of a variety of assets such as cash, appreciated securities, bonds, real estate and life insurance. In addition, 44 corporations match the contributions of its employees to the IEEE Foundation.

The majority of members who contribute to the Foundation give through the dues renewal process. But they will now be receiving more detailed information about the Foundation through mailings and outreach from Foundation volunteers and the

Development Office staff. The Foundation also seeks funds through federal agencies, and private and corporate foundations.

The Foundation is looking toward the millennium with a goal of doubling its support of IEEE programs. ◆

GRANTSBAND®

Panel 1: YES, I DO TRAVEL A LOT, BUT— / WOW! THAT MUST BE EXCITING?

Panel 2: WHERE WERE YOU LAST WEEK? / NEW ORLEANS, BUT—

Panel 3: NEW ORLEANS! WOW! SUPER! GREAT! WHAT DID YOU SEE THERE?

Panel 4: THE AIRPORT, THE FREEWAY, TWO CITY BLOCKS, AND AN OFFICE DOWNTOWN.