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IEEE Professional Communication Society NEWSLETTER

New PCS Officers

As of 1 January 1994, some officers and Administrative Committee (AdCom) members of the Professional Communication Society (PCS) changed. Deborah Flaherty Kizer has taken over the office of President from Richie Robinson, and Mark Haselkorn has replaced Deborah as Vice President. Frank Ortolani and Bill Kehoe continue to serve as PCS Secretary and Treasurer, respectively.

Deborah Flaherty Kizer is a Product Manager with AT&T in Morristown, New Jersey. In her current position, she manages the four P's—product, price, promotion, and place—for AT&T's International Dedicated Services to the European Region.

Deborah holds a B.A. in French and chemistry from Regis College, an M.S. in technical writing from Rensselaer Polytechnic Institute, and an M.B.A. in international business/marketing from New York University. Deborah, a member of the IEEE Professional Communication Society AdCom, served as PCS Vice President in 1992 and 1993. She was also editor of this *Newsletter* for five years and has served as PCS Secretary. She has published many articles on technical communications and is a co-author of the PCS *CommuGuide* on presentations.

In 1984, Ms. Kizer received the IEEE Key to the Future Award, and in 1991 she received the IEEE PCS Alfred N. Goldsmith Award. Deborah is married and has two very active toddlers. In her spare time, she enjoys riding her horse, Poco, and competing in local dressage shows. [As the father of one very active two-year-old, I look forward to a future guest column by Deb on how she manages to have spare time.—D.E.N.]

Mark Haselkorn is a Professor and Chairman of the Department of Technical Communication, College of Engineering, at the University of Washington. Mark has a B.A. and an M.A. in English, an M.A. in computational linguistics, and a Ph.D. in English language. Mark has been a senior member of the IEEE since 1987. In 1992, he organized the Seattle Chapter of the Professional Communication Society, which he has been chairing since its first meeting in December 1992. Mark has written over 60 articles, book chapters, technical reports, and papers. Among Mark's awards is the Best Paper at the IEEE International Professional Communication Conference in 1986.

In addition to his teaching duties, Mark has an active research career. He has led projects involving real-time traveler information systems, interactive video for education and training, computer-assisted communication, and natural user interface languages and smart documentation. Since 1987, Mark has received over $2 million for research in Intelligent Vehicle Highway Systems (IVHS). He and his colleagues have concentrated on traffic-related research, including two major projects to develop (a) an advanced traveler information system that delivers graphical, interactive travel information to commuters in real time and (b) a traveler information

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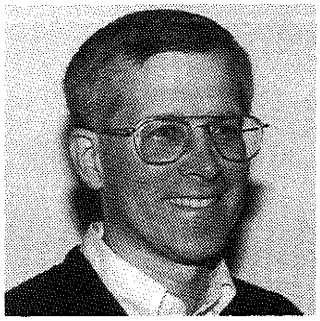
INSIDE

From the Editor



The January/February issue brought a welcome response from readers commenting on my choice of British-style punctuation of quotations (see "Letters to the editor", p. 4.) Both sides of the issue are represented.

There is also a pair of letters commenting on the article about quality of editing. Both bring up the question of whether the *Newsletter* might start reporting, by title and publisher, examples of poor editing of the sort that I mentioned in the original article. Well, I don't believe in hiding or ignoring examples of poor work, but this *Newsletter* probably isn't the right forum for general critiques of poorly edited books. And letters to the publisher or author detailing the errors and problems would certainly have more likelihood of having an effect than mention here. The *Transactions,* of course, has a book review column, and I'd expect that reviews of new books on communication from anyone willing to write them would be welcomed there.

This suggestion does bring to my mind the question of how the field of technical communication improves itself. In 1990, a *Chemtech* article (November, p. 653) by Goeff Dolbear mentioned his attempt to gain permission from the American Chemical Society to use a paragraph from an ACS journal article in a booklet he was preparing on technical writing. His request was refused, the reason being that ACS was afraid that the author could be identified by a full-text search on an electronic database. It's going to be hard for us as teachers and communication specialists to improve the quality of technical communication if the viewpoint of publishers is that you can't use anything they print to show that the problem exists and how to correct it.

The actuality is that short passages from a published work can be used for critical reviews under the fair use provision of copyright law. There is probably little reason to identify the author of bad examples, but such examples can be taken from the literature, and I've found that technical examples make much better teaching tools in the technical writing classroom than do sample sentences from English texts.

On reflection, perhaps the two letter-writers are right. Beyond writing book reviews and using examples from technical literature, perhaps something more is needed to provide some impetus to improving technical communication. Something along the line of the "Worst Dressed Celebrities of 19xx" list that is published every year? Hmm-m-m.

—D.E.N. ◄

Worth Reading

Samuelson, P. Copyright's fair use doctrine and digital data. *Communications of the ACM*, 37(1): 21–27 (Jan. 1994). The first part of this article reviews the concept of fair use and three recent copyright cases involving print products. Following this is a discussion of electronic data issues such as posting to electronic bulletin boards, digital editing of images, and hypertext links. The article provides food for thought, not solutions.

Mathews, R., and T. Merriam. A bard by any other name. *New Scientist*, 141: 23–27 (22 Jan. 1994). The use of computer-based language analysis to identify authors, focusing on efforts to determine the authorship of newly discovered works attributed to Shakespeare, is the subject of this article. The analysis has interesting aspects—do the rare words in a text or the common ones (are, in, no, of, the) provide the best discriminator of authorship?—but the value of the evidence it provides was, from this article, unclear. ◄

IEEE Professional Communication Society

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FROM THE PRESIDENT

by Deborah Flaherty Kizer

It is indeed an honor and a privilege to be serving you as PCS President this year. I'm proud to be associated with PCS and look forward to an exciting year.

I would like to see PCS accomplish three things in 1994:

- Ensure the financial integrity and stability of the Society,
- Increase membership in and awareness of PCS, and
- Continue progress in our globalization efforts.

First, we need a strong financial base to continue and expand our many programs. We have excellent conferences, educational programs, and publications, but we need a solid financial foundation if we are to expand internationally and extend our reach. We need to first, however, understand the IEEE budgeting and allocation process while improving on PCS' annual budgeting process. Our Treasurer, Bill Kehoe, and his team will play a major role in helping us understand and improve these processes.

Second, concerning membership, I believe we can significantly increase membership both in the United States and internationally. Professional communication should be an area of interest and concern to all engineers. PCS, I believe, is in a unique position to meet the needs of all IEEE members. Our Education Committee has developed and delivered high-quality workshops and seminars. Our books are among the IEEE Press' best sellers. We certainly, as a Society, have added value to an engineer at all stages in his or her career. The challenge, I believe, is in more effectively marketing the Society.

Third, I can't think of an area more suited to PCS than globalization. It is through communication that ideas get shared and understood and that different cultures can successfully work with each other. We should continue and expand the many efforts underway to increase understanding, communication,and knowledge among our colleagues worldwide.

Finally, I welcome your thoughts and ideas on how to improve PCS. I challenge you, however, to get involved—in the section, your chapter, or IPCC 94. ◄

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LETTERS TO THE EDITOR

These missives came by e-mail and facsimile, but all will be "letters" here. "Electronic Messages and Facsimile Communications to the Editor" just doesn't work. —*D.E.N.*

Notes on quotes

I concur with your preference for the British system of punctuating commas and periods adjacent to quotes. I recall having read somewhere that the American convention was instituted by letterpress printers so they could prevent the narrow periods and commas from falling over and being lost from the ends of their hand-set lines of type.

The alternative was to set the type the way I was taught, with an em quad at the end of each line. The reason why they didn't like to set it that way seems obvious to me. It shortens the length of the lines that can be handled in a given-sized press.

—*John Oriel*

And another thing! Read your editorial today about placement of punctuation vis-a-vis quotation marks. You invited them as had strong feelings to respond, and I do! (It's endemic among curmudgeons, strong feelings.)

When I first got into this weird business and someone told me that commas and periods are always placed *inside* quotes, and I asked why, I got the answer, "It's a typographic convention." That makes a little more sense than the answers you got ("Because that's the way we do it.") I assume, and I'm pretty sure this is correct, that typographers put this convention in place because the little period or comma just *looks* terrible hanging out there by itself.

I agree with what you said about commas after codes in quotes, but how often is this likely to come up? What do you do with the comma when there are no quotes? (I am chary with the use of quotation marks, having once had a professor who railed against their use "when nothing is, in fact, being quoted." (Is this a subject for a future column, I wonder?)

At my last place of employment, the British usage was the rule, but I never used it. It would have been a stupid thing to get fired over, but principle is principle! And I am a very crotchety old lady, hard to change.

Well, we each have our own principles, and you're the editor. I still think it looks terrible, though!

I wonder what Rudy Joenk will say!?! (He always shared a lot of strong feelings with me when I was editing the *Transactions* . . . and I always ignored them.)

Carry on regardless. Best . . .

—*Joan Nagle, Aiken, South Carolina*

January/February is a great issue! You handled the punctuation situation very well but I still prefer to see it the U.S. way.

—*Rudy Joenk, Boulder, Colorado*

I grew up with the British convention for punctuation for quotation marks and have had to struggle to adjust to the American convention. As you correctly point out, the British convention requires thought on the part of the writer, but the writer should know where the punctuation belongs. The American convention requires thought on the part of the reader, who does not have the source material and is therefore obliged to rely on the context of the writing to determine where the punctuation belongs.

Communication is enhanced when the writer does not leave such decisions up to the reader. I applaud your decision and hope that many others will follow your example.

—*Janet Rochester, Moorestown, New Jersey*

I want to applaud your initiative in making the *Newsletter* logical: with commas (and other punctuation) inside OR outside quotation marks as appropriate to the meaning. I have always tried to do so, but the Publications specialists do strange things between final proofs and actual printing!

—*Roger L. Boyell*

One source of the explanation for the U.S. style that Mr. Oriel cites is The Handbook of Good English, *by Edward D. Johnson, Washington Square Press, 1983. Thanks to Joe Harmon for providing this information.* —*D.E.N.*

Comments on quality

I received my *PCS Newsletter* yesterday, and just an hour ago I completed a quick read-through, first with Nagle's and Reimold's columns and then your "Does anyone know where editing is going?"

I don't know if your selection of this particular topic was a coincidence, but I recently corresponded with Nagle on this very same matter. I would like to take a few minutes to tell you of my experiences with several cursory examinations of recently released books.

During November of '93, I found out about a new book on amateur radio. Being a radio amateur, I was curious and requested a copy for my personal examination.

With a cursory glance at a few pages, I noticed some errors of such magnitude that I continued with a morbid fascination, anticipating I would find many more errors of increasing stupidity. I wasn't disappointed! Some errors were non-technical (IEEE defined as "Institute of Electrical and *Electronic* Engineers") and others were such that they would be recognized by an EE undergraduate. When I finished, I had seven pages of about 35 identified errors, each having an

accompanying explanation, correction, and reference.

Another book on electronics, now in its *6th!* edition, contains an unacceptable number of stupid mistakes such as totally inappropriate captions, misspelled words and names, and incorrect terminology. For example, the dictionary has an entry "Polariod filter" when "polarizing" filter is obviously intended.

In conclusion, I confirm your experience of three years ago, this time concerning books on electronics. It appears that publishers consider profits *more important* than their reader's need for quality books and things won't change UNTIL the publisher's profits are affected. Perhaps if the names of these book publishers and the awful errors they permit to appear in print were brought to the attention of the readers of the *PCS Newsletter* the embarrassment would be sufficient to cause them to substantially improve their editorial practices. What do you think?

—Ed Wetherhold, Annapolis, Maryland

My very first copy of *NEWSLETTER* (Jan./Feb. 1994) has just arrived and I have read it with great interest. It provides me with the satisfaction that this seems to be my type of Society.

I would like to mention my agreement with your article questioning the direction of editing standards, "Does Anyone Know Where Editing Is Going?" I am, presently, coordinating a technical publication project that highlights your concern, and thought that you would be interested in some unbelievable details.

A three-volume set of engineering manuals for a large military aerospace system, published in the USA by a major aerospace company, became the basis for the Canadian system publications. The system came into use, in both countries, more than ten years ago, and the publications have been subjected to the usual amendment process. Recently, I was contracted to coordinate the bilingualization of these manuals knowing that, (a) the American DOD and the Canadian DND had been validating them for more than ten years, and, (b) the system manufacturer was required to rewrite the English manuscript to a Canadian format—a draft of this manuscript was then, formally, validated by the Canadian customer.

Therefore, one would not be surprised if, after such a history, the translation contract did not contain funds for English editing. In fact, it wasn't until the translators and the French engineers began their task that the standard of the English manuscript came into serious question. For example, the conversion of units of measurement were completely wrong; the introduction contained incorrect theoretical details that could be noticed by any student reading an ordinary encyclopedia; the grammatical inaccuracies and typo's were innumerable, etc.

So, are high standards *passé?* Not if I have anything to do with it. Are profits more important? No, but future profits will be related to low standards. The answer, and how often has this been said, is to educate senior management. How? Sorry, but that's the $64,000 question (my fee will be less!). Perhaps, this *NEWSLETTER* could publish extracts of the most appalling cases and name the publisher?

Yours, here to stay,

—Bernard McCann, Ottawa, Ontario

Oops!

I find it rather amusing that in an issue of the *Newsletter* containing an article about alphabet soup, I encountered no fewer than three instances of initialisms or acronyms that were not defined. (1) The announcement of the Seventh Conference on Corporate Communication listed, as one of the topics to be focused on, "TQM and communication." (2) The article "The Career of James W. Souther" said that he was "a member of STWP's board of directors." (3) There was an announcement of an international conference identified merely as "ICSC '94 International Conference."

It would have been nice to have known what these things stand for. I can make reasonable guesses at STWP and ICSC, but I have no way of knowing how near right I am. And I shouldn't have to guess!

Yours truly,

—George L. Trigg

TQM is total quality management, a popular business buzzword; STWP is Society of Technical Writers and Publishers, a predecessor to today's Society for Technical Communication; ICSC is International Conference on Satellite Communication. As I work further into the job of editor, I expect I will become more familiar with our readers and what can be expected to be common knowledge —D.E.N ◄

Say Again?

From a newspaper article on pigeon racing:

> There were two races Saturday, with release times simultaneously about two hours apart. ◄

Times have changed since a certain author was executed for murdering his publisher. They say that when the author was on the scaffold he said good-bye to the minister and to the reporters, and then he saw some publishers sitting in the front row below, and to them he did not say good-bye. He said instead, "I'll see you again."

Sir James Barrie

On Management Communication

by Michael B. Goodman

This column on management communication appears regularly in the PCS Newsletter. *It covers topics related to the technical, cultural, financial, and political environment that characterize contemporary business. The discussions concern communication among technical and business disciplines; technical marketing; crisis and emergency communication; and communicating technology to the public. Send in suggestions for topics that interest you.*

I. Have you ever heard someone in your organization explain a strange decision or event with, "That was just political"? You might have shrugged and gone off shaking your head thinking you couldn't do much in that case. Well, Thomas Davenport, Robert Eccles, and Laurence Prusak think you can do a great deal. In their *Sloan Management Review* article, "Information politics", (Fall 1992: 53-65) they describe five political models that help explain an organization's approach to information: technocratic utopianism, anarchy, feudalism, monarchy, federalism.

Technocratic utopianism, according to the authors, is a heavily technical approach to information management stressing categorization and modeling of an organization's full information assets, with heavy reliance on emerging technologies. In such organizations, both IS (information systems) professionals and users work under the assumption that technology can solve all the problems. Issues that might be considered political or organizational are ignored because they are either unrecognized as a force, or are considered unmanageable and therefore dismissed. Instead of focusing on the information content and its use in the organization, people in technocratic utopias concentrate on the technologies used to manipulate information.

Anarchy can be used to describe organizations that have no overall information management policy. People in such organizations are on their own to gather and manage their information. Few firms set out to achieve such a state; rather anarchy develops in the wake of a breakdown in centralized information management, or in the absence of a key executive who considers common, shared information important to the health of the organization. Technology such as the personal computer makes this state of anarchy possible. Anyone can create and manage a database, then generate a customized report in record time and at minimal cost. In the long term, such a state leads to redundancy and information discrepancies. Most organizations cannot function for long in a state of information anarchy.

[Anarchy] leads to redundancy and information discrepancies. Most organizations cannot function for long in a state of information anarchy.

Feudalism (like in the Middle Ages) can describe organizations in which business units or functional units define their own information needs and report or allow access to limited information for the rest of the corporation. The central authority is weak, and the divisions have considerable strength through their autonomy. Each "baron" (division executive) decides what, when, and how to report to the "king" (CEO). Each develops its own special language and the effect is fragmentation of the organization. In some firms, war breaks out between these feudal lords, or sometimes the leaders "arrange a marriage" for mutual benefit.

Monarchy helps explain corporations whose leaders define the information categories and reporting structures. These leaders may or may not share the information after it is collected. The king (CEO) or someone so empowered by him dictates information doctrine. Since power is central, each division has little control over information policy. The monarchy may vary from an "enlightened despot" who decrees a policy of common information to a "constitutional monarch" complete with a written information "Magna Charta" to establish rules and enforcement processes. However, this model is subject to the mortality of the king. "The king is dead, long live the king" may work in the U.K., but in most organizations, the transfer of power after a CEO steps down is one of the nine crises of business, right up there with a drop in stock price or market share.

Federalism is an approach to information management based on negotiation and consensus concerning the critical information needs and reporting structures. In today's business environment, this information state is desirable for most organizations. This model acknowledges the importance of politics. "In contrast, technocratic utopianism ignores politics, anarchy is politics run amok, feudalism involves destructive politics, and monarchy attempts to eliminate politics through strong central authority.

Federalism treats politics as a necessary and legitimate activity by which people with different interests work out among themselves a collective purpose and means for achieving it." Federalism works well in firms with strong central leadership and a culture that supports cooperation and learning, as well as strong negotiation skills among information managers.

Davenport, Eccles, and Prusak argue that federalism and monarchy are the most effective. The others, particularly technocratic utopianism and anarchy, are preferred by technologists, technical journals, consultants, and vendors. They suggest that information politics can be managed following this advice: select an information "state", match the information politics to your company culture, practice technological realism, elect the right information politicians, and avoid building information empires.

II. The Seventh Conference on Corporate Communication

The Seventh Conference
on Corporate Communication

COMMUNICATION AND CHANGE

sponsored by
Fairleigh Dickinson University
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Wednesday, 25 May to
Thursday, 26 May 1994

The marketplace, as well as evolving political and national ideologies, has focused on change. Communication processes and products have not only created the environment of change but have also fueled the rapid rate of change. Understanding these forces and the people involved with them is a necessary first step in dealing with this change.

The Seventh Conference on Corporate Communication—devoted to exploring *Communication and Change*—will be held 25 and 26 May 1994. Panels of corporate executives and university scholars will focus on change agents and communications; the impact of technology on communication; ethics; diversity; the process of communication; managing crisis communications; global communication issues; communication technologies; and corporate video. Bruce Nutting of Unisys Corporation will deliver the headline address, "Communication and the process of change", on the first day. On the second day, Fairleigh Dickinson's Schering-Plough Distinguished Professor, Sandy Sulcer of DDB Needham Worldwide, will examine changes in the marketplace in his address, "While you were looking the other way". The best papers from the conference, relevant to IEEE members, will appear in the March 1995 issue of the *Transactions.*

For further information and to be added to the conference mailing list, write to:

The Conference on Corporate Communications
M.A. Program in Corporate Communication
Fairleigh Dickinson University
Madison, NJ 07940

Telephone (201) 593-8709 or 593-8710; facs, (201) 593-8510
e-mail, goodman@sun490.fdu.edu

III. Coming up . . .

In the next "On Management Communication", a look at "Change in the corporation: communicating the metaphors of change". If your organization is downsizing, reinventing, restructuring, reengineering, or beginning a quality journey, you'll want to know about the metaphors of change and how to use them effectively. ◄

Technical Communication Courses by Satellite

Rensselaer Polytechnic Institute initiated its four-course certificate program in technical communication by satellite in September 1993. A dozen students enrolled in the first course offered, a research methods course concentrating on usability testing.

Students at three U.S. IBM installations took part in the course, either live via satellite or via tape-delay. Students from IBM Toronto were added to the student roster for the spring 1994 course in graphics. Toronto students see the course via satellite and can themselves be seen by other students at other locations by means of video pictures sent by telephone lines.

Information about Rensselaer's satellite technical communication can be obtained from:

Robert Krull, Program Coordinator
4302 Sage Building
Rensselaer Polytechnic Institute
Troy, N.Y. 12180-3590

e-mail: Robert_Krull@mts.rpi.edu
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I've always believed in writing without a collaborator, because where two people are writing the same book, each believes he gets all the worries and only half the royalties.
Agatha Christie

CURMUDGEON'S CORNER

by Joan G. Nagle

Shibui and Elegance in Writing

While writing some stuff on the design of engineering documentation for an audience of engineers, I got stuck trying to describe *elegance.* Elegance is not, on the face of it, the kind of thing engineers care much about, if it refers to beauty and grace and dignity. But my word processing program gave me more synonyms for elegance: polish, finish, refinement.

Maybe we have something here. An elegant document may be thought of as resembling a person who has gone to "finishing" school, as one which has received special "polish" and "refinement" so that it will fit in the circles in which it is expected to move.

An elegant computer program is one which accomplishes its purposes with the utmost simplicity, moving from point A to point B in a straight line rather than a series of loops and switchbacks. A document is elegant if it is simple, logical, and navigable.

An inelegant program, on the other hand, may work all right, most of the time. But heaven help anyone who has to get below the surface, to make what should be an easy fix or add new functions. Same with documents.

Scott Sanders, recent editor of the *IEEE Transactions on Professional Communication*, once said, "A mathematical proof may be elegant, a computer program may be elegant, and a piece of technical communication may be elegant. These elegant statements share this quality: They powerfully express the information they communicate with a pleasing and effective economy. Aristotle would say that they have beginnings, middles, and endings; Plato would add that they are whole with no extraneous matter appending in unnatural places."

Design elegance, in documents as in computer software, relates to future use of the document, the way it will fit in the circles, the applications it will move in. Is this work likely to be revised, soon or frequently? Added to? Used as boilerplate? A simple computer program can be turned into what software engineers call spaghetti through multiple changes made by multiple programmers.

Shibui: *astringent (in taste); plain but of good taste (of dress, works of art).*

We can usually avoid spaghetti by thinking ahead in document design. This may involve creating nodes or "intersections" where future extensions of the information highway can connect. Or changing to a slightly unorthodox arrangement to facilitate insertions (and deletions). For instance, it's generally advisable to put figures and tables as close as possible to the text they amplify. However, if we're creating boilerplate that will be used frequently for major proposals, we may want to group them at the end of each section. This makes it more likely that future iterations will keep all the numbers in sequence, and that the text will flow logically. That is, as Plato said, "no extraneous matter appending in unnatural places"!

While I pondered these considerations during a bout with insomnia, the Japanese word *shibui* popped into my head. I don't know where I learned the word, or in what dark recesses of my brain it was stored, or what arcane process brought it to the fore. But it had something to do with design elegance, I was sure. Some library research was called for. Now the local library is no great shakes, as libraries go (my co-curmudgeon is wont to say, "I went to the library, but the book was out."). However, I did find a definition, in *Vocabulary of Common Japanese Words* (Arthur Rose-Innes, Yale University, 1943): astringent (in taste); plain but of good taste (of dress, works of art).

I like astringent. It means tightened up, austere. Plain is nice too, in regard to technical writing.

And I found a magazine article, on interior decorating, that took the concept a little further. Writing in *McCall's* (November 1992), Alexandra Stoddard said, "The masters of the uncluttered look are the Japanese. Their decorative tradition emphasizes the fine art of editing." Well, what do you know—we've come full circle, from interior decorating to editing! She describes waxing an Oriental bench that she uses as a coffee table. When she was finished, she decided not to put back all the typical coffee-table accumulation that had been removed for the wax job; instead, she just added a vase with one yellow tulip, slightly off center. "Such subtle beauty," she concluded, "is *shibui.*" (Anybody know where I can find one yellow tulip in February?)

Editing documents is making them *shibui.* Making them pared down, simple, functional, logically organized . . . this is making them elegant. To the editor and writer, this quality of elegance and *shibui* is indeed the equivalent of beauty. Laurence J. Peter said, "Competence, like truth, beauty, and contact lenses, is in the eye of the beholder." Elegance might be hard to explain to engineers, but professional communicators know it when they see it. ◄

New PCS Officers

(continued from page 1)

center that provides alternatives to single-occupancy vehicle commuting. Since 1991, Mark has teamed with faculty in the UW Department of Electrical Engineering to design and demonstrate a regional IVHS for the Puget Sound area. [Mark, if any of this leads to ways to avoid three lanes of freeway traffic stopped dead in its tracks, *please* bring it to Chicago! —D.E.N.]

At the PCS AdCom Meeting in Philadelphia following IPCC 93, Mike Goodman, Rudy Joenk, Bill Kehoe, Dave Kemp, and Cheryl Reimold were reelected to new terms as members of the Administrative Committee. Also elected were two new AdCom members, Laurel Kay Grove and George Hayhoe.

Laurel Kay Grove is a senior technical communication specialist at Battelle, Pacific Northwest Laboratories in Richland, Washington (on the desert side of the mountains). She came to communication from anthropological archeology, and after more than eight years still enjoys the relief of entering a field in which being a bit of a dilettante is not only acceptable, but beneficial. She holds a bachelor's degree from the University of Michigan and a master's degree from Southern Illinois University.

Her background in anthropology doesn't go to waste. Among other things, it gave her a broad view of the world and its people, which makes her recognize that the way she sees things is by no means the only way, a valuable asset in a communicator. In addition, in her career as an archeologist, she learned about the various disciplines that impinged on her work, not just geomorphology and linguistics, but also statistics, chemical analysis (of minerals, to identify where stone used for tools came from), cartography, and simulation modeling.

Laurel works primarily as an editor for researchers in environmental science, but she has also published a number of articles about editing, cross-cultural communication, and research design. [If you'd like to get a feel for Laurel's work, try "Winning respect throughout the organization", Grove, Lundgren, and Hays, *Technical Communication* 39(3): 384-393 (Aug. 1992). This is one of the best and most practically useful articles I've read in the techcomm literature.—D.E.N.] She is excited about being on the program committee for IPCC 94 because of the opportunity to get a wide perspective on what people are doing throughout the field of professional communication. Becoming a member of the AdCom, she believes, offers a great chance to learn more and share her perspective on the profession.

George F. Hayhoe, a senior member of IEEE and the PCS, is the project leader of a software documentation team for Westinghouse Savannah River Company in Aiken, South Carolina. He holds a Ph.D. in English from the University of South Carolina and previously served as Assistant Director of the writing program and Director of the writing lab at Virginia Tech. [I first met George in Philadelphia last fall walking back to our hotel from IPCC 93. He said he was from Savannah River and, knowing the name of only one person there, I immediately asked if he was Dan Plung. He wasn't . . . still isn't. — D.E.N.]

George received the best paper award for his presentation "No desktop is an island: groupware needs of publications departments" at the IPCC in 1989. He is general manager for IPCC 1995, which will be held in Savannah, Georgia. He is also a senior member of the South Carolina chapter of the Society for Technical Communication, currently serves as International Secretary of STC, and is a nominee for Second Vice President in its spring 1994 elections.

George was the principal author of a white paper on the future of academic programs in technical communication. The white paper, which grew out of a joint workshop of industry and academic representatives with STC's Board of Directors, appeared as a guest editorial in the first quarter 1994 issue of *Technical Communication.* George's professional interests include online documentation, quality and productivity issues, and software user interface design. ◄

Quailty Control

Headline of an ad touting the benefits of advertising in a local newspaper:

> *My business literally EXPLODED in 1988!*

Which just goes to show that it's important to budget for furnace maintenance as well as for advertising. ◄

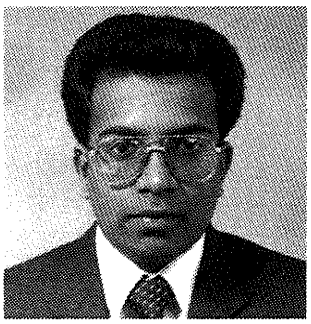
> *Professional jargon is unpleasant. Translating it into English is a bore. I narrow-mindedly outlawed the word "unique". Practically every press release contains it. Practically nothing ever is.*
>
> Fred Hechinger

> *It is one test of a fully developed writer that he reminds us of no one but himself.*
>
> Melvin Maddocks

Profile of a Distinguished Professional Communicator

by Rajesh Nambiar

This is the third article in this series to appear in the PCS Newsletter, *and the first to be written by Rajesh Nambiar, an IEEE member in Madras, India. We want to continue the series, but we need your help in identifying other distinguished communicators. If you know of such a person (and they are out there!), please drop me a line indicating who the person is and why they should be described in these pages. Or, better still—and this would really help—write the article yourself. But a reminder: the intent of this column is not to laud existing, well-known PCS members, but to seek out and draw attention to other people that PCS members should know about. My address: RGI International, 569 Oxford Street, Winnipeg, MB, Canada, R3M 3J2.* —Ron Blicq, Series Editor



Predeep Henry, Tata Consultancy Services, Madras, India

Pradeep Henry

Pradeep Henry has taken up the challenge of pioneering in areas not well known in India—a country that produces world-class technical professionals, but which has neither academic programs nor many good practitioners in technical communication. Through continuous learning and innovation, Pradeep has been producing one first after another in India.

Getting started

Pradeep was born in September 1963 at Madras—one of India's largest cities that also boasts one of the world's longest beaches. He started his career in July 1986, soon after receiving his postgraduate diploma in Journalism and Mass Communication from Madras Christian College.

As technical writer at International Software India Limited, Pradeep was fortunate to be trained by technical communication experts from the United States. Having contributed creatively to technical advertising and technical journalism (besides software user documentation) and having set the company's publications format standards, Pradeep was quickly promoted to Communications Executive.

In September 1988, Pradeep joined CMC Limited, a public sector computer company. During his time there, he published an article on user documentation in *Dataquest* (February 1989), for which the organization gave him an Achievement Award.

Pradeep then moved to Tata Consultancy Services (TCS), South Asia's largest computer and management consulting organization, with over 3500 consultants and offices in more than 30 countries.

TCS had to engineer a large software product for a world-class computer company in Europe. As part of this product, the client wanted a comprehensive online help system and manuals, and TCS nominated Pradeep to coordinate the development of this documentation package. Nothing like this had been done before, so as a first step, Pradeep took further training in September 1989 offered by human factors and documentation development experts in Stockholm, Sweden. For example, there were no estimation techniques nor any historical information. Therefore, he borrowed techniques from software engineering. In fact, at every phase, he applied software engineering-like techniques such as prototyping, quality metrics, and error management. Pradeep was especially successful in motivating and leading changing teams of software professionals to write usable documentation.

Corporate training programs

Since he joined TCS in May 1989, Pradeep has conceived, crafted, and conducted no less than eight corporate training programs in the technical communication and user interface design areas. Firsts in India, these programs are for a range of audiences including software project managers, programmers who write, and technical editors. Each meets a different training objective and uses different techniques, including self-study.

In December 1989, Pradeep launched a two-day Technical Writing workshop for programmers. The workshop introduced user documentation for the first time and also covered topics such as how to write business-winning proposals and how to write effective computer consultancy reports.

Some of India's best technical editors have been trained through The Education-for-Editors Program that Pradeep designed and organized in May 1992 for all the technical editors at TCS's various offices. While inaugurating the program, Dr. H. N. Mahabala, professor at the Indian Institute of Technology (the country's premier engineering institution), expressed his excitement at such a course being launched. In September 1992, Pradeep conducted a Faculty Development Program for all these editors, to help them conduct user documentation programs at their offices.

Pradeep has already conducted these programs for over 600 participants. His command of the

topic and his interaction with participants are repeatedly appreciated. His programs are also famous for the innovative exercises he has designed. Fittingly, he received TCS's Faculty Award for the year 1993.

Corporate standards and interface design

Having been involved in quality documentation development for successful computer companies worldwide, Pradeep Henry is familiar with international standards. At TCS, he took the initiative to define—considering ISO requirements—the process and standards for user documentation development. These are published in a 68-page handbook released for internal use in January 1993.

From the software user's point of view, Pradeep believes that user documentation is an extension of the user interface as far as achieving software usability is concerned, and he therefore has developed and conducted a corporate training program on user interface design. Unlike existing user interface programs in India, which teach technologies such as graphical user interfaces that do not themselves achieve usability, this program teaches how to use human factors-based design principles to build usable software. In September 1992, Pradeep also conducted a Faculty Development Program on this topic for senior TCS software designers.

As reasons for his success in this area, Pradeep points out some of his experiences. First, his role in ensuring the compliance of software products to IBM's SAA Common User Access standards. Second, his participation in usability lab tests organized by European human factors experts (the usability of the product user interface and user documentation were tested in a laboratory setup—perhaps for the first time in India). Third, his testing and review of a large computer-based instructional package. And fourth, the extensive literature research he has been doing.

Looking into the future

Pradeep is working toward what he calls "integrated usability engineering". According to this approach, a user interface and user documentation will be planned and designed together and appropriately integrated into the software lifecycle. This approach will ensure the proper mix of interface elements, messages, online documentation, and printed documentation. Moreover, it will ensure consistency, minimize errors, maximize information reuse, and improve overall product usability.

Pradeep can be reached at 54, Second Street, Secretariat Colony, Kilpauk, Madras 600 010, India or by facsimile at 0091-44-6427312. ◄

What is Technical Communication?

by Mark Haselkorn

At a recent retreat, the faculty of the Department of Technical Communication at the University of Washington attempted to come up with a description of the academic field of technical communication. The result of the attempt follows.

Technical communication is the study of the principles and applications of discourse and graphics with scientific and technical content, transmitted via various communication media and delivered through various display media. Technical communicators work at the interface, either between people and technology or between specialists and their audiences. The field, therefore, is inherently interdisciplinary, merging insights from such disciplines as rhetoric and composition, cognitive science, computer science, instructional design, linguistics, psychology, human factors, organizational, behavior, information science, and technology assessment. Technical communication has roots going back to the ancient Greeks, but the field in its present form is relatively new, getting its first strong impetus from the effort during World War II to introduce new technology to the armed services.

Approximately 170 colleges and universities offer programs in technical communication, all but three in the United States. This figure is misleading, however, because it includes everything from extension certificate programs in two-year community colleges to bachelor's, master's, and doctoral degree programs at top research institutions. Approximately 35 programs in the U.S.A. offer degrees beyond a bachelor's. Of these, the majority are housed within English departments, where the focus tends more towards technical "writing" than the full range of issues in technical communication. In addition to technical writing and editing, other technical communication issues involve information and interface design, print and electronic production, the impact of communication and display media, usability testing, management of organizational communication, computer documentation and other special documents (e.g., environmental impact statements), communication and information policy, information systems, and publication and project management. In addition, developments in communication technology and in engineering practice continually raise such new issues as the recent focus on communication for concurrent engineering and international technical communication.

I wonder what other *Newsletter* readers think of this description?

[Mark's address is Department of Scientific and Technical Communication, University of Washington, Seattle, Washington 98195; e-mail is mark@uwtc.washington.edu] ◄

Book.Bytes
(an occasional roundup and review)

by H. J. Scheiber

A recent headline in *The Wall Street Journal* proclaimed that "Companies [now] form teams to expedite decisions". The article spoke of a variety of "big companies" (e.g., AT&T, Eastman Kodak, New York Life Insurance) currently striving to speed up their decision-making process through "creating innovative senior management teams". Indeed, technical managers at all organizational levels have become increasingly involved in team building, innovative (*team*-oriented) problem solving, and all sorts of schemes promoting employee "empowerment".

The result, according to one writer, is a salutary "sense of ownership among team players" involved in an enterprise (see Debs, *Technical Communication*, November 1991, pp. 474–484). According to other writers, the use of teams and the entire teamwork "orientation" tend to promote increased productivity, organizational change, innovative behaviors, and consequently, more open communication channels and equally open, non-coercive corporate cultures. Practitioners and researchers alike are just now recognizing the efficacy, utility—perhaps even the utter essentiality—of teams and teamwork in business and industry and, certainly, in all spheres of organizational *communication* (technical and corporate).

Fortunately, a substantial body of both theory-filled and "how-to" books seems to be emerging, from which you can learn

- how to get more team play in your organization (division, department, unit),
- what a team player is and does,
- how to become a team player, and
- how to design, implement, and participate effectively in a team-oriented work environment.

I've picked out seven (yes, *seven*) new books from the veritable mass available as part of this "roundup". What follows are a few brief notes, or what I'll call "Book.Bytes", on the subject.

In *Team Players and Teamwork* (Jossey-Bass, 1990), Glenn M. Parker argues that we need to make the use of teams a routine, a "practical business strategy", in order to enhance our productivity, ensure efficient communication and problem solving, streamline our decision process(es), and simply manage the daily life in our organizations. Parker reviews a variety of essential issues that have grown out of the teamwork concept and team-based (as well as leadership) research:

[We] are just now recognizing the efficacy, utility—perhaps even the utter essentiality—of teams...

from examining what makes a team effective or ineffective, to developing a team-player *culture* (a section of particular interest to students of organizational culture), to articulating daily senior-executive, management, HR, training/development, and personal "challenges for teams and team players". Parker's book is "must" reading for those of us currently working or soon to work in team environments, and for those who are simply interested in the myriad issues surrounding "team-driven" organizations and teamwork.

The Wisdom of Teams, by Jon R. Katzenbach and Douglas K. Smith (Harvard Business School Press, 1993) is another "must-read" text. Subtitled "Creating the High-Performance Organization", the book covers some of the same territory explored by Parker; however, Katzenbach and Smith's text is suffused with examples and stories illustrating how teams out-perform individuals. They share with readers both "*commonsense* findings" (e.g., "The disciplined application of 'team basics' is often overlooked.") and "*uncommonsense* findings" (e.g., "Companies with strong performance standards seem to spawn more 'real teams' than companies that promote teams *per se*."). Thus, they submit, the "wisdom of teams" itself "lies in the disciplined pursuit of performance". In three major sections, they examine

1) why teams increasingly matter and are now central to organizational performance;
2) why the performance of groups varies (incorporating a discussion of teams and *non*-teams, what successful team leaders do, and why basic team discipline and structures become even more important when teams get stuck); and
3) how senior-level management can extract the most performance potential from teams across the organization.

If, however, you'd rather just focus on one vital (however sticky) question—"What makes the difference between a team that performs and one that doesn't?"—see Katzenbach and Smith's article entitled "The discipline of teams" in the *Harvard Business Review* (March–April 1993, pp. 111–120).

If you're interested in guidelines, blueprints, and resources, you might consider three additional books. Written predominantly in the "how-to" vein, discussing

issues and theory only briefly, these book are *Building Productive Teams: An Action Guide and Resource Book* by Glenn H. Varney (Jossey-Bass, 1989); *Self-Directed Work Teams: The New American Challenge* by Jack D. Orsburn, Linda Moran, Ed Musselwhite, and John H. Zenger (Business One Irwin, 1990); and *Team-Based Organizations: Developing a Successful Team Environment* by James H. Shonk (Business One Irwin, 1992). Although each of these books emphasizes the practical, I've been most attracted to Varney's book because of his manifest interest in the communication side of teams—focusing on both verbal and nonverbal communication messages, particularly in sections on recognizing unproductive teams and diagnosing causes of team problems.

Orsburn *et al.* provide perhaps the most complete, self-contained, "hands-on" discussion of team-building I know of in Part 3 of their book. Of central interest to those who must ultimately manage the process of developing a team or converting to a team-based work environment is Chapter 5, "Guiding supervisors and middle managers through the transition to work teams".

If your organizational role involves planning at the macro level, you might want to take a close look at Shonk's book, which articulates what he calls an "evolutionary" method of designing a team-based organization (e.g., your first activity might involve a design team's analysis of a "technical system to understand how work flows through the organization and to determine where variances occur from expected outcomes").

Taken together, these three books seem to owe a considerable debt to William G. Dyer's *Team Building: Issues and Alternatives* (2nd ed., Addison-Wesley OD Series, 1987), which documents the emergence of the team idea and shares with readers the entire progression involved in what he calls preparing a team-building program. Dyer's work proceeds from an organizational development (OD) perspective, in which the team builder (facilitator) stresses above all a "commitment to engage in the *process*" of team building, a human process that cannot be measured on a commitment scale. Team building, for Dyer, involves human feelings, attitudes, and agreed-on actions, things people must attempt to accomplish by themselves: "You cannot substitute high-paid consultants, complex designs, or fancy resorts for human beings making a mutual commit ment to try to work together more effectively."

Which brings us to Pat Riley's *The Winner Within: A Life Plan for Team Players* (G.P. Putnam's, 1993). If you've been following professional basketball during the past decade or so, you know that Riley knows a thing or two about teams and teamwork. His book is a pretty good read and his counsel—his Riles' Rules—might serve any of us as a good introduction to teams and team building on virtually any "court" where we find ourselves "playing". Here's one of Riles' Rules that any manager among us would do well to internalize: "Avoiding the solution of a tough, miserable, volatile problem is not discretion. It is cowardice. And it is robbery. Because as long as a serious problem goes unsolved, no team, no person can exploit its full potential. Any coach who doesn't kick the complacent ass on his team will end up kicking his own before long."

H.J. Scheiber is Associate Professor of Rhetoric and Managerial/Technical Communication at Florida Institute of Technology in Melbourne, Florida. He is a member of the Editorial Board of the IEEE Professional Communication Society. Book.Bytes will appear periodically in the PCS Newsletter. ◄

Newsletter Schedule

The *Newsletter* publication and deadline schedule is:

Issue	*Deadline*
July/August	3 June 1994
Sept./Oct.	5 August 1994
Nov./Dec.	7 October 1994
Jan./Feb.	2 December 1994
March/April	3 February 1995
May/June	7 April 1995

Contributions are welcome; ASCII e-mail and ASCII IBM-compatible diskettes are preferred. Please send them to:

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Say Again?

While taking an order for motorcycle insurance, a service representative asked the insured if the cycle had a lienholder. "No," replied the insured, "but it does have a kick-stand."

—Reprinted with permission from Aide Magazine, August 1993, USAA, San Antonio, Texas, ©1993. ◄

No matter what happens, there is always someone who knew it would.
Unknown

I have yet to see any problem, however complicated, which, when you looked at it in the right way, did not become still more complicated.
Paul Alderson

TOOLS OF THE TRADE

by Cheryl Reimold

How To Get Started

And should I then presume?
And how should I begin?
—*T.S. Eliot, "The Love Song of J. Alfred Prufrock"*

If you have ever had trouble beginning a letter, memo, or report—take heart. You are not alone. Most people find getting started the hardest part, and for good reason. The first words often determine the fate of the piece. To a great extent they establish whether or not the reader will go on reading, for the reader tends to judge the value of the rest of the piece by its opening words.

Accepting that your first paragraph is the most important one need not lead you to instant paralysis. On the contrary, this knowledge can be the first step to a good start.

Begin by deciding what you want that crucial paragraph to accomplish. Do you want it to tell your readers something or sell them on something? That is, do you want it to give the readers some important information or inspire them to action? Your answer will lead you to the right start.

The "tell" start

Try this when you want the first paragraph to give the reader new information. Here, you will focus on presenting the essential facts and explaining their significance to the reader, all in the broadest terms. The structure is usually one of INFORMATION followed by MEANING.

Imagine your reader(s) asking you these two questions:

One: "What do you want to tell me?"
Two: "So what?"

Answer each question conversationally, on paper. Your answers will form your opening paragraph.

For example, suppose you are responding to a request for an analysis of a faulty product. You can generate your first paragraph this way:

(Answer to question 1):
Our analysis of sample A shows traces of X and Y.

(Answer to question 2):
X can cause weakness in bonding, leading to cracks in the final product. Y, even in small amounts, can produce the discoloration you observed.

Accepting that your first paragraph is the most important one need not lead you to instant paralysis.

The "sell" start

Use this start when you want the first paragraph to move the reader to action. You want to first grab your reader's attention and then say clearly what he or she must do. The structure is ATTENTION GRABBER followed by CALL FOR ACTION.

One effective approach is to hit the reader with a barrage of arresting or disturbing facts and then immediately follow them with a statement of what must be done.

Suppose there is a leak in the roof of a storage room. Because of other pressing demands, no one has fixed the leak. You want it fixed! Here's a possible opening paragraph to the person responsible.

(Disturbing fact) Last year, 20 boxes of X in Storage Room 13 were damaged by the leak in the roof above that room. (Disturbing fact) Two weeks ago, a package containing samples of our chief competitor's product was soaked through. (Disturbing fact) Yesterday, John Reynolds slipped on the wet floor under the leak and broke his wrist. (Call for action) To avoid further injury or loss, we must get the leak repaired immediately.

The "help" start

Sometimes, you will find that you know what you want the first paragraph to do, but you haven't a clue how to do it. Don't despair. Here's a "help" start.

Start in the middle of your piece. Determine that you will write the first paragraph later, when you have got several ideas and facts on paper. Write down anything you can think of about your subject. There is only one rule: you must write something. You will find it much easier to draw your first paragraph from ideas on paper than from disjointed thoughts flying through an increasingly worried brain.

Say you want your first paragraph of a progress report to give the reader the highlights of your team's latest research. You know you need a "tell" start, but you're not sure which findings are really the "highlights".

Start in the middle. Write down one finding, describe it, and show the significance. Then go on to another. Once you start to see the relationship of your facts and their relative significance, you can go on to the "tell" start.

Or, suppose you want to alert your boss to the need for more regular informal communication between managers and staff in the department. You know this needs a "sell" start, but you don't know how to get your boss's attention without offending him.

Start in the middle. Note problems that have occurred because of poor communication, unfounded rumors that have been flying around, or your own observations. When you feel you have a good attention-getter or series of powerful facts, try a "sell" start.

Remember, you don't always have to begin at the beginning. Good luck with your new starts!

Cheryl Reimold is a member of the PCS Administrative Committee and the author of more than 200 articles and several books, including How to Write a Million-Dollar Memo, Being a Boss, *and* The Language of Business. *She is President of PERC Communications—6A Dickel Road, Scarsdale, NY 10583; (914) 725-1024—which offers businesses in-house workshops and courses in writing, presentations, and on-the-job communication skills.* ◄

CHAPTER NEWS

Los Angeles

Peter McGregor of Executive Quest kicked off the 1994 meeting series with his presentation on "The job search cycle". The joint EMS/PCS/EdS Chapter enjoyed this rare opportunity to learn about jobs from the headhunter's purview. Featured in the 19 January talk was McGregor's eight-step cycle for job search and placement as well as tips for writing the perfect resume.

For now, all meetings are held at the Jolly Roger in Anaheim. Chapter officers meet at 6 p.m. Thirty minutes are then allocated for socializing and networking, with a moderately priced buffet at 7 p.m. Chapter business and the featured talk commence at eight o'clock.

In February, we'll have a little different spin on a popular saying. "If you build it, will they come?" features Tom Miller, a business and technology counselor at the Accelerate Technology Small Business Development Center. He'll describe the importance of marketing to entrepreneurship.

The first quarter talks conclude with John Dowdy's presentation on 16 March. Dowdy, of McKinsey and Company, will provide a perspective on the role of technology in southern California's business future. He plans to comment on the key challenges and opportunities in the area. He will also identify the roles that business, government, and academia should play to yield a more positive future. With topics and speakers like these, and one of the best professional-meeting buffet deals offered anywhere, it's no wonder that meeting attendance is steadily climbing. Members who haven't yet attended a Chapter meeting are encouraged to join us. Meeting details are included in each issue of the Los Angeles IEEE Bulletin.

—Terry E. Lutwen,
PE Chapter Publicity Chair

Vancouver

The Vancouver, British Columbia, Chapter of the Engineering Management Society (50 members locally) has recently formed a joint chapter with the Professional Communications Society (15 members locally, and growing). At the moment there are two officers: Adam Creery, Chapter Chairman, and Greg Miller, Vice Chairman, both at phone (604) 736-3381, facs (604) 736-3110. Please call us if you find you are going to be in or near Vancouver. Two well attended 1993 Chapter meeting presentations were "Effective team building" by Gary Robinson and "Motivational techniques" by Les Pasko. Some of the talks scheduled for 1994 meetings are "Quality management for engineers", "Persuasive proposal writing", and "An introduction to e-mail".

The Vancouver IEEE section consists of approximately 1500 members, with active chapters of the Computer Society, Industry Applications Society, EMS/PCS, Communications Society, Power Engineering Society, Joint Electronics Society, and the Control Systems Society. We established an e-mail committee that is in the process of setting up a bulletin board service for the local members. This will enable all members to have access to Internet (at least the e-mail services).

—Adam Creery,
Chapter Chairman

Russia Chapter

Notable scientists and leading professionals in the Russia Section have petitioned to form a new chapter of the Professional Communication Society. Lead by Dr. Henrich Lantsberg of the Institute of Radioengineering & Electronics of the Russian Academy of Sciences, 22 individuals signed the petition to form a chapter, including Prof. Yuri Gulyaev, who is Director, Institute of Radioengineering & Electronics, and Chairman of the IEEE Russia Section.

The impetus for this chapter was begun when then-President Rudy Joenk and a delegation of Society leaders visited the Moscow in 1990. Chapter formation efforts were further developed during the visit of Dr. Lantsberg and Dr. Yuri Gornostaev to the 1991 International Professional Communication Conference in Orlando. Dr. Lantsberg is Vice Chairman of the IEEE Russia Section, and Dr. Gornostaev is Head of the Computer Department, International Center for Scientific and Technical Information in Moscow.

—Dave Kemp,
Chapter Coordinator

Washington, DC

Let's put Washington DC back on the MAP in '94!

There has been considerable interest in restarting the DC Chapter of the PCS. Anyone interested in participating in or helping with the restart should contact Nancy Corbin at (703) 754-9502 or (703) 367-6013. Suggestions for dates, meeting places, and discussion topics are also welcomed. ◄

1994 Calendar

24-28 April

European Association of Science Editors 5th General Assembly and Congress, Budapest, Hungary. Contact Maeve O'Conner, EASE, 49 Rossendale Way, London NW1 0XB, U.K. Tel: +44 (0) 71-388-9668; facs: 383-3092

14-16 May

Council of Biology Editors 38th Annual Meeting, Quebec City, Canada. Contact CBE, 11 S. LaSalle Street, Suite 1400, Chicago, IL 60603-1210. Tel: (312) 201-0101; facs: (312) 201-0214

15-18 May

Society for Technical Communication 41st Annual Conference, Minneapolis, Minnesota. Contact STC, 901 N. Stuart St., Suite 3-4, Arlington, VA 22203-1822. Tel: (703) 522-4114

7-10 June

42nd Technical Writers' Institute, Rensselaer Polytechnic Institute, Troy, NY. Contact the Office of Continuing Education, Rensselaer Polytechnic Institute, Troy, NY 12180-3590. Tel: (518) 276-8351

15-17 June

Communicating Technical Information (Writing and Editing), James Paradis, director. Contact MIT Summer Session Office, E19-356, Cambridge, Massachusetts 02139. Tel: (617) 253-2101; facs: (617) 253-8042; e-mail: summer-professional-programs@mit.edu

28-30 September

IPCC 94, Banff, Alberta, Canada. Contact Ron S. Blicq, RGI International, 569 Oxford St., Winnipeg, MB, Canada R3M 3J2. Tel: (204) 488-7060; facs: (204) 488-7294; e-mail: r.blicq@compmail.com ◄

IEEE Professional Communication Society NEWSLETTER

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