Newsletter

Leading a Project Team

By Kim Sydow Campbell

Anyone who has managed a project understands the importance of task-related skills, such as clarifying goals, securing resources, understanding the scope of work, and establishing a schedule. However, research has established that leaders must be expert communicators in order to build better relationships with team members and to influence communication satisfaction (as well as productivity, job satisfaction and performance, and organizational effectiveness). While task-related skills ensure your success as a team manager, people-related skills ensure your success as a team leader. **Read more**.

- **Ask the Expert**

Executive Summaries

Question
Should the executive summary be written first or last? (I would have said last, but someone recently recommended that I write it first: why would this be?) ...**Read more**.

- **Professor Grammar**

Reduce your calories, not your clauses

The South Beach diet might be all the rage now, but putting your sentences on a diet is not always helpful to your readers. You should eliminate unnecessary words and phrases, but do not eliminate words that reveal the grammar and syntax of a sentence....**Read more**

- **IPCC Registration**

Register Now for IPCC 2006!

Registration for IPCC 2006 in Saratoga Springs, NY is now available online! To register, visit the **conference web site**. Our keynote speaker will be Elliott Masie , an internationally known futurist, analyst, researcher, and humorist on the critical topics of technology, business, learning, and workplace productivity. Come join us for an exciting weekend of networking, learning, and fun!...**Read more.**
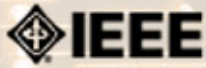
- **PCS Elections**

7 Candidates for PCS AdCom

Please review the candidate statements and the rules. Candidates are Aaron Benitez, Marj Davis, Mark Haselkorn, Walter Lee, Elizabeth Pass, Kirk St.Amant, and Michael Steehouder. You can vote online at **http://www.ieeepcs.org/voting/index. php**.

Read More.

-

Feature

Leading a Project Team

By Kim Sydow Campbell

Anyone who has managed a project understands the importance of task-related skills, such as clarifying goals, securing resources, understanding the scope of work, and establishing a schedule. However, research has established that leaders must be expert communicators in order to build better relationships with team members and to influence communication satisfaction (as well as productivity, job satisfaction and performance, and organizational effectiveness). While task-related skills ensure your success as a team manager, people-related skills ensure your success as a team leader.

Thinking like a team leader requires that you attempt to meet the needs of the individuals on your team. In this article, I briefly discuss two fundamental needs and how you can communicate in a way that supports those needs for your team members.

Supporting Ego Needs

Ego needs refer to a universal desire to have other people show that they value our personal qualities and social roles. When team leaders threaten the personal value of a team member by focusing only about what he or she does wrong and ignoring what is done right, research tells us that member is likely to respond with anger, perceptions of injustice, and retaliation. In such cases, you will undermine rather than build commitment to the team. You will not lead even if your earned value analysis shows the project is both ahead of schedule and under budget. That good news is merely temporary because any team member with low commitment is likely to show poor productivity and performance—eventually your schedule and budget will suffer.

In contrast, when team leaders attend to the ego needs of a member by providing praise or thanking him or her for their hard work, that member is likely to be happier to be a part of the team, more productive, and demonstrate better performance. In such cases, you lead the team by encouraging commitment to your project.

You must do more than think like a leader about a team member's ego needs. You must actually interact with the member in a way that signals that you value him or her. One simple way to demonstrate that value is to address the member by name. Second person pronouns (e.g., you, your, etc.) and positive statements about the member or his/her role (e.g., I was impressed with your work on that project or I'm so glad to have an electrical engineer on the team) are the most common ways to acknowledge the member's value. This is sometimes called adopting a "you-perspective."

The second way in which you can support ego needs is by signaling that you and the member are part of the same team by using in-group markers. First person inclusive pronouns (e.g., we, our, etc.), shared jargon, slang, or dialect (e.g., IP for intellectual property or y'all), and endearments (e.g., Bobby for Robert or buddy) are the most common linguistic signals of in-group status.

The third way in which you can support ego needs is by engaging in active (not passive) listening. You signal that you are listening during a conversation when you make eye contact, nod your head, and use verbal fillers like 'uh huh' or 'I see'. Perhaps the most powerful signal of active listening is rephrasing what you have heard in your own words.

Supporting Autonomy Needs

Autonomy needs refer to a fundamental (and universal) desire to have other people acknowledge our right to freedom of action. When team leaders threaten a member's autonomy by imposing unfairly or micromanaging the member's work, the member is likely to be dissatisfied with his or her work situation, and may well perceive injustice in the situation. In such a situation, you will not lead the team even if you have created a highly detailed work breakdown structure and realistic schedule.

On the other hand, when team leaders attend to the autonomy needs of a member by allowing him or her some choice in how the work is completed, the member is likely to be more satisfied with the team project and more productive. In this case, you lead the team by encouraging commitment to your project.

As with ego needs, you must do more than think like a leader about a team member's autonomy needs. You must interact with the member in way that shows you support his or her need for autonomy. One way to make your directives both clear and polite is to question or hedge by using an interrogative form, e.g., 'Could you submit your report on Friday?' If you are thinking that this example isn't all that different from issuing the directive by using the imperative form (Submit your report on Friday), you would be correct. Hedging is often called "conventional politeness" and is so commonplace that it signals only a slight nod to autonomy needs. Despite this fact, each generation of parents continues to teach their children to say please when making requests because failure to do so signals a noticeable breach of etiquette.

There are several additional means to support autonomy when issuing directives:

- Be Impersonal (Reports should be submitted on Friday)
- Minimize (I just need your report on Friday)
- Be Deferential (Because I'm a novice at this, I'll need your report on Friday)
- Be Pessimistic (You could submit your report on Friday)
- Apologize (I'm sorry but I need your report on Friday)
- Be Grateful (I'd appreciate getting your report on Friday)

Although these can be forms of conventional politeness, which signal only a minimal acknowledgement of autonomy needs, your sincerity makes any of these tactics more powerful. Don't ever doubt that the individuals on your team know whether or not you are sincere.

The Bottom Line

To truly lead a team, you must attend to both tasks and relationships. Your ability to communicate with each individual on your team in ways that support his or her ego and autonomy needs will determine your effectiveness as a team leader. Leading people successfully is complicated by the fact that there are clearly individual and cultural differences in the ego and autonomy needs of individual members. But, that is a topic for another article.

****

Kim Sydow Campbell is the Derrell Thomas Teaching Excellence Faculty Fellow in the Culverhouse College of Commerce and Business Administration at the University of Alabama. She has served as the editor of the IEEE Transactions on Professional Communication *since 1998. This article is based on her new book, Thinking and Interacting Like a Leader: The TILL System for Effective Interpersonal Communication (Chicago: Parlay, 2006) (http://parlaypress.com/TILL.htm). The system introduced in the book focuses on interpersonal communication skills needed for effective written, electronic, and face-to-face interactions. It contains 12 chapters with two in-depth application exercises per chapter and extensive analysis of memos, emails, letters, performance evaluations, and leader-member conversations. The book includes an annotated bibliography and suggested readings at the end of each chapter.*

Feature

Transitioning from School to the Workplace Project Team

by Vincent Lee

This is my first job working as a Project Engineer working on commuter trains. It sounds exciting when you are working with trains that you travel everyday. It makes you wonder how the efficient transport system works to enable you in reaching office to attend meetings and home to have dinner with your family on time.

What I learned in school helps in my work but it is not everything. I still need to pick up skills for the job from colleagues and our company publication. For example, school taught me about the three-phase power system, but it did not teach me how to physically lay cable to distribute power.

School

In school, each subject is taught separately, but in real world, there is no such thing as a separate subject. For example, a power cable when placed close to signal cable would cause electromagnetic interference. Two subjects - Power and Electromagnetics come to play.

Luckily, there are books to read in coping with the school-to-workplace transition.

One of the most relevant books is *Stuff You Don't Learn In Engineering School* by Carl Selinger (**http://www.spectrum. ieee.org/careers**). Mr Selinger has extensive experience in handling big projects, and has written a series of articles designed to assist young graduates.

Communication

One of the most important elements of successful project management is human relationship. In projects, you have to work with many people, and each person has his/her own skills and experience that contribute to the project's success. You cannot be expected to know every single thing, especially with a big project. For example, I worked with people from private companies to supply us with hardware and software for my company, which is a Project System Integrator. I also worked with Professional Laboratories for system technical testing and Government bodies to obtain certifications and operational license to use the final system. In other words, you must be able to communicate with people from all walks of life.

I read *How to Win Friends and Influence People* by Dale Carnegie. This book has withstood the test of time. Though it was published in 1930s, the book's underlying principles are just as relevant today.

****

__Vincent Lee__ graduated from Singapore Polytechnic and Nanyang Technological University, and is currently working as a Project Engineer.

Professor Grammar

Reduce your calories, not your clauses

by Professor Grammar

The South Beach diet might be all the rage now, but putting your sentences on a diet is not always helpful to your readers. You should eliminate unnecessary words and phrases, but do not eliminate words that reveal the grammar and syntax of a sentence, just as you might want to shed a few unwanted pounds without losing muscle mass. Professor Grammar is here to help you put your clauses on a more effective diet.

Writers sometimes shorten sentences by reducing clauses. A reduced clause does not have a subject or a complete verb. (A clause is any group of words with a subject and a verb.) Reduced clauses are not ungrammatical, but they are truncated versions of full clauses.

- **Reduced clause:** When properly installed, the server can be configured.
- **Full clause:** When the server is properly installed, the server can be configured.

Translators and non-native English speakers sometimes find reduced clauses difficult to understand because certain pieces of the grammatical puzzle are missing. In the sentence with the reduced clause, readers might not know what was properly installed until they read the second clause. The subject of a reduced clause must be the same as the subject in the other full clause in the same sentence. Both sentences are grammatically correct, but notice what happens when you introduce a different subject in the second clause:

When properly installed, you can configure the server.

The sentence now says that *you* were installed because 'when properly installed' describes the subject of the second clause, which is 'you'. I hope that being installed on a computer is not too painful. Perhaps being improperly installed is more painful. The problem with the sentence now is what we call a dangling modifier because the reduced clause 'When properly installed' cannot logically modify the word 'you'.

Reduced clauses can also be ambiguous because you cannot see who or what is performing the action. The sentences with the reduced clauses are ambiguous:

- **Reduced clause:** After migrating the code, you can log in as the root user.
- **Full clause:** After you migrate the code, you can log in as the root user.

In the reduced clause, who or what is migrating the code? Users might ask whether they should migrate code or whether an application does this for them.

Similarly, avoid reducing relative clauses (clauses with that, who, and which) to '-ing' phrases because full relative clauses are easier to translate:

Example 1

- **Reduced:** XML elements using undeclared attributes can create errors.
- **Full:** XML elements that use undeclared attributes can create errors.

Example 2

- **Reduced:** The search application scanning Web sites recognizes only international date formats.
- **Full:** The search application that scans Web sites recognizes only international date formats.

Be especially careful with the word using. What is ambiguous about the following sentence?

You can create the file using the X application.

Does the sentence say that the file uses the X application or that you create the file by using the X application? You can avoid the confusion by using the word 'by' if you mean the latter or by using a relative clause if you mean the former.

- You can create the file that uses the X application.

OR

- You can create the file by using the X application.

Use full relative clauses, which are common in most languages. Avoid '-ing' (participle) phrases. Relative clauses are easier to translate. More readers in your international audience will recognize the relative clause, and therefore, will understand your sentence quickly and easily even though the sentence is a few words longer. There is such a thing as being too thin.

****

Newsletter
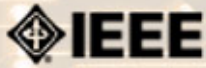
Ask the Expert

Executive Summaries

by Jean-Luc Doumont

Question

Should the executive summary be written first or last? (I would have said last, but someone recently recommended that I write it first: why would this be?)

Answer

In a document that reports work done, readers are primarily interested in the beginning of the story (the motivation for the work) and the end of the story (the outcome of the work), while authors are typically more interested in the middle, that is, the details of their work. It is a frustrating truth that most readers do not care how hard you have worked; they want to be told (or reminded) of the problem you were addressing and, mostly, to find out whether you have solved it. The "global component" (abstract, executive summary, or other summary) should focus on these immediate concerns and should, of course, be placed first in the document.

Now, should the global component also be written first? Well... yes and no. Writing it last usually makes for a better summary. Writing it first, however, usually makes for a better document. Indeed, with the end point now clear in their mind, authors can be more selective about what to include. Instead of telling everything they did, they can more easily limit themselves to what helps support their conclusions, thus excluding less relevant details (or at least relegating them to an appendix).

Whether you write the global component first or last (or perhaps first *and* last), be sure to invest enough time in it, that is, proportionally more time than in the rest of the document. The executive summary is read by a larger—and more diverse—readership than the rest of the document.

****

*Jean-luc Doumont (**www.principiae.be**) provides help with and runs training sessions on effective oral presentations, written documents, graphical displays, and related topics of scientific, technical, or business communication. He also trains instructors and facilitates any process in need of structuring. In hundreds of sessions, he has addressed audiences of all ages, backgrounds, and nationalities, in English, French, Dutch, and Spanish. He is an engineer from the University of Louvain and a doctor in applied physics from Stanford University.*
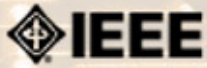
Newsletter
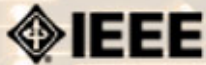
Reviews

Project Management Institute Provides Certification

The Project Management Institute (PMI) has a well-regarded and rigorous certification program for project managers, as well as local chapters scattered around the world. The certification program meets ISO9001 requirements. Check out their website at **www.pmi.org** for more information.

Editor's Column

No is Not a Dirty Word

by Kit brown

I tend to be action-oriented, someone who likes solving problems and helping people. Needless to say, learning to say 'No' has been a challenge, despite the stress and many late nights of struggling to finish projects that I have overcommitted myself to. I almost always manage to pull it off, and fulfill my commitments, but sometimes, that overcommitment comes at a personal cost.
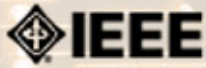
Lately, however, I have been practicing saying 'No' to things that I either really am not interested in doing, or that do not benefit my business, or that I simply do not have the time or energy to do well. The difficult ones are the things that I would love to do, but simply do not have time to do at this very moment--things like performing a small part in a play that occurs two weeks before my fall travel starts, or taking on a complex, interesting project with a short turnaround time.

At first, I felt guilty about saying No; after all, I was being presented with interesting opportunities and experiences, and I did not want to let anyone down. Then, I realized that I was not saying 'No, I never want to do X', but 'Not now'. When I am ready, such opportunities will come again, and I will be able to say 'Yes'.

Effective project managers need to know when to say 'No' to scope creep, deadlines that their teams cannot possibly meet, and to facilitate their teams in devising creative solutions to difficult problems.

PCS Elections

Be sure to read the candidate biographies and to vote for your PCS Adcom members. We have an excellent slate. For more information, go to the **AdCom page**.

Tidbits

Editor's Note: I am always looking for strange, fun, or interesting technical communication tidbits. Please contribute freely.

An Inconvenient Truth

By Kit Brown

Al Gore (former US vice president) has produced a documentary on global warming. This month's *Spectrum* provides a fairly balanced review. While the scientific information in the documentary appears to be well-researched and supports many of the studies and models done on the subject, the documentary comes across as a bit self-serving and self-righteous because of the personal vignettes. (Unfortunately for Mr. Gore, he lacks a bit of credibility since he himself does not follow the recommendations he exhorts the viewer to live by.)

Of course, it is pretty arrogant for an American to exhort others to live more 'greenly', when we are among the worst offenders...Having said that, however, everyone on the planet should be examining ways to tread less heavily on Mother Earth, or our children and grandchildren will be left with a big mess, if they survive at all. **Read more about the movie**...

The Importance of Understanding the Language

From News of the Weird

The tattoo-removal business is booming, according to a May Fox News report that highlights dissatisfaction with formerly trendy Chinese-language [tattoos] that were often either mistranslated as nonsense ("blood and guts" translated as "blood and intestines") or were actually jokes pulled on people too cool for their own good (such as Chinese words for "gullible white boy"). A removal service in Beverly Hills, Calif., said it takes off at least seven Asian tattoos a week. [Fox News, 5-9-06] **Read more weird news**...

Newsletter
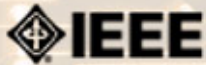
Society News: PCS Events

Registration Open for IPCC 2006

by IPCC Conference Committee

Register now for IPCC 2006 in Saratoga Springs, NY USA. Keynote speaker will be Elliot Masie, a renowned futurist, analyst, researcher, and humorist. Rooms at the gorgeous **Gideon-Putnam Hotel** are filling fast!

The air will be crisp and the leaves should still be turning, so see you there!

Newsletter

IEEE Professional Communication Society Newsletter • ISSN 1539-3593 • Volume 50, Number 8 • August 2006

Society: Non-Society Events

The following events are listed in chronological order with the earliest events first. This list is by no means exhaustive, but is intended to provide readers with information they may find helpful. It is updated each month.

Master's Course in User Support at University of Twente

International Conference on Enterprise Networking and Services

IEEE International Symposium on Personal, Indoor, and Mobile Radio Communications (PIMRC) 2006

2006 IEEE International Engineering Management Conference

IEEE International Conference on Web Services

IEEE SIMA 2006--Situation Management Workshop

IEEE Communications Society GLOBECOM 2006 Expo

Second International Joint Conferences on Computer, Information, and Systems Sciences, and Engineering (CISSE 2006) *NEW!*

IEEE Consumer Communications and Networking Conference (CCNC)

International Symposium on Integrated Network Management (IM 2007) *NEW!*

IEEE International Conference on Communications *NEW!*

Master's Course University of Twente in The Nederlands

Title:	Master's Course in User Support
Dates:	September 2006 to February 2007
Location:	University of Twente in The Nederlands

Members of IEEE-PCS, STIC, STC, and other INTECOM societies receive a €500 discount!

The University of Twente offers a unique opportunity for professionals in the user support field to get acquainted with the theory and research on user support. A distance learning course gives you an overview of recent and influential theories behind user instructions, manuals, help desks, and user groups. **Read more**...

2006 International Conference on

Enterprise Networking and Services

Title:	International Conference on Enterprise Networking and Services Joint Conference with IEEE and IEC
Dates:	11-13 September 2006
Location:	Vancouver Convention and Exhibition Centre Vancouver, British Columbia, Canada

The IEEE Communications Society (ComSoc) and the International Engineering Consortium (IEC) cordially invite you to participate in the International Conference on Enterprise Networking and Services 2006 (EntNet 2006) and co-located with Broadband World Forum Americas. EntNet 2006 will present an excellent opportunity for enterprise networking and services professionals to examine the key enterprise networking business issues, learn new enabling technologies, and evaluate solutions for improving the enterprise operations and the quality of delivered services.

The target audience for EntNet is enterprise practitioners, researchers, designers, developers, integrators, and technical leaders engaged in the enterprise networking, services and vertical market applications development and deployment, enabling technology R&D, evaluation and planning, enterprise business process design and requirement analysis, and enterprise operations support.

IEEE International Symposium on Personal, Indoor and Mobile Radio Communications (PIMRC) 2006

Title:	17th Annual IEEE International Symposium on Personal, Indoor and Mobile Radio Communications (PIMRC) 2006
Dates:	11-14 September 2006
Location:	Helsinki, Finland
Conference Website:	**http://www.pimrc2006.org**

This annual telecommunications event has received world-wide attention and acclaim. Hosted by three Finnish universities, more than 900 paper submissions from 50 countries are expected to be submitted.

PIMRC'06 is a meeting ground for specialists contributing to "Diversity in Telecommunications" – the theme for PIMRC'06. Leading experts from industry, academia, and regulatory bodies all have their share in making this quality event. On the other hand, PIMRC also offers a wonderful opportunity for young researchers to present and participate in an international forum. A number of measures will be taken in the planning process to further increase the exchange of information between specialists and to ensure the extent of "Diversity" at the event.

2006 IEEE International Engineering Management Conference

Title:	2006 IEEE International Engineering Management Conference
Dates:	17-20 September 2006
Location:	Salvador, Bahia, Brazil
Conference Website:	**http://www.iemc2006.org**

Submitted papers will go through a peer review process. Reviewers are distinguished authors selected by the Organizing Committee in specific areas of Engineering Management and in the topics covered by this Conference. All papers accepted

for presentation at the conference will be included in the conference proceedings. The papers will be placed on IEEE Xplore after the conference. Authors may also be invited to write expanded papers for inclusion in EM Society publications.

Submissions from both academia and industry are encouraged. Research papers, case studies, lessons learned, status reports, and discussions of practical problems faced by industry and users are all welcome.

The detailed Call for Papers and Participation is available on the **conference web site.**

2006 IEEE International Conference on Web Services

Title:	2006 IEEE International Conference on Web Services (ICWS 2006) Celebrating the 60th Anniversary of IEEE Computer Society!
Dates:	18-22 September 2006
Location:	Hyatt Regency at O'Hare Airport Chicago, Illinois USA
Conference Website:	**http://conferences.computer.org/icws/2006**

About ICWS

The 2006 IEEE International Conference on Web Services (ICWS 2006) will be part of the IEEE Computer Society Congress on Software Technology and Engineering Practice (CoSTEP), celebrating the 60th Anniversary of IEEE Computer Society!

ICWS has been a prime international forum for both researchers and industry practitioners to exchange the latest fundamental advances in the state of the art and practice of Web Services. ICWS also aims to identify emerging research topics and define the future of Web Services.

ICWS 2006 will be co-located with the 2006 IEEE International Conference on Services Computing (SCC 2006), the 30th Annual International Computer Software and Applications Conference (COMPSAC 2006), and the 2006 IEEE Workshops on Software Technology and Engineering Practice (STEP 2006). IEEE Services Oriented Architecture (SOA) Industry Summit and IEEE International Services Computing Contest will also be featured at this joint event.

The technical program will include refereed paper presentations, panels, and poster sessions in both research and industry tracks. Workshops and tutorials will run before and throughout the conference.

ICWS 2006 program seeks original, unpublished research papers reporting substantive new work in various aspects of Web services. Papers must properly cite related work and clearly indicate their contributions to the field of Web services. Topics of interest include, but are not limited to, the following:

- Mathematical Foundations for Web Services Computing

- Web Services-based Service Oriented Architecture

- Web Services Modeling

- Web Services Standards and Implementation Technologies

- Web Services Specifications and Enhancements (e.g., UDDI, SOAP, WSDL)

- Web Services Discovery

- Web Services Composition and Integration

- Web Services Invocation

- QoS for Web Services (e.g., security, privacy, reliability, performance, fault tolerance, etc.)

- Web Services Assessment (i.e., validation & verification)

- Web Services-based Testing Methodologies

- Web Services-based Software Engineering

- Web Services-based Project Management

- Semantic Web Services

- IT Infrastructure Management for Web Services

- Solution Management for Web Services

- Multimedia Web Services

- Web Services-based Business Process Management

- Web Services-based Mobile Computing

- Web Services-based Grid Applications (e.g. OGSA)

- Domain Specific Web Services Applications and Solutions

IEEE SIMA 2006--Situation Management Workshop

Title:	SIMA 2006, 2nd IEEE Workshop on Situation Management
Dates:	24 October 2006
Location:	Washington, DC USA
URL:	**http://www.milcom.org/2005/**

This one-day workshop is being held in conjunction with MILCOM 2006.

Many domains, such as modern battlefield operations management, disaster response and crisis management, physical infrastructure and cyber security monitoring, and mobile/autonomic robotics, are characterized by heightened mobility, large numbers of distributed heterogeneous information sources, and existence of complex, often incomplete and unpredictable dynamic situations. As a result, there is need for effective methods of situation recognition, prediction, reasoning and control -- operations collectively identifiable as Situation Management.

Often situations involve a many interdependent dynamic objects that change their states in time and space, and engage each other into fairly complex relationships. From a management viewpoint, it is important to understand the situations in which these objects participate, to recognize emerging trends and potential threats, and to undertake required actions.

The objective of this workshop is to provide a forum for scientists, engineers, and decision makers from government, industry and academia to present the state of their research, development and systems needs in situation management, to discuss fundamental issues and problems, and to identify future R&D directions.

METM06 Mediterranean Editors' and Translators' Meeting

Title:	METM06 2nd Mediterranean Editors' and Translators' Meeting
Dates:	27-28 October 2006
Location:	Barcelona, Spain
URL:	**http://www.metmeetings.org/index.htm**

METM is a new association for those who facilitate international communication in the Euro-Mediterranean space. The scope of Mediterranean Editors and Translators (MET) extends to oral and audiovisual communication.

The theme for the 2006 conference is "International Communication—Promising Practices."

Plenary speakers include Miguel Roig, author of online instructional material on ethical writing developed for the US Office of Research Integrity, and Chris Durban, currently president of the French national translators' association, SFT.

MET has also announced a spring program of continuing professional development workshops for language facilitators

IEEE GLOBECOM 2006 Expo

Title:	IEEE GLOBECOM 2006 Expo
Dates:	27 November to 1 December 2006
Location:	San Francisco, CA USA
URL:	**http://www.ieee-globecom.org/2006/index.html**

The IEEE Communications Society (COMSOC) has selected San Francisco for its first ever Communications EXPO, which will be co-located its 49 th Annual IEEE Globecom conference in November 2006.

The new EXPO will have exhibits by industry and a quality technical program focused for the design and development engineers in the communications industry. This will include:

- Design & Developers Forum
- Tutorials & Workshops
- Telecom Business Forum

Historically, the IEEE Globecom conference is focused on research and development. The technical program for IEEE Globecom 2006 will continue this emphasis. There will be 16 symposium conducted by the various COMSOC technical committees covering the major industry technologies and numerous hot topics.

CISSE 2006

Title:	The Second International Joint Conferences on Computer, Information, and Systems Sciences, and Engineering (CISSE 2006)
Dates:	4-14 December 2006
Location:	Virtual Forum
URL:	**http://www.cisse2006online.org**

Proposal Submission deadline is **13 October 2006**!

CISSE 2006 provides a virtual forum for presenting and discussing the state-of the-art research on computers, information

and systems sciences, and engineering. CISSE 2006 is the second conference of the CISSE series of e-conferences.

The CISSE 2006 virtual conference will be conducted through the Internet using web-conferencing tools, made available by the conference. Authors will be presenting their PowerPoint, audio, or video presentations using simple web-conferencing tools without the need for travel. Conference sessions will be broadcast to all the conference participants, where session participants can interact with the presenter during the presentation and (or) during the Q&A slot that follows the presentation. **This international conference will be held entirely online.** The accepted and presented papers will be made available after the conference both on a CD and as a book publication. Springer, the official publisher for CISSE, published the 2005 proceedings in 2 books.

Book 1: **http://www.cisse2006online.org/flyer1.pdf**
Book 2: **http://www.cisse2006online.org/flyer2.pdf**

Conference participants - authors, presenters and attendees - only need an internet connection and sound available on their computers to contribute and participate in this international ground-breaking conference. The online structure of this high-quality event will allow academic professionals and industry participants to contribute work and attend world-class technical presentations based on rigorously refereed submissions, live, without the need for investing significant travel funds or time out of the office.

Potential non-author conference attendees who cannot make the online conference dates are encouraged to register, as the entire joint conferences will be archived for future viewing.

IEEE Consumer Communications and Networking Conference (CCNC)

Title:	IEEE Consumer Communications and Networking Conference (CCNC)
Dates:	11 to 13 January 2007
Location:	Las Vegas, Nevada, USA
URL:	**http://www.ieee-ccnc.org/2007**

IEEE Consumer Communications and Networking Conference, sponsored by IEEE Communications Society, is a major annual international conference organized with the objective of bringing together researchers, developers, and practitioners from academia and industry working in all areas of consumer communications and networking. CCNC 2007 will present the latest developments and technical solutions in the areas of wireless, multimedia, and consumer networking, enabling technologies (such as middleware), and novel applications and services.

The conference will include a peer-reviewed program of technical sessions, special sessions, business application sessions, tutorials, and demonstration sessions. Authors are invited to submit complete unpublished papers, which are not under review in any other conference or journal.

Authors should submit a five-page technical paper manuscript (or a two-page demonstration summary) in double-column IEEE format including authors' names and affiliations, and a short abstract through EDAS, following the submission guidelines available on the CCNC2007 website. Only electronic submission will be accepted.

IM 2007

Title:	10th IFIP/IEEE International Symposium on Integrated Network Management (IM 2007)
Dates:	21-25 may 2007
Location:	Munich, Germany
URL:	**www.ieee-im.org**

Proposals are due **24 August 2006**!

The Tenth IFIP/IEEE International Symposium on Integrated Management (IM 2007) will be held 21-25 May 2007 in Munich, Germany. IM 2007 will present the latest technical advances in the area of management, operations and control of networks, networking services, networked applications, and distributed systems. Held in odd-numbered years since 1989 and taking turns with its sibling conference NOMS, IM 2007 will build on the successes of its predecessors and serve as the primary forum for exchange among the research, standards, vendor and user communities in the field of integrated management. The symposium is sponsored by the International Federation for Information Processing (IFIP) Working Group 6.6 on Management of Networks and Distributed Systems, and by the IEEE Communications Society Technical Committee on Network Operations and Management (CNOM).

Integrated management of networked systems is facing new challenges, stemming from a combination of rapidly evolving technologies and an increased scrutiny from corporate customers. At the same time, as IT and network services become more and more ubiquitous, their reliability and performance become more critical for all kinds of enterprises. The resulting demands for improving and verifying service quality must be met in an environment of increasingly distributed and decentralized service provisioning, accelerated service lifecycles, and unprecedented security challenges. Today's IT management issues involve many diverse problems in controlling heterogeneous IT infrastructures, often across organizational boundaries. However, new and difficult challenges are emerging while aligning technical and organizational IT management to business requirements, thus calling for integrating management tools and measures "from bits to business value".

IM 2007 will be organized into technical and application sessions, panels, tutorials and workshops. In addition, it will feature an industrial experience track to share practical lessons learned by the user and vendor communities, posters, birds-of-a-feather sessions, and vendor exhibits. In the tradition of previous events, we strive to make the IM 2007 Symposium the highest quality professional event of the year. Paper submissions will undergo a stringent review process implemented by the Technical Program Committee, which includes the most respected experts in the field. We encourage papers that break new ground or present insightful results based on experience with integrated management of networks, systems, applications and services.

IEEE International Conference on Communications

Title:	IEEE ICC
Dates:	24-28 June 2007
Location:	Glasgow, Scotland UK
URL:	**http://www.ieee-icc.org/2007/**

Proposals due **15 September 2006**.

The Conference addresses key themes on "Smart Communications Technologies for Tomorrow". The program will feature a General Conference, 10 Specific Symposia, Applications Sessions, and Tutorials. Prospective authors are invited to submit original technical papers for oral or poster presentations at ICC 2007 and publication in the Conference Proceedings. (IEEE Communications Society policy states that all accepted ICC 2007 technical presenters must register at the full or limited rate. For authors presenting multiple papers, one full or limited registration is valid up to three papers).

Calls for Articles/Proposals/Volunteers

PCS Needs a Webmaster

STC Conference Proposals *NEW!*

Global Talk **newsletter**

Seeking an IEEE-PCS Webmaster

If you are interested, and have the required skills and experience, consider applying to become the next PCS Webmaster. PCS is in the process now of revamping both its web site (**www.ieeepcs.org**) and its electronic communication forum, PECom (**https://www.ieeecommunities.org/ieee.pcs**). We're looking for a new volunteer webmaster to help improve the quality of both so that they become more useful, engaging electronic resources. The Webmaster is automatically a member (and a very valued one!) of the PCS Electronic Information Committee.

As PCS Webmaster, you would contribute to the redesign of the site and forum, and after that process is completed, you would continue to maintain both. The details of all the position's duties as well as experience and skills required to be eligible for it are listed below. Applications will be accepted and reviewed until the position is filled.

If you have questions, contact **Brian Still**, PCS Electronic Information Committee Chair.

Webmaster Position Qualifications

Position Title:	Webmaster
Position Closing Date:	Open until filled
Pay:	N/A (volunteer part-time position)
PCS Membership Required:	Not to apply but must be IEEE PCS student or full member to hold the position

Position Duties:

Responsible for performing day-to-day site maintenance on IEEE-PCS website, ensuring navigation and browser compatibility, providing as-needed consultation or programming for other PCS electronic information projects (i.e., Newsletter, IPCC), and maintaining and developing small web applications. Additional responsibilities include writing maintainable code, serving on the EIC committee, assisting in the development of updated layouts, updating all site content, and advising PCS on how to best optimize its content for online deployment.

Required Skills/Experience:

- 2+ years HTML and CSS hand-coding experience (i.e., coding without the aid of an HTML WYSIWYG editor program).
- 2+ years Dreamweaver experience (including the ability to create and edit Dreamweaver templates).
- 2+ years experience using PHP/MySQL to create, deploy and maintain database-driven applications.
- Thorough knowledge of browser compatibility issues, image conversion for online use, and W3C accessibility guidelines.
- Basic familiarity with image editing applications such as Fireworks or Photoshop.
- Willingness and availability to post reasonable content additions or changes to the IEEE PCS Web site in less than 72 hours.
- Active interest in IEEE and the Professional Communication field.

How to Apply:

If you are interested and possess the required skills and experience above, please send an email to **Brian Still**, Electronic Information Committee Chair.

The email should include a brief statement of interest and an attached resume/vita. URLs of web sites previously designed and deployed also would be helpful.

Conference Proposals for 54th Annual STC Conference

By Maurice Martin

The Call for Proposals for the 2007 Technical Communication Summit -- STC's 54th Annual Conference -- is online at **www.stc.org/cfp** (the site includes a Web-based form for submissions). The conference has been redesigned with a new name and new format, but it is still the largest conference in the world for technical writers, usability specialists, Web designers, and others involved in technical communication. To make sure that your proposal fits the conference's new format, please read the Call for Proposals carefully.

Important Dates

Submission of Proposals:	1 September 2006
Conference:	13-16 May 2006
Location:	Minneapolis, Minnesota USA

Global Talk Newsletter Seeking Contributions

by Kirk St. Amant

Global Talk, the online newsletter for the International Technical Communication Special Interest Group (SIG) of the Society for Technical Communication (STC), is getting ready for a new year of publishing articles on topics on international and intercultural technical communication.

For this reason, I'd like to extend an open invitation to everyone on this list to consider submitting an article (750-1,500 words) on topics that include the following:

- Translation
- Localization
- International Technical Communication
- Outsourcing
- International Market or Technology Trends that Will Affect Business and Technical Communication Practices
- International Standards
- Differing International Legal Requirements
- Any other topics you think might be of interest to SIG members or to STC members overall

Please think of *Global Talk* as a forum for sharing information and ideas with both colleagues who are interested in international technical communication and technical communicators or businesspeople in general who are searching for more information on international communication. Also, please feel free to share this call for articles with colleagues (or students) who you think might be interested in writing one or more articles for the newsletter.

If you would like to discuss article ideas or to submit an article manuscript for publication consideration, please feel free to email me (Kirk St.Amant) at **kirk.st-amant@ttu.edu**.

Newsletter
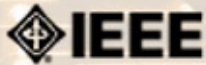
Society News: AdCom News

PCS AdCom Elections

By Helen Grady

The following people have been nominated for the Advisory Committee (AdCom). Each of the candidates was asked to respond to a set of questions. The candidates are listed alphabetically by last name. To view their candidate responses, click their name or scroll to the bottom of the article.

- **Aaron Benitez**, IEEE Region 9, Mexico
- **Marjorie Davis**, Mercer University, School of Engineering
- **Mark Haselkorn**, University of Washington
- **Walter Lee**, T-Alpha Networks
- **Elizabeth Pass**, James Madison University
- **Kirk St. Amant**, Texas Tech University
- **Michaël Steehouder**, University of Twente, The Netherlands

Please review their statements and then vote for the three candidates you would like to represent you this year. Ballots are due via email to **Helen Grady** (grady UNDERSCORE h AT Mercer DOT edu; note: replace the words UNDERSCORE with _, AT with @, and DOT with .) or via online voting by **1 October 2006**. Click **http://www.ieeepcs.org/voting/index. php** to vote online.

Here are the IEEE-PCS bylaws pertaining to election rules:

"Each year, six AdCom member-at-large seats shall be filled by election as follows.
Three seats shall be filled by election by current members of the Society in good standing from among the slate presented by the nominating committee. That election shall be conducted prior to the fall AdCom meeting in the manner prescribed by the nominating committee. The three candidates receiving the greatest number of votes in the balloting shall be declared elected. In case of a tie, the winner(s) shall be selected by lot from among the candidates receiving an equal number of votes.

The other three seats shall be filled by election by the current members-at-large of the AdCom from among the names remaining on the slate presented by the nominating committee. This election shall take place at the fall AdCom meeting. Only members-at-large are eligible to cast votes in the election of these three members-at-large."

****

Aaron Benitez, IEEE Region 9 Committee

1. Who are you and what do you do in your career?

I got my University degree a couple of years ago, and I am about to start the MBA Information Technology Management

Program at Universidad de Las Americas, in Puebla, Mexico (UDLA) to become a consultant. My background is in electronics engineering, and I have worked for Red Uno, a telecom subsidiary of Telmex, Mexico's largest carrier. I am skilled in electronics digital design, web programming, and operating systems (Linux, Windows, CISCO IOS, etc.).

2. What contributions have you made previously to IEEE and particularly to PCS through your volunteer activities?

I founded the Student Branch at my local University, which won several international student prizes for its performance during my term. When I graduated, I was invited by the IEEE Latin America Director to be in charge of an Ad Hoc Committee in IEEE Region 9. From there, I have also volunteered with the Student Activities Committee as a webmaster and assistant, and with the Regional Communications Committee as a staff member and columnist. I have attended and organized several IEEE meetings, the last one being the IEEE R9 Meeting in Rio de Janeiro in February 2006. I am currently part of the Organizing Committee of the R9 Student Branch Congress, which will take place in Acapulco in October this year.

3. What other professional organizations do you belong to, and what are your past and present volunteer activities with them?

I have a Global Membership in the Internet Society, and before volunteering "full time" for the IEEE, I got involved in some Chapter activities of the ISOC in Mexico, and helped coordinate a few virtual international meetings.

4. What specific contributions do you think that you could make if elected to the PCS AdCom?

As a Region 9 insider, I think I can promote the IEEE-PCS to the right people. Unfortunately, the Professional Communication Society is not well known, and in some cases is not known at all, in Latin America. My involvement in many of the events that the R9 organizes can help boost the membership and interest for the IEEE-PCS publications, activities, and events. I am used to public speaking, deadlines, and in general, all the issues around a big organization, so I am sure I can deal with any given assignment in the PCS AdCom.

5. How many meetings will you attend each year?

I am willing to attend all of them.

6. What is your current IEEE membership grade?

I am an IEEE GOLD Member.

****

Marjorie T. Davis, Mercer University

1. Who are you and what do you do in your career?

I am professor and founding chair of technical communication at Mercer University, Macon and Atlanta, GA. During my tenure, both the BS and the MS degree programs were instituted.

2. What contributions have you made previously to IEEE and particularly to PCS through your volunteer activities?

I served as General Chair of the Limerick conference, IPCC 2005, receiving the Emily K. Schlesinger Award. I am a Senior Member of IEEE, have served on the ad hoc Accreditation Committee of PCS, and am a frequent presenter at IPCCs. I

currently chair the Ad Hoc Committee on Operations Planning for PCS.

3. What other professional organizations do you belong to, and what are your past and present volunteer activities with them?

- Associate Fellow, Society for Technical Communication (STC); Jay R. Gould award; Frank R. Smith Distinguished Article award; winner of 2 chapter Distinguished Service awards
- American Society for Engineering Education (ASEE)
- Association of Teachers of Technical Writing (ATTW)
- Council for Programs in Technical and Scientific Communication (CPTSC)

4. What specific contributions do you think that you could make if elected to the PCS AdCom?

I would like to continue my service on PCS AdCom, to participate in meeting challenges and creating opportunities for success of this important organization. I'd like to see us strengthen our Division VI and broader IEEE alliances to increase PCS visibility and enhance services to members. I am committed to increasing our services to engineers, as well as to technical communicators.

The Professional Communication Society is unique among organizations serving professional communicators. Its parent organization, IEEE, aligns us with engineering colleagues and provides benefits of a strong international organization. Just in the last decade, business practices have become even more reliant upon effective communication skills in a truly global community. Being partners with engineers in IEEE PCS is good for technical communication educators and good for all those who practice technical & professional communication.

5. How many meetings will you attend each year?

I will attend all meetings

6. What is your current IEEE membership grade?

I am a Senior Member.

****

Mark Haselkorn, University of Washington

1. Who are you and what do you do in your career?

Professor and Founding Chair of the Department of Technical Communication in the College of Engineering at the University of Washington. Also, Co-Director of the University of Washington's Interdisciplinary Program on Humanitarian Relief.
I do research, teaching and service activities.

2. What contributions have you made previously to IEEE and particularly to PCS through your volunteer activities?

- Vice-President (President-elect), 2007-08
- Conference Chair, International Professional Communication Conference, "Engineering the Future of Human Communication," Seattle, October 2007.
- Chair, Standards Committee, IEEE Professional Communication Society, Jan. 2004 – present.

- Chair, Electronic Information Committee, IEEE Professional Communication Society, 2003.
- Administrative Committee, IEEE Professional Communication Society, Jan.1992-1999; March 2002-present.
- Head, IEEE Technical Activities IT Initiative, 2000-2001
- Vice Chair, IEEE New Technologies Direction Committee, 2000-2001
- Chair, IEEE Year 2000 Coordinating Committee, 1998-2000.
- Chair, Public Image Focus Group, IEEE Technical Activities, 1999-2000
- Member, TAB Strategic Planning and Review Committee, 1998-2000
- Member, TAB New Technologies Direction Committee, 1998-1999
- Founding Member, Intelligent Transportation Systems Council, 1997-1999
- President, IEEE Professional Communication Society (PCS), 1997-98
- Member, TAB Management Committee, 1998
- Member, TAB Blue Ribbon Committee (Reorganization), 1996-98
- Member, TAB Finance Committee, 1997-98
- Member, TAB Products Council, 1997-98
- Chair, Professional Communication Chapter in the Seattle Section of IEEE, 1992-1996
- Associate Editor, IEEE Transactions on Professional Communication, 1986-1995
- Chair, Technical Program Committee, International Professional Communication Conference, 1987-1988.

3. What other professional organizations do you belong to, and what are your past and present volunteer activities with them?

- American Society of Engineering Educators
- Association for Computing Machinery
- Society for Technical Communication

4. What specific contributions do you think that you could make if elected to the PCS AdCom?

Promote the field of technical communication and the discipline of professional communication in engineering environments to IEEE as a whole. Emphasize the close connection between practice and research.

5. How many meetings will you attend each year?

3

6. What is your current IEEE membership grade?

Senior Member

****

Walter H. Lee, Jr. (Wally), T-Alpha Networks

1. Who are you and what do you do in your career?

I am a self-employed consultant in systems engineering and network communications. I specialize in writing technical proposals in those areas. I have a broad engineering-based background in integration and testing of large hardware/software systems.

As a consultant to WinStar, I was a key member of the team chartered to produce the proposal for the Washington

Interagency Telecommunications System (WITS). In this capacity, I Integrated teammates' technical solutions into the final WITS architecture. I introduced systems to perform the same functions as those provided by the incumbent telephone company, but at significantly lower cost. I was personally responsible for the demonstration showing WinStar's qualifications to bid on the contract. As a result of these efforts, WinStar won several multi-million dollar awards for the GSA Metropolitan Area Access (MAA) contracts.

In other consulting engagements I teamed with small companies for projects on public safety wireless, E911, automatic vehicle location (AVL) for the Bureau of Prisons, public safety access point (PSAP) requirements for the Sergeant at Arms of the Senate, and several wireless and VoIP systems for small cities and counties.

2. What contributions have you made previously to IEEE and particularly to PCS through your volunteer activities?

I have been an IEEE member for 16 years. I have received three IEEE service awards and was promoted to Senior Member in 2006. I am very active in local IEEE activities, especially the following:

- IEEE National Capital Area Consultants Network Affinity Group (NCA-CN)

  As chair of the NCA-CN, I presented a series of web-based marketing and sales programs for consultants, after which membership increased by 20%. I have served as Program Chair and Nominating Committee member and continue an active role in leadership of the group as a member of the Executive Committee.

- IEEE Women in Engineering Affinity Group (WIE)

  I joined Women in Engineering in response to the article in The Institute: "Why Jane Won't Go to Engineering School." I support all the meetings and work closely with the local chapter leaders. By leveraging my involvement with other IEEE entities (especially the Consultants Network), I have helped the WIE chapter be successful through effective networking within the IEEE community.

- IEEE Professional Communication Society (PCS)

  I joined PCS in search of a resource to continuously upgrade my written and web-based communication skills for presentations and proposals. I work closely with the present chair of the NCA-CN, who is also a PCS member. We hope to get more technical communication consulting assignments through our combined technical expertise, and writing and teaching skills. When we found that there was no local PCS chapter for the Washington, DC Metro area, we decided to form one.

NCA-CN hosted an event recently to recruit IEEE senior member candidates and present employment and career development opportunities. We were overwhelmed with the response—120 people. We have exploited the success of this event as a vehicle to publicize the proposed PCS chapter to individual PCS members and the local IEEE Sections. Although much work remains to be done, the initial response has been enthusiastic.

3. What other professional organizations do you belong to, and what are your past and present volunteer activities with them?

- IEEE Communications Society Member
- IEEE Computer Society Member
- Montgomery County (MD) Girls in Technology Task Force

The Girls in Technology task force is part of a state-wide initiative to encourage young women to go into science and

engineering. I act as a technical resource to members from the county school system.

4. What specific contributions do you think that you could make if elected to the PCS AdCom?

I will continue to work on the formation of the new Washington/Baltimore chapter. The lessons learned from this exercise may be replicable for other potential new chapters. I notice that when I mention the Professional Communication Society to other IEEE members, they instantly ask what the difference is between PCS and the Communication Society. One of our first jobs is to let people know that PCS exists and how it can benefit them. We can start accomplishing this by writing features for the *Scanner*, the local IEEE newspaper which goes to over 15,000 members. I have done this before, so I know it works. We are also considering a small conference in conjunction with WIE and NCA-CN.

I can offer a different perspective than the academic members of the society. I have been on the front lines of engineering practice, witnessing people who should be taking technical communication courses but aren't, and it isn't pretty. Most of them probably don't even know that their writing is bad, except the non-native English speakers. They know, but there is little help available once one has graduated.

5. How many meetings will you attend each year?

I will attend all meetings in the Baltimore-Washington Area, the IPCC, and any regional conferences held in Region 2.

6. What is your current IEEE membership grade?

I am a Senior Member and have recently participated in senior member upgrade programs.

****

Elizabeth Pass, James Madison University

1. Who are you and what do you do in your career?

I am an Associate Professor in the Institute of Technical & Scientific Communication at James Madison University in Harrisonburg, Virginia. I teach a range of courses at the undergraduate and graduate level, such as core introductory courses, web design and theory, instructional design and training, proposal writing, ethics and legal issues, research methods, and rhetorical theory and analysis. However, my main teaching focus is from the Online Publications Specialization curriculum I helped to develop. The courses I teach in the specialization are 'Web Design and Theory' and the 'Business of Web Design'.

My research interests correspond with my teaching in the Online Publications Specialization. I'm interested in web design and usability, especially with a focus on accessibility. I've also become interested in curriculum issues, as I've been the curriculum and instruction representative for our department at the college level for several years, and the representative for our college at the university level for the past year.

2. What contributions have you made previously to IEEE and particularly to PCS through your volunteer activities?

I am currently a member of the PCS AdCom. On AdCom, I am specifically serving on the Operations Planning Committee, helping to develop the procedures/operations for the organization.

In my courses, my students are introduced to PCS. I believe that as a member and as a teacher, it is important to bring in new people into the community. Students in Technical and Scientific Communication are shown the professional societies

in their fields (e.g., IEEE, PCS, STC, ACM) and learn that these are important resources to their academic and professional careers.

3. What other professional organizations do you belong to, and what are your past and present volunteer activities with them?

- IEEE-PCS, joined 2002. PCS AdCom member; Operations Planning Committee
- Society for Technical Communication (STC), joined 1994. Adviser, JMU Student Chapter of STC; Fall 2003-present. Co-Adviser, JMU Student Chapter of STC; Fall 2002-Spring 2003
- Association for Teachers of Technical Writing (ATTW), joined 1993. Ethics Committee; Fall 1998-Spring 1999. International Communication Committee; Fall 1998-Spring 1999
- Journal of Technical Writing and Communication, Spring 2004-present, Editorial Board member
- National Council of Teacher of English (NCTE), joined 1992. Intellectual Property Caucus Committee Member Conference on College Composition and Communication (CCCC); Fall 1999-Spring 2001. Executive Board Member, Research Network Forum (CCCC); Spring 1996-2000
- Association for Computing Machinery (ACM), joined 2002
- Modern Language Association (MLA), joined 1992

4. What specific contributions do you think that you could make if elected to the PCS AdCom?

I have started working on the PCS Operations Manual, and I would like to continue that work and see it through. I have organizational and administrative skills from the listed volunteer positions, as well as some international nonprofessional positions I hold.

I have worked with an organization for over 19 years, handling recruitment, training committees, and coordinating administration at different levels of the international organization. I am used to working with a large number of volunteers and a diversity of chapters spread across the nation.

5. How many meetings will you attend each year?

I am happy to attend all of them (both meetings and the conference call).

6. What is your current IEEE membership grade?

My IEEE grade is Member.

****

Kirk St.Amant, Texas Tech University

1. Who are you and what do you do in your career?

My name is Kirk St.Amant, and I'm an assistant professor of Technical Communication and Rhetoric at Texas Tech University. In that role, I teach undergraduate and graduate courses (both face-to-face and online) in technical communication, intercultural communication, and instructional design. I also do research in international communication, with a focus on international outsourcing, globalizing online education, and cross-cultural communication in cyberspace.

2. What contributions have you made previously to IEEE and particularly to PCS through your volunteer activities?

I have been a member of the PCS AdCom since 2004, and in that capacity have served as the PCS press liaison where I have worked to both increase PCS involvement in publishing projects (e.g., recruiting PCS members to serve on the editorial boards of different publications and working with publishers to find outlets for materials written by PCS members) and to increase outside interest in PCS publishing projects, including recruiting authors for PCS publications (e.g., the PCS Newsletter). I am also guest editing a special international outsourcing issue of the *Transactions on Professional Communication* and have used that opportunity to increase external interest and participation in PCS publishing projects.

Additionally, I am the conference chair for PCS's 2008 International Professional Communication Conference (IPCC), which will take place in Montreal, Canada, and I am working with personnel from different organizations to establish a formal PCS archive at Texas Tech University.

Since joining PCS in 1997, I have contributed articles to the *Transactions on Professional Communication* and the *PCS Newsletter* (where I currently write a regular column). I am also a member of the Board of Regular Reviewers for the *Transactions on Professional Communication*. I have been a reviewer and a conference committee member for IPCC 2004, 2005 (where I was also a proposal review coordinator), and 2006, and presented papers at these conferences as well as IPCC 2001. I also served as the PCS ambassador to Ukraine during a 2001 educational outreach program sponsored by USAID.

3. What other professional organizations do you belong to, and what are your past and present volunteer activities with them?

I am currently a member of the Society for Technical Communication (STC), and am a member of the Editorial Advisory Board for its journal, *Technical Communication*, as well as serving as a reviewer and a review coordinator for the journal. I have contributed articles and book reviews to the journal and articles to the STC magazine *Intercom*. Additionally, I am the co-advisor for Texas Tech University's STC student chapter.

I am also a member of the Council for Programs in Technical and Scientific Communication (CPTSC), and I have served on the conference committee for CPTSC's 2005 and 2006 conferences. Additionally, I currently serve as the Program Review Coordinator for CPTSC, and in that role, I am currently revising CPTSC's program review process and related materials, as well as co-editing an upcoming *Technical Communication* issue, which will focus on the program review process in technical communication.

4. What specific contributions do you think that you could make if elected to the PCS AdCom?

I believe I could make the following contributions as a member of the AdCom:

- Investigate publishing opportunities for PCS members in new venues (e.g., different presses or different press series) in order to raise the profile of PCS within professional and technical communication and overall engineering communities.
- Increase involvement in PCS publishing opportunities in the *PCS Newsletter* and the *Transactions on Professional Communication* by working with PCS members and non-members who might be interested in such opportunities.
- Raise student involvement in and membership in PCS and involvement in PCS-related publishing opportunities.
- Create a centralized archive of PCS materials (Newsletter articles, Transactions Articles, conference proceedings, etc.) that can be used in research in professional and technical communication.
- Organize regional or student conferences that would highlight the activities of PCS within IEEE and within professional and technical communication.

5. How many meetings will you attend each year?

I will attend the AdCom meeting at the IPCC each year, the virtual/teleconferencing AdCom meeting each year, and the additional/non IPCC face-to-face AdCom meeting each year.

6. What is your current IEEE membership grade?

My current IEEE membership grade is "Member."

****

Michaël Steehouder, University of Twente, The Netherlands

1. Who are you and what do you do in your career?

I am a full professor of Technical Communication at the University of Twente, The Netherlands. I teach technical communication to engineers, as well as to communication specialists. My courses include Communication skills, Rhetoric, Argumentation and User Support. My research interests are document design and technical communication. My current projects include technical instructions, electronic services of public (government) organizations, and helpdesk conversations.

2. What contributions have you made previously to IEEE and particularly to PCS through your volunteer activities?

I have been an associate editor of the *IEEE Transactions on Professional Communication* since 1999, including a guest editorship in 2004. I have been an AdCom member since 2004. I am currently vice-chair of the Regional Activities Committee and PCS representative in INTECOM, the international platform for Technical Communication.

3. What other professional organizations do you belong to, and what are your past and present volunteer activities with them?

I am chair of STIC, the Dutch society for Technical Communication. I was one of the co-founders of TCeurope, the platform for European organizations of Technical Communication, co-author of the *Guidelines for Professional Education and Training of Technical Communicators in Europe*. I co-organized several national (Dutch) and international conferences on technical communication, such as Quality of Technical Communication (1993) and Forum 1995.

4. What specific contributions do you think that you could make if elected to the PCS AdCom?

I would like to continue and to expand my current activities to strengthen the international focus of PCS. After all, over 40% of our members live outside North America. I hope to contribute to another IPCC (2010?) in Europe, after the very

successful IPCC 2005 in Ireland.

5. How many meetings will you attend each year?

Unforeseen events aside, I will attend all meetings.

6. What is your current IEEE membership grade?

Senior Member

5. How many meetings will you attend each year?

Guidelines

Newsletter Article Submission Guidelines

by Kit Brown

Submit articles by the **15th day of the month before publication**. The newsletter is published monthly around the 1st of the month. The **editorial schedule** provides the proposed themes for each month. Additional suggestions are always welcome.

For book and website reviews, see also the **book and website review guidelines**.

If you have questions, comments, or suggestions, please contact **Kit Brown**.

Copyright Statement: "The Newsletter is copyrighted as a whole and does not require authors to transfer their copyright ownership to the IEEE. Permission to copy without fee all or part of any material without a copyright notice is granted, provided that the copies are not made or distributed for commercial advantage and the title of this publication and its date appear on each copy. To copy material with a copyright notice requires specific permission; direct inquiries or requests to the copyright holder as indicated in the article."

Writing Tips: If you aren't sure how to construct the article, try using the 5-paragraph essay method. (Note: The 5-paragraph concept can be expanded to longer formats, so don't be overly literal about the five paragraphs.)

1. Identify your theme and 3 main points in the introductory paragraph. This lead paragraph should draw readers in and make them want to read on.
2. Use each of the 3 body paragraphs to discuss the one of the 3 main points you identified in the first paragraph. (discuss them in the order that you listed them in the introduction). Show, don't tell. Give examples. If you express an opinion, back it up with evidence.
3. Summarize your thoughts in the conclusion paragraph and provide the reader with any actions that you want him/her to take. (The conclusion should not introduce new information, but should encapsulate what was said in the article and provide recommendations if appropriate.)

Guidelines: Please review the following information when submitting articles or regular columns to the newsletter:

- **Submit articles electronically in MSWord or RTF format to pcsnews.editor@ieee.org.** These formats are more easily available to me than other word processing applications.
- **Provide articles that are 200-1000 words in length.** People tend to scan rather than read in an online environment. Short, well-written and relevant articles will be more beneficial to the audience than longer ones.
- **Provide a short bio (~25 words) and contact information.** Readers want to know about you. At a minimum, write a bio that tells your name, company, primary job title, email address and why this topic is of interest to you or what experience you have in the area you wrote about. (This doesn't count as part of your word count.)
- **Indicate whether the article is time sensitive.** Because of size considerations and editorial schedule, newsletter articles may not be published immediately upon submission, unless it is date critical (e.g., information about the upcoming conference or an article about a current event that relates to technical communication.)

- **Indicate copyright information if applicable.** If you own the copyright for an article, indicate this with your submission so that we can provide appropriate attribution. If you don't own the copyright, but think an article is interesting, provide the article, along with the contact information for the copyright holder and the name of the publication where it was originally published.
- **Insert the URL into the text so that I can easily create the link.** For example, if you want to reference the w3c, you would say "refer to the W3C (http://www.w3c.org) guidelines". Don't create the hyperlink in Word.
- **Provide complete bibliographic information for references.** Include author(s), title, date of publication, publisher, page numbers or URL, ISBN number.
- **Use a friendly, casual tone.** We want to invite people to read and to make the information as accessible as possible.
- **Use 1-inch (2.54 cm) margins; don't indent paragraphs.** I have to reformat the text so it's better to minimize the formatting you include. Instead of indenting, put an extra line between paragraphs
- **Avoid using lots of formatting within the text.** I will have to format the articles for the online environment, so don't put lots of bold and italic in the text.
- **Use subheadings generously.** Subheadings help the reader identify the information that is important to them. Subheads are especially helpful in orienting the reader in the online environment.
- **Use active voice and short sentences.** At least 40% of our audience is outside of N. America. For many members, English is their second (or third) language. Short sentences and active voice are easier to absorb and understand than complex sentence structures.
- **Avoid jargon and "big" words when a simpler term will work.** Approximately 90% of our audience is engineers who need to write effectively on the job. Avoid using writer's jargon, or explain the term in the context. By "big" words, I mean complicated, less commonly used words that may have the same or similar meaning to other, more commonly used words (e.g., instead of "obfuscate", just say "confuse").
- **Avoid idioms.** Idiomatic phrases are those colorful sayings we use to mean something else. For example, "once in a blue moon", "jump right in", "on the fly". Unfortunately, these sayings often have no equivalent in other languages, and can be difficult for non-native English speakers to interpret.
- **Submit graphics as JPGs or GIFs.** Web graphics need to be in one of these formats for most browsers. SVGs and PNGs are not yet universally accepted. If you want graphics included in your article, you need to give me the JPG. Don't just embed it in Word.

Guidelines

Editorial Schedule for 2006

by Kit Brown

The following table shows the proposed themes for each issue through January 2006. If something particularly timely occurs during the year, these themes may change.

If you have questions, comments, or suggestions, please contact **Kit Brown**.

Editorial Schedule for 2005

Month	Theme
January 2006	Trends
February	Emergency/Disaster Communication
March	eLearning and Training
April	Ethics
May	Web Development
June	Embedded Help
July	Distributed Project Teams (international cooperation)
August	Project Management
September	Teaching Writing Skills to Engineers
October	Communication and Technology (conference theme)
November	Usability
December	Technical Review Process
January 2007	Trends
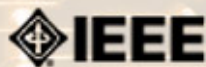
Guidelines

Book and Website Review Guidelines

by Kit brown

Have you read a good book lately? Found a website you can't wait to tell people about? Here's your chance to share your newfound knowledge with your colleagues.

Here are some hints for constructing the review:

1. Include the complete bibliographic information for the book or website immediately after your byline. For example: *Now, Discover Your Strengths by Marcus Buckingham and Donald O. Clifton. 2001. The Free Press: New York. pp.260. ISBN: 0-7432-0114-0. URL: http://www.strengthsfinder.com*
2. In 2-3 sentences, tell the reader what the book or website is about and how it relates to technical communication.
3. Provide 2-3 things you got out of the book or website, and if applicable, 2-3 things that you wish they had done differently. Opinions are OK if they are supported
4. Support your opinions using specific examples from the book or website. This analysis should be brief--1-2 paragraphs at most.
5. Conclude with a recommendation of how this information might be useful to the user.

The reviews should meet the following guidelines:

- **Keep it short.** The reviews should be 300-500 words. A couple of paragraphs can tell the reader a great deal about what the book/website is about and why one should read it.
- **Focus on the big picture.** In a short review, there isn't room to go page by page and analyze every detail. Instead, pick out the main themes and write about the overall impression. This style is much more interesting to read.
- **Use an informal, conversational tone.** Pretend you are talking to someone about the book or website, and that you only have one minute to explain it to them. What would you tell them about it?
- **Review the article guidelines.** These guidelines provide more detail about the grammar and style for presenting the information, as well as the format the editor needs to receive the information in.