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**MONITOR**  
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*IEEE New York Section  
PACE, PES/IAS &  
The Edison Engineering Society  
Presents  
Investing for Growth*

*Wednesday, April 12, 2000.  
5:00 P.M. - 7:00 P.M.*

*(See Back Page For Details)*

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**PERIODICAL**  
TIME SENSITIVE MATERIAL

# Chairman's Column



## What Is the IEEE

- Political Action Committee
- Fraternal Organization
- Club
- Professional Group
- Association
- Benevolent Society
- Lodge
- Social Affiliation
- All of The Above!

Not many I fear have used or know the full extent of services available through the IEEE. In the next several articles I will try to personalize my relation with the IEEE. This relationship has been a very positive experience, one that has grown and continues to grow with each new area of expertise that I encounter. I have never been disappointed, sometimes challenged; but only because I did not have a good road map to find my way to the right person or group. In this and other articles to follow I want to share some of my great finds within the IEEE. Fortunately I have always been able to go back to what I call my fairy G-d Mother, my Tinker Bell, my North Star: Debra Schreiber, Section/Chapter Support. Debra has always pointed me to the right path without the rhymes of a Cheshire Cat, a Mad Hatter, or a Rabbit late for an appointment. When I really went aground there was Cecelia Jankowski, Managing Director (Policy/Administration), who supplied that extra bit of information necessary for me to find my way. And for all those engineers who insist on fail-safe systems, back up, and contingency plans there is Irv Engelson, Director of Region 1. Each of these very capable individuals is extremely dedicated to providing service above and beyond what any rational person could desire. Each goes beyond what is needed in a normal relation and makes the time and effort to insure you are full satisfied. This attitude is pervasive throughout the organization. This dedication to service separates the IEEE from some commercial enterprises and gives the member what

no commercial company can – TLC (tender loving care). I don't consider myself an easy client and at times I can be very demanding, regardless of an A-1 personality the IEEE staff has never wavered from the excellent personalized service and attention that I have grown to accept and now want to highlight for you. In this article I have singled out the Travel Services Department run by Marianne Farhan, Manager. This department is part of the Financial Advantage Program. Their Email address is [Travel-Team@IEEE.Org](mailto:Travel-Team@IEEE.Org) Here you can make all of your travel arrangements. You can book planes, hotels, accommodations, cars, cruises, trains, and any other conveyance you can dream of. Their personal Travel Counselors will assist and recommend viable alternatives to your most intricate plans. They will suggest, explain, advise but never coerce as their mission is to serve you and unlike a Travel Agency do not profit by selling you services not needed or desired. I have dealt directly with Jennifer Loboza and she maintains a personal file with relative information as to my tastes in food, non-smoking, air-miles number, credit information, room accommodations, and the like so that this information need not be repeated with each booking. It is only necessary for me to call, email, or fax her the destination and other details for my next trip and I am assured that I will receive the tickets delivered via express mail to my door the very next day. I have found that the reservations so made are without error. You can go to the IEEE Global Travel Services Web Site and book your trip directly, look at the currency exchange/converter, traveler's discounts, vacations & cruises, and conference & meeting registration plus a host of other services. The most surprising aspect of this fantastic service is the price. I believe that it is IEEE policy to grant members a discount on fares where applicable. I have compared IEEE prices to the best I could find on the Web and am amazed at the results. You might want to make this test yourself and use the IEEE Travel Services for your next trip. Let me leave you with this thought. It is great to have Debra, Cecelia, Irv, Marianne, and Jennifer by your side.

Michael A. Miller, Chair  
New York Section

IEEE Travel Services

Web address: [WWW.IEEETravelOnLine.Org](http://WWW.IEEETravelOnLine.Org)

Phone: 1-800-879-4333

Fax: 732-562-8815

Email: [Travel-Team@IEEE.Org](mailto:Travel-Team@IEEE.Org)

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# Organization

## NEW YORK SECTION LIFE MEMBER CHAPTER

To: All New York Section Life Members and Retired Members of the IEEE.

Please join us for a social that offers a wonderful opportunity to meet old and establish new acquaintances. This event is sponsored by the Life Member Chapter of the New York Section.

Your hosts: Frank Schink, Haroun Mahrous, Frank Farinella and Phil Paterno.

Date: Wednesday, April 12, 2000

Where: Con Edison, 4 Irving Place, NYC

Time: 10:00AM to 12Noon

Refreshments will be served.

More Information: contact

Phil Paterno at  
908-526-2575 or  
[p.paterno@worldnet.att.net](mailto:p.paterno@worldnet.att.net)

# Our Readers' Respond

Where is your editorial staff? Usually the "From Under The Rock" column is entertaining or informative. But the February issue's column is both demeaning and offensive. The IEEE makes strong efforts to support women engineers in the workplace, but whoever wrote this column and the editorial staff who let the column be published undermine the whole effort by saying that "Men just have the advantage over women in regard to engineering type thinking." among other put-downs. By the way, I like the "anonymous" touch of the article and your weasel-like way of shirking responsibility by your disclaimer that "responsibility for contents of articles, papers, abstracts, etc. published herein rests entirely on the authors, not the editor..." Not so fast.

Robert Bruckheimer

I am upset that the "From under the Rock" article in the NY Section IEEE Monitor, February 2000 (Vol. 47, No. 6) was blatantly sexist. Remarks such as "...a man's brain is superior for analytical work, a woman has more difficulty doing engineering work"; "women ...gossip"; "women can compete with men when they form their own tournaments" are degrading to women. IF they were true, the IEEE Monitor would not be the place to gloat about "being grateful for the simple things...like being a man instead of a woman". Whether scientific evidence can be found to uphold the allegation that a man's brain is superior for doing scientific work is NOT the point that I am arguing (although, as an educator of engineering students, I haven't seen a significant gender-related difference in analytical skills in my finite sample of students over 25 years). Scientific evidence to link the sizes of certain brain areas to superior ability in the complex engineering process is probably not a done deal...human behavioral science does not grow without errors in assessment. It is the putting down of some humans (most women) to lift the spirit of

others (some men), which is much easier to argue here.

Why publicize such negative opinions under the banner of the IEEE? At first I thought it might have been the April Fools issue...but even then such "jokes" seed the mind with denigrating factoids.

People (men, such as Jimmy the Greek) have publicly assailed the credentials of women and minorities and, as a result, have lost their jobs. I enthusiastically ask that the author of the piece not comment about social issues again.

"From under the Rock", unfortunately, is an apt category for that article.

Unhappily,

George Prans  
ECE Dept.  
Manhattan College

*Editor's Note: The "Millennium" article, which appeared in the February issue of the Monitor, in the "Under the Rock" column, has caused much consternation with many members because of its seemingly disparagement of women engineers. If one had read previous issues of the Monitor, one would know that many of the "Under the Rock" columns were written "tongue in cheek", in a humorous vein and to be taken with a large grain of salt. It was with this in mind that the editor allowed what was written to pass. It in no way reflects the opinions of the Monitor, its editor or the New York Section. One would only have to read the Chairman's article in the January issue to realize this. However, in retrospect, seeing how others have misconstrued the "Millennium" column and have the misunderstanding that it is the position of the Monitor and possibly the IEEE in general, does make one pause to realize that we must make a greater effort to be more aware of the feelings of our constituents and how they may perceive a piece of writing. We apologize to those of you who were upset by the column.*

# Professional Activities Information Page

## This page dedicated to member professional activities information

New York Section PACE Calendar of Upcoming Events. The following are proposed Section activities. Dates and locations will be announced in future issues when they become available. Please plan to attend at a meeting or seminar.

April 12: Financial Seminar  
May 10: General Meeting  
June 14: General Meeting

If you have suggestions on areas of professional activities that interest you please contact me.

Peter Greco PACE Chairman  
Tel.: 212-614-3357 Fax: 212-529 5237  
email: [p.j.greco@ieee.org](mailto:p.j.greco@ieee.org)

**IEEE – USA’s  
EMPLOYMENT ASSISTANCE  
WEB SITE: <[www.ieeeusa.org](http://www.ieeeusa.org)>**

The Employment Assistance Web Site brings together dozens of job-search resources in a single location. The site includes the following:

### IEEE-USA’s Listing Service:

This highly rated job listing service gives members free information on job openings in every region of the country. To obtain current job listing, set your web browser to [www.ieeeusa.org/jobs.html](http://www.ieeeusa.org/jobs.html).

### Entry-Level Employment Assistance Site:

If you are an engineering graduate, recent graduate, of IEEE Student Member looking for the first job this is one of the best places to begin your career. Special entry-level

employment services include job listings, links to company sites and job-search tips and techniques:

<[www.ieeeusa.org/EMPLOYMENT/entry.html](http://www.ieeeusa.org/EMPLOYMENT/entry.html)>

### IEEE-USA’s New Resume Referral Service:

Put your resume for maximum exposure! IEEE-USA in cooperation with Resume- Link has established a members-only Resume Referral Service which IEEE members may register, FREE of charge via web registration or by hard copy. Your resume will stay on file for six months (with an option to renew the listing up to a year). Make sure you check out this great new service to promote your credentials! For hard copy registration forms, contact Resume-Link at 614-923-0600 or <[socmember@resume-link.com](mailto:socmember@resume-link.com)>.

### **EMPLOYMENT AND CAREER ENHANCEMENT PUBLICATIONS**

#### *The Engineers Guide to Lifelong Employability*

This is a practical complete resource book on locating and obtaining good jobs throughout your career. Features over 200 pages of in-depth text that will allow you to master the engineering job search.

**IEEE Members: \$19.95**

#### *Engineering Careers into the 21<sup>st</sup> Century*

Offers strategies and insights for engineers working in today’s dynamic professional environment **IEEE Members: \$20.00**



# INTERNATIONAL CONFERENCE ON COMMUNICATIONS, COMPUTERS & DEVICES

Dec. 14-16, 2000

Tutorials : Dec. 14, 2000

# ICCD 2000

Department of Electronics & Electrical Communication Engineering  
Indian Institute of Technology, Kharagpur 721 302, INDIA

Everything You Always Wanted to Know about Silicon-Germanium: but Were Afraid to Ask!

14th December 2000 - ONE DAY Short Course on  
SiGe Microwave ICs for Wireless Communications Systems  
*Instructor:* Prof. Dr.-Ing. H. Schumacher, Univ. of Ulm, Germany

The short course (Code:SiGe) will cover:

- Physical concepts of SiGe heterostructure devices
- SiGe technology
- Passive devices on Si substrates
- SiGe HBTs in low-noise and power amplifiers
- MMIC design techniques using SiGe-HBTs
- Application aspects : ICs ranging from 1-20 GHz.

This course has been offered extensively in Europe under the EU "Europractice" in Copenhagen/Denmark, Orsay/France, and Cambridge/UK and will be the FIRST COURSE of its kind in India. The audience would be people familiar with foundations of semiconductor devices and circuits, but not SiGe experts.

*Instructor:* Hermann Schumacher received his Dipl.-Ing. and Dr.-Ing. degrees from Aachen University of Technology, Aachen, Germany, in 1982 and 1986, respectively. In 1986, he joined Bellcore of Red Bank, NJ as a Member of Technical Staff. In 1990, he joined the University of Ulm, Germany, as a professor. His research includes SiGe devices and technology, Si-based RF/microwave devices and circuits. Dr. Schumacher is a member of IEEE and VDE, and has authored or co-authored two book contributions, and more than 100 journal articles and presentations at international conferences.

Short Course (Code:SiGe) Registration Fee :

Category	Student	Author	Non-Author
Indian	Rs.800	Rs.1500	Rs.3000
Foreign	US\$75	US\$150	US\$300

Draft should be made favoring:  
ICCCD-2000  
on Syndicate Bank IIT Kharagpur  
Dateline:SEPTEMBER 30, 2000

Short Course registrants can purchase additional CD-ROM specially made for the Short Course with relevant papers and background materials. The CD-ROM will also include copies of important papers in the field (about 10-20 papers in PDF). Short Course registrants can order the CD for Rs.500/US\$50 along with the Short Course registration fee (prepayment for the CD is essential with Registration Fee).

For further information, please contact:

Professor C K Maiti  
*Coordinator-* Short Course (Code: SiGe)  
Dept. of Electronics & ECE  
IIT Kharagpur 721302 India  
E-mail: [ckm@ece.iitkgp.ernet.in](mailto:ckm@ece.iitkgp.ernet.in)  
Fax: +91 (0) 3222 55303  
Website: <http://www.iitkgp.ernet.in/ccd2000>

## **Nominations for Officers of the IEEE Power Engineering & Industrial Applications Society Chapter 2000 – 2001**

The Nominations Committee of the IEEE Power Engineering Society & Industrial Applications Society local Chapter, chaired by Junior past Chairman, Bob Pellegrino, is soliciting nominations for the following Chapter office positions in the 2000 – 2001 term:

**Chairman**  
**Vice Chairman**  
**Secretary**  
**Treasurer**  
**Senior Member at Large**  
**Junior Member at Large**

Nominations should be postmarked no later than March 31, 2000 and mailed to:

Robert M. Pellegrino  
Chairman, Nominations Committee  
C/o Con Edison Company  
708 1<sup>st</sup> Ave.  
New York, NY 10017  
7<sup>th</sup> Floor Electric Control Center  
212-338-4004

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## **Nominations for Officers of the New York Section 2000 – 2001**

The Nominations Committee of the New York Section of the IEEE, chaired by Junior past Chairman, Bertil Lindberg, is soliciting nominations for the following positions in the 2000 – 2001 term. Due to the change to a fiscal year, this term of office will be for 18 months, starting July, 2000 and ending December, 2001.

**Chairman**  
**Vice Chairman - Chapter Operations**  
**Vice Chairman - Section Activities**  
**Secretary**  
**Treasurer**

Nominations should be postmarked no later than March 31, 2000 and mailed to:

William (Bill) L. Perlman  
Chairman, Nominations Committee  
Tri-Tech Sales Associates, Inc.  
1080 Garden State Road  
Union, New Jersey 07083  
Telephone (W) (908) 851-0370  
Fax (908) 851-0749

# Calendar of Upcoming Events

**April 12, 2000** (Wednesday) 10:00 AM to 12:00 Noon

New York Section Life Member Chapter

Social - Open to All New York Section Life Members and Retired Members of the IEEE

Con Edison, 4 Irving Place, Manhattan, New York

For more information call: Phil Paterno @ 908-526-2575 or p.paterno@worldnet.att.net

**April 12, 2000** (Wednesday) 5:00 PM

Power Engineering Society and Industry Applications Society & PACE

"Investing For Growth"

Con Edison, 19th floor Auditorium, 4 Irving Place, Manhattan, New York

For more information call : Alan Osborne at (212) 460 6690 or Mike Miller at (212) 460 4911

Or Jim Minck by phone (212) 392-8206

**May 18, 2000** (Thursday) 8:30 AM

New York Chapter of the IEEE Communications Society (COMSOC)

"Enterprise Network Management"

Con Edison, 19<sup>th</sup> Floor Auditorium, 4 Irving Place, Manhattan, NY

For more information contact Dimitar Georgievski at: georgievski.unprofor@un.org

or Jim Barbera at: j.p.barbera@ieee.org

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Deadlines for information to be placed into future issues of The Monitor

May Issue .....March 24, 2000

September.....July 21, 2000

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## Enterprise Network Management

Over the last twenty years enterprises have seen massive changes to their data communication's networks. They have grown from centralized point and multi-point networks to large enterprise intranets that connect to the Internet. As enterprises move into the era of e-business and network computing, network managers are faced with the task of managing a network environment that consists of thousands of devices, and the possibility and hope of millions of users many of which are external to the organization. In order for organizations to succeed in this environment, a more comprehensive approach is required for network management. The New York Chapter of The IEEE Communications Society is sponsoring a full-day seminar on **Enterprise Network Management**. The seminar will be held on Thursday, May 18, 2000, at the Consolidate Edison Building, 4 Irving Place, 19<sup>th</sup> Floor Auditorium. The seminar will address the future direction of enterprise network management, carrier and cable network management, management of multi-services network, performance and availability management, network inventory management and SNMP Version 3. At the conclusion of this seminar the attendees will have an understanding of the key technical issues surrounding **Enterprise Network Management**.

**For more information contact:**

**Jim Barbera at j.p.barbera or Dimitar Georgieski at georgievski.unprofor@un.org**

# CALL FOR APPLICATIONS

## ACM/IEEE-CS TO OFFER PARTIAL TRAVEL SUPPORT FOR U.S. PARTICIPANTS IN THE IFIP WORLD COMPUTER CONGRESS '2000 IN BEIJING, CHINA

The Association for Computing Machinery (ACM) and the IEEE Computer Society (IEEE-CS) became full members of IFIP, the International Federation for Information Processing ([www.ifip.or.at](http://www.ifip.or.at)) in January, 1999. In support of a key IFIP activity, ACM, in cooperation with the IEEE-CS, has applied for a grant from the National Science Foundation (NSF) to provide partial travel support to 20 U.S. participants attending the 16th IFIP World Computer Congress (WCC '2000).

WCC '2000 will be held August 21-25, 2000 in Beijing, China. It will be hosted by the Chinese Institute of Electronics, the China Computer Federation, and the Chinese Institute of Communication. The theme of the Congress is "Information Processing Beyond Year 2000." Together with various keynotes, panels, and workshops, the main technical components of the Congress will consist of eight federated conferences:

- ICCT: International Conference on Communication Technologies
- ICSP: International Conference on Signal Processing
- ICDA: International Conference on Chip Design Automation
- IIP: International Conference on Intelligent Information Processing
- ICEUT: International Conference on Educational Use of Technologies
- ITBM: International Conference on Information Technology for Business Management
- ICS: International Conference on Software -- Theory and Practice
- SEC: International Conference on Information Security

More specific information about each conference can be found at [www.wcc2000.org](http://www.wcc2000.org).

Funding by ACM is contingent on approval by the NSF of ACM's grant request and will be limited to covering economy-class airfare up to a \$1,700 maximum per attendee. A review panel consisting of representatives from ACM and IEEE-CS and other experts in the field will evaluate individual grant applications. Applicants should provide the selection committee with the following information:

- Name, mailing address, telephone and fax numbers, email address
- Business title and affiliation
- Indication of expected WCC '2000 participation (panel chair, speaker, discussant, other activity)
- Reasons for requesting the travel grant including how participation will benefit current activities and research
- Current resume

**\*\* All award recipients must be residents of the U.S. and travel by U.S. carriers.\*\*** In addition, they will be required to file a brief report following the conference on their activities and experience at the Congress.

Applications should be submitted by April 15, 2000 to Fred Aronson, ACM, 1515 Broadway, New York, NY 10036; email: [aronson@acm.org](mailto:aronson@acm.org); fax: 212-302-5826; tel: 212-626-0515. Underrepresented populations, including minority and women engineers and scientists, are encouraged to apply for the grants. The grant awards will be made in mid-May if NSF approval is received.

# IEEE-USA

## **Senate H-1B Bill "Wrong Approach at the Wrong Time"**

WASHINGTON, February 9, 2000 -- "This H-1B proposal makes no sense," says IEEE-USA President Merrill W. Buckley, Jr. "To blow the lid off the H-1B cap that was raised temporarily just two years ago, before we've had a chance to see the National Academy of Sciences report that the Congress mandated, is like closing our eyes and putting the accelerator to the floor."

"The IEEE-USA believes strongly in ensuring a strong high tech workforce in the 21st century," said Buckley. "But this bill doesn't do that. Green cards, not guest worker visas, is the best way. We also need to make fundamental improvements in pre-college math and science education, to have lifelong learning and retraining to keep our workers in the cutting edge and better access for underrepresented groups: women, minorities, handicapped, economically disadvantaged and especially older Americans. "

"There isn't a single argument that can be made for this legislation, that does not work even better for permanent legal immigration. So why aren't we fixing what's broken?"

"Rather than increasing our dependence on indefinitely temporary guest workers, we believe that legal permanent residents and U.S. citizens should be the preferred source of the skilled workers America will need in the 21st century," Buckley said. "We look forward to real hearings in the House and Senate where the alternatives to this fatally-flawed guest worker program can be debated."

## **IEEE-USA PARTICIPATION IN SYMPOSIUM HIGHLIGHTED IN \*NEW YORK TIMES\***

The Digital Commerce column appearing in the 31 Jan. NEW YORK TIMES cited IEEE-USA cosponsorship last fall of a workshop at Cornell University on broadband futures. According to the TIMES' piece by Denise Caruso, workshop participants concluded that "common carriage encourages the [communications] network to be everywhere and fully interconnected ... [and] would provide stability and thus significantly speed the development of the broadband market." To see the entire column, go to

<http://www.nytimes.com>.

## **FIRST-QUARTER \*TODAY'S ENGINEER\* STRESSES COMMUNICATIONS SKILLS**

The first-quarter 2000 TODAY'S ENGINEER, published by IEEE-USA with tips, strategies and solutions for fast-track technical professionals, includes the following articles:

"Beat the Clock": Unless engineers plan their time well and consistently use time management tools, they're setting themselves up for missed deadlines and higher stress.

"Six Sigma Management": more than just another management fad, General Electric has credited this process and product improvement approach with savings in excess of \$1 billion.

"Glass Ceilings and Sliding Doors": With fewer women entering the field and high attrition among those who do, the glass ceiling remains a serious issue.

"Two for the Road": Communication and problem solving are two skills that lie at the heart of everything engineers do; here's how you can refine them.

"E-mail Disasters": here's how to avoid terrible subject lines, overformatting, misplaced messages, and other common electronic communications blunders.

"Seen and Heard": Few ways to distinguish yourself from other engineers offer more impact than demonstrating effective presentation skills.

"Newsmakers: Building Young Engineers": Duke School of Engineering Dean Kristina Johnson talks about the school's \$35-million endowment and her commitment to preparing engineering students to meet the broad and complex challenges of the next century.

To see sample articles from the current TODAY'S ENGINEER and to subscribe, go to:

<http://www.todaysengineer.org>.

**\*IEEE-USA THIS WEEK\* WEBSITE PROVIDES LATEST ON CAREER, POLICY ACTIVITIES**

IEEE members seeking the latest information on IEEE-USA's promotion of electrotechnology careers and policy should go to the organization's THIS WEEK website at

[http://www.ieeeusathisweek.org/current\\_issue/index.html](http://www.ieeeusathisweek.org/current_issue/index.html).

Updated every other week, the current issue includes a description of IEEE-USA's discussion forum in which members can engage in and read ongoing discussions on research and development, retirement security, immigration reform, PACE, and the Government Fellows program. The site also includes sections on workforce issues, career development and a readers' forum.

**\*IEEE-USA EYE ON WASHINGTON\* E-ZINE FOCUSES ON POLICY ISSUES**

In its 4 Feb. issue, IEEE-USA EYE ON WASHINGTON, the organization's biweekly update on government-related career and technology policy activities, includes blurbs on: IEEE-USA's call for "green cards, not guest workers"; White House plans to bridge the "digital divide"; winners of the National Technology and Science Medals; and IEEE-USA plans to help launch a new technical information center for state legislatures. To subscribe and receive the latest issue, go to

<http://www.ieeeusa.org/emailupdates>.

**CHECK YOUR LOCAL LISTINGS:** An interview on immigration issues with IEEE-USA Past President Paul J. Kostek is scheduled to appear on PBS in many areas of the U.S. on 31 March. For further schedule information, go to:

<http://www.nationaldesk.com/Frames/TVschedules.htm>.

# IEEE NEWS

## IEEE RAB CRÈME DE LA CRÈME

In Executive Session, the IEEE Regional Activities Board (RAB) unanimously approved by acclamation the 1999 recipients of following RAB Awards. Congratulations to all recipients!

### 1999 RAB ACHIEVEMENT AWARD RECIPIENTS

**Carlos E. Nafarrate & Raul Sabio:** "For their excellent and notable works in translating and editing the IEEE Entrepreneurial Skills Seminar booklet into the Spanish language."

**Francisco Martinez:** "In recognition of outstanding effort and success in the edition and production of the Regional newsletter 'NoticIEEEro' during 1998 and 1999."

**S. Parthsarthy:** "For outstanding achievement by providing an excellent web site for the IEEE India Council and other Indian Sections, for sharing views on technical, educational and professional areas of interest to IEEE, thereby promoting IEEE Membership."

**Ferial El-Hawary:** "For sustained achievement in promoting IEEE interest in the oceanic engineering community in Atlantic Canada."

**Kip Haggerty:** "For leadership in re-establishing the IEEE Los Angeles Council in 1998."

**Robert W. Creighton:** "For sustained leadership in promoting membership awareness and communications within the IEEE Canadian Atlantic Section."

### 1999 RAB INNOVATION AWARD RECIPIENT

**Sandra Olivia Hidalgo Perez and Santiago D. Diaz:** "For outstanding contributions towards membership recruitment and retention through the creation of the Region 9 GOLD video."

### 1999 RAB LARRY K. WILSON TRANSNATIONAL AWARD RECIPIENT.

**Joel B. Snyder:** "For his long term commitment to expanding IEEE activities available to members outside of the United States and in particular for his efforts to bring the spectrum of career oriented activities to the members of Regions 7 through 10."

### 1999 RAB LEADERSHIP AWARD RECIPIENTS

**John R. Reinert:** "For dedicated leadership in identifying and developing local leadership and management processes for IEEE."

**Horst W. Gerlach:** "For a lifetime of distinguished service to his profession, Susquehanna Section and Region 2."

**Basil W. Osborne:** "For contributions to the successful and smooth functioning of the Region 8 Committee in the period 1985-1999."

## TIME FOR A WEB PAGE UPDATE

Copyright dates on IEEE Web pages maintained by volunteers should be changed to 2000. For pages that are updated frequently, the copyright date can be changed at the next update. For pages changed less frequently, owners should update them within the first quarter.

The change not only enhances copyright protection, but also lets visitors know that the site is being routinely maintained. For more information contact Sonny Barber, IEEE Corporate Communications, at [s.barber@ieee.org](mailto:s.barber@ieee.org) or Bill Hagen, IEEE Copyrights, at [w.hagen@ieee.org](mailto:w.hagen@ieee.org).

## NEW DOLLARS & SENSE SCHEDULE

The IEEE Regional Activities Department publication for Section Treasurers, Dollars & Sense, will be changing distributions dates. The bi-annual newsletter formerly came out in January and June. Starting this year the months of publication will be March and September. This is to allow time for installation and reporting to Regional Activities of the new Treasurers. Earlier issues of Dollars & Sense can be found on the Section/Chapter Support web site at [www.ieee.org/ra/scs](http://www.ieee.org/ra/scs). Select the link for "Publications".

## COOPERATIVE DISPLAY PROGRAM

The Exhibits program, which is part of the IEEE Sales & Marketing Department, manages the Cooperative Display Program. This program provides IEEE volunteers with an informative guidebook on representing the IEEE at trade shows.

The number of co-ops grew to 52 in 1999, up from 38 in 1998. Co-ops provide an increased presence for the IEEE and often serve as a "trial run" for official Exhibits involvement in a specific show. If organized sufficiently in advance, the IEEE can also offer free Society memberships to those higher-grade new members who join at the

conference. The Exhibits Department funds up to \$250 of shipping, labor, paper and printing charges in the US and up to \$500 outside the US.

In 1999, the IEEE Exhibits program brought in revenue of \$514,000 and recruited over 1,900 new IEEE members by attending 40 IEEE Society conferences and industry trade shows worldwide. In addition to recruiting new members, revenue came from the sale of IEEE products such as books, self-study courses, conference proceedings, and merchandise. The Exhibits program ensures that the IEEE maintains a high profile among technology professionals.

For more information on Exhibits and the Cooperative Display Program, CONTACT Beverly Banks - IEEE Sales & Marketing - telephone +1 732 562 6859; "MailTo: b.banks@ieee.org".

### **MENTORNET SEEKS TO INCREASE MENTORS FOR 2000**

The theme of the July 1999 IEEE International Symposium Technology and Society was women and technology. The conference addressed the low representation of women involved in technical fields, the reasons for the under representation, and programs and solutions seeking to increase the numbers of women who enter and persist in technical and scientific fields.

One program presented was MentorNet, a national nonprofit initiative in the U.S. developed among colleges and universities, corporations, and professional societies. It uses the Internet and electronic mail to connect college and graduate students with male and female professionals in their fields.

To find out more about MentorNet, visit the Web site at <http://www.mentornet.net>. To place your name on a distribution list to receive information about becoming a mentor for the 2000-2001 year, visit the Mentor section of the Web site.

### **IEEE WELCOMES HARVARD BUSINESS SCHOOL PUBLISHING TO THE IEEE BOOKSPLUS PROGRAM.**

IEEE members can now tap into Harvard Business School Publishing (HBSP) titles like Serious Play by Michael Schrage to find out how the world's best companies simulate to innovate, or Information Rules by Carl Shapiro and Hal Varian, a strategic guide to the network economy. HBSP has carefully selected 30 current, relevant books in business and management to be offered to IEEE members at a 30% discount. In addition, Harvard Business Review reprints and Harvard Business School case studies are available to IEEE members for electronic delivery at 35% off.

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### **SOCIETY CHAPTER WEB PAGES**

Chapter Chairs - bookmark this web page! [www.ieee.org/organizations/tab/ciaservices.html](http://www.ieee.org/organizations/tab/ciaservices.html). On this site you will find tools for Chapter development and a variety of Chapter services such as lists, labels, subsidy processing services and Chapter mailing services. We are sure this is a page that you will want to come back to again and again.

Another web page that is likely to be of interest to Society volunteers is

[www.ieee.org/organizations/tab/ciasoclist.html](http://www.ieee.org/organizations/tab/ciasoclist.html).

Selecting your Society from this site will open a PDF file that can be saved to your hard drive for convenience. You will find a list of your Society's Chapters listed by Section within Region as well as the number of Society members in each Section. Blue lettering indicates an existing Chapter and those in red are areas which are ripe with possibility for Chapter formation. The information on this site is updated twice per year. Contact Linda Pellis, [lpellis@ieee.org](mailto:lpellis@ieee.org), of the IEEE Technical Activities Department with any questions or comments.

### **IEEE FIRST**

On any printed material, whenever referring to your Society or Chapter, please remember to put IEEE first. For example, if you are publishing a brochure for a Magnetics Society event, it should always be printed as the "IEEE Magnetics Society". This is a must for all Technical and Geographic entities. Don't leave room for doubt!

## **The IEEE Educational Activities Board Seeks Nominations For Annual Awards**

PISCATAWAY, NJ, 7 February, 2000 - The Educational Activities Board (EAB) of the IEEE is currently accepting nominations for the 2000 EAB Awards. The **deadline** for nominations is **15 May 2000**. No extensions will be granted to this date. In June, the IEEE EAB Awards and Recognition Committee will review all nominees and decide upon recipients for the following awards:

- *Meritorious Achievement Award in Accreditation Activities* – recognizes IEEE members for outstanding contributions in accreditation of engineering, engineering technology, and computer science programs.
- *Meritorious Achievement Award in Continuing Education* – recognizes IEEE members for the design, delivery, or management of continuing education activities for IEEE members.
- *Major Educational Innovation Award* – recognizes IEEE members for outstanding innovation in an educational field appropriate to the mission of the IEEE.
- *Meritorious Service Citation* – recognizes IEEE members for outstanding and sustained service to the aims and objectives of the Educational Activities Board.
- *Employer Professional Development Award* – recognizes organizations employing IEEE members for contributions to employee continuing education and professional development

Nomination packets must include the following materials:

- A nomination letter that details the achievements of the nominee
- A complete vita of the nominee (*except for the Employer Professional Development Award*)
- A cover sheet listing the name of the EAB award being sought for the nominee, and the name, address (both postal and e-mail), telephone and fax numbers of both the nominator and nominee and IEEE member number of candidate.
- Up to three letters of endorsement and not more than five pages of materials supporting the claims of contributions or achievements
- For the Accreditation, Continuing Education, and Innovation awards only: Please provide a proposed citation of 25 words or less

NOTE: For the *Employer Professional Development Award*, letters of endorsement must include at least one from an employee who is an IEEE member, which includes IEEE member number of employee and one from the director of the IEEE region in which the organization's contributions were made.

### **SPECIAL NOTE**

Current members of the IEEE Educational Activities Board (EAB) or of the EAB Awards and Recognition committee may not be recipients, nominators, or endorsers of EAB awards.

Recipients and arrangements for presentation will be announced following the June IEEE EAB meeting. Each recipient will receive an engraved walnut and brass plaque commemorating this award. In addition, \$1000 will be given to each winner of the Meritorious Achievement Awards in Accreditation Activities and Continuing Education and the winner of the Major Educational Innovation Award.

No later than **15 May 2000**, nomination materials should be received by Rae Toscano, Manager, EAB Administration, via e-mail, [r.toscano@ieee.org](mailto:r.toscano@ieee.org), or post: IEEE Educational Activities, 445 Hoes Lane, Piscataway, NJ, USA, 08855-1331. For more information email [r.toscano@ieee.org](mailto:r.toscano@ieee.org), phone (732.562.5482), or fax (732.981.1686).

# From Under the Rock

## A BOOK REVIEW

### LEADERSHIP IS AN ART

by Max De Pree

" The first responsibility of a leader is to define reality. The last is to say thank you. In between, the leader is a servant. " -- Max De Pree

It has been written that there really isn't anything new under the sun. What we have in any age is new people learning old lessons. When I see the words "leader and servant" coming together I think of that 2000-year-old organization, the Catholic Church, whose leader, the pope, has the title, Servant of the Servants.

Max Depree is the son of the D.J. Depree, the founder of Herman Miller Inc., and a furniture company. It is just not a furniture company; it is a very successful furniture company. How successful? A hundred dollars invested in Herman Miller stock in 1975 had grown to over \$4,850 in 1986, a 41% annual rate of growth. Max being the chief executive officer of his father's company reminds me of the following story: The CEO calls Bill, a 23 year old employee, into his office and says, "We have noticed your efforts and your progress since you graduated business school two years ago and we have decided to promote you to Vice President in charge of sales. And Bill responds, "Gee, thanks dad!"

Max may have had the inside track in the company, but his success as a writer is based on the fact that he is on the right track. His style is easy to read and he seems to effortlessly make a point.

The main management thrust at Herman Miller Inc. is "participative management ". This is not a new concept, but what makes Herman Miller Inc. unique was that it was initiated long before it became popular, and the company became successful because of it. Many companies talk the talk, but few we find who walk the talk, and are capable of writing about it. There is an old adage, "The reason there are so few good technical books is that there are so few technical people who know how to write." Max De Pree knows how to run Herman Miller Inc. and he knows how to write about what made them successful. This is a rare gift.

The best way to give the reader a flavor of this book is to quote it generously.

1. " What is it most of us really want from work? We would like to find the most effective, most productive, most rewarding way of working together. We would like to know that our work process uses all of the appropriate and pertinent resources: human, physical, and financial. We would like a work process and relations that meet our personal needs for belonging, for contributing, for meaningful work, for the opportunity to make a commitment, for the opportunity to grow and be at least in control of our own destinies. Finally we'd like someone to say, "Thank you!"

2. " *We are dedicated to quality.* Quality . . . is a matter of truth. When we talk about quality, we are talking about quality of product and quality of service. But we are also talking about quality of our relationships and the quality of our communications and the quality of our promises to each other. And so, it is reasonable to think about quality in terms of truth and integrity ". I think this is profound

3. "*Understand that what we believe precedes policy and practice.* Here I am talking about both our corporate and personal value systems. It seems to me that our value system and world-view should be should be as closely integrated into our lives with our families, our churches, and our other activities and groups".

4. DePree defines "roving leaders" and their value to the group. "Roving leaders are those indispensable people in our lives who are there when we need them. Roving leaders take charge, in varying degrees, in a lot of companies every day. More than simple initiative, roving leadership is a key element in the day-to-day expression of a participative process. You can see from the above quotes that DePree has put "soul" into the management mix just as an artist does when preparing his canvas and paint. It seems like it would be fun working in company where you can really add value unencumbered.

There is a philosophical bent to DePree's approach, and I would have probably titled the book, "A Management Philosophy." But I guess titling a book is more a matter of art than of philosophy.

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*Reservations Are Necessary*

*Please RSVP to Jim Minck by phone (212) 392-8206 or*  
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**\* If you plan to attend, please fax this invitation to Jim Minck at 212-392-7744**

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