



Joyce Farrell: a tribute to a very special lady

by Ginger Sanchez

“People are like puzzles. When somebody special dies, there’s a feeling that those particular pieces will never be assembled again.”

— *The New Yorker*, August 20, 1979

Those who knew Joyce Farrell know she was unique. The Joyce E. Farrell IEEE Staff Award, which mirrors many of Joyce’s qualities, was established to recognize other employees who embody the IEEE’s enabling culture. The first recipient will be announced later this year. In attempting to recapture how special Joyce was, several of her closest colleagues and friends agreed to write about their memories of her. The details could go on for pages, which is a tribute in itself.



• Every day, I remember. I think of Joyce and I remember the hearty laugh, the gleam in her eyes, that terrific smile. I remember the kindness, the generosity, her ability to live life to the fullest and most of all, her friendship. I will miss her for the rest of my life.
— Rita Reeck

A personal remembrance by Ann Burgmeyer

You could describe Joyce by her name: full of joy. She had a quick wit, ready smile and keen sense of humor. I cannot remember when I first met Joyce; it seems that she had been a friend forever. We actually never even met until I visited Piscataway. We had been “telephone” friends, as I would describe it. This is not unusual at the IEEE. Over time, working with editors, other volunteers and vendors, you become quite good friends without ever having met the person. You work very closely on projects with these people just as if you were playing on a sports team. You are interdependent, interconnected and rely on each other. You may even begin to share special events in your lives as the relationship grows.

Knowing Joyce and becoming

her friend was a gift that God gave me. She was one of the most powerful people I have ever encountered. This power was as subtle as it was strong, as quiet as it was dynamic. She had extraordinary inner strength and faith. She would share this with anyone she encountered. Her being was the total antithesis of the disease she carried with dignity. Her fortitude and hope were inspirational to all.

She always found time for people, especially when they were in need — perhaps with a similar medical problem to hers. She would listen and give them inspiration. So often she would be concerned with other people’s problems. Even when hers were much greater, she would reach out.

Her dedication to the IEEE and her work were nothing less than extraordinary. She always gave more than 100 percent. She would take time with people and patiently answer inquiries with genuine care and concern. She was the definition of customer service. She did this because she believed it to be the right thing to do.

I had set my alarm to wake myself on the morning of her funeral and was awakened by the words of a popular song: “. . . and I know you’re shining down on

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Joyce Farrell

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me from Heaven, like so many friends we've lost along the way." You may call this coincidence, but I think it was Joyce telling me she was fine and had gone home. We shared a love for things Irish, especially songs. The refrain from a traditional folk song called "The Parting Glass" is her farewell:

*And since it falls unto my lot
That I should go and you should not
I'll gently rise and softly call
Good luck and joy be with you all.*

I miss my friend

by Verna Miller

As I reflect and try to characterize Joyce in any medium short of writing a book, I'm immediately reminded of the parable of the Good Samaritan in the Bible. To paraphrase, "A man was traveling and was set upon by thieves who robbed and beat him and left him lying in the road. A priest traveling the road saw the man and crossed to the other side. An assistant to a priest saw the man and also crossed to the other side. The Good Samaritan saw the man and immediately went to his aid. He picked up the man, carried him to an inn, cared for him through the night, paid the innkeeper to continue his care and said to the innkeeper, "I will return and on my return, I will pay any additional charges."

This was Joyce.

There was no job too big or small for her,

and the offer, "Can I help?" was ever present. This was her work ethic and also the way she lived. I have lost count of the number of tasks we've encountered with the renewal bill process when the question was asked, "Who owns this project?" And the answer has been, "Well, it should be so and so, but Joyce always did this."

Joyce Farrell, my friend

by Mario Ripatranzone

Joyce was more than a co-worker, staff member or even subordinate. She was a friend. We were able to talk about anything and I enjoyed those conversations. She helped me through personal tragedies as well as sharing in family joys. She will always be remembered by me, and I can only hope that she was aware how much I enjoyed our friendship. As a worker, few can compare to Joyce's approach to the job. She was considerate, always willing to help and knowledgeable.

She had so much energy that even late at night when everyone else was looking to pack it in, Joyce would be getting herself a caffeine fix to keep going. This was a consistent attitude that Joyce had. Whenever there was a question of, "Who are you going to call — Joyce Farrell?" she would respond with a positive attitude, a big smile and then pitch right in.

Joyce will be missed by many of her friends here at the IEEE and I'm proud to have known her, worked with her — and most of all — been her friend. ♦

For those of us who knew Joyce, all of these stories will bring a smile to our faces. For those who were not as fortunate, you'll surely catch a glimpse of how dear a friend Joyce was at both work and play.

A true patriot

by Mahrukh Cama

Joyce!! We miss hearing her voice, her laughter, her cheerful face.

She was a symbol of true friendship, an upstanding citizen and patriot. The Gulf War is thankfully far behind us, but the symbol of patriotism and courage flies high every day at the IEEE, because Joyce asked: "How come we don't have a flag on our premises?"

She made our families part of her family and her memory will live on forever. Joyce treated every day as a gift from God and lived it fully. Thanks, Joyce, for showing us how to appreciate life.

A picture speaks a thousand words

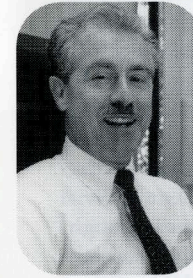
by Carol Coffey

Knowing Joyce was one of life's rare gifts. I keep a picture of her on my window sill to remind me that so much of what a person can endure and accomplish depends on one's attitude. I can still hear her smiling voice saying, "Hello, my friend!" It brings back the feeling of pride I had that someone with Joyce's strength and character thought of me as a friend. I learned so much about life in the short time I knew her. ♦

Dan Senese celebrates one-year anniversary

by Greg Gillespie

What a difference a year can make. General Manager Dan Senese marks his one-year anniversary at the IEEE on 25 Sept, and while he always cites the need to improve, he believes that the past year has been filled with big steps in the right direction for the Institute.



When Dan took the job, he was no stranger to management. He spent 27 years with AT&T and Bellcore, serving as Bellcore's vice president of quality and general manager of the company's Network Product Management. Even with that much experience under his belt, there were still a few surprises when he came aboard at the IEEE. "I had no comprehension of the scope of our activities — electronic publishing, the SPAsystem, standards, etc. — and how complicated some of our business processes were," says Dan. "Another surprise was the attitude of the volunteers and staff. They really have a true love for the Institute."

If there was ever a right job for the right person at the right time and place, Dan says his move to IEEE general manager was it. "In many ways, my entire career has groomed me for this job," he says. "It gave me the opportunity to find out what works and what doesn't work in management, and

I had experience with information systems, as well as recent quality and product management responsibilities that have been very helpful here."

But Dan said there's a relationship with members and volunteers of the Institute that is markedly different than his past experiences. With a huge number of stakeholders in the IEEE, he says, it's a challenge to make sure everyone's voice is heard. "That's what makes the IEEE unique. Not only are members and volunteers our customers, they're our partners and they bring a lot to the party," he notes.

Soon after taking the reins as general manager, Dan recognized that one of the biggest challenges to the IEEE was to get people talking to each other. After working with senior management to create a more open, enabling environment where employees can thrive and create better relationships with members and customers, he has seen the effort pay off in improved morale and better service.

"When I first came here, we started having post-Board meeting reviews, and I asked two questions: what do we do well, and what can we do better? I was essentially the only person who talked about what we could do better," Dan said. "But the most recent review after the Montreal meeting was almost a love-in. There was phenomenal teaming and a general sense of people helping out, and more significant, we generated a long list of improvements we can make — and I did not add one item to it. I've been to

meetings of staff and volunteers involved in marketing and sales, information systems, member services, regional activities, technical activities and other areas, and I see people really coming together."

That's one reason Dan believes member complaints to our member relations organization have decreased 60 percent month after month between June '95 and June '96. While Dan says that any complaints are too many, he believes the Institute is making positive gains to benefit volunteers, members and non-member customers.

"When I arrived, I recognized we had good and dedicated people, but they needed an enabling environment that includes the proper tools and processes which allow employees to satisfy our customers," he says. "Employees want to do the job, and we're helping to get the roadblocks out of their way."

The next issue Dan plans to tackle is to make the IEEE operate in a more "can do" atmosphere. Too often in the past, he said, the IEEE has acted in an enforcer role and told customers, members and volunteers what they can't do, instead of working with them to satisfy their needs.

"We operate too much in a 'one size fits all' mode. We have to learn how to tailor our services for our customers," Dan says. "We have to get rid of the bureaucracy and simplify things, help our customers get through the rules and give them what they need. That means taking our services to the next level." ♦

Emergency response team to the rescue

by Laura Durrett

Have you ever wondered what you would do if someone in your area were to have an emergency situation, such as fainting or a serious injury? The IEEE Operations Center has an emergency response team made up of trained employees who can quickly come to the rescue.

Debbie Schreiber, Regional Activities, is the team's coordinator and oversees the training. According to Debbie, "the emergency response team members are certified for community first aid and CPR. They are recertified in first aid once a year, and in CPR every other year." Administered by the National Safety Council at the Operations Center, community first aid trains individuals to work with adults, children and infants, so the training ensures emergency help for staff members, volunteers and visitors.

"My father was a volunteer fireman who knew first aid, so it's good information to

know and it does help people" says Rob Colburn, Publications Administration, who has been a team member for several years. He got involved because he felt so many emergency situations can occur in which people

Emergency response team

Nancy Blair, Publications Administration

Peggy Blash, Standards

Phyllis Buchta, INSPEC

Rob Colburn, Publications Administration

Joe Hale, Customer Service

Athelda Harden, Corporate Activities

Janice Porter, Payroll

Ron Ranger, Building Services

Debbie Schreiber, Regional Activities

Terry Simonetti, Credit & Collections

Orlando Velez, Publications Administration

need attention. Past emergency situations have included heart attack symptoms, asthmatic attacks, possible heat stroke, fainting spells, a broken foot from a fall in the elevator and a severe scalding incident.

If a serious emergency situation occurs in the Operations Center during normal business hours, call extension 5555 immediately. Emergency response team members each have a red phone on their desks that only has this extension. Callers should provide the injured person's name and location (e.g., John Smith, Customer Service, Building 3). All available team members then grab their first aid kits and respond to the call as quickly as they can. They assess the scene of the incident, contact the Piscataway Rescue Squad and provide the appropriate first aid until the rescue squad arrives. Luckily for staff in the Operations Center, the Piscataway Rescue Squad is located across the street and coordinates its efforts with the Piscataway Police Department. If there is an emergency during non-business hours, call 911.



Employees in the Washington, D.C. office should call 911 directly. The New York office has a United Engineering Technology nurse on call during business hours. More specific instructions for each location are listed in the IEEE Telephone Directory.

Staff can be reassured by the knowledge that team members are prepared. Janice Porter, Payroll, says, "I always wanted to get involved and be prepared to help someone. I now have the hands-on experience to handle an emergency situation." Because the IEEE's emergency response team evaluates the situation and stabilizes the patient, the team can provide important advance information to the rescue squad so they arrive prepared for the emergency. This saves precious time, and when you are dealing with a potential heart or asthmatic attack victim, saving a few minutes can mean saving the person's life.

Kudos to IEEE's volunteer emergency response team members listed. They represent the true meaning of team effort. Don't you feel better just knowing they are here "just in case"? ♦

The IEEE's home page status

by Reginald Hands

One of the media coming to the foreground in the IEEE's continuing quest to provide faster and more customized attention to our constituents' needs is the World Wide Web (WWW).

The WWW is a vast collection of information available via the Internet. While the Internet consists of many different technologies (i.e., e-mail, telnet, gopher), the WWW's explosive growth has more than taken the Internet by storm. It has created an entirely new paradigm of both communication and culture. This is because the WWW model makes accessing almost any form of digital data inexpensive and, perhaps more important, easy.

Unfortunately, easy-to-use does not always imply easy-to-implement. The newness of the technologies (the WWW of today differs greatly from the WWW of only a year ago) has presented the IEEE staff with a very daunting challenge: to develop a sensible site that continually addresses the needs and desires of our members and customers. The major task has been making the leap from the traditionally linear production models to the nonlinear ones fostered by the virtual (and dynamic) Web.

The IEEE WWW Designers' Committee, composed of employees from virtually every department of the IEEE, has met this challenge by attacking the design of the IEEE's Web sites from the outside in. Though constrained by other duties, the members of this committee are using the technologies of the Internet to keep in contact by e-mail and review their work.

By combining both the technical expertise and the anecdotal experience of the various committee members, we have been able to see our Web site from a user's point of view. Tacit assumptions about what would work are constantly challenged in our diverse group, and what is emerging has a great deal more to offer the user than previous efforts. While we have only just begun our work, we are well on the way to creating a Web site that will enable its visitors to get the most out of their stay. ♦

Sections Congress '96 means teamwork

by Laura Durrett

Sections Congress (SC '96) is a gathering of section leaders from the 10 IEEE regions, and this year will be held 1-4 Nov in Denver. The first congress was in 1984 and is held every three years. This event cultivates grassroots leadership from the IEEE regions and presents a priceless opportunity for members to affect the future of the Institute. The 1993 Sections Congress had more than 600 attendees.

SC '96 is the ideal place for individuals to network and share ideas, as well as to increase leadership skills and gain a working knowledge of the IEEE — a very large and complex organization to both staff and volunteers alike. Sections Congress is also a venue for expressing opinions and concerns through recommended actions that will be used by the IEEE boards to direct the Institute into the 21st century.

This year, coordination is handled by dedicated volunteers of the SC '96 Organizing Committee, the SC '96 Program Committee and a team of Regional Activities staff members. The staff works to coordinate all aspects of the congress, including registration, com-

piling registration packets, printing name tags, checking meeting space and audio-visual needs, staffing information booths and exhibit areas, responding to attendee and volunteer questions, coordinating partners' activities and distributing SC '96 recommendations. SC '96 is truly a volunteer/staff team effort.

Team members do whatever is necessary to keep the congress running smoothly and making any difficulties transparent to SC '96 delegates and attendees. The team's goal is to make the event a huge success with credit being given to everyone involved. Effective teams have two things in common: good leaders to guide the members of the group, remind the team members of the goals and objectives and most important, motivate and instill in team members the importance of the task at hand; and second, staffers who are willing to bring their knowledge, expertise and hard work to the effort.

SC '96 goals reflect the theme "Ideas for the Future" and are three-fold: to show attendees the available resources and how to access them to maximize their abilities as IEEE volunteer leaders; to create an environment con-

ducive to the sharing of ideas, concerns and solutions, both during and after the congress; and finally, and perhaps most important, to serve as a forum for section chairs and other local leaders, enabling them to voice the ideas, issues and recommendations of their collective membership, reinforcing the vitality and relevance of the IEEE.

Staff team work is essential in the SC '96 exhibit space, which highlights IEEE programs, publications and electronic communication vehicles for congress delegates and attendees. The exhibits area is intended to increase awareness of the availability of the IEEE products and services. The following areas will be represented: Financial Advantage, Press, Periodicals, IEL, Corporate Communications, Technical Activities, Membership Development, Student Activities, IEEE merchandise available through Regional Activities, Educational Activities, IEEE U.S. Activities and Standards. Communication vehicles will include SAMIEEE, WWW sites, e-mail and Internet access.

Carol Coffey, Regional Activities, is this year's SC '96 coordinator. Congress registration materials can be obtained from IEEE RABFacts. Call 908-562-6555 and using the fax machine's handset, request document #1 06 03. The advance program is document #1 06 02. Look for SC '96 results in a future issue of *The Staff Circuit*. ♦

First member opinion survey results released

by Gale Latzko

The results are in, and they are positive! The report on the Spring 1996 Member Opinion Survey was recently released, and the data reflects member and volunteer satisfaction with the IEEE's products and services.

Administered under the direction of Henry Shein, Strategic Planning and Institutional Research (SP/IR), this survey was the first in a series designed to determine how well the IEEE staff is responding to members' needs and expectations. Over time, data will be used to measure the IEEE's progress in reaching its goal of becoming the best staff of any professional society.

The first survey provides not only a scorecard of performance to date, but also a baseline measure. Members will be polled twice a year, during the second and fourth quarters. Henry remarks that this first survey could be referred to as "Member Opinion Lite" because each successive survey will contain more in-depth questions.

The questionnaire was developed by a team of staff representatives throughout the IEEE. Each department submitted questions about its own products and services — in

essence choosing its own hurdles to leap. All subsequent surveys will also be written by staff representatives. Departments will have an opportunity to either ask new questions to measure performance in a different area, or repeat the same questions to ascertain changes over time.

In this baseline survey, 84 volunteers and 433 members responded to 14 detailed questions concerning the IEEE's products, services, communications, and processes. All areas registered at least a 50 percent level of satisfaction, and 94 percent of IEEE members were "satisfied" or "very satisfied" with their membership.

For now, IEEE staff can recognize the areas where improvement is needed, but also know that the IEEE as a whole is regarded as doing a good job. The average satisfaction rating for centralized services was 81 percent; for customer service, 89 percent; for IEEE Operations staff, 88 percent; for the product catalog, 84 percent; for member services, 88 percent; and for publications, 90 percent.

Significant differences between volunteer and member opinions are apparent in this survey. "Volunteers are more sensitive to issues than are members because they repre-

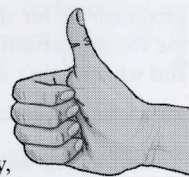
sent the membership and they are more critical, and more complimentary, when necessary," says Henry.

SP/IR has recently completed the Volunteer Opinion Survey, which measured volunteers' satisfaction and expectations with support staff of various IEEE entities. For instance, if volunteers work with the Technical Activities Board (TAB), they will rate only their experiences with TAB's staff. These results were released in August.

Departments are glad to receive the feedback, even if it seems that members aren't aware of a department's products and services or perceive them to be of low quality. "In some cases, it appears to be negative data, but it's positive information," explained Henry. "The data informs you in a dispassionate way, and is a helpful tool for improving products and services. It's important to know yourself and know your customers."

Adds Henry, "The thing to remember is that everyone got a positive satisfaction rating, and it was just a matter of degree of how positive."

The URL for the complete survey results is <http://www.ieee.org/opinion/>. ♦



Collectors series continuation

by Adrienne White

As promised in the last *Staff Circuit*, here are more avid collectors at the IEEE:

Jill Levy, Regional Activities, has an unusual collection — almost 60 scales. At 10, she was given a 19th century *Spring* scale, which launched her interest in collecting. A *Spring* scale is a horizontal scale used primarily for commerce during the 18th and 19th centuries. Her collecting really took off during her first year at Simmons College in Boston. It wasn't unusual for New England farmers to let Jill rummage through their barns in search of a new prized possession at a bargain price.

Jill's collection also includes counter-balance scales, used for medicine and jewelry, and steel-yard scales, heavy-duty measuring tools to weigh such things as grain. Her



• Joyce Mauer collects Japanese Phoenixware china.

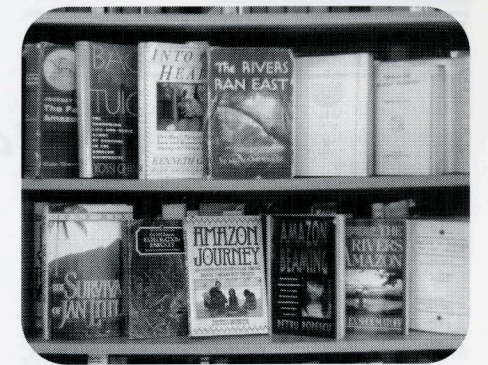
Spring scales are displayed in the foyer of her home. Above the front door she proudly displays her most prized possession — a 14-inch scale with a solid-brass cylinder weight unit. She found it in 1987 at a churchyard swap meet in central Connecticut.

Joyce Mauer, Magazines/Newsletters, has many interesting collections, all of which are perfect for their setting — her 200-year old house in Middletown, N.J. For example, she owns a collection of antique Victorian period (1837 to 1901) napkin rings. Among them is one in the shape of a horse and wagon, and another of two seated eagles. Joyce displays them in a restored medicine cabinet accented with a mirrored background to accentuate the dimensions of all 25 pieces. Another of her loves is antique quilts. One of them, a "crazy quilt," dates back to 1872. It's made of an array of satins and velvets. She has been lucky enough to have been given many of her quilts by family or friends, and those not on walls are stored in a pine-jelly cupboard she restored.

Her other interesting collections are Flow Blue patterned china pieces and Japanese Phoenixware china, which features the legendary Phoenix bird in the pattern. Joyce displays the china patterns throughout her kitchen and dining room walls.

Another of Joyce's passions is collecting food choppers. She has 30, mostly made of hand-forged metal with wooden handles.

Trudy E. Bell, IEEE Spectrum, avidly collects rare and old books on 19th-century American astrono-



• A sampling of works on the Amazon River basin in Brazil and Venezuela, from the collection of adventure travel books of Trudy E. Bell.

my and what she loosely calls "adventure travel." The latter fill two seven-foot bookcases in her dining room. These works were written by such well-known authors as Amelia Earhart, Theodore Roosevelt, T.E. Lawrence and Colin Turnbull. The subjects range from accounts by explorers and anthropologists to tales of survival from airplane crashes and shipwrecks, travel narratives of people who hiked or bicycled in remote parts of the world, accounts of individuals who attempted to set first-time records for flying or sailing around the world, and memoirs of people who "dropped out" of society to try living in harsh island or Arctic environments. She restricts her collection to publications printed prior to 1960 (preferably 1950), but most were published between 1900 and 1940. She is especially interested in accounts by women.

It has been fun for me — and for you too, I hope — learning more about some of our co-workers with such a wide range of collecting hobbies. ♦

Intranets: Revolutionizing the way we communicate

by Kathy Kowalenko

Imagine this workday scenario: You receive a telephone call from a friend who asks, "Does the IEEE have any open positions?" Instead of saying you need to check the bulletin board, you say, "Let me check our intranet." Your friend then asks, "What about medical benefits?" With a few more clicks, you go to the on-line employee manual. After your friend hangs up, you're still on the intranet, so you decide to read the most recent discussions on the IEEE's Child Care newsgroup site.

Is this a dream? No, it's the vision the IEEE has for providing employees with access to information directly on their office PCs.

An intranet is a company's internal Web site and offers all the Web has to offer in the way of interactivity, file distribution and

document transferring. The difference is: access to the intranet is restricted to employees.

The Institute is no different than other companies in trying to find how to provide faster, easier ways to get information to employees. In fact, it's becoming one way businesses have found they need to operate and stay competitive.

The key benefit of an intranet is increased productivity, because distributing information on paper can be greatly reduced. A document must be updated only once and it's available immediately. No longer do you have to look for data filed in someone's file cabinet. Everyone, including remote locations, will have access to the same information at the same time. Another important benefit is the paper and printing cost-savings. The intranet also can be used

to connect working groups together to share the status of projects. One such group is the committee charged with restructuring the external IEEE Web site.

The most important key to a successful intranet is to make available important employee information. The Management Council has approved putting up human resources information; *The Circuit Board* back issues; Financial Advantage programs available to staff; and Quality College training schedules and class listings. The owners of these documents (and I, as Webmaster) are committed to keeping these sites updated. When these components are complete, the Management Council will then decide what other information should be made available.

Access to this type of information was

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Department close-up:

A major publishing force

by Josephine Germano

For 25 years the IEEE Press has been producing informative, quality books for members as well as non-members. The product line consists of books acquired and developed in-house, co-publications, selected reprints and classic reissues. The range includes cutting-edge monographs, professional handbooks, textbooks, practical guides and electronic training programs.

According to Dudley R. Kay, staff director, "Overall, the IEEE Press is a medium-sized publisher that is a major force in electrical engineering book publishing specifically. With annual sales approaching \$4 million and almost 60 new titles released every year, only a handful of publishers are more prolific than us."

Three factors have contributed to IEEE Press's growth in size and visibility over the last few years. The first is more aggressive signing of new authors. Second, a successful initiative to establish co-publishing ventures with major commercial publishing houses such as Prentice-Hall, CRC Press, McGraw-Hill, John Wiley & Sons and Oxford University Press. Lastly, marketing to new outlets or markets outside our membership — particularly technical bookstores, libraries and wholesalers — both domestically and abroad.

More books and expanded marketing efforts have dramatically increased Press's visibility so that both new and experienced electrical engineering writers now consider the IEEE Press an attractive publisher.

Title acquisition and the editorial process

The Acquisitions area has two major functions: first, to identify markets that need books and talented individuals who can write for the IEEE; and second, to work with authors to develop books in a timely manner that have the content, reading level and style to meet the marketplace needs.

Of these two functions, acquiring authors and manuscripts is the more visible. Authors and ideas for books are found in a number of ways. Although some books come from authors who have independently developed a book idea and contacted Press, the majority of bestsellers are from series editors — who number almost a dozen —

from discussions with IEEE members at trade shows and campus visits or with society liaisons or officers. Once Press determines there is a need to publish a book in a specific area, authors are then sought in a variety of ways. One method is to ask qualified people in a particular field to find someone who has both the writing skills and interest in writing a book.

Series editors and society liaisons also play a key role in identifying potential



• The IEEE Press is a major force in EE book publishing and making it happen are: (bottom row, left to right) Denise Phillip, Lisa Dayne, Dudley Kay; (top row, left to right) Denise Gannon, Linda Matarazzo, Savoula Amanatidis, Josephine Germano, Karen Hawkins, Lee Moore.

authors and helping to persuade them to write a book. To enhance this relationship, editor Karen Hawkins coordinates activities directly with the IEEE's societies and sister associations.

Finding authors and projects is just the beginning of the publishing process. After potential authors are identified, they are asked to write a book proposal and submit a sample chapter. A book proposal discusses the content and reason for the book and its intended audience. We want to know *what* the content is, *how* the author intends to develop the topic, *why* a reader would be interested in this book rather than another on the topic, *who* the potential reader may be and *where* we can find that reader (in colleges, among our societies or in a specific industry.) All proposals are sent to knowledgeable IEEE members for review. These reviewers include society liaisons, Press Board members, academics or people working in industry. They are asked to comment on the proposal and the potential market for the book. Is a particular proposal better than existing books, or does it break new ground? Will it generate sufficient interest to warrant publication?

Assuming a positive response is received

from the reviewers, the author will be offered a contract. The real work for the author — writing the book — now begins. Depending on the author and the project, writing can take anywhere from six months to five years. One to two years is typical. The author is contacted regularly while he or she is writing. They are asked to periodically submit several chapters so they can be sent out for an in-depth, line-by-line review. The purpose of this review is to give authors feedback from experts as to whether they are achieving what they hope to, as well as to spot errors. Frequently, reviewers make suggestions that help authors produce better books than they would have otherwise.

Press production and manufacturing

Press Production editors wear many hats — some of which are unique to the Press and typically not found in commercial production shops. Press's production and manufacturing team is headed by Denise Gannon. After manuscripts have been carefully selected and developed, they are transmitted from the editorial staff to

the production and manufacturing staff. In the early 1990s, manuscripts were transmitted informally to the production staff, which consisted of two production editors. But with the success of Press and the rapid increase in the number of titles came the need for additional experienced staff. Key production people from McGraw-Hill, Prentice-Hall and John Wiley & Sons joined the staff and lent their talents to formalizing procedures and ensuring the quality of the finished products.

Manuscripts released into production go through a rigorous analysis. Cost estimates are prepared, formal schedules are created, and freelancers and vendors are retained. After all the pieces are in place, a "launch" meeting is held among editorial, marketing and production staff where issues such as publication dates, pre-press and printing costs, and final titles are determined.

Production editors carefully monitor the publication schedule cost analysis for every title and take charge of ensuring it is published in accordance with editorial and marketing plans. The production team must constantly keep current on the rapidly changing electronic technology and find

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Telecommuting cross-country

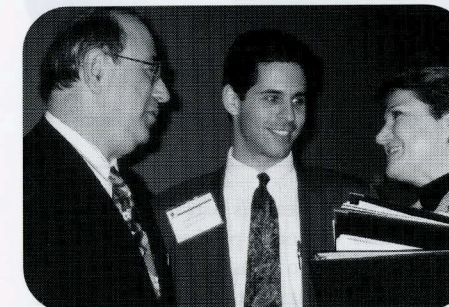
by Debbie Williams

As soon as United States Activities staffer Scott Grayson arrives at work each morning, he checks his e-mail and voice mail, and then begins the day's tasks. Sounds like the start of a typical IEEE workday, right? Wrong! Scott works out of an office in downtown Minneapolis, not Washington, D.C.! This telecommute saves Scott almost 1,100 miles.

As manager of IEEE-USA's career policy council, Scott coordinates the committees for career equality, career maintenance and development, intellectual property, and licensure and registration, as well as supervising other council activities. Last year, after his wife Debra, a licensed marriage and family therapist, received a job offer in Minneapolis, Scott and she decided to move to the Twin Cities. Not only would their new environment allow them to be closer to

Scott's in-laws and aunt and uncle, but they also had agreed that they wanted to rear their young son and daughter in the Upper Midwest. Scott explored the possibility of telecommuting with IEEE-USA Managing Director Tom Suttle. (Scott had extensively researched this option, drawing on volunteer committee members' telecommuting expertise.) Tom supported the idea and sold it to the volunteer leadership, who were skeptical at first.

A relative of Scott's shares office space



• Scott Grayson (center) with Joel Snyder, IEEE V.P.-Professional Activities and an IEEE volunteer

People page

with him, and the office is equipped with a computer, laptop, fax and telephone line. "This new arrangement is working out great," Scott says, "but with our tough Minnesota winters, I couldn't make it into the office some days." However, since he is now accustomed to working remotely, Scott can easily shift his office to his home.

Scott's job requires lobbying for U.S. members' concerns. He admits that without having worked in the Washington, D.C. office first, and personally establishing Capitol Hill and White House contacts, telecommuting would be much more difficult. Scott's previous networking allows him to e-mail, fax or call these contacts and get results. For important meetings or events, he commutes to Washington, D.C. Interestingly, he supervises two employees in Washington, and maintains constant communication with the U.S. Activities office.

According to Scott, the Internet was instrumental in his successful transition to telecommuting. Legislative material — once only privy to Washington insiders — is now easily accessible on line. An Internet news service also keeps him apprised of specific legislative issues.

Scott does lament the human interaction and camaraderie of an office environment. However, he notes he is more productive without office distractions. What he doesn't miss are those hot D.C. summers and the hectic, hour-long commute! ♦

Wedding Bells



Tara Lindquist, Transactions, married Brian Duggan on 15 June.

10 Years: Linda Hall, Jay Iorio, Maureen Quinn, Randi Scholnick-Philippidis, Susan Vogel

5 Years: Tom Bontrager, Henry Bucheit, Clare Dempsey, Joseph Hale, Helen Horwitz, Camille Pluff, Michell Scott, Edna Straub, Linda World



Stork Alert

Chuck Gordon, Customer Service, is a new father. His son, Matthew Lee, was born on 24 May.

Gretel Seham, Transactions, had a son. David Francis Handy was born on 10 June.

Rose Nelidin, Regional Activities, had a son. Kyle Robert was born on 26 June.

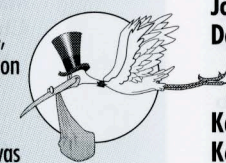
Helen Shiminsky, Regional Activities, had a son. Alexander was born on 3 July.

Karen McCabe, Standards, had a son. Michael Luke was born on 9 July.

Doris Jones, IEEE-United States Activities, had a daughter. Jordan Deanna was born on 18 Aug.

Sharon Nadler, Technical Activities, had a son. Alex Jordan was born on 22 Aug.

Maria Mantione, Financial Services, had a daughter. Vanessa Lee was born on 26 Aug.



Service Awards

(July to September)

30 Years: Gail Ferenc

15 Years: Valerie Cammarata, Julie Cozin,

William Hagen, Pender McCarter, Cynthia Poko, Harry Strickholm



Welcome Aboard

Jaelene Berry, Technical Activities

Joseph Costin, Customer Service

Donnamarie Dougher, Member Services

Kenneth Gilbert, Controller's Office

Hilary Harding, Education

Karen Hawkins, Press

Kelly Jarvis, Human Resources

Paul Johnson, IEEE-United States Activities

Margaret Kelly, Marketing & Sales

Yuriy Klepov, Information Technology

Michelle Kozlak, Computer Society-D.C.

Joseph Lanzalotto, Customer Service

Dianne Lewis, Member Services

Edward Lorne, Customer Service

Maria Marin, Shipping

Sudheer Marisetti, Information Technology

Debra McIntyre, Magazines

Matthew Plotner, Member Services

Jay Prignano, Programming

Joan Ratliff, Member Services

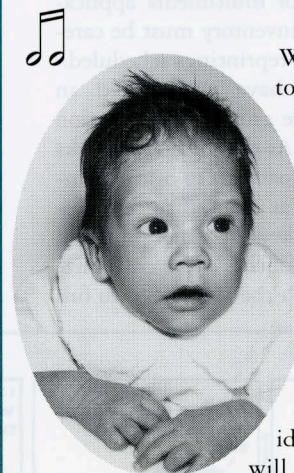
Linda Riley, Marketing & Sales

Sandra Schumacher, Corporate Activities

Joanne Slaza, Regional Activities

Bonnie Szpara, Member Services

You must have been a beautiful baby!



Who did this cuddly tot grow up to be? (Clue: This N.J. baby really knows how to pick up and deliver.) E-mail your best answer to Kathy Kowalenko and perhaps you'll win a prize for being the first to guess correctly! The identity and winner will both be announced in the next *Staff Circuit*.

The baby in the Summer issue was Alicia McPherson, IEEE U.S. Activities. The first person to identify her was Genevieve Kolbenschlager, Mailing Services. Thanks to all who participated. ♦

IEEE softball team update

• The IEEE softball team played hard, played well and enjoyed the camaraderie, despite posting a record of 1-13. "The season was disappointing, but rewarding," says captain Mark Vasquez-Jorge. Team members are (front to back, left to right): 1st row: Team Captain Mark Vasquez-Jorge, Keith Grober; 2nd row: Rich Pluff, Rob Jobmann, Peter Curtis; 3rd row: Dan Toland, Lenny Masse, Frank Walko, Chris Perry, John Denuto, Kevin Dolen, Eric Tuppatsch, Joe Blair and Dave Galicki. Not pictured: Mike Finer, Chuck Gerdon, Tom Lee, Jim Paradise, Kevin Stumpf and Doug Teece



Intranets

CONTINUED FROM PAGE 5

attempted on the Staff Gopher, but its capabilities were limited. The intranet is better because graphics can be used and files can be linked to allow users to jump from one section of a document to another without having to read the entire text. Eventually, the Staff Gopher will be eliminated and replaced by the intranet. In September, our intranet will even have its own name, thanks to the creativity of the IEEE staffers.

The possibilities of an intranet are just beginning to be discovered. The key objective is to continually improve communications to our employees. ♦

IEEE Press

CONTINUED FROM PAGE 6

ways to produce books economically so they can be used later for multimedia applications. At all times, inventory must be carefully monitored and reprintings scheduled.

Co-publications have also played an important role in the growth of production and manufacturing. As the IEEE Press seeks to link with outside partners to bring members more products at reduced prices, Production has been key in arranging and scheduling these products. "From customizing book covers with the IEEE logo to full

production, this team is part of the process," says Denise Gannon, production manager. "It's a good way to measure our publications and operations against outside publishers. There are some very definite metrics which Press not only compares with favorably, but also exceeds."

Administration

In addition to the standard clerical functions, Press administration provides other support that is unique to book publishing. For example, book/author royalty bookkeeping and disbursements of funds; purchase of independent contractor services; and coordinating with co-publishers on selections scheduled for display at major exhibits, as well as attending and staffing them.

Current and future challenges

Today, the Press is also publishing software packages and has plans for CD-ROMs and on-line books. Each presents unique challenges and requires research and development.

Newly published titles are scheduled to be published at a time when their appearance on the market will be most profitable. As such, many books are on abbreviated schedules and every effort is made to target books for the IEEE conferences.

The strongest testimonial a publisher can receive is when authors return to do their second and third book with IEEE Press. ♦

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